



Downtown **TULSA** Forward

STRATEGIC
INVESTMENT PLAN

PREPARED FOR THE DOWNTOWN TULSA PARTNERSHIP

2024

ACKNOWLEDGEMENTS

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THANK YOU TO DOWNTOWN TULSA RESIDENTS AND OTHERS WHO PARTICIPATED IN THIS PROCESS.

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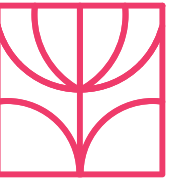
INTRODUCTION



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/// CHAPTER 01

INTRODUCTION



Vision

Downtown Tulsa: Our center of commerce, culture, and community

Downtown Tulsa is poised for a new wave of growth and revitalization with an ambitious investment plan designed to enhance the experience for visitors, employees, and residents. In the 14 years since the last Downton-wide Investment Plan, Downtown has seen over \$1.5 billion in public and private investments, transforming it into a vibrant urban center. On track to double its population, Downtown Tulsa is not only the core of the city's economy but also a thriving community with immense potential. This Strategic Investment Plan aims to build on previous successes, further elevating the quality of life in Downtown while addressing our greatest challenges and capitalizing on our unique opportunities.

Home to over 2,000 businesses, 5,000 residents, and a workforce of 38,000 employees, Downtown Tulsa welcomes over two million visitors a year and is positioned for continued growth.

Investing in the public realm of Downtown is crucial for fostering a vibrant, thriving urban environment. A well-designed and maintained public realm, including streetscapes, parks, plazas,



DOWNTOWN TRENDS



25%
population
growth since
2010



14
new Downtown
bars/restaurants
(2023)



83%
increase
in BIPOC
employees
since 2010



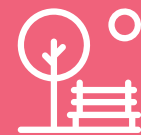
2,100
hotel rooms
(2023)



2,809
residential units
(2023)



2.1M
Downtown
visitors (2023)



15+
acres of park
space

and public facilities, enhances the overall quality of life for residents, workers, and visitors. It promotes social interaction, encourages economic activity, and improves accessibility and mobility. In Downtown, where the density of people and businesses is high, these investments are particularly impactful, creating spaces that are not only functional but also safer, cleaner, healthier and more inviting and inclusive. By prioritizing public realm improvements and maintenance while continuously innovating to address our greatest challenges and opportunities, we can ensure that Downtown Tulsa will remain a dynamic and sustainable hub of activity and growth for generations.

Project Partners

DOWNTOWN TULSA PARTNERSHIP

The Downtown Tulsa Partnership was established in 2021 by property and business representatives and civic leaders to advocate for and champion the continued improvement of Downtown Tulsa. The Downtown Tulsa Partnership has entered into an agreement with the City of Tulsa to manage the Tulsa Stadium Improvement District services by providing enhanced maintenance, beautification, and livability services; mobility and public realm planning; and marketing and place enhancement initiatives that result in a thriving, vibrant, and inclusive urban neighborhood.

PARTNER TULSA

On July 1, 2021, the Tulsa Authority for Economic Opportunity (TAEO) launched as a consolidated, independent economic development authority of the City of Tulsa. The move was the result of recommendations from an 8-month study to streamline

and strengthen the City's economic development efforts. In 2022, TAEO would be rebranded as PartnerTulsa.

PartnerTulsa brings together the Mayor's Office of Economic Development (MOED), Tulsa Industrial Authority (TIA), Tulsa Parking Authority (TPA), and Economic Development Commission (EDC) into a single, enhanced Trust Authority; the entity also provides staffing for the Tulsa Development Authority.

CITY OF TULSA

The City of Tulsa's Department of City Experience works to promote community education, develop and sustain private-public partnerships that enhance public safety, neighborhood revitalization and the quality of life of all residents within our city. Throughout the development of this plan, leadership from the Mayors Office, Public Works and The Parks, Culture and Recreation were contributing partners.

Downtown Tulsa Forward Purpose & Framework

Downtown Tulsa Forward (DTF) was created to provide a structured approach to leveraging Tax Increment Financing (TIF) revenues for public realm improvements while identifying catalytic and transformative improvement projects for Downtown Tulsa. This Plan serves as a framework for guided and strategic investment aligned with the vision established in the 2010 Downtown Area Master Plan and carried forward through multiple focused planning efforts. This Plan works to implement the Downtown Area Economic Development Project Plan - a financing tool essential for implementing the established vision under the Oklahoma Local Development Act.

This plan shares the strategic goals of the Downtown Area Economic Development Project Plan (DAEDPP), established to guide public investment:



1 ECONOMIC GROWTH

Facilitate the development of high-density, mixed-use areas that attract private investment and boost economic activity.



2 PUBLIC INFRASTRUCTURE ENHANCEMENT

Upgrade streetscapes, transit facilities, and public spaces to create a more walkable and accessible downtown.



3 COMMUNITY BUILDING

Develop affordable housing and improve connectivity between cultural districts to foster a sense of community and inclusion.



4 HISTORIC PRESERVATION AND REVITALIZATION

Repurpose underutilized properties and support the revitalization of historic structures to maintain the unique character of downtown.



5 ALIGN AND PRIORITIZE

Identify outstanding prior plan recommendations and pair them with ongoing efforts and investments.



This plan outlines public and private investment opportunities to support the continued revitalization and growth of Downtown. Projects are presented in a series of five categorical chapters:

 **CHAPTER 3: VISIONARY**

Big forward-looking projects that would provide long-lasting and cutting edge benefits for an activated, modern Downtown and for broad economic growth. These projects would be co-produced through collaboration between Downtown stakeholders and will require significant near-term planning and long-term implementation.

 **CHAPTER 4: HIGH-IMPACT**

Previously proposed projects, specific to a single site or location, that will have a big impact on Downtown and the city as a whole. Most of these projects will be co-produced through collaboration between Downtown stakeholders and will require longer-term implementation and larger amounts of funding.

 **CHAPTER 5: STREET ENHANCEMENTS**

Projects that improve safety, connectivity, mobility, access, and comfort for multimodal movement, primarily through targeted streetscape improvements in Downtown. These projects will require mid- or short-term implementation and moderate amounts of funding.

 **CHAPTER 6: PLACEMAKING**

Smaller-scale enhancement projects that establish a sense of place throughout Downtown with appealing enhancements that promote activation. These projects will require mid- or short-term implementation and moderate amounts of funding.

 **CHAPTER 7: TOOLS & PROGRAMS**

Initiatives that support and create new opportunities for Downtown residents, businesses, and developers. These projects will mostly be ongoing once implemented, and will require moderate or small amounts of funding.

Aside from Visionary Projects, for which implementation is expected to be long-term, each of the project category chapters identify both near-term and longer-term projects, informed by robust community engagement and technical assessment (see Chapter 2 for more details on the planning process).

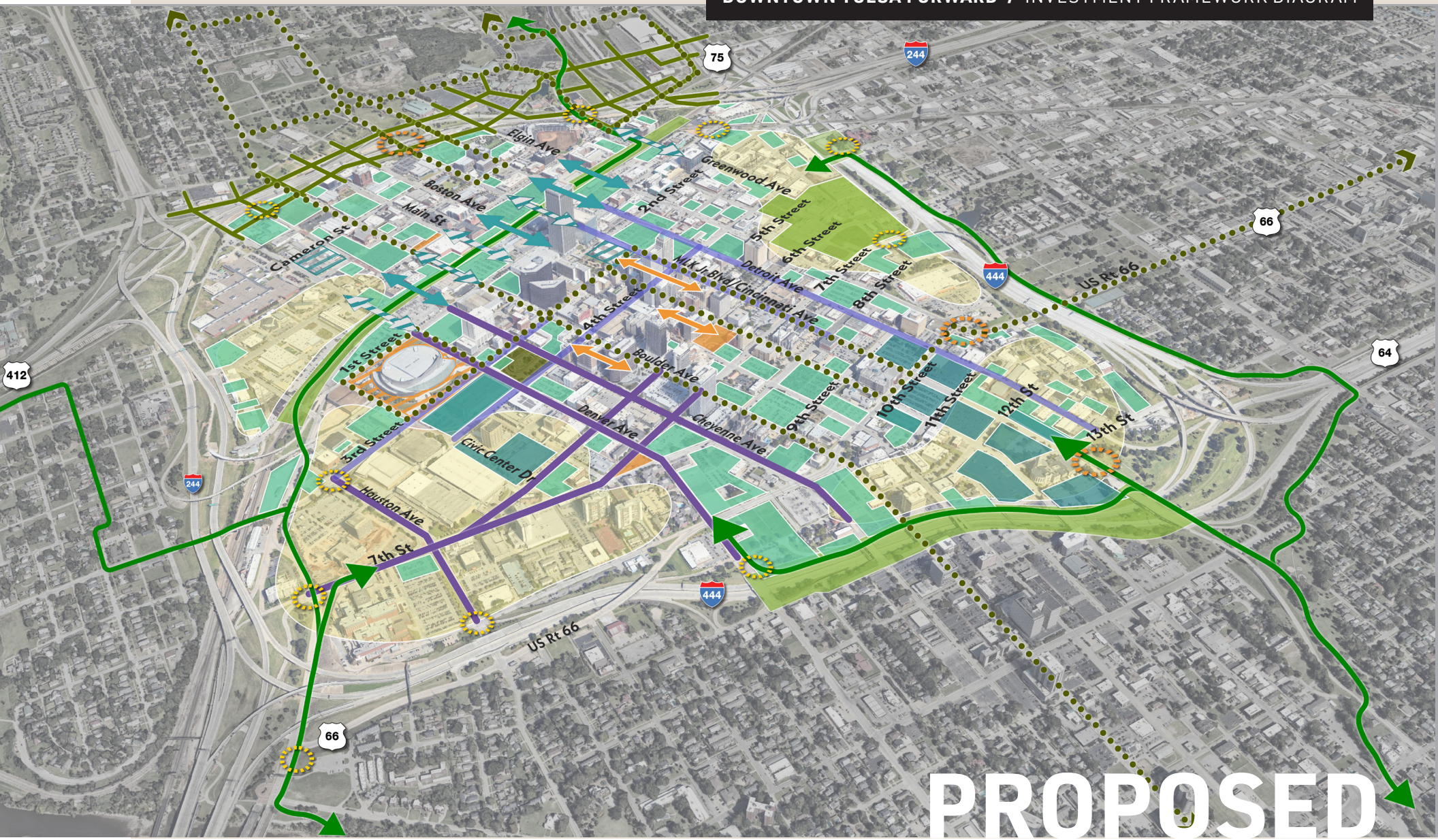
The final chapter of this Plan provides investment guidance through a Capital Investment Framework, which builds from existing publicly approved plans, best practices, and comparative research. The Framework provides an actionable mechanism for implementing the project and initiatives outlined in this Plan.

Downtown Tulsa Forward is a living plan. It is designed to provide specific, clearly defined guidance and prioritization while understanding that Downtown will continue to change in real time as this Plan is implemented. As a living Plan, specifics may shift, but the intended goals and framework for effective and impactful investment in Downtown Tulsa will continue to guide strategic change aligned with established community vision.





DOWNTOWN TULSA FORWARD / INVESTMENT FRAMEWORK DIAGRAM



Visionary Projects

- IDL & Railroad Caps
- IDL Conversion & Grid Reintroduction
- Downtown Transit System
- Downtown Greenway & Regional Trail Connections

High Impact Projects

- Near-Term High Impact Development Projects
- Long-Term High Impact Development Projects
- Near-Term Railroad Crossing Enhancements
- Long-Term Railroad Crossing Enhancements

Streetscape Enhancement Projects

- Near-Term Roadway & Streetscape Enhancements
- Long-Term Roadway & Streetscape Enhancements

Placemaking Projects

- Near-Term Park/Plaza Placemaking Projects
- Long-Term Park/Plaza Placemaking Projects
- Near-Term Priority Areas for Public Space Amenities
- Near-Term Activated Alleyways
- Near-Term Gateways
- Long-Term Gateway Opportunities

Tools & Programs

- Long-Term Infill Development Opportunities

The majority of identified projects in this Strategic Investment Plan have been previously proposed - but not yet implemented - in other planning documents. Some projects, however, are new proposals for visionary, forward-looking investments.

As mentioned previously, projects are organized by five distinct categories, detailed in Chapters 3 - 7.

The lefthand diagram geographically illustrates all of the proposed physical projects of this Plan. However, some projects are not tied to a specific geography, and thus not mapped here.

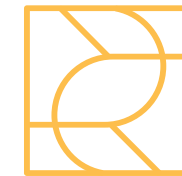
PLANNING PROCESS

02

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/// CHAPTER 02

PLANNING PROCESS



Project Timeline

This planning process began in August 2023 and ran for about 12 months through the summer of 2024.

Led by the Downtown Tulsa Partnership, and with contracted expertise from consultants EPS and MIG, this process involved analysis of existing conditions, inventory of adopted policies and proposed projects over the last two decades, and robust stakeholder and community feedback that directly informed iteration of ideas, prioritization of projects, and the outcomes within this plan.

AUG 2023
SEPT 2023
OCT 2023
NOV 2023
DEC 2023
JAN 2024
FEB 2024
MAR 2024
APR 2024
MAY 2024
JUN 2024
JUL 2024
AUG 2024

Phase 1: Existing Conditions & Project Inventory

- STEERING COMMITTEE MEETING

- STAKEHOLDER FOCUS GROUPS
- RESIDENT OPEN HOUSE
- STEERING COMMITTEE MEETING

Phase 2: Iterative Project/Investment Prioritization

- STEERING COMMITTEE MEETING

- STAKEHOLDER FOCUS GROUPS
- RESIDENT OPEN HOUSE
- STEERING COMMITTEE MEETING

Phase 3: Funding Strategy

- STEERING COMMITTEE MEETING

- STRATEGIC COORDINATION WITH PARTNERS

Phase 4: Plan Drafting

- BOARD PRESENTATIONS



Prior Planning That Influenced Downtown Tulsa Forward

| PLAN TITLE | YEAR | DESCRIPTION |
|---|------|---|
| Downtown Area Master Plan | 2010 | Developed in tandem with the 2010 PlaniTulsa Comprehensive Plan, the Downtown Area Master Plan connects Vision 2025 projects to existing and planned developments, recommends infill projects, and leverages new public-private investments. The plan focuses on revitalizing downtown, enhancing connectivity to the Tulsa River Park system, and initiating rail transit systems. DAMP has experienced significant implementation and spurred historical public and private investment in Downtown Tulsa and was the last Downtown-wide Plan. (50% implementation) |
| Downtown Tulsa Streetscape Master Plan | 2011 | Downtown Tulsa Streetscape Master Plan was developed as a part of and in response to the broader Downtown Area Master Plan. The Streetscape Master Plan aimed to enhance the visual and functional aspects of downtown Tulsa, integrating it with ongoing and planned developments outlined in the Downtown Area Master Plan. It is used for streetscaping guidance on street tree typology and spacing, sidewalk materials, screening and gateway enhancement with an emphasis on priority areas for investment. It is a comprehensive approach to visual placemaking in Downtown Tulsa. (guidance document) |
| Brady Arts District: A Small Area Plan | 2013 | The primary goals of the Brady Arts District Plan include preserving and restoring historic structures, developing public art and gateways, enhancing streetscaping and green spaces, and promoting unique local businesses in the now named "Tulsa Arts District." Due to significant private and public efforts, spearheaded by the Tulsa Arts District Owners Association and Business Association, the Brady Arts District Small Area Plan is over 90% implemented. |
| Downtown Tulsa Walkability Analysis | 2018 | With a heavy emphasis on pedestrian access and safety around Downtown Tulsa, the public-private funded Walkability Analysis proposes a robust cycling network with designated north-south and east-west cycling routes and emphasizes the importance of optimizing street configurations by reducing unnecessary driving lanes, managing parking efficiently, and enhancing wayfinding. High-priority reconfigurations and conversions from one-way to two-way are planned for streets heavily used by pedestrians, with an initial focus on improving crosswalks, signals, and lighting in areas identified as most critical for walkability. (55% implementation) |

| PLAN TITLE | YEAR | DESCRIPTION |
|--|-------------|--|
| Arena District Master Plan | 2019 | Focused primarily on activating the West area of Downtown and leveraging institutional investments in the Cox Convention Center and the BOK Arena, this effort was funded by Vision Tulsa and is a continuation of recommendations in the Downtown Area Master Plan (2010). Over \$100 Million in recommended upgrades to streetscaping, park spaces and infrastructure are included and plan implementation efforts of A new Convention Center Hotel were funded through Improve Our Tulsa III in 2023. (60% implementation) |
| Relevant Housing Plans | 2019 - 2024 | These Plans Include: The Downtown and Surrounding Neighborhoods Housing Strategy; The Downtown Tulsa Ten Year Housing Demand Study; The City of Tulsa Ten Year Housing Demand Study; and The City of Tulsa Housing Strategy Significant analysis has been completed in the past five years to measure current and future housing demand and projected supply needs while developing recommendations for how to provide affordable, subsidized and service connected housing at every income level. The 2023 housing demand forecast identified a need for over 4,000 new housing units in Downtown including 450-600 ownership opportunities. The City of Tulsa's Housing Strategy highlighted Downtown as an important neighborhood for welcoming a density of housing and for investing in unique housing opportunities like office conversions and historic rehabilitation. (guidance documents) |
| Tulsa Mobility Innovation Strategy | 2022 | Published by INCOG with significant engagement from City of Tulsa stakeholders, the strategy's primary intention is to foster economic growth, promote sustainability, and eliminate inequities in transportation access. By creating a comprehensive network of transit options, including biking, walking, shared rides, microtransit, and autonomous vehicles, the plan seeks to connect residents to essential services such as jobs, healthcare, and education. The Strategy identifies Downtown as a hub for innovative mobility options. (guidance document) |
| PlaniTulsa - City of Tulsa Comprehensive Plan | 2023 | Updated from 2010, PlaniTulsa engaged Tulsans for over three years on the update to the city-wide Comprehensive Plan. Unique recommendations for Downtown from the plan include incorporating traffic calming, developing surface parking lots, continuing targeted economic development investment, and dozens of recommendations on how to sustain and invest in Tulsa's economic and cultural center. (guidance document) |



Engagement

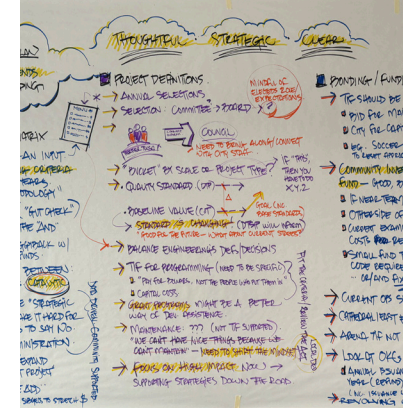
The downtown community was integral to idea generation and content prioritization for Downtown Tulsa Forward. This process strove to balance detailed, technical analysis with targeted resident and stakeholder engagement to inform the prioritization of the projects and programs. Engagement included a Steering Committee, downtown stakeholders, strategic partners, and downtown residents. These efforts followed the major phases of the project, with two larger meeting windows aligned with key decision-making points. Each 'window' consisted of numerous engagement strategies, including site visits, focus groups, resident socials, and in-person Steering Committee meetings. Online opportunities were also offered as necessary.

Window 1: Focus group participants 'pitched' their top priority projects and located them geographically. Downtown residents provided higher-level feedback on desired investments, project locations, metric outcomes, and interest in sustained resident engagement. Results were reported to the Steering Committee for additional feedback.

Window 2: The project team facilitated two focus groups, another resident social, a Steering Committee meeting, and a workshop with Partner Tulsa and the City. Each event included a presentation and discussion/activities to refine the following: 1) project prioritization for near-term funding 2) metrics and measures for tracking progress, and 3) interest and logistics for formalized resident engagement.

Additional meetings with strategic partners, subject matter experts, and the Steering Committee were held virtually throughout the project to gain clarity as needed.

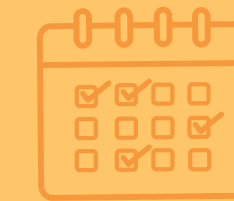
Additional details and results from engagement can be found in the Appendices.



ENGAGEMENT IMPACT



MORE THAN **300** PARTICIPANTS



ACROSS **15+** EVENTS & DISCUSSIONS



4 FOCUS GROUPS



5 STEERING COMMITTEE MEETINGS



2 RESIDENT SOCIALS



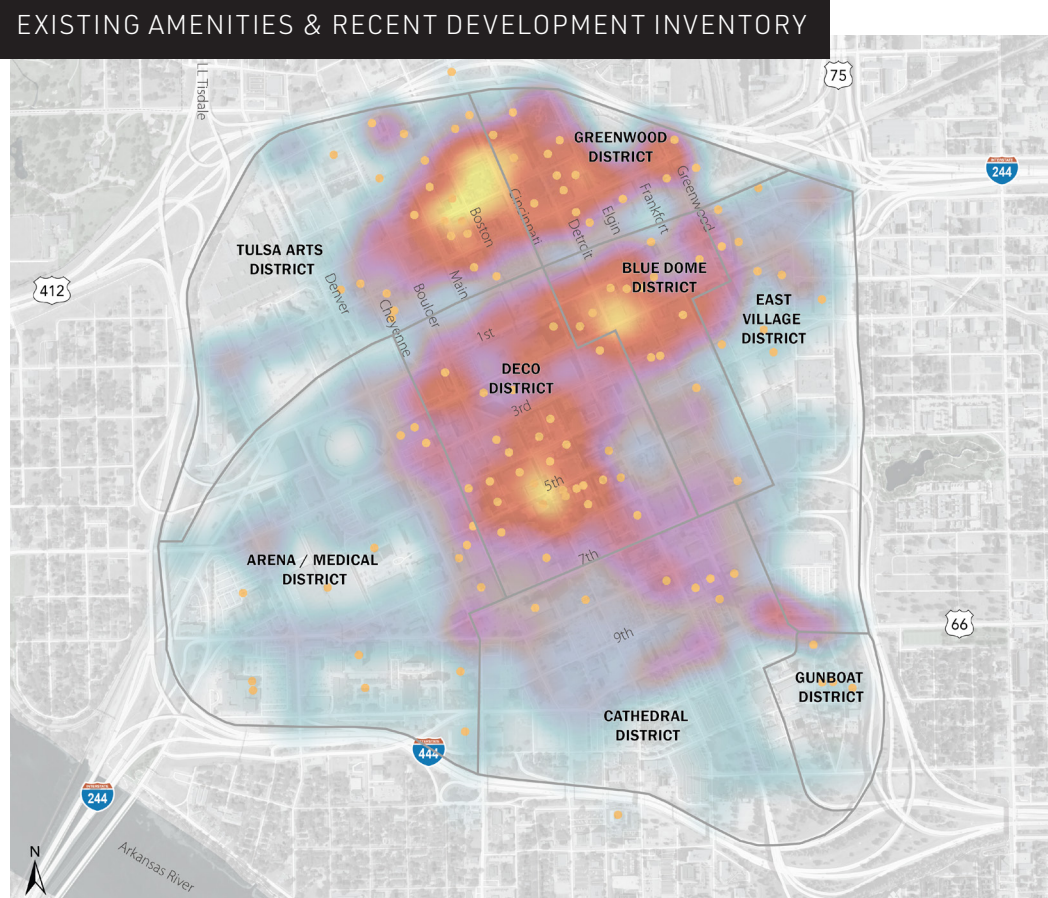
4+ INTERVIEWS & WORKSHOPS WITH PARTNERS & STAKEHOLDERS



Methods of Analysis

PUBLIC SPACE AMENITIES & RECENT DEVELOPMENT

In 2023, Downtown Tulsa Partnership engaged an engineering consultant to conduct a spatial inventory of all items within the right of way Downtown (including light poles, benches, planters, parklets, and trash cans). The project team overlaid assets from this inventory with the locations of planned/proposed and recent development (since 2010) as a tool to identify areas of Downtown in need of additional investment and public realm improvements. The analysis illustrates that there is a correlation between public assets and where new development has occurred. This is largely because new development has funded public improvements as part of their project. The areas that lack public amenities and assets are primarily the areas that have not attracted new development. Specific districts that currently have fewer public assets and have seen less recent development include East Village, Gunboat, Cathedral, and Arena/Medical districts.



Legend

Right of Way Amenities:

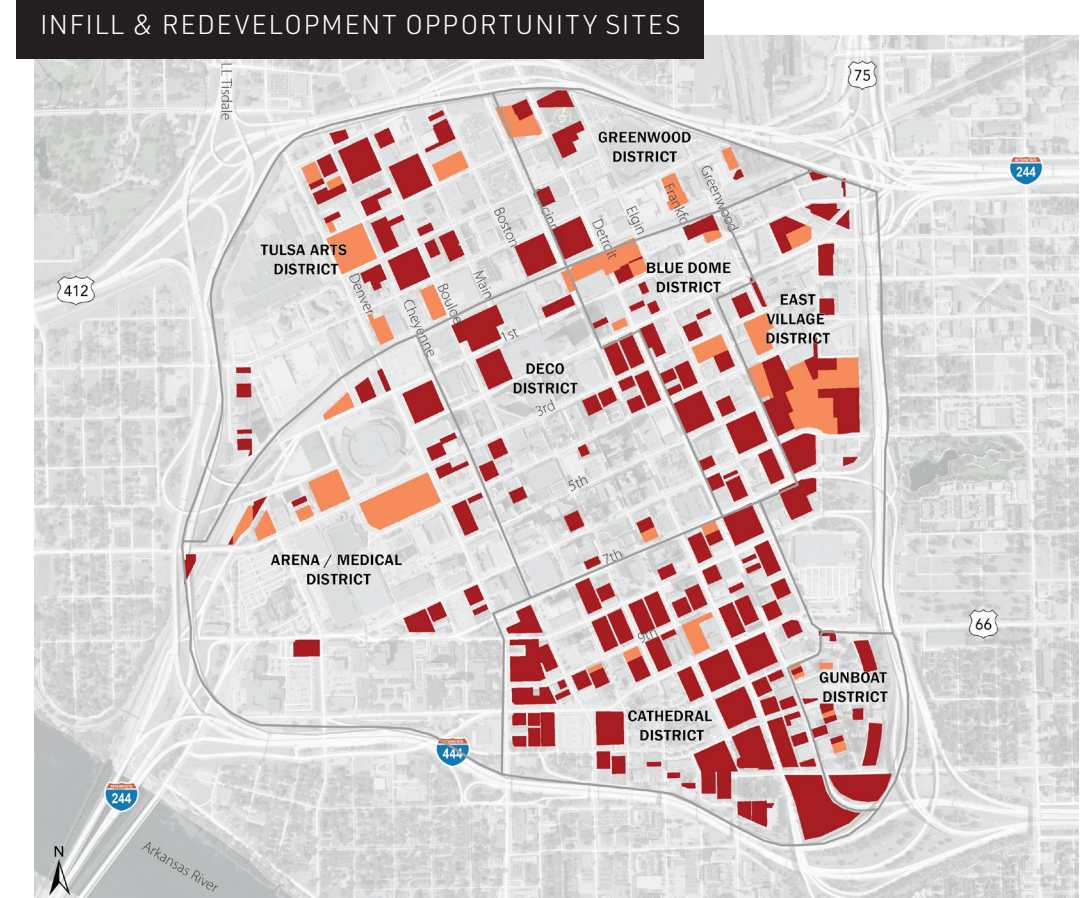


● Recent Development (since 2010) & Proposed Development

DEVELOPMENT OPPORTUNITY SITES

Early in the planning process, the project team conducted a parcel-level analysis to help preliminarily identify redevelopment opportunity areas. This quantitative analysis scored Downtown parcels based on several key factors including vacancy, building to land value ratio, floor area ratio (FAR), year built of structures, and total value per square foot. This map shows vacant parcels and underutilized parcels (defined as parcels that score above or below the threshold for at least three of the aforementioned factors).

Based on this analysis, there are approximately 121 vacant acres and 35 underutilized acres of land Downtown. Out of this land, parking lots (primarily concentrated in the Cathedral District) make up over three quarters of Downtown's vacant land. The analysis highlights the opportunity to attract new development to the Blue Dome, Cathedral and East Village districts.



Legend





DEFINITION

INITIAL PROJECT TYPES

PROSPEROUS: New development that brings people and activity to Downtown

APPEALING: Improvements that enhance the visual appeal of Downtown and create a clean and safe environment

ACTIVATED: Improvements and programs that create activity and experiences for the diverse community

CONNECTED: Improvements and programs that improve movement throughout Downtown and to adjacent neighborhoods

PROJECT INVENTORY & CATEGORIZATION

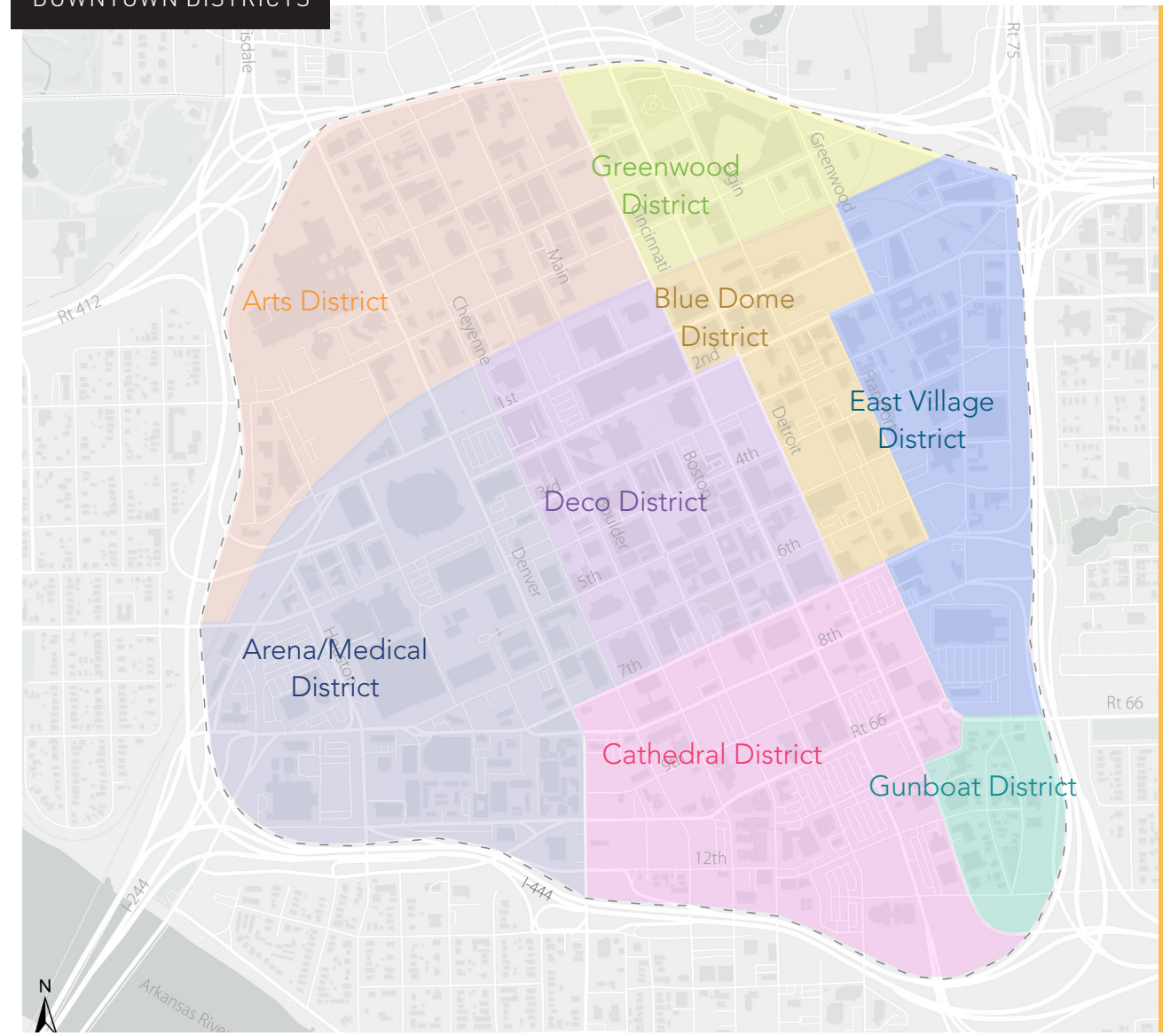
During the plan review process, previously proposed projects for Downtown Tulsa that have not yet been implemented were inventoried by location. Additionally, the project team noted the unique differences across Downtown districts regarding assets, challenges, and opportunities. Through this baseline understanding, four project types were created to categorize projects: Prosperous, Appealing, Activated, and Connected.

Inventoried projects were then assigned to one of the four project types. Through engagement with stakeholders and residents, the two most important project types were identified for each of the Downtown districts, using the project inventory and assessment of unique characteristics to inform outcomes. This set a foundation for overall priorities within each district. The project team used this information to identify project clusters that aligned with district priorities and evaluated connections and gaps between project clusters, establishing a set of geographically-focused areas. These were deliberated with stakeholders to identify top priorities within each.

Finally, based on the outcomes of community prioritization throughout the planning process, the project team created and filtered projects into the five categories ultimately presented in this Plan (Chapters 3 - 7):

| | | | |
|--|---------------------|--|-----------------------|
| | VISIONARY | | PLACEMAKING |
| | HIGH IMPACT | | TOOLS/PROGRAMS |
| | STREETSCAPES | | |

DOWNTOWN DISTRICTS



PRIORITIES BY DISTRICT

GREENWOOD:
Connected & Activated

BLUE DOME:
Appealing & Connected

EAST VILLAGE:
Prosperous & Appealing

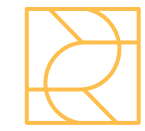
GUNBOAT:
Connected & Prosperous

CATHEDRAL:
Prosperous & Connected

ARENA/MEDICAL:
Prosperous & Appealing

DECO:
Active & Connected

ARTS:
Connected & Appealing



Moving away from a geography-based prioritization approach, a categorical approach was deemed most appropriate for grouping projects and establishing a prioritized investment strategy. This categorical system combined both the topical focus of projects and their level or type of impact.

PROJECT EVALUATION CRITERIA

A set of project criteria was developed to further evaluate and compare projects for prioritization. The project criteria constitute a quantitative ranking comparison, used preliminarily for establishing near- and- longer-term priorities in this Plan. However, this system is also designed to carry forward as a tool for reevaluating priorities over time as new information becomes available, conditions change, or new projects are identified. The criteria evaluation is meant to provide an ongoing tool for Downtown Tulsa Partnership to apply to new and proposed projects as a way to vet them and determine how to allocate funding. It is important to evaluate projects not solely on the criteria provided but along with other factors such as the motivation behind the project and project readiness in terms of political support and partnerships.

Projects were evaluated against other projects within their respective category, all using the same set of criteria to identify projects DTP should focus on for near term implementation and funding. All project categories were evaluated, except for Visionary Projects as they are all expected to be longer-term projects.

The criteria consist of three sub-categories including community engagement, project characteristics, and strategic criteria. The scoring gives favorable criteria more points and projects with the highest scores in their respective categories were identified as priority projects for DTP to champion, implement, and provide funding for in

the near term. The maximum score a project could receive is 22, but most priority projects received a score of 10 or higher. The top-tier projects were determined by selecting each category's five highest scoring projects for near-term implementation. The remaining projects shifted to longer-term implementation.

Community Engagement Criteria: Scores projects on scale of 0 to 6 based on input and votes during community engagement with stakeholders, residents, and community members. Projects with a score of 6 received 50 or more votes of people in favor of the project and projects with a score of 1 received less than 10 votes.



Project Characteristics Criteria: Scores projects on a scale of 0 to 4 based on the type of project and district location, if it's a value-add to an existing project, the percentage of TIF funding the project, and if TIF funding is paired with one or more other sources. The type of project must align with at least one of the top two project type priorities (prosperous, appealing, activated, and connected) identified for the district(s) within which the project is located. This criteria gives higher scores to projects that are paired with other funding sources and 20% or less to the total project cost is funded by TIF.



Strategic Criteria: Scores projects on a scale of 0 to 12 based on how projects are strategically positioned and how they fit into the overall dynamic of Downtown Tulsa. Criteria in this category include defining partnerships, quantitative impact, project readiness, location of impact, proximity to other recently completed or approved projects, beneficiaries, and economic impact.



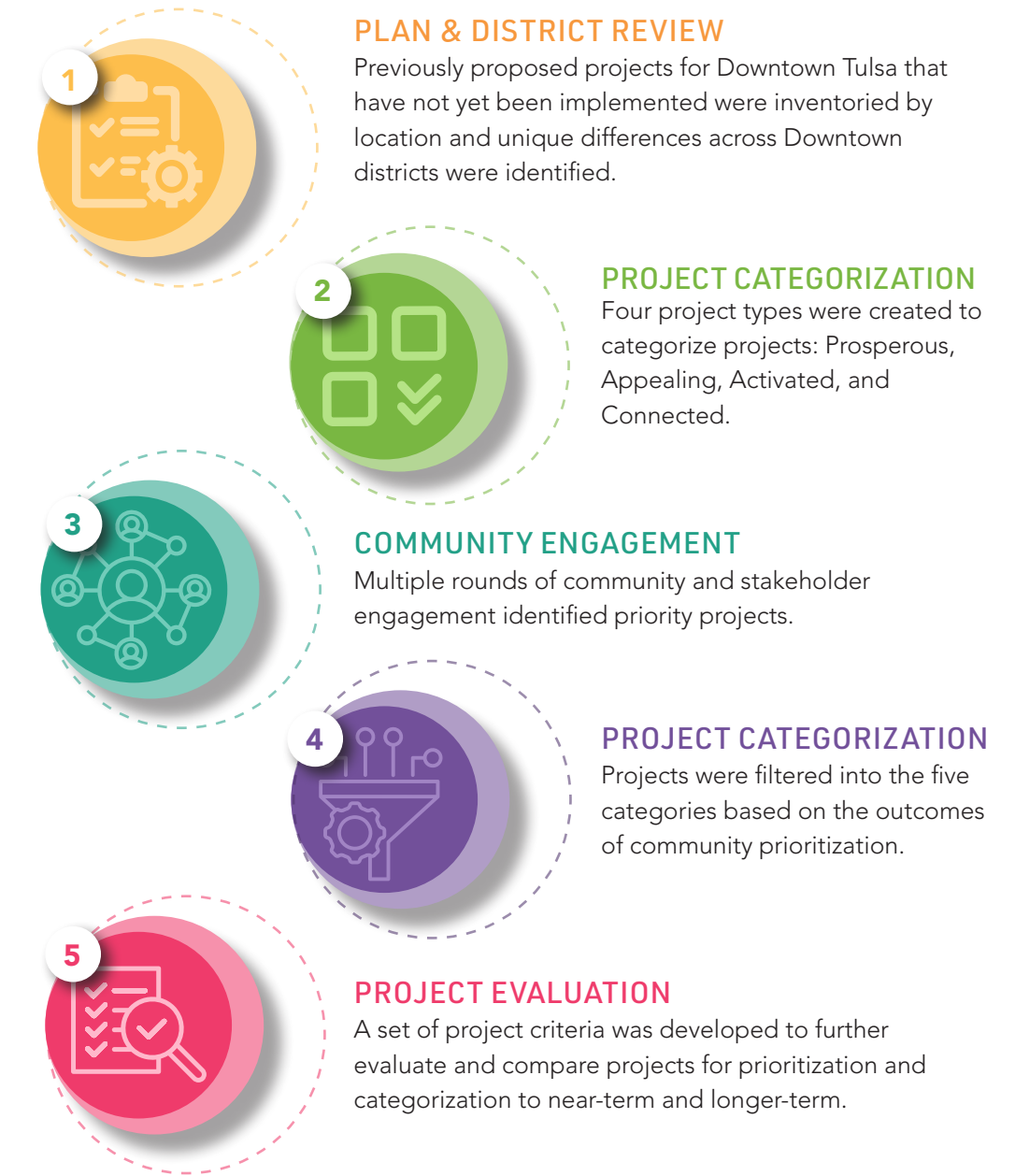
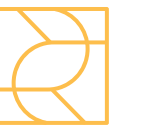
PROJECT TIMING

Each project was categorized by estimated timing of implementation based on the evaluation and score of the projects. The projects were categorized as either "near-term" or "longer-term".

Near-term projects are ones that received a high score based on the evaluation criteria, are far along in the design and funding identification process, and/or were identified as a high priority through the community outreach process. The goal is to implement all of the near-term priorities within the next 10 years. Longer-term projects are ones that have less definition and/or community support based on the outreach process. Longer-term projects may become near term projects in future years if more support and/or definition for the projects emerge.

PROJECT COST ESTIMATES

Cost estimates for projects were identified based on available information in adopted plans, the City's Capital Improvement Program, and case study research. At this level of planning, cost estimates are intended to provide a general ballpark and order-of-magnitude reference for further planning. More detailed assessment will be necessary to gain a precise understanding of project costs. The cost of some projects and programs are estimated in the form of an annual funding pool. Costs for some projects could not be estimated at this time.



VISIONARY PROJECTS

03

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VISIONARY PROJECTS



Projects Definition

These projects differ from the other projects identified and prioritized in this Plan; they are big, forward-looking projects that will catalyze growth, investment, and activity. These projects would provide long-lasting and cutting edge benefits for an activated, modern Downtown and for broad economic growth. They would leave a substantial and lasting impact for Downtown tourism, business growth and success, and development potential. They would contribute new destinations and world-class mobility systems to shape vibrant Downtown neighborhoods. They would meaningfully contribute to increased revenue for the City and its residents over time.

Most of these projects have not previously been formally proposed, although many have been discussed and/or pursued by individual spearheaders. These projects would be co-produced through collaboration between Downtown stakeholders and will require significant near-term planning and long-term implementation.



CITYPARK STADIUM



CityPark, home of the St. Louis CITY Soccer Team, opened in late 2022, transforming a formerly vacant site. The stadium is strategically positioned downtown near Union Station and at the end of Gateway Mall - an urban linear park that connects the stadium to the famous Gateway Arch and the Mississippi River. The 25.5 acre development includes the 22,500 seat stadium, space for the team's headquarters, training facility and practice field. The stadium design complements the architectural character seen throughout downtown St. Louis - a permeable design to minimize its height, structural elements reflective of the Gateway Arch, and a canopy to define the sense of place. While focused on bringing Major League Soccer to St. Louis, CityPark also serves as an economic catalyst for downtown, generating nearly \$170 million in impact in its inaugural year. When the stadium is not being used for games, it plays host to private events, provides retail and dining opportunities on its ground floor, and allows for connection to the surrounding area on all four sides.

Soccer Stadium

Downtown Tulsa is the region's epicenter for sports and entertainment and the ideal site for an urban, mixed-use soccer stadium. A new sporting and events entertainment venue would bring new energy and activity to Downtown Tulsa, spurring new development for surrounding neighborhoods and increasing foot traffic for current and future businesses.

The idea of an urban soccer stadium, located Downtown, has been in discussion for quite some time. Until now however, it did not have any formal recommendation as a priority in adopted planning documents. Site assessment and planning efforts by the private sector have identified a site in the East Village District with promising potential for such a soccer stadium, along with surrounding mixed use infill development. This project could be a catalyst for additional investment and enhancement for the eastern side of Downtown and the East Village District specifically. It would attract additional tourism, boost foot traffic for Downtown businesses, and bring a new, vibrant energy that can only be created by the frequent presence of people in public spaces. With recent investment and dedication behind FC Tulsa, the timing couldn't be better to pursue a Downtown soccer stadium, which could give the team - and Tulsa fans - a home stadium made for champions.

This plan formally recommends further investigation of this opportunity, in collaboration with private actors who have begun research on their own. This project would require significant investment and a diverse capital portfolio to become reality. That investment would provide widespread benefits for Downtown Tulsa.

ESTIMATED COST:
\$99 MILLION



DOWNTOWN TULSA FORWARD / VISIONARY PROJECTS



PROPOSED

Cap South & East Legs of IDL (I-444)

Many communities have been grappling with the repercussions of previous planning decisions that bisected communities in favor of highway expansion and efficient vehicular travel. One solution that is becoming increasingly popular is the addition of highway caps – or extended bridges – over highway segments to improve connectivity. In most cases, these caps provide new parks and open spaces as that use requires less structural support. However, some communities have strategically created new developable space on top of their caps.

It is no secret that downtown Tulsa is encircled by the Inner Dispersal Loop (IDL) – a barrier created by I-444 and I-244. This highway system creates significant bifurcation between downtown and the surrounding neighborhoods, limiting access, walkability, aesthetics, and sightlines.

The 2010 Downtown Area Master Plan proposed two caps across the IDL: one on the eastern stretch of I-444 between 3rd and 4th Streets, and one on the southern stretch of I-444 between Boulder Ave and Main Street. This plan carries forth and expands upon these unrealized proposals, with a similarly-sized cap at the eastern site, and an extended cap – between Denver Ave and Cincinnati Ave – at the southern site.

If implemented, these projects would vastly improve access and connectivity to downtown from nearby eastern and southern neighborhoods. These projects would reduce noise pollution, provide new green space for leisure and enjoyment, and could potentially offer some space for strategic development (e.g. along select roadways). These assets would not only encourage more downtown visitation from Tulsa residents but would also contribute to the downtown area as new tourist attractions. These projects would elevate Tulsa's aesthetic prowess and status as a cutting-edge city.

**EAST I-444
ESTIMATED COST:
\$420 MILLION**

**SOUTH I-444
ESTIMATED COST:
\$803 MILLION**

KLYDE WARREN PARK

Klyde Warren Park, opened in 2012, is a 5.2-acre urban green space in Dallas, Texas. It was funded through a public-private partnership, with significant contributions from the Woodall Rodgers Park Foundation and local philanthropists. The park spans across the recessed Woodall Rodgers Freeway, effectively capping the highway and reconnecting the downtown and uptown neighborhoods. Klyde Warren Park features a wide array of amenities, including a children's park, a dog park, performance pavilion, games area, urban garden, and numerous food trucks. It serves as a vibrant community hub, offering free daily activities and events for all ages.

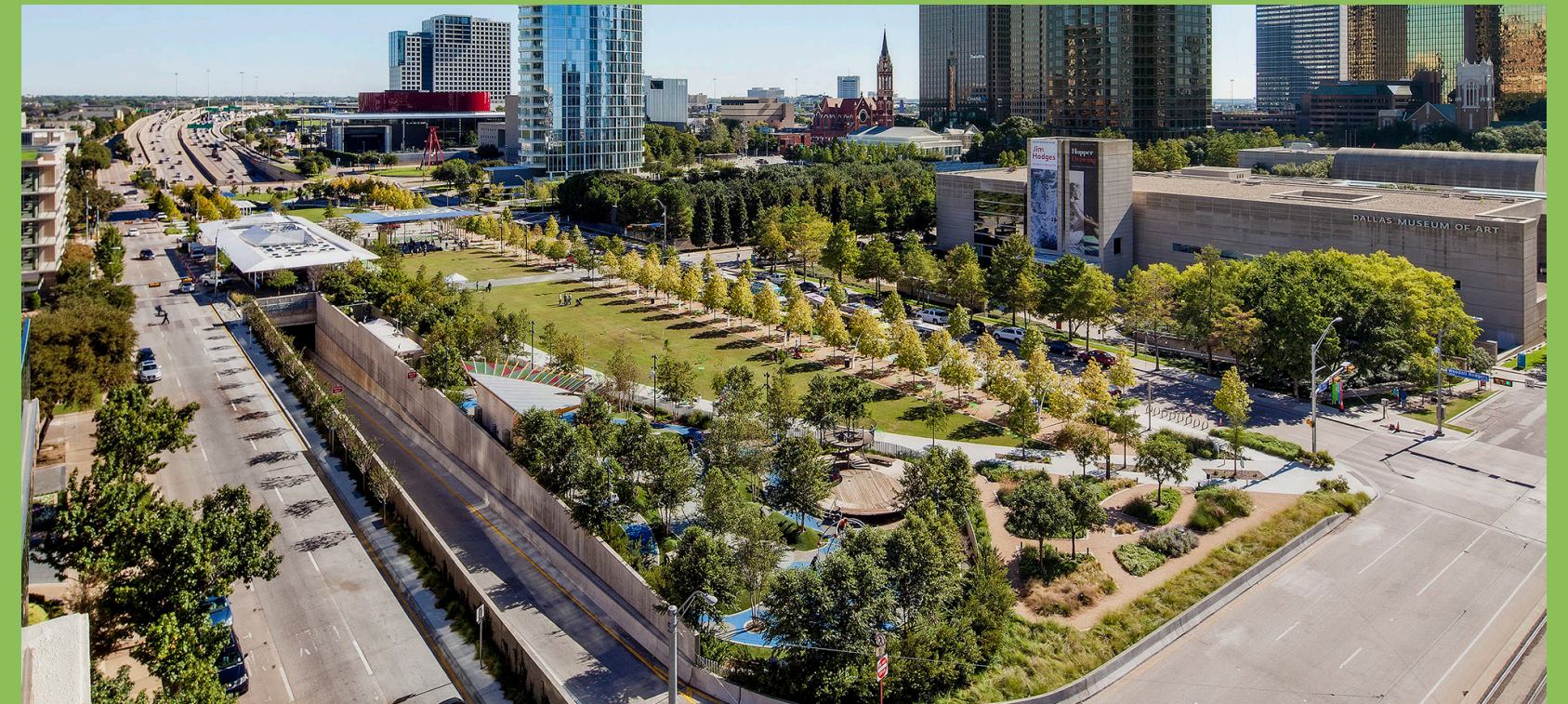
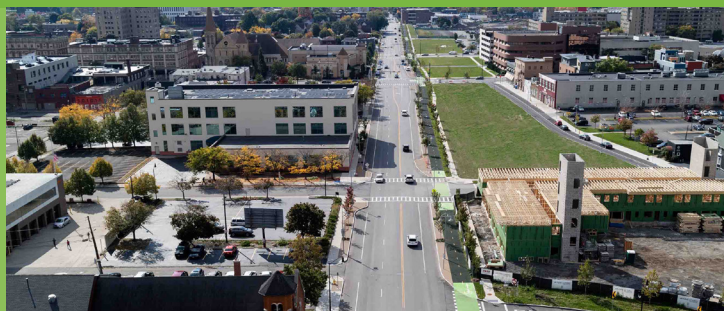


Image Credit: Highline Network

ROCHESTER INNER LOOP EAST



In 2013 Rochester set out to reconstruct the sunken section of expressway as an at-grade complete street. A series of public open houses were hosted over the course of a year and a half to present design and construction implementation plans. Completed in 2017, the reconstructed "Union Street" offers many benefits:

- Created a more connected, livable downtown and surrounding neighborhoods
- Improved traffic safety by eliminating structurally deficient bridges
- Supported healthy lifestyles with wide sidewalks and dedicated bike facilities
- Promoted economic growth by opening six acres of land for new development
- Saved public dollars by replacing roadway with maintenance needs that exceeded the cost of conversion.

North IDL Leg Conversion & Grid Reintroduction (I-244)

Addressing similar challenges of connectivity and historic disruption through neighborhoods, local community organizations and activists have initiated an effort to remove the north I-244 segment of the IDL and return that land to a well-connected and urbanized grid.

In this location, highway routing and urban renewal decisions of the 60's were particularly harmful to the predominantly Black neighborhood of Greenwood which, 40 years earlier, had experienced one of the most devastating local terrorism events in U.S. history: the Tulsa Race Massacre.

This project seeks one pathway toward reconciliation by restoring the area to a condition more similar to its thriving days as "Black Wall Street." Initial concepts indicate potential for 30-40 acres of reclaimed land for development. This project will require significant investment from both public and private sources to become reality. That investment would provide long overdue benefits for the Greenwood District, downtown, and the broader Tulsa community.

The North Peoria Church of Christ has recently been awarded a \$1.6 Million dollar grant from the Federal Government's Reconnecting Communities funding to assess feasibility for this effort. While this plan encourages active participation and support by DTP, Partner Tulsa, the City, and ODOT, it recognizes the strong leadership of local organizers. Should redevelopment of this corridor materialize beyond planning stages, it will require collaboration and support from all government levels as well as non-profits, local businesses, and other community representatives.

ESTIMATED COST:
\$99 MILLION

Railroad Cap / Strategic Adjacent Development

The Railroad is another major barrier that bisects downtown Tulsa, separating the Arts and Greenwood Districts from the southern downtown districts. While other projects prioritized in Chapter 4 of this Plan aim to improve connectivity by enhancing existing crossing locations, there is also potential to completely - or partially - cover the railroad.

Similar to the highway caps mentioned above, this project would involve the construction of a structural cover over the functioning railroad tracks (within the IDL), thus removing the barrier altogether and creating continuous permeability from north to south. However, due to the existing terrain and elevation of the rail, this project would likely require depression of the rail, which would add significant expense and complexity for construction. Alternatively, a partial cap may be possible without having to depress the rail. This alternative would also require complex engineering to ensure appropriate grading and/or second-story structural integration with neighboring buildings.

A railroad cap could serve as an elevated greenway/signature park, similar to New York City's highline, and would catalyze new investment and development along adjacent frontage lots. Retaining Center of the Universe Plaza as a focal point and popular tourist attraction, this project could extend this destination space to a total length of about 1 mile through downtown, increasing opportunity for visitor attraction and economic development.

ESTIMATED COST:
\$600 - 900 MILLION

CASE STUDY

The Toronto Rail Deck Park (proposed) and Reno Transportatin Rail Access Corridor projects may be useful case studies for investigating this type of effort.

WESTSIDE PROVISIONS DISTRICT



The Westside Provisions District is a mixed-use neighborhood in Midtown Atlanta. Created in 2008 after the construction of a pedestrian footbridge from the Westside Urban Market to White Provision, the District includes restaurants, retail stores, offices and condominiums in formerly industrial historic structures. While the District offers many shopping and food options, it also retains its industrial character through the adaptive reuse of existing buildings and the still functioning railroad. The aforementioned pedestrian bridge spans the railroad and allows easy access between buildings in the development. Additional investments were made in 2013 to upgrade public plaza spaces on either side of the railroad tracks nearby the pedestrian bridge. This project is an example of strategic private development partnered with public space enhancement and activation.

JACKSONVILLE EMERALD TRAIL



Adopted in 2021, the Emerald Trail Master Plan for Jacksonville, FL outlines planned route for over 30 miles of trails, greenways, and parks that will connect the city's urban core, surrounding neighborhoods, and adjacent waterways. Segments of the trail are in various stages – some trail is existing, while other components are in planning, design, or construction phases. Overall, the goal is to complete the entire trail by 2030, which will ultimately provide links to 16 schools, two colleges, three hospitals, 21 parks, and the Regional Transportation Center, along with restaurants and other businesses in the area. Once complete, the Emerald Trail will promote economic growth, encourage healthy lifestyles, promote public safety, and contribute to neighborhood revitalization.

Downtown Greenway & Regional Trail Connections

Another increasingly popular investment in downtowns across the nation is the creation of an extensive and seamless regional or downtown-specific greenway and trail system. These projects encourage physical activity, provide multimodal connections for commuters, provide an avenue for celebrating history and culture, and contribute additional green infrastructure and open space assets for the community and visitors. The proposal and implementation of these trail systems also tend to catalyze new development and redevelopment in areas along or nearby the pathway, based on anticipated demand and activity increases.

Downtown walking tours, cultural trails, and the like are popular tourist attractions, connecting visitors to key destinations throughout downtown, while enjoying a leisurely stroll or riding a city bicycle or scooter. This kind of asset would provide yet another incentive for travels to seek out and visit downtown Tulsa. With recent investment in the riverfront and popularity of the Gathering Place, this project could provide an essential connection between the river and downtown.

Further planning and community engagement will be necessary to determine a preferred route within downtown, key destinations along the trail, and priority connections to areas outside downtown. While this project is not contingent upon the other Visionary Projects outlined above, such as highway and railway caps, and conversion of I-244, when paired together, the feasibility and impact of this project would be vastly increased. However, it can be implemented as a standalone, regardless of the timing or ultimate feasibility for other investments.

ESTIMATED COST:
\$10+ MILLION PER MILE

Downtown Area Transit System Planning

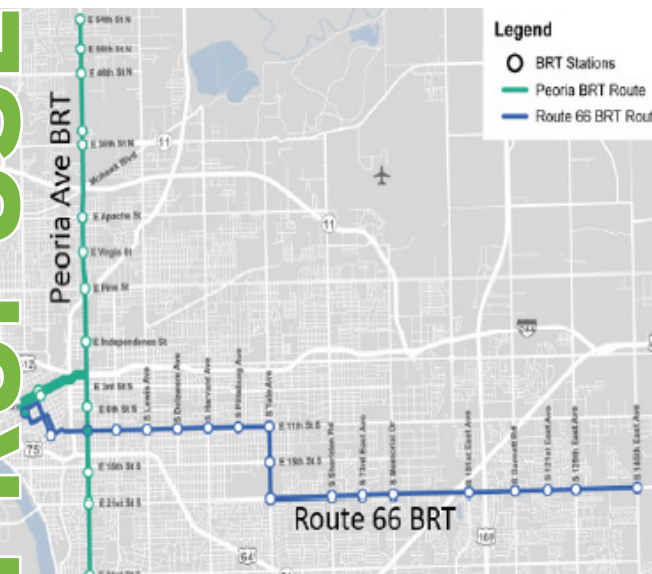
Better Downtown transit service is a popular topic of interest in Tulsa. The 2010 Downtown Area Master Plan proposed Boulder Avenue as a primary transit corridor, reviving the charm of Tulsa's history with an on-street trolley running from the Riverview neighborhood to the Greenwood/OSU campus through downtown. Similarly, the 2022 Kirkpatrick Heights Master Plan proposed an on-street trolley circulator. This neighborhood includes the Greenwood and Arts Districts as well as neighborhoods north of Downtown and the OSU Campus. The Tulsa Mobility Innovation Strategy proposed a Bus Rapid Transit (BRT) system along Route 66 to provide a critical and efficient east-west connection between Downtown and the University of Tulsa and neighborhoods east of Downtown. This project was recently funded through the award of a RAISE Grant, for with the City and Tulsa Transit will lead implementation. Furthermore the 2018 Arena District Master Plan proposed redevelopment of the Downtown Transit Center, encouraging investment in a Downtown transit system and transit hub to provide greater mobility options both for getting to/from downtown and traveling within downtown.

Recognizing the synergy between these proposals, this Plan proposes a more focused planning effort to establish a formalized vision for transit Downtown, elevate proposed projects, and coordinate between individual efforts and actors. In particular, this effort should identify where public realm investments in streetscaping, public space amenities, or wayfinding can support new transit investment and future services.

ESTIMATED COST:
\$150,000



PROPOSED



These conceptual graphics are sourced from Kirkpatrick Heights Master Plan and Link Tulsa

HIGH IMPACT PROJECTS

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Long Term Projects 44

/// CHAPTER 04

HIGH IMPACT PROJECTS

Projects Definition

High-impact projects are specific to a single site or location and will greatly impact Downtown and citywide. They are memorable projects that will increase Downtown visitation of tourists and Tulsa residents, increase activation with new households and jobs, and redefine the railroad barrier with safer and inviting crossings. These specific projects will act as catalysts to attract additional investment and development creating gradual change with more residents, employees, and visitors. Their impact on the Tulsa economy will be significant in strengthening Downtown as the heart of the city with a variety of users and activation. High impact projects require longer-term implementation and larger amounts of funding.





DOWNTOWN TULSA FORWARD / HIGH IMPACT PROJECTS



PROPOSED

METRICS



NEAR-TERM HIGH IMPACT PROJECTS INCLUDE:

- Convention Center Hotel & Civic Center Plaza/Linear Park
- Center of the Universe Plaza
- Page Belcher Federal Building Redevelopment
- Railroad Crossing Enhancements (Elgin, Detroit, Cheyenne)
- Cathedral District Infill Development

LONG-TERM HIGH IMPACT PROJECTS INCLUDE:

- Railroad Crossing Enhancements (MLK/Cincinnati, Greenwood, Main, Boulder, Denver)
- Old Dairy Site Redevelopment
- Performing Arts Center Revitalization

Metrics that can be used to track the success of these high-impact projects relate to the overall success of Downtown and could include:

- ↑ An increase in housing units Downtown (both market rate and affordable)
- ↑ An increase in Downtown employees who walk, bike, or take public transit to work
- ↑ An increase in attendance at major Downtown venues, such as Cain's Ballroom, the Performing Arts Center, and BOK Arena
- ↑ An increase in the number of bars/restaurants Downtown
- ↑ An increase in the number of hotel rooms and hotel occupancy rates
- ↑ An increase in the number of annual Downtown visitors





PROJECT STATS



PROJECT SCORE: 18/22



ENGAGEMENT: 3/6



PROJECT CHARACTERISTICS: 4/4



STRATEGIC: 11/12



ESTIMATED COST:

\$340 MILLION (HOTEL)
\$28 MILLION (PLAZA/PARK)



PROJECT ORIGIN:

ARENA DISTRICT MASTER PLAN

Convention Center Hotel, Civic Center Commons & Linear Park

A convention center hotel is necessary for Tulsa to retain a competitive advantage with peer cities for convention center venues. The Cox Business Center (CBC) brings in about 350,000 visitors annually, with most traveling from outside Tulsa and outside the state. The city has lost significant revenue due to a lack of hotel rooms. In 2023, there were 33 groups turned away due to lack of space. The proposed convention center hotel includes approximately 650 rooms and 54,000 square feet of meeting space as an expansion of CBC. It is planned to be located at the corner of Civic Center Drive and 6th Street as a redevelopment of the former municipal courts building.

In conjunction with the convention center hotel, public realm improvements are recommended for Civic Center Commons and a new Linear Park to elevate the area as an inspiring and active destination. These areas should be inviting and engaging as front doors for visitors to CBC and offer connections to the surrounding area.

The Civic Center Commons is a connection point from Denver Avenue to Civic Center Drive and serves the adjacent developments, including the library. Improvements to the space include a redesigned hardscape plaza along Denver Avenue (pedestrian and vehicular access), lawn and hardscape along Civic Center Drive for formal gatherings and programmed events, and ample seating, lighting, plants, and shade throughout the space.

The Civic Center Linear Park is envisioned as an extension of CBC and Civic Center Commons as an outdoor amenity space along Civic Center Drive, while maintaining vehicular access. Improvements include green spaces, street trees, wide walkways, seating, planters, lighting, public art, and murals. The Linear Park will draw visitors to the CBC east entry off 6th street and from the BOK Center.

In addition, streetscape enhancements along 6th and 7th Streets (detailed in Chapter 5) should create a welcoming experience for visitors arriving at the CBC and Downtown in general. Pairing these street enhancement projects with the hotel, plaza, and linear park will increase the overall impact of each individual project.



These conceptual graphics are sourced from the Arena District Master Plan.





PROJECT SCORE: 16/22



ENGAGEMENT: 4/6



PROJECT CHARACTERISTICS: 4/4



STRATEGIC: 8/12



ESTIMATED COST:
\$11.8 MILLION



PROJECT ORIGIN:

CENTER OF THE UNIVERSE
CONCEPTUAL DESIGN

Center of the Universe Plaza Enhancements

The Center of the Universe (COTU) is a top tourist destination in Downtown Tulsa as well as a key pedestrian connection over the railroad. The Boston Avenue Pedestrian Bridge, home of COTU, was constructed in the early 1980s and requires structural repairs and maintenance. This project focuses on repairs to the bridge along with renovations to the plaza to enhance it as a destination. The proposed redesign will retain the unique acoustics and central art piece, while adding new greenery, pathways, lighting, landscaping, shade structures, seating, public art, and other amenities.

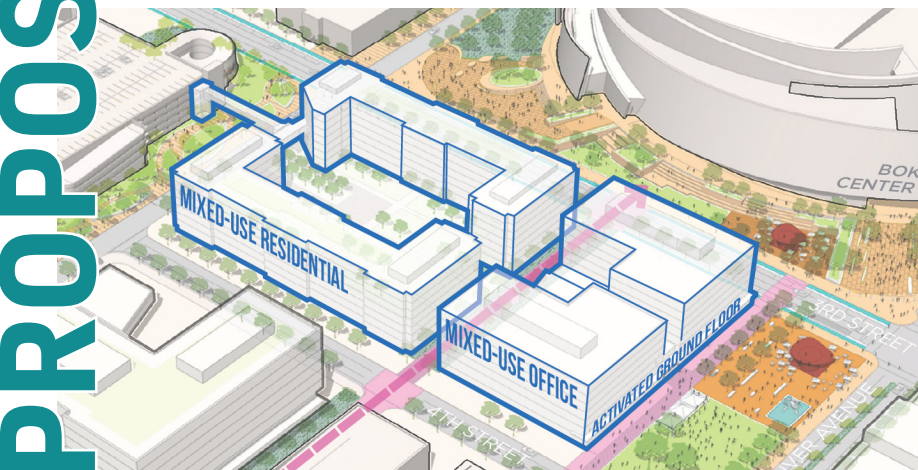


These conceptual graphics are sourced from 100% SD Designs.

PROPOSED

Page Belcher Federal Building Redevelopment

The Page Belcher Federal Building is located at the southwest corner of 3rd Street and Denver Avenue between the BOK Center and Tulsa City County Library. In its current state, it is a superblock and creates a barrier within the Arena District. Redevelopment is proposed on this site to break down the superblock, support a mix of uses (residential, office, and retail), and increase walkability and connectivity in the area. It is recommended to demolish the existing building and divide the superblock back into two development blocks. This will create a more standard urban and pedestrian scale and will re-establish an important north-south connection between the Civic Center Plaza and BOK Center.

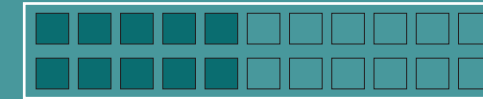


These conceptual graphics are sourced from the Arena District Master Plan

PROPOSED



PROJECT SCORE: 10/22



ENGAGEMENT: 1/6



PROJECT CHARACTERISTICS: 3/4



STRATEGIC: 6/12



ESTIMATED COST:
\$77.8 MILLION



PROJECT ORIGIN:

ARENA DISTRICT MASTER
PLAN



Railroad Crossing Enhancements

The railroad travels through Downtown creating a north-south divider as it runs parallel between Archer Street and 1st Street. Railroad crossings vary across downtown, with five at-grade crossings, four bridges, and one underpass. The Downtown Area Master Plan identifies improvements for four crossings. Through the engagement process for this plan, priority railroad crossing improvements were identified for:

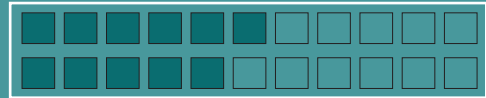
- Cheyenne at-grade
- Detroit Bridge
- Elgin at-grade

Improvements to each crossing are focused on pedestrian safety with wider sidewalks and/or protected bike lanes, lighting, striping, pedestrian safety gates for at-grade crossings, and repaving or landscaping as needed.

PROJECT STATS

CHEYENNE CROSSING

PROJECT SCORE: 11/22



ENGAGEMENT: 3/6



PROJECT CHARACTERISTICS: 3/4

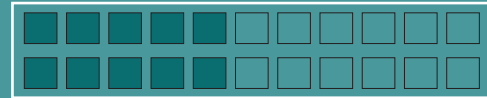


STRATEGIC: 5/12



DETROIT CROSSING

PROJECT SCORE: 10/22



ENGAGEMENT: 3/6



PROJECT CHARACTERISTICS: 1/4

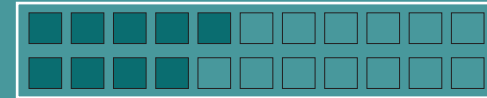


STRATEGIC: 6/12



ELGIN CROSSING

PROJECT SCORE: 12/22



ENGAGEMENT: 3/6



PROJECT CHARACTERISTICS: 3/4



STRATEGIC: 6/12



ESTIMATED COST:

\$2.7 MILLION (CHEYENNE)
 \$1.5 MILLION (ELGIN)
 \$1.2 MILLION (DETROIT)



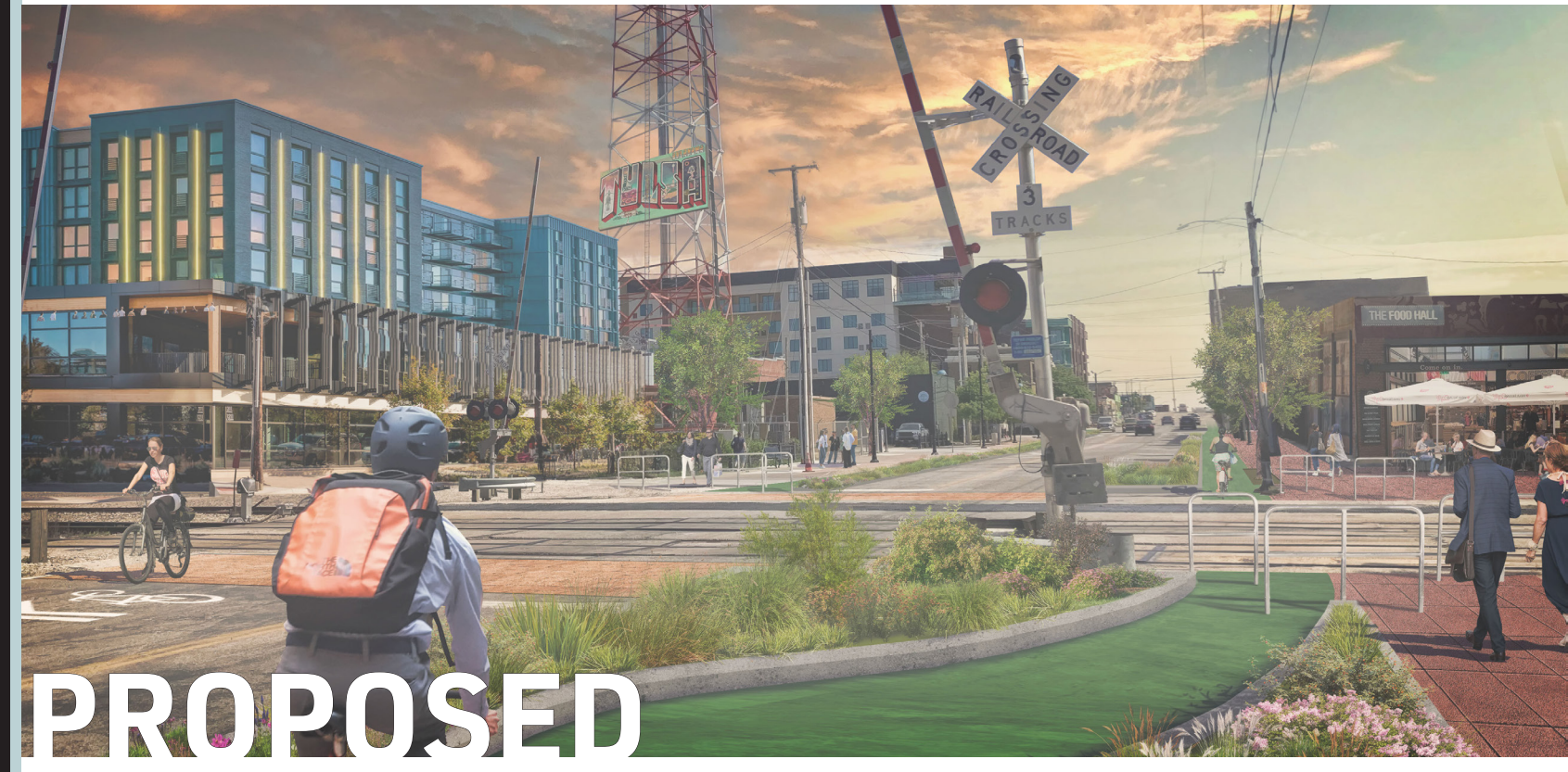
PROJECT ORIGIN:

DOWNTOWN AREA MASTER PLAN



ELGIN CROSSING TODAY

- No sidewalks
- Wearing surfaces and striping
- No landscaping
- Vehicle-oriented safety infrastructure



ELGIN AVE AT-GRADE CROSSING

ELGIN CROSSING TOMORROW

- Protected bike lane
- Landscaping/green infrastructure
- Vehicle and pedestrian oriented safety infrastructure
- Dedicated sidewalks
- Public art and new development add vibrancy



DETROIT AVE BRIDGE CROSSING



EXISTING

DETROIT BRIDGE TODAY

- Narrow sidewalks
- Limited lighting
- No shade
- Lacks visual appeal



PROPOSED

DETROIT BRIDGE TOMORROW

- Wider sidewalks
- Street trees, landscaping, and shade
- Seating in select appropriate locations
- Additional lighting, scaled for both vehicles and pedestrians
- Public art and wayfinding upgrades add vibrancy

Cathedral District Infill Development

The Cathedral District has numerous parking lots that are underutilized and vacant much of the year. A redevelopment assistance program is recommended to support the redevelopment of these parking lots by the private sector by offering financial gap funding as a grant or low interest loan. The goal of the program is to incentivize the redevelopment of parking lots into residential and mixed use buildings. DTP and Partner Tulsa can select properties for this program through an application process and set specific criteria for approval.

Many of the parking lots owners in the Cathedral District are non-profits, such as churches and Tulsa Community College. Predevelopment assistance can support these entities that may want to develop property for their own use but do not have the knowledge or experience of the development process. DTP can offer grant funding or low interest loans to non-profit owners to hire consultants to conduct predevelopment studies including market study, financial feasibility analysis, and site assessment. This will connect owners with initial funds to understand and identify development opportunities for underutilized parking lots and identify project feasibility.

MEMPHIS PILOT PROGRAM

CASE STUDY

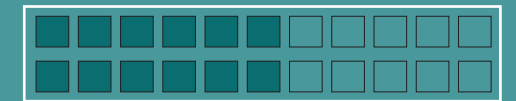
As part of the Downtown Memphis Commission's suite of financial incentives and programs, the PILOT (Payment-in-lieu-of-taxes) program provides a financial tax abatement incentive to renovate underutilized or vacant parcels to a better and higher use. PILOT is offered to bridge the financial gap to make these projects financially viable to eligible commercial property owners. If qualified, PILOT projects hold property taxes at a pre-development level for a set amount of time. During the PILOT, the property owner pays the pre-development tax rate plus 25% of the incremental increase at the time of closing. Once the PILOT term is complete, the property owner pays the full tax rate. Eligibility is determined by the following:

- Location within the CBD
- Value of improvements to the area
- "But for" financial need

PROJECT STATS



PROJECT SCORE: 12/22



ENGAGEMENT: 3/6



PROJECT CHARACTERISTICS: 3/4



STRATEGIC: 6/12



ESTIMATED COST:

\$50,000 PER APPLICANT /
\$100,000 ANNUALLY
(FUNDED THROUGH PRIVATE TIF)



PROJECT ORIGIN:

DOWNTOWN AREA MASTER
PLAN



CATHEDRAL DISTRICT INFILL DEVELOPMENT, LOOKING NORTHWEST



CATHEDRAL DISTRICT INFILL DEVELOPMENT, LOOKING SOUTHEAST





Long-Term High Impact Projects

Longer term projects are ones that scored lower compared to the top priority projects. These projects are still important but recommended for future implementation.

| PROJECT | SCORE | ORIGIN | COST | PURPOSE | DESCRIPTION |
|---|-------|---------------------------|---------------|------------------------|---|
| MLK/Cincinnati Avenue Bridge Railroad Crossing | 9 | Walkability Analysis | \$1.2 Million | Safety and Walkability | Streetscape enhancement for safer pedestrian experience, including widened sidewalks, lighting, and landscaping. |
| Greenwood Avenue At-Grade Railroad Crossing | 10 | Downtown Area Master Plan | \$670,000 | Safety and Walkability | Streetscape enhancement for safer pedestrian experience, including widened sidewalks, lighting, landscaping, and pedestrian safety gates. |
| Main Street Bridge Railroad Crossing | 9 | Walkability Analysis | \$1.2 Million | Safety and Walkability | Streetscape enhancement for safer pedestrian experience, including widened sidewalks, lighting, and landscaping. |
| Denver Avenue Underpass Railroad Crossing | 9 | Walkability Analysis | \$1.2 Million | Safety and Walkability | Streetscape enhancement for safer pedestrian experience, including widened sidewalks, lighting, and landscaping. |



| PROJECT | SCORE | ORIGIN | COST | PURPOSE | DESCRIPTION |
|--|-------|---------------------------|---------------|------------------------|---|
| Boulder Avenue Bridge Railroad Crossing | 9 | Downtown Area Master Plan | \$1.2 Million | Safety and Walkability | Streetscape enhancement for safer pedestrian experience, including widened sidewalks, lighting, and landscaping. |
| Dairy Site Redevelopment | 8 | Downtown Tulse Forward | Unknown | Activation | Rehabilitation/adaptive reuse of former dairy facility for light industrial uses. |
| Performing Arts Center Revitalization | 6 | PlaniTulsa | Unknown | Tourism | Revitalize the Performing Arts Center by activating its façade, increasing engagement during non-performance times, and integrating it seamlessly with the urban environment. |

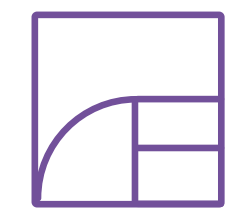
STREET ENHANCEMENT PROJECTS

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STREET ENHANCEMENT PROJECTS



Projects Definition

Street Enhancement projects include connectivity, streetscape, and mobility improvements throughout Downtown to promote safer routes and pedestrian comfort. These are tactical projects envisioned to be paired with other ongoing efforts when possible for efficiency. They require mid- or short-term implementation and moderate amounts of funding.

Near-term streetscape projects fall under two objectives:

- **Projects that enhance connectivity and walkability for the burgeoning OSU Medical District, which is currently undergoing significant investment**
- **Projects that add value between the curb and building frontages (i.e. sidewalks) for the City's planned roadway conversion and rehab projects.**

METRICS

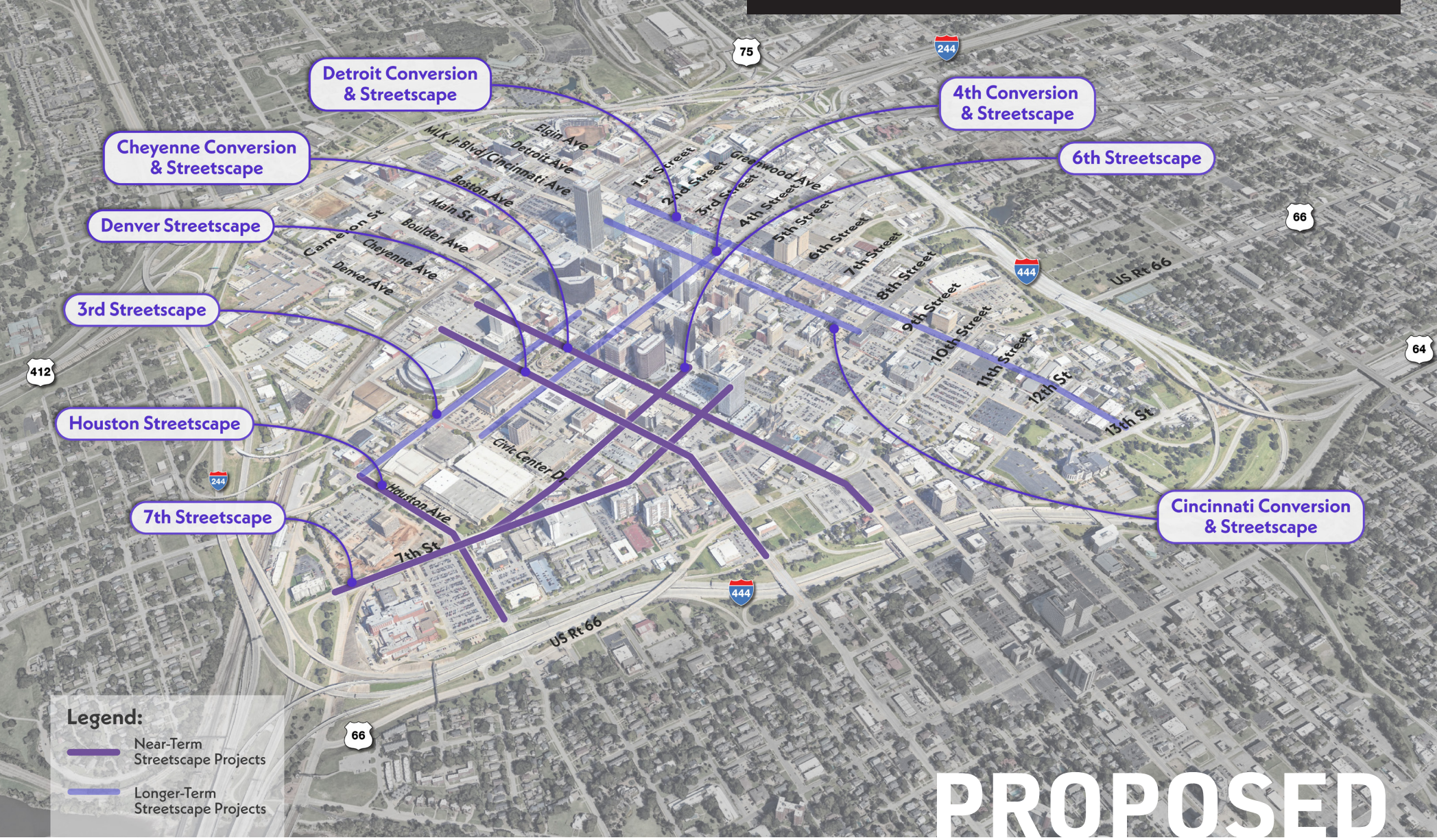


Metrics that could be used to track the success of these projects include quantifiable improvements related to the pedestrian experience, micro mobility, placemaking, and traffic patterns such as:

- ↑ An increase in the number of pedestrians on Downtown streets
- ↑ An increase in the number of Downtown blocks with adequate lighting
- ↑ An increase in landscaping planters, street trees, or shade structures
- ↑ An increase in miles of Downtown continuous bike lanes
- ↓ A decrease in the number and frequency of vehicle/pedestrian/bicycle crashes



DOWNTOWN TULSA FORWARD / STREET ENHANCEMENT PROJECTS



NEAR-TERM STREET ENHANCEMENT PROJECTS INCLUDE:

- 6th Streetscape Enhancements (OSU Medical District Walkability)
- 7th Streetscape Enhancements (OSU Medical District Walkability)
- Houston Avenue Streetscape Enhancements (OSU Medical District Walkability)
- Cheyenne Avenue Streetscape Enhancements & 2-way Conversion (City Project Value-Add)
- Denver Avenue Streetscape Enhancements (City Project Value-Add)

LONG-TERM STREET ENHANCEMENT PROJECTS INCLUDE:

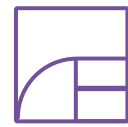
- 3rd Streetscape Enhancements (City Project Value Add)
- Cincinnati Avenue 2-way Conversion & Streetscape Enhancements (City Project Value Add)
- 4th Streetscape Enhancements & 2-way Conversion (City Project Value Add)
- Detroit Streetscape Enhancements and Rehab 1st to 13th (City Project Value Add)
- Curb Cut Removal Program

Connectivity Enhancements to the OSU Academic Medical District

Historical investment is currently underway in Downtown's Western Arena/Medical District. Over \$700 Million in public and private development is going to expansions and upgrades for the OSU Medical District, including a new Veterans Affairs Hospital, a State Psychiatric Care Hospital, an expansion of the existing OSU Medical Center as well as a Biomedical Research Facility. These investments are set to transform the Western half of Downtown Tulsa and bring over 2,000 jobs, new patients, and visitors.

To support the success and impact of this project, public investments in walkability and pedestrian safety will be critical for better connecting the medical and research hub with the civic center hub and other parts of Downtown. The following streetscape enhancement projects are prioritized for near-term implementation to serve this area.

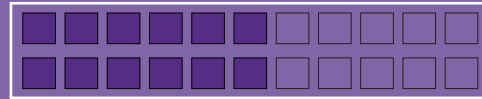




PROJECT STATS



PROJECT SCORE: 12/22



ENGAGEMENT: 1/6



PROJECT CHARACTERISTICS: 4/4



STRATEGIC: 7/12



ESTIMATED COST: \$2.9 MILLION



PROJECT ORIGIN: ARENA DISTRICT MASTER PLAN

6th Streetscape Enhancements (Boulder Avenue to South Lawton Avenue)

New streetscaping along 6th and 7th Streets is recommended to be implemented in conjunction with the Convention Center Hotel improvements as they are adjacent projects. 6th Street will serve as an alternate entrance to the hotel and entry point into the Civic Center Plaza/Linear Park. 6th Street is also the primary entrance to the Cox Business Center. Enhancements to 6th Street will include enhanced/protected bike lanes, landscaping, lighting, seating, shade structures, and public art.



EXISTING

6TH STREET TODAY

- Busy and confusing intersection, especially for pedestrians
- Limited landscaping
- Lacks visual appeal



PROPOSED

6TH STREET TOMORROW

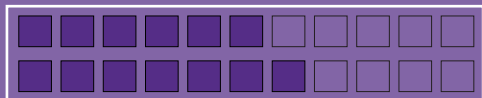
- High-viz buffered bike lane
- Additional landscaping
- Raised intersection for visibility and traffic calming
- Public art adds vibrancy
- Enhanced streetscape improves connectivity, access, and aesthetics for new Convention Center Hotel



PROJECT STATS



PROJECT SCORE: 13/22



ENGAGEMENT: 1/6



PROJECT CHARACTERISTICS: 4/4



STRATEGIC: 8/12



ESTIMATED COST:
\$5.1 MILLION



PROJECT ORIGIN:
ARENA DISTRICT MASTER
PLAN AND DOWNTOWN TULSA
STREETSCAPE MASTER PLAN

7th Streetscape Enhancements (Boulder Avenue to Houston Avenue)

As noted above, 6th and 7th Street enhancements are recommended as a joint project, given their relationship and importance as primary east-west connectors for downtown. While streetscape improvements along 6th focus on access to the Cox Business Center and proposed Convention Center Hotel/Civic Center Plaza, enhancements to 7th Street are needed to improve connectivity between the OSU Medical Campus and the rest of downtown. Recommended enhancements to 7th Street focus on safety, making it more appealing for pedestrians, and increasing multimodal uses. The streetscape improvements include expanded sidewalks to the extent of the Right of Way (where appropriate), additional landscaping including street trees and landscaped bulb-outs for traffic calming, enhanced crosswalks where necessary, lighting, seating, shade structures, and public art.



EXISTING

7TH STREET TODAY

- Narrow sidewalks
- Limited shade
- Recently repaved



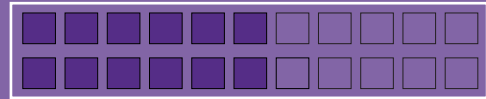
PROPOSED

7TH STREET TOMORROW

- Wider sidewalks where possible (retaining existing curb & gutter)
- Pedestrian lighting
- Bulbouts with landscaping to frame on-street parking
- Street trees in the median
- Public art, upgraded wayfinding, and infill development add vibrancy



PROJECT SCORE: 12/22



ENGAGEMENT: 1/6



PROJECT CHARACTERISTICS: 4/4



STRATEGIC: 7/12



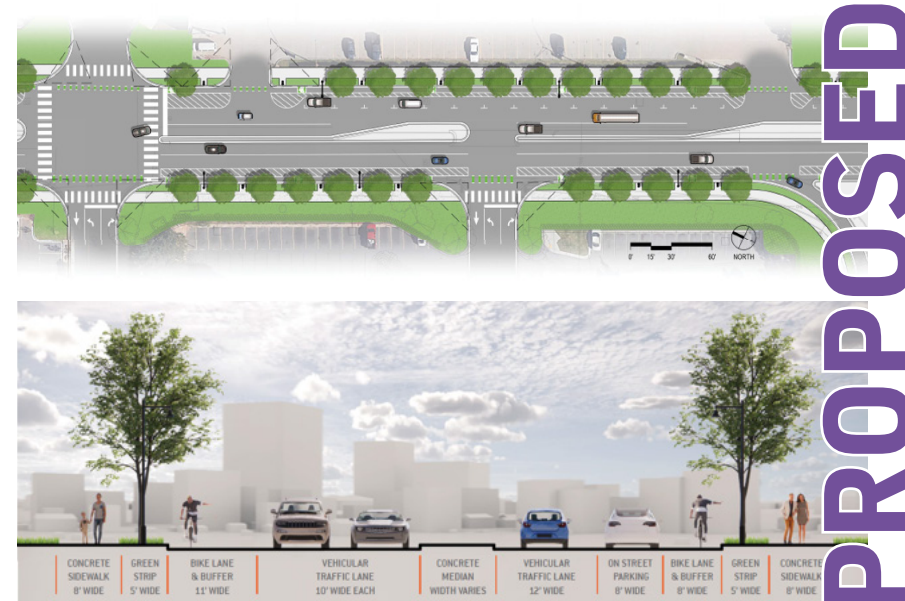
ESTIMATED COST:
\$6.6 MILLION



PROJECT ORIGIN:
ARENA DISTRICT MASTER PLAN

Houston Streetscape Enhancements (3rd Street to 11th Street)

Streetscaping enhancements along Houston Avenue are recommended to be implemented to support the ongoing investment in the OSU Medical District. Houston Avenue from 3rd Street to 11th Street is an important north south connector in the Arena District and connects the BOK Center and COX Business Center with the OSU Medical Campus. This section of Houston Avenue currently lacks activation, feels uninviting, and is not in line with current City standards. Streetscape enhancements here will contribute to a more walkable, pedestrian-friendly environment that connects with key activity hubs. Establishing a welcoming pedestrian connector will encourage multimodal travel and allow workers and students from the Medical Campus to easily travel into other parts of downtown for lunch or after work activities. This project includes repaving, a raised median, dedicated bike lanes, street trees, and buffered sidewalks.



These conceptual graphics are sourced from the OSU Medical District Expansion Project

Value-Add Investments for City of Tulsa Roadway Projects

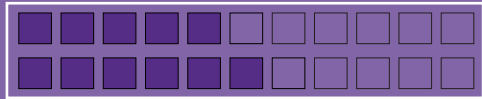
The City of Tulsa has identified several roadway improvement projects over the next 5+ years. These projects are part of an ongoing effort to convert Downtown's one-way streets and to rehab streets that need improvement. These projects are meant to promote safer mobility for all users, ease driving navigation, and increase potential for ground floor activation.

Currently, the City's projects on these roadways are planned only for curb to curb right of way, which does not benefit the pedestrian sidewalks. Thus, this plan proposes that DTP partner with the City to fund improvements between the curb and building frontage while the street projects are underway. This will allow for greater efficiency and result in a more holistic, multi-benefit outcome. These value-add streetscaping projects include elements such as sidewalk repaving, street trees (where none exist currently), green buffers and natural drainage, planters, lighting, or other public space amenities, such as benches, shade structures, and art.





PROJECT SCORE: 11/22



ENGAGEMENT: 1/6



PROJECT CHARACTERISTICS: 3/4



STRATEGIC: 7/12



ESTIMATED COST:
\$3.3 MILLION



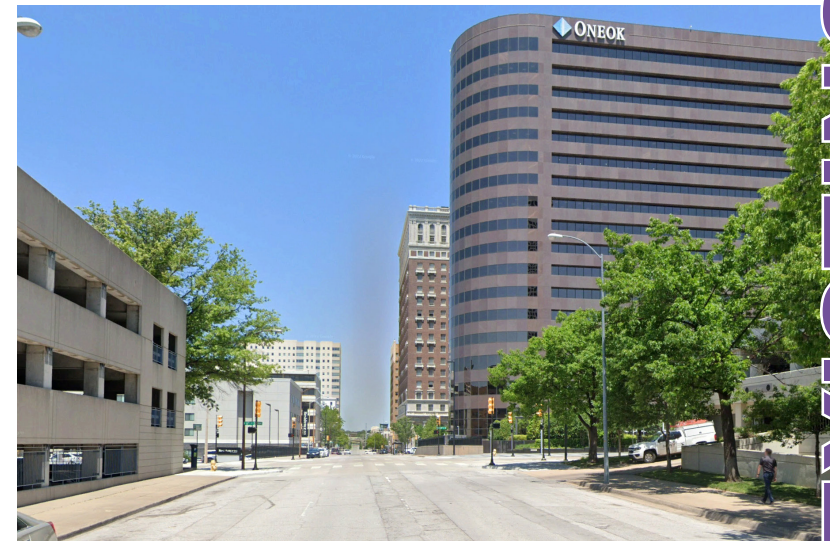
PROJECT ORIGIN:
DOWNTOWN AREA MASTER PLAN

Cheyenne Avenue Streetscape Enhancements for 2-Way Conversion (1st Street to 13th Street)

One upcoming conversion project is Cheyenne Avenue - a North-South corridor running between the Deco and Arena District and connecting Downtown to the Riverview neighborhood. This roughly \$2 Million investment funded by the City of Tulsa will facilitate smoother traffic flow, reduce congestion, and enhance the pedestrian experience.

Additionally, this conversion is expected to stimulate economic activity by making it easier for people to reach businesses and attractions, thereby encouraging more foot traffic and supporting local enterprises.

While the street conversion is underway, it provides an opportunity to incorporate streetscape enhancements. These enhancements are a value-add to the existing street conversion project and will require funding from the public TIF to implement. These improvements will redesign the street and significantly improve pedestrian connectivity through a safe and inviting space. Enhancements will include landscaping, seating, lighting, and shade structures.



EXISTING

Denver Avenue Streetscape Enhancements (1st Street to 13th Street)

Denver Avenue is the most heavily utilized entryway into Downtown and it's strongest physical connection to the Arkansas River and the growing recreational amenities along the river corridor. The Avenue also houses the 19,000 seat BOK Arena and major public assets like the COX Convention Center, the Central City-County Library and the Metrolink Transit Hub for the region. Unfortunately, the four lane, over 50-foot-wide roadbed is also the leading corridor for pedestrian and auto collisions. Implementing traffic calming measures, improving crosswalks, and enhancing lighting and signage will significantly reduce accidents and create a more pedestrian-friendly environment. These improvements will not only protect residents and visitors but also encourage more people to walk, bike, and utilize public transportation promoting a healthier, more active lifestyle.

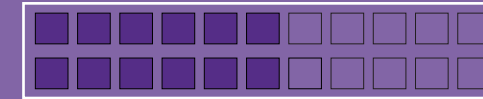
The City of Tulsa has planned and funded rehabilitation for Denver Avenue. While the street rehabilitation is underway, it provides an opportunity to incorporate streetscape enhancements. These enhancements are a value-add to the existing street rehabilitation project and will require funding from the public TIF to implement. These improvements will go above and beyond the planned redesign of the street and significantly improve pedestrian connectivity and safety on this high-traffic and heavily used corridor. Streetscape enhancements will include a new median with trees, on-street parking lanes, landscaping, lighting, and seating.



EXISTING



PROJECT SCORE: 12/22



ENGAGEMENT: 1/6



PROJECT CHARACTERISTICS: 4/4



STRATEGIC: 9/12



ESTIMATED COST:
\$6.5 MILLION



PROJECT ORIGIN:
ARENA DISTRICT MASTER PLAN



Long-Term Street Enhancement Projects

Longer term projects are ones that scored lower compared to the top priority projects. These projects are still important but recommended for future implementation.

| PROJECT | SCORE | PLAN | COST | PURPOSE | DESCRIPTION |
|--|-------|-------------------------------------|---|--|---|
| Cincinnati Streetscape Enhancements for 2-Way Conversion (1st Street to 8th Street) | 10 | Downtown Tulsa Walkability Analysis | \$6.8 million | Complete Streets & Value-add for City Roadway Projects | During planned conversion by the City, incorporate streetscape enhancements that may include expanding sidewalks, landscaping, protected bike lanes, lighting, seating, and shade structures. |
| Detroit Streetscape Enhancements for Rehab (1st Street to 13th Street) | 10 | Downtown Tulsa Walkability Analysis | \$5.1 million | Complete Streets & Value-add for City Roadway Projects | During rehabilitation planned by the City, incorporate streetscape enhancements that may include expanding sidewalks, landscaping, protected bike lanes, lighting, seating, and shade structures. |
| 4th Streetscape Enhancements & 2-Way Conversion (Frisco Street to Detroit Avenue) | 10 | Downtown Tulsa Walkability Analysis | \$4.9 million | Complete Streets & Value-add for City Roadway Projects | During planned conversion by the City, incorporate streetscape enhancements that may include expanding sidewalks, landscaping, protected bike lanes, lighting, seating, and shade structures. |
| Curb Cut Removal Program | 9 | Downtown Tulsa Walkability Analysis | \$2,600 per curb (\$10,000 annually) | Safety and walkability | A program to remove curb cuts that are no longer in use or necessary, in order to increase walkability Downtown. This could be strategically paired with the Curbside Management Program (see Chapter 6 for details). |



| PROJECT | SCORE | PLAN | COST | PURPOSE | DESCRIPTION |
|---|-------|----------------------------|---------------|--|---|
| 3rd Streetscape (Houston to Boulder) | 8 | Arena District Master Plan | \$4.8 million | Complete Streets & Value-add for City Roadway Projects | Streetscape improvements on 3rd are proposed to include protected buffers for the existing bike lanes (with street parking and trees between vehicle lanes and bike lanes), flexible sidewalk space for on-street dining, landscaping, lighting, seating, and shade structures. A street mural between Frisco and Denver (in front of BOK) would also add vibrancy and distinction for special events. Sinking hydraulic bollards at each end of this block would allow for easy street closures during special events. Due to their proximity, this project should be implemented in conjunction with the BOK Center Park. |

PITTSBURGH SIDEWALK IMPROVEMENT & TEMPORARY RESTRIPING PROGRAM

CASE STUDY

The City of Pittsburgh has created a Sidewalk Improvement Program for Homeowners. Goals of the program include:

- Provide prompt repair for outstanding sidewalk problems, while lessening the financial burden;
- Remove unused curb cuts;
- Improve walking conditions; and
- Complete improvements economically by grouping repairs along multiple adjacent properties into a coordinated project
- Identified potential funding sources including Federal transportation fund allocations, State sales and income taxes, general funds, a fee on rideshare companies, and a special assessment district.

PLACEMAKING PROJECTS

06

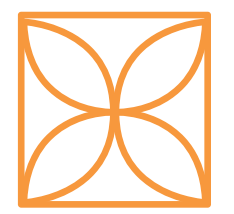
| | |
|---|-----------|
| <u>Projects Definition</u> | <u>61</u> |
| <u>Near-Term Project Profiles</u> | <u>64</u> |
| <u>Long-Term & Ongoing Projects</u> | <u>75</u> |

/// CHAPTER 06

PLACEMAKING PROJECTS

Projects Definition

Placemaking projects are tactical, smaller-scale enhancements that establish a sense of place throughout downtown with appealing enhancements that promote activation. These projects will require mid- or short-term implementation and moderate amounts of funding.





DOWNTOWN TULSA FORWARD / PLACEMAKING PROJECTS



PROPOSED

NEAR-TERM PLACEMAKING PROJECTS INCLUDE:

- Public Space Amenities
- Revitalization for Chapman Green & Legacy Park
- Alleyway Activations
- Plaza of the Americas Enhancement
- Downtown Branding & Wayfinding Plan
- Downtown Gateways

LONG-TERM PLACEMAKING PROJECTS INCLUDE:

- Other Alleyway Activations
- BOK Center Park
- Downtown Branding/Wayfinding Implementation
- Other Gateways
- Curbside Management Plan



METRICS



Metrics to track the success of these projects relate to place branding, public space activation, and Downtown foot traffic such as:

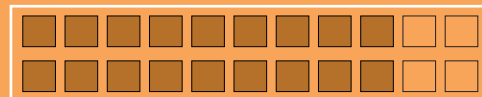
- ↑ An increase in the number of artistic amenities, such as public art installations, murals, painted crosswalks, or placemaking signage
- ↑ An increase in pedestrian activity
- ↑ An increase in the number of landscaping planters, tree wells, or shade structures
- ↑ An increase in wayfinding and/or branding signage (and/or upgrades to existing signs)
- ↑ An increase in the number of alleys with lighting



PROJECT STATS



PROJECT SCORE: 18/22



ENGAGEMENT: 6/6



PROJECT CHARACTERISTICS: 1/4



STRATEGIC: 11/12



ESTIMATED COST:

\$500,000 ANNUALLY (SEE IMPLEMENTATION MATRIX FOR MORE DETAILS)

PROJECT ORIGIN:

STREETSCAPING MASTER PLAN

Public Space Amenities

Public space amenities are encouraged to be added in public spaces and Rights of Way for improved resident and visitor experiences. For efficient implementation, amenities should be incorporated into existing projects, especially streetscape projects. However, these amenities can also be added throughout downtown on a piecemeal, case-by-case basis to fill gaps and upgrade existing assets as needed. Mobile public restrooms are recommended to be installed in high-traffic areas. They can be placed in a parking space along the street or in a parking lot and moved as necessary. Additional public space amenities include lighting, benches, trash cans, water fountains, shade structures, pedestrian signage and signals, branding/signage, and public art. The Social Services Hub in northwestern Downtown should be prioritized for new amenities. See Amenities and Recent Development Inventory Map on page 14 for the prioritization of new amenities.

LANDSCAPING & STREET TREES



PROPOSED

LANDSCAPING

Landscaping & Green Infrastructure (\$1,800/sqft)

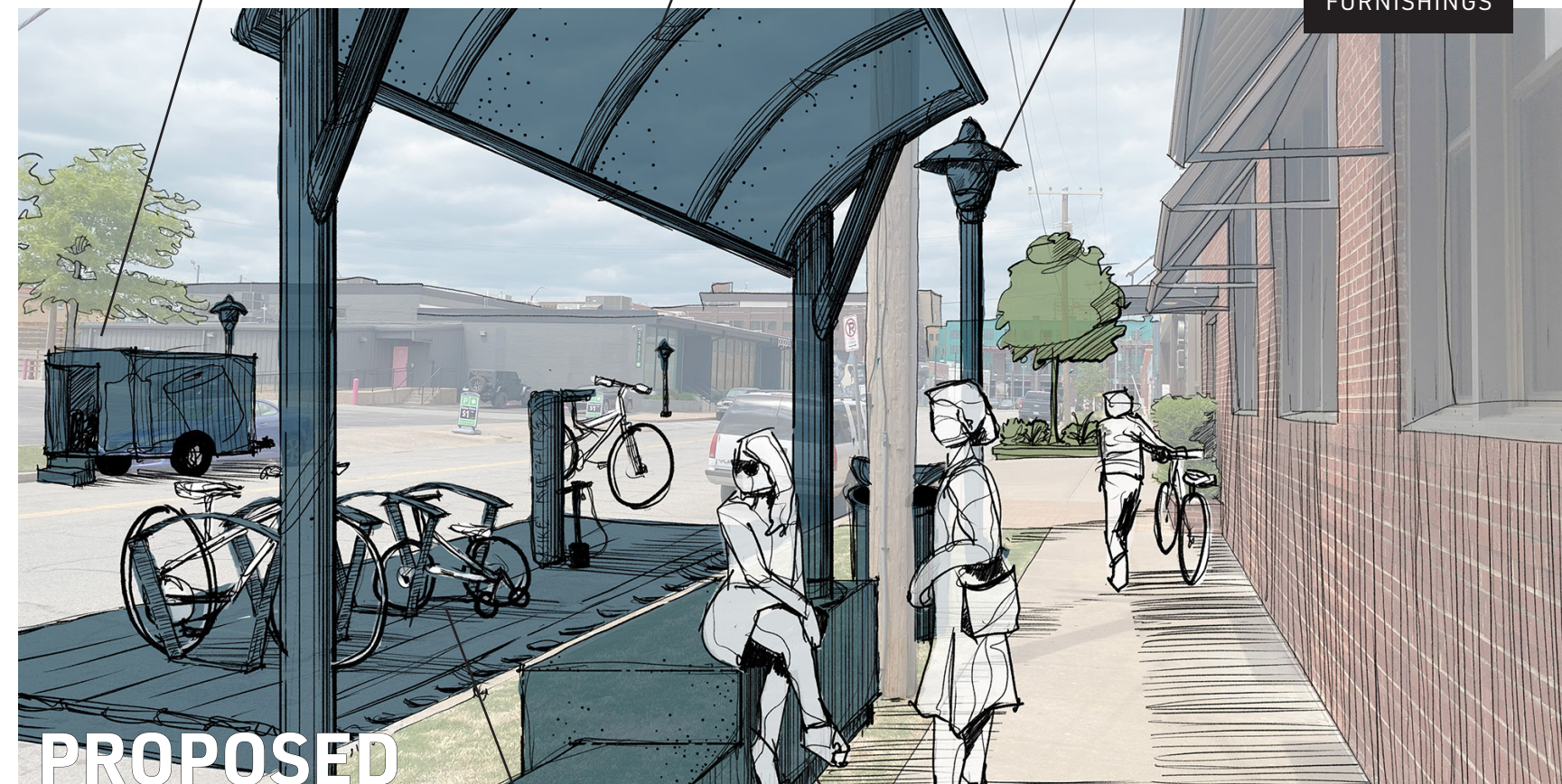
Street Trees (\$3,200 each)

Mobile Public Restroom (\$500,000 each)

Shade Structure (\$270,000 each)

Lighting (\$9,300 each)

FURNISHINGS



PROPOSED

Bike Parking & Utility Station (\$700 - \$3,000)

Seating (\$2,000+ each)

FURNISHINGS

LANDSCAPING



WAYFINDING, CHARACTER & IDENTITY - ALTERNATIVE A



Enhanced Crosswalks
(\$770 - \$2,000)

Public Art (variable cost)

Vehicular & Pedestrian Wayfinding
Signage (\$450 - \$3,500 each)

WAYFINDING & ART

LANDSCAPING

FURNISHINGS

Painted Buffer with Bollards
(\$5,000)

Vehicular Signage
(\$3,500 each)

Movable Planters
(\$50,000 - \$250,000 each)

Landscaped Buffer
(\$1,800/sqft)

WAYFINDING, CHARACTER & IDENTITY - ALTERNATIVE B



Revitalization for Chapman Green & Legacy Park

Two urban park spaces are currently undergoing redesign efforts to better serve the growing Downtown neighborhood: Chapman Green in the Deco District and Legacy Park in the Tulsa Arts District. Since their initial construction, the two parks have struggled to maintain consistent utilization and foot traffic, and are increasingly being used for pet relief and recreation. With over 1,000 new housing units planned for Downtown, adding comfort amenities for both dogs and humans will protect these public assets and ensure their long-term viability and usability for the surrounding neighbors and visiting Tulsans.

While conceptual designs are currently underway, DTP will need to maintain this momentum and commit resources for implementation in the very near term.

PROPOSED

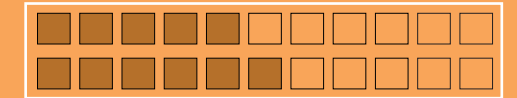


This conceptual graphic is sourced from a 2018 University of Oklahoma urban design student project.

PROJECT STATS



PROJECT SCORE: 11/22



ENGAGEMENT: 2/6



PROJECT CHARACTERISTICS: 1/4



STRATEGIC: 8/12



**ESTIMATED COST:
\$1.1 MILLION**



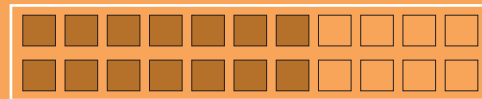
**PROJECT ORIGIN:
PLANITULSA**

PROJECT STATS

Project stats apply to all near-term alley activation projects



PROJECT SCORE: 14/22



ENGAGEMENT: 6/6



PROJECT CHARACTERISTICS: 2/4



STRATEGIC: 6/12



ESTIMATED COST:

\$120,000 - \$200,000
PER ALLEY BLOCK



PROJECT ORIGIN:

DOWNTOWN AREA MASTER PLAN

Alleyway Activation

Alleyway Activation stemmed from a larger effort to revitalize public alleyways in central downtown. The Art Alley was established in 2019 between Boston Avenue and Main Street, and 5th Street and 6th Street with over 20 unique murals and sculptures. Additional alleyways have been identified to catalyze activation, create safe corridors, and add creativity to the public realm. Additional alleyways identified for improvements are located nearby on 5th Street and 4th Street. Alleyway activation improvements may consist of lighting, benches, planters, sculptures, and murals.

- Between Boulder Avenue and Cheyenne Avenue, and 5th Street and 4th Street
- Between Cincinnati Avenue and Boston Avenue, and 5th Street and 3rd Street
- Between Boston Avenue and Main Street, and 6th Street and 5th Street

FORT COLLINS ALLEYWAY ACTIVATION

In 2004, the City of Fort Collins adopted a Downtown Strategic Plan that emphasized the need for alley improvements. Shortly after, the Downtown Development Authority (DDA) of Fort Collins adopted an Alleys Master Plan Report, building on the Downtown Strategic Plan and laying out a long term plan to activate existing alleys to contribute to the pedestrian experience and improve infrastructure components such as drainage and trash. Alley improvements began in 2010 with the identification and redesign of key alleys – some of which include new art installations, lighting plans and other pedestrian amenities. The alley improvements continue each year, typically addressing two alleys at a time.





PHILTOWER ALLEY, BETWEEN BOSTON & CINCINNATI AVENUES, FROM 4TH TO 5TH STREETS



EXISTING

PHILTOWER ALLEY TODAY

- Designed for utility
- No lighting
- Existing art is an asset
- Not inviting to pedestrians
- Generally lacks visual appeal



PROPOSED

PHILTOWER ALLEY TOMORROW

- Improved paving to indicate as a pedestrian route
- Screening for waste receptacles
- New art to celebrate culture and add vibrancy
- Overhead lighting
- Small-scale retail and seating as appropriate/feasible for increased activation

MAYO HOTEL ALLEY, BETWEEN CHEYENNE & BOULDER AVENUES, FROM 4TH TO 5TH STREETS



EXISTING

MAYO HOTEL ALLEY TODAY

- Designed for utility
- No lighting
- Not inviting to pedestrians
- Generally lacks visual appeal



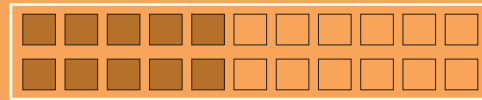
PROPOSED

MAYO HOTEL ALLEY TOMORROW

- Improved paving and street crossing to indicate as a pedestrian route
- New art to add vibrancy
- Overhead lighting
- Entrance signage to establish identity as a unique place



PROJECT SCORE: 10/22



ENGAGEMENT: 1/6



PROJECT CHARACTERISTICS: 4/4



STRATEGIC: 5/12



ESTIMATED COST:
\$4.5 MILLION

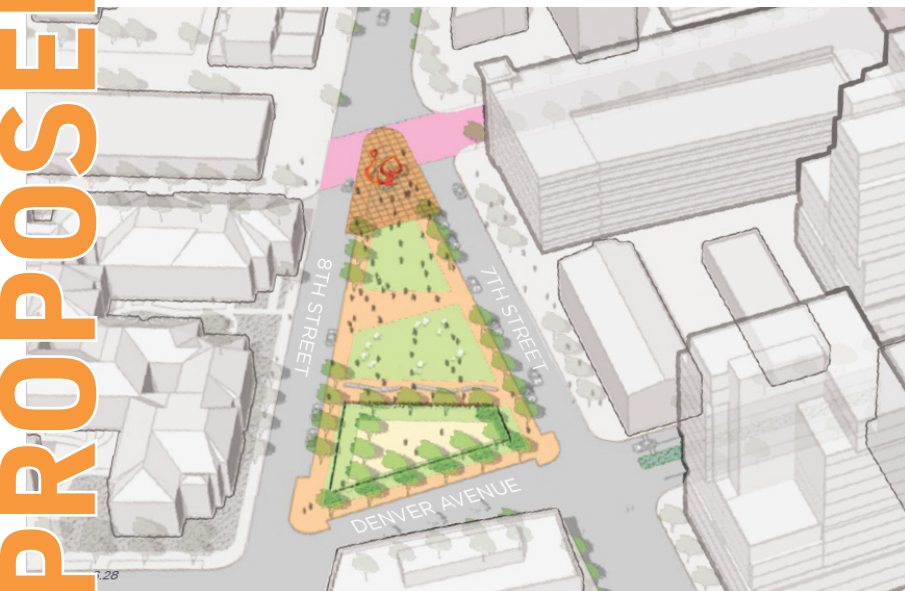


PROJECT ORIGIN:
ARENA DISTRICT MASTER PLAN

Plaza of the Americas Enhancement

Plaza of the Americas project recommends a redesigned plaza that serves as a park for residents and as a gateway for locals and visitors heading east and north. Road diets are recommended along 7th and 8th Streets to allow for additional parking around the plaza and expanding the plaza space where possible. Improvements to the plaza include incorporating a dog park, interactive play areas, lawn, trees, landscaping, lighting, seating, and a sculpture. To make it more authentic to Tulsa, it's recommended to rename the plaza/park to correspond to the City's history and aspirations.

PROPOSED



This conceptual graphic is sourced from the Arena District Master Plan

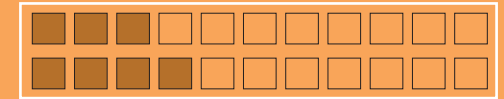
Planning for Downtown Wayfinding & Branding

An upgraded, comprehensive wayfinding system with specific branding for Downtown would elevate the City's identity and promote navigability for both local and out-of-town visitors. This system should prioritize pedestrian wayfinding, focused on the concept "Walk Your City," which uses destination-specific signs that point people to key attractions and provide useful information like distance or time to reach that destination. However, this system could also provide guidance for larger monumental signage and gateways to distinguish entry or exit points to/from Downtown and/or specific districts (see more details about Gateway projects on to the right).

The first step to pursue this effort would be to conduct a robust planning process to collect input from the community about Tulsa's identity, key destinations, and priorities. This plan will identify specific locations for signage and include conceptual designs for the wayfinding system and signage typologies.



PROJECT SCORE: 7/22



ENGAGEMENT: 1/6



PROJECT CHARACTERISTICS: 0/4



STRATEGIC: 6/12



ESTIMATED COST:
\$200,000



PROJECT ORIGIN:
DOWNTOWN TULSA WALKABILITY ANALYSIS



Downtown Gateways

Gateways establish a first impression and are a way to showcase unique characteristics of a city or neighborhood. This type of gateway are currently lacking in Downtown Tulsa. There are a variety of entry points into Downtown, several of which can be strategically used to indicate that you are entering the urban center and heart of the city. Gateways at these locations can celebrate the City's history, culture, architecture, and arts community. These projects may consist

of sculptures, murals, or other artwork, signage, and landscaping. Priority gateways identified for near-term implementation are at:

- Route 66 and Elgin Avenue
- MLK Boulevard
- 13th Street and Detroit Avenue

PROJECT STATS

ROUTE 66 & ELGIN

PROJECT SCORE: 8/22

ENGAGEMENT: 2/6

PROJECT CHARACTERISTICS: 1/4

STRATEGIC: 5/12

ESTIMATED COST:
\$1.4 MILLION EACH

MLK BOULEVARD

PROJECT SCORE: 8/22

ENGAGEMENT: 2/6

PROJECT CHARACTERISTICS: 1/4

STRATEGIC: 5/12

13TH & DETROIT

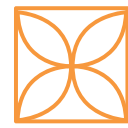
PROJECT SCORE: 6/22

ENGAGEMENT: 1/6

PROJECT CHARACTERISTICS: 0/4

STRATEGIC: 5/12

PROJECT ORIGIN:
DOWNTOWN AREA MASTER PLAN



Long-Term & Ongoing Placemaking Projects

Longer term projects are ones that scored lower compared to the top priority projects. These projects are still important but recommended for future implementation. Ongoing projects are those that will generally be implemented on an annual rolling basis and should be maintained over time. Some of these projects include opportunities to expand upon near-term priority placemaking projects in additional locations.

| PROJECT | SCORE | PLAN | COST | PURPOSE | DESCRIPTION |
|--|-------|-------------------------------------|--|-------------------------------------|--|
| Other Locations for Alleyway Activation (TBD) | 11 | Downtown Area Master Plan | \$120,000-\$200,000 per alley | Attraction, Safety, and Walkability | Following successful alleyway activation projects, identify additional alleyways for improvements and increased safety. Improvements may consist of lighting, benches, planters, sculptures, and murals. |
| BOK Center Park | 9 | Arena District Master Plan | \$12.5 Million | Activation and Tourism | Provide active and quality green spaces around BOK center for event and nonevent days. Design elements include creating entry points at 1st Street and 3rd Street with lawn spaces in between that are flexible and inviting. The park is intended to attract residents and visitors on non-event days with programming and activation improvements such as an adult playground, lawn games, interactive historic and cultural markers, public art, and music installations. |
| Downtown Wayfinding & Branding Implementation | 8 | Downtown Tulsa Walkability Analysis | \$450 - 50,000 per sign plus installation & contingency (total cost TBD) | Walkability | Implement the recommendations from the Downtown Wayfinding & Branding Plan. |



| PROJECT | SCORE | PLAN | COST | PURPOSE | DESCRIPTION |
|-------------------------------------|-------|-------------------------------------|---------------------------|---|--|
| Other Locations for Gateways | 5 | Downtown Area Master Plan | \$1.4 Million per gateway | Placemaking, Wayfinding, and Beautification | Following the implementation of near-term priority gateways, implement additional gateways into Downtown per recommended locations identified in the diagram on page 62. |
| Curbside Management Program | 7 | Downtown Tulsa Walkability Analysis | \$50,000 Annually | Safety and Walkability | A program that provides informational resources, technical assistance, and grants to help private property owners contribute to an enhanced streetscape through storefront and sidewalk improvements, amenities, and activation. This could be strategically paired with the Curb Cut Removal Program. |



CASE STUDY  **PARIS TO PITTSBURGH PROGRAM**

The Paris to Pittsburgh program, administered by the Pittsburgh Downtown Partnership and funded by the Colcom Foundation, offers matching grants for building and public realm improvements in Downtown Pittsburgh. The program supports enhancements through its Sidewalk Activation and Façade Renewal programs. Grants of up to \$50,000 are available for improvements such as building façade enhancements, sidewalk cafes, awnings, painting, landscaping, signage, accessibility improvements, outdoor furniture, and lighting. The goal is to improve the appearance, vibrancy and pedestrian experience of Downtown.



TOOLS & PROGRAMS

07

| | |
|---|-----------|
| <u>Tools & Programs Definition</u> | <u>79</u> |
| <u>Near-Term Tools & Programs Profiles</u> | <u>82</u> |
| <u>Long-Term & Ongoing Tools & Programs</u> | <u>85</u> |

/// CHAPTER 07

TOOLS & PROGRAMS



Tools and Programs Definition

Tools and programs are initiatives that support and create new opportunities for Downtown residents, businesses, and developers. They are generally intended to be ongoing once implemented and will require moderate or small amounts of annual funding. These tools and programs activate and support broader goals for Downtown economic development, including cleanliness, aesthetics, safety, and activity within the public realm as well as support and incentives for entrepreneurship and private development.



METRICS



Metrics that can be used to track the success of these initiatives relate to successes in infill development, storefront improvements, and public safety such as:

- ↓ A decrease in vacant storefronts
- ↑ An increase in pedestrian activity
- ↑ An increase in ground floor retail tenants
- ↑ An increase in residents and workers who feel safe Downtown (survey)
- ↑ An increase in attendance at pop-up events and public space programming



NEAR-TERM HIGH IMPACT TOOLS AND PROGRAMS INCLUDE:

- Design Standards for Downtown Walkability
- Storefront/Facade Improvements & Conversions
- Enhanced Clean & Safe Services

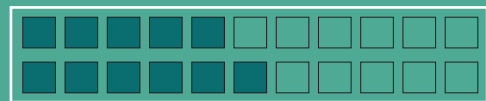
ONGOING/LONG-TERM TOOLS AND PROGRAMS INCLUDE:

- Public Space Programming, including the Downtown Tulsa Farmers Market
- Retail Support Program: Pop Up Downtown
- Predevelopment and Infill Development Assistance for other Downtown Districts





PROJECT SCORE: 11/22



ENGAGEMENT: 1/6



PROJECT CHARACTERISTICS: 1/4



STRATEGIC: 9/12



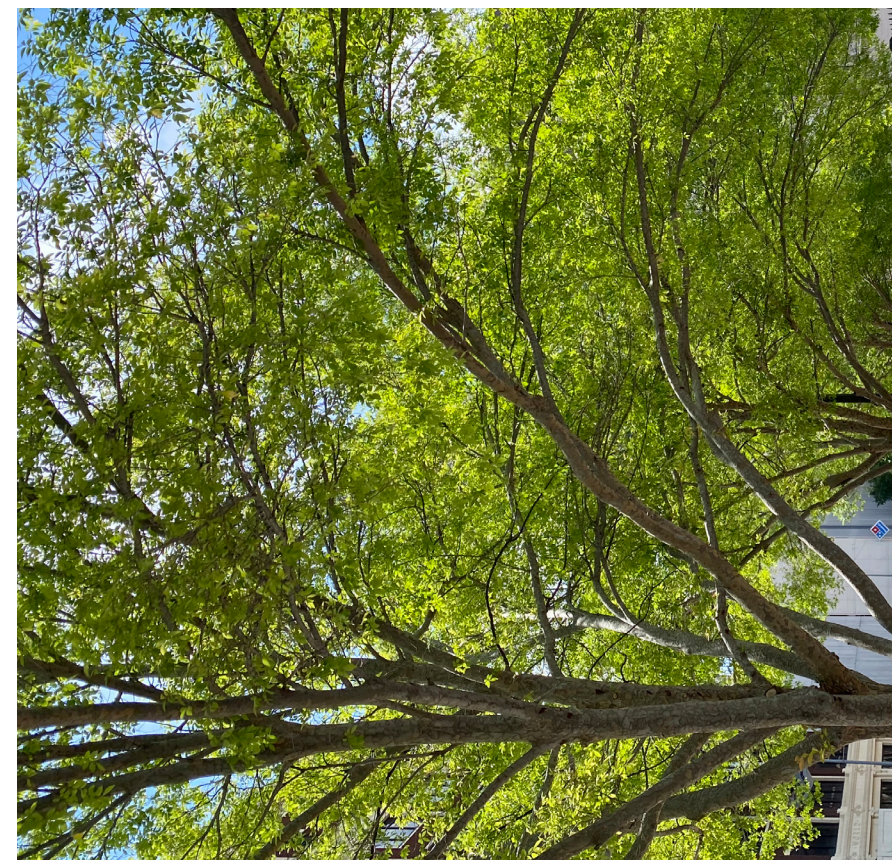
ESTIMATED COST:
\$ OF STAFF TIME



PROJECT ORIGIN:
DOWNTOWN TULSA WALKABILITY ANALYSIS

Design Standards for Walkability

In 2019, the Tulsa Planning Office proposed revisions to the current CBD zoning to promote walkability downtown by limiting vehicular access points and establishing building frontage adjacent to sidewalks. The goals of the zoning changes are to promote development and redevelopment that is consistent with walkable urban character and create a network of comfortable, safe, and connected public spaces and amenities in the central core of the city. The proposed changes were not approved, but there is an opportunity for DTP to promote and support the zoning changes through another public approval process.



Storefront/Facade Improvements & Conversions

This program can work as a grant or revolving loan fund to offer financial assistance to property owners and tenants to upgrade the existing building façade or convert a ground floor space to an active use such as retail or food and beverage. This program is intended to generate more appealing façades to attract customers as well as modify spaces on the street level to create nodes of activity. The funds from this program may be used for signage, lighting, murals, window replacements, and tenant improvements.

MEMPHIS EXTERIOR IMPROVEMENT PROGRAM

CASE STUDY



The Downtown Memphis Exterior Improvement Grant (EIG) program, created by the Center City Development Corporation (CCDC), offers a matching grant opportunity to commercial property owners to support exterior building improvements. The EIG program aims to encourage property owners to invest in the aesthetics of their building and downtown, enhance the pedestrian experience, and increase commercial property values. Only properties within the Central Business Improvement District (CBID) are eligible, and projects must be visible from the street or public sidewalk to be considered. Specific project types and program guidelines are published by the CCDC.



PROJECT SCORE: 15/22



ENGAGEMENT: 6/6



PROJECT CHARACTERISTICS: 0/4



STRATEGIC: 9/12



ESTIMATED COST:
\$300,000 ANNUALLY



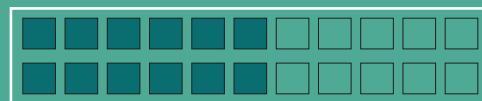
PROJECT ORIGIN:
BRADY ARTS DISTRICT



PROJECT STATS



PROJECT SCORE: 12/22



ENGAGEMENT: 3/6



PROJECT CHARACTERISTICS: 0/4



STRATEGIC: 9/12



ESTIMATED COST:
\$1 MILLION ANNUALLY



PROJECT ORIGIN:
DOWNTOWN TULSA PARTNERSHIP
STRATEGIC PLAN

Enhanced Clean & Safe Services

DTP has an Ambassador Team that works seven days a week to ensure Downtown is clean and welcoming for everyone. The current services provided by the Ambassador Team include trash and litter removal, directions and area information, hospitality services, graffiti and stickers removal, pressure wash sidewalks, safety escorts and checks, and special beautification projects. There is a need and desire to enhance the presence and duties of the Ambassador Team. This recommendation is for expanding the current DTP Ambassador program to have a stronger presence downtown and encourage residents and visitors to frequent the area more often.



Long-Term & Ongoing Tools & Programs

Ongoing projects are those that will generally be implemented on an annual rolling basis and should be maintained for the foreseeable future. Some of these projects are already in place but recommended for expansion going forward. Other projects will be new implementations of similar programs that operate in an ongoing fashion, but may not start up for several years while near-term priorities are underway.

| PROJECT | SCORE | PLAN | COST | PURPOSE | DESCRIPTION |
|--|-------|---|---------------------|--|---|
| Predevelopment and Infill Development Assistance for other Downtown Districts | 8 | Downtown Area Master Plan | \$500,000 annually* | Activation | Support for property owners throughout Downtown to navigate the development process and offer financial gap funding to develop vacant and underutilized properties. |
| Public Space Programming, including the Downtown Tulsa Farmers Market** | 12 | Downtown Tulsa Partnership Strategic Plan | \$40,000 annually | Activation | Regular events showcasing local businesses, artists, music, and vendors in parks and public areas. This plan recommends expanding existing programming. |
| Retail Support Program: Pop Up Downtown** | 11 | Downtown Tulsa Partnership Strategic Plan | \$150,000 annually | Activation by decreasing vacancy and supporting local entrepreneurship | Affordable short-term leases in ground floor retail space for emerging and growing entrepreneurs. This plan recommends expanding existing programming. |

*Funding from Private TIF

**These are existing programs recommended for continuation and expansion.

FUNDING & IMPLEMENTATION STRATEGY

08

| | |
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| <u>City of Tulsa Programs</u> | 88 |
| <u>Tax Increment Financing Strategy</u> | 90 |
| <u>DTP Operating Revenue</u> | 93 |
| <u>Project-Specific Funding Sources & Strategies</u> | 95 |
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| <u>Three-Year Budget Proposal</u> | 110 |

/// CHAPTER 08

FUNDING & IMPLEMENTATION STRATEGY



Introduction

There are several existing funding tools that support improvements in the City of Tulsa and in Downtown Tulsa specifically. This Strategic Investment Plan provides direction for tools specific to Downtown and the recommendation of additional tools and resources to implement the projects identified. A significant focus of the strategy is on the use of tax increment generated by the Downtown TIF districts. As described below, the “Private” and “Public” portions of tax increment play different roles and are major tools to support investment in downtown. However, TIF is not the only tool or funding source that is needed to implement the vision for Downtown. Support from Federal, State, and local partners and the private and non-profit sectors are needed to help Downtown realize its potential.



City of Tulsa Programs

The City of Tulsa’s economic development incentive policy includes three programs that support Downtown:

RETAIL INCENTIVE PROGRAM

The program is intended to incentivize the construction and operation of new retail businesses or commercial developments in the City that generate new sales tax revenue. Project types include stand-alone retailers/businesses, destination retail projects, and regional retail projects. Going forward, a portion of the City’s sales tax could be used to reimburse projects for eligible necessary project costs.

ECONOMIC DEVELOPMENT INFRASTRUCTURE FUND

This fund is used to support the attraction and expansion of employers through investment in infrastructure needed to support these companies locating/expanding in Tulsa. Projects must meet minimum thresholds for total capital investment (\$1 million) and job creation (1,000 jobs) along with job quality requirements to qualify for incentives (i.e. direct investment in the project).

DOWNTOWN DEVELOPMENT & REDEVELOPMENT FUND

This fund provides low interest, short term loans to development projects in Downtown to help address feasibility gaps. The fund was seeded through approved sales tax initiatives and is a revolve fund which is refilled by repayment of loans by projects. The Fund had \$8.1 million available for loans in 2023. It has contributed to 850 new residential units being built within Downtown.

Two other funding tools are utilized to support Downtown.

DOWNTOWN STADIUM IMPROVEMENT DISTRICT

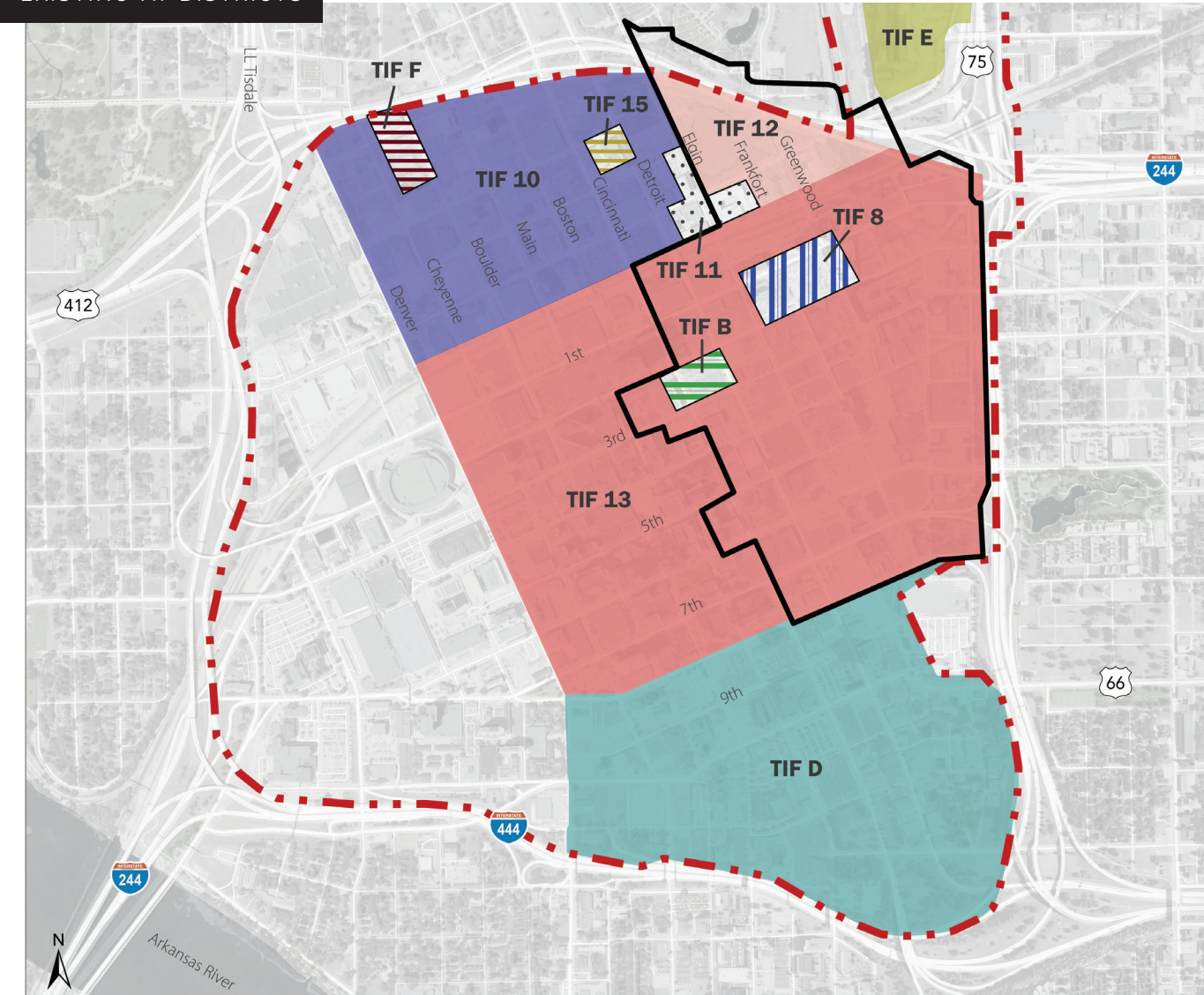
The Downtown Stadium Improvement District was formed in 2009 to support the development of the ONEOK Field that is home to the Tulsa Drillers minor league baseball team and the FC Tulsa professional soccer team. The District assesses a fee on properties located within Downtown (defined by the Inner Dispersal Loop). In 2024, approximately 60% of the annual revenue is used to repay bonds issued to build the ballpark and the other 40% is used to fund marketing, cleanliness, and safety services Downtown provided by DTP. The portion dedicated to services provided by DTP totals \$1.46 million annually in Fiscal Year 2024.

TAX INCREMENT FINANCING (TIF)













The City of Tulsa developed a Downtown Area Economic Development Project Plan (project plan) that provided direction for the creation and use of tax increment financing within the Downtown area. The original plan was amended in 2019. The project plan specifies the creation of nine tax increment districts each with different district increment revenue amounts that match the identified project costs in the project plan. The project plan identified a total project cost of \$305 million to be repaid through use of ad valorem and sales tax increment generated in each district.

The project cost was split between Public Improvements and Infrastructure costs (Public TIF) and Assistance in Development Financing costs (Private TIF). The Public TIF is allocated \$102 million of project plan costs or 1/3 of total costs. The Private TIF is allocated \$203 million of project plan costs or 2/3 of total costs. The period of tax increment collection is dependent on when each of the tax

EXISTING TIF DISTRICTS



Legend:

-  TIF B
-  TIF D
-  TIF E
-  TIF F
-  TIF 8
-  TIF 10
-  TIF 11
-  TIF 12
-  TIF 13
-  TIF 15
-  Santa Fe Project Area
-  Project Area Downtown Tulsa



increment districts within the Downtown Area Project Plan is enacted and based on any additional parameters detailed in the project plan. Increment districts per state law can reallocate new tax generated in the district for up to 25 years.

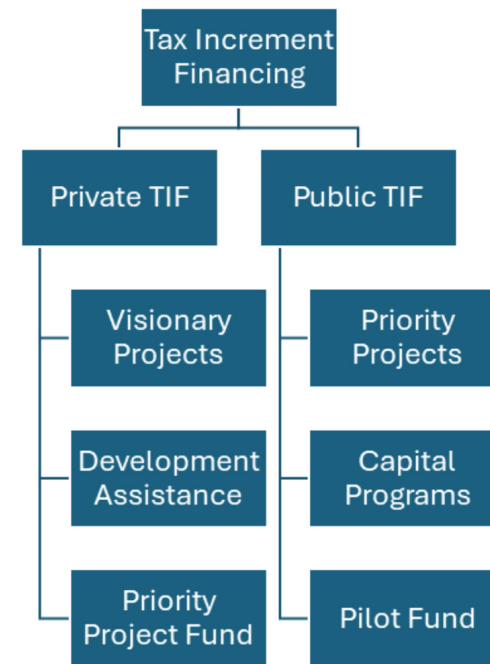
One of the nine districts, District E – Evans-Fintube TIF District, is located outside of this Strategic Investment Plan’s boundary. Another one of the districts has yet to start collecting tax increment, Increment District D – Cathedral TIF District. The other districts are active and collecting tax increment with varying years remaining for collecting TIF of the 25 years granted. Each district also has a total revenue specified in the project plan. Only Increment District A – Arts Districts has reached its total revenue of \$5 million. The rest of the districts are not expected to reach their caps in the next 10 years based on projections completed by Partner Tulsa.

Tax Increment Financing Strategy

The Private and Public TIF funds are intended to be used for different purposes and both funds will be major contributors to supporting investment in Downtown.

PRIVATE TIF

The Private TIF is intended to be used to support private development projects through development assistance grants/loans that help fund public purposes/investments. With this intent in mind, the Private TIF is recommended to be used to support Visionary Projects (described in section 3), private development projects needing financial assistance, and the proposed “Priority Project Fund”. The Priority Project Fund is a proposed Fund that will be supported through additional tax increment being granted to support



public/private partnerships that build portions of near-term priority projects and are repaid through the Fund.

Visionary Projects – Visionary projects are large, mega-projects that will have a significant impact on the trajectory of downtown. These projects range from \$50 million to over \$1 billion. Tax Increment Financing can be a major funding source for these projects but is only one of many funding sources to make these projects a reality. Below are potential funding sources and next step strategies to move these projects towards fruition.

Private Development Assistance - As described above, Partner Tulsa utilizes 2/3 of TIF revenue to support private development in the districts. All private projects can be supported. The development assistance funding should prioritize the development of housing, inline with the Tulsa Housing Strategy and for Visionary Projects. The amount of TIF dollars allocated to each project varies on the amount of development assistance needed and the tax increment the project generates and is evaluated by Partner Tulsa on a case-by-case basis.

Priority Project Fund - The purpose of this Fund is to leverage private development projects to construction and/or fund priority projects utilizing the Private TIF. How Could it Work? The Priority Project Fund would serve as a separate fund that helps support the implementation of priority projects through use of tax increment generated by private development projects adjacent to a priority project. This fund should be oriented to location specific priority projects that would be impacted by private development, such as enhanced streetscape projects, parks/plazas, and gateway improvements. The PPF will support projects in two ways:

Scenario 1:

For a development project next to a priority park project, the developer may agree to finance and build the park project and be reimbursed by the PPF in addition to any development assistance the project may receive through a typical development agreement.

Scenario 2:

A development project next to a priority streetscape project can be leveraged to direct additional increment to the PPF. The development project could receive development assistance that is typical and additional increment can be pledged to pay for the pro-rata share of the streetscape fronting the project and held in the PPF until the project is constructed.

PUBLIC TIF

The Public TIF is intended to fund public realm improvements that enhance the quality of Downtown that have been identified in Downtown plans and efforts. These projects are initiated and predominantly paid by public funding sources (such as TIF proceeds, City of Tulsa capital improvement dollars, State and Federal grants, etc.) and built by public entities. It is recommended that DTP and Partner Tulsa utilize the forecast annual increase in increment generated in the districts as the annual budget for Public TIF projects. The existing increment in the Public TIF (\$4.8 million in at the end of FY 2023) is proposed to be maintained to seed the Priority Project Fund, provide excess funds to support annual project efforts that exceed budgeted amounts, and for special projects that are not identified currently. Excess Public TIF generated in the Fiscal Year that exceeds forecasted amounts should be added to the existing fund balance. The Public TIF is proposed to be allocated to three types of projects: Priority Projects, Capital Improvement Programs, and a Pilot Fund.

Priority Projects - Priority Projects are projects that were identified in this effort within the following project type categories: High Impact Projects (e.g. Center of Universe upgrades, Cheyenne Avenue at-grade rail crossing), Streets and Mobility Projects (e.g. 7th Street streetscape enhancements), and Placemaking Projects (e.g. BOK Center Park). Eighty percent (80%) of the annual Public TIF increment is recommended to be allocated to funding these projects. DTP and Partner Tulsa should strive to cap the total contribution to these projects at 30% of total project cost but may choose to fund a greater portion of a project on a case-by-case basis if other partners/funding sources cannot be identified. The annual funding available for these projects is estimated to be \$2.7 to \$3.3 million based on Partner Tulsa’s forecasts.





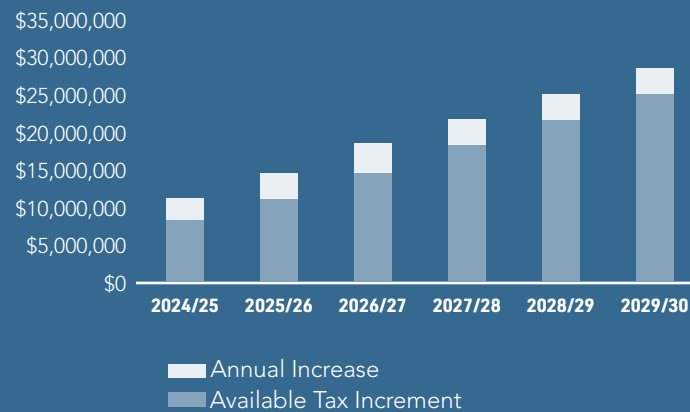
TIF PUBLIC REALM FORECAST

\$28.8 MILLION

BY 2030



\$3.3 MILLION ANNUALLY
(approximately)



Capital Improvement Programs - Capital improvement programs are small scale public improvement programs that are likely on-going efforts that allocate funding to specific purposes. Programs identified in this process include façade improvement grants, targeted pre-development assistance grants, and public space amenity improvements. A portion of the annual Public TIF increment will be dedicated to funding these program improvements (but administered by DTP or other entities) annually or a specific period of time. Fifteen percent (15%) of the annual Public TIF is recommended to be allocated to these programs, which is estimated to be \$500,000 to \$600,000 annually. This is sufficient funding to support two to three programs annually.

Pilot Fund - Pilot Fund is a pool of funds that can be used to fund capital needs for pilot projects or programs on a discretionary basis. These pilot projects or programs can be used to address emerging issues, unique opportunities, or to test out potential program ideas. The alley activation effort identified in this process (e.g. physical improvements to alleys to make them more pedestrian friendly or usable for public access) is an example of a pilot program that can be tested with this fund and then expanded if it gains momentum and needs additional funding. Five percent (5%) of the annual Public TIF is recommended to be allocated to the Pilot Fund, which is estimated to be \$170,000 to \$200,000 annually.

ALTERNATIVE PUBLIC TIF STRATEGY: MINI-BOND/LINE OF CREDIT

The proposed Public TIF strategy calls for an annual identification and funding of projects based on the project prioritization presented in Chapters 3-7. The annual funding approach results in a limited amount of funding available (\$3.5 to \$4.0 million). Another approach to generate more funds for each round of project funding is to create

| PUBLIC TIF BUDGET FRAMEWORK | \$ | % |
|--|-------------|------|
| Available Public TIF Funding | \$3,300,000 | 100% |
| Priority Projects Expenditures | \$2,640,000 | 80% |
| Capital Improvement Program Expenditures | \$495,000 | 15% |
| Pilot Fund Expenditures | \$165,000 | 5% |

Note: Project implementation and administrative costs are included in project cost estimates.

a rolling, three to five year mini-bond or line of credit approach. In this approach, the forecast revenue for the Public TIF over a three-to-five-year period is provided as an upfront “bond” or line of credit through a partnership with local lenders that is repaid through annual TIF increment. Instead of an annual process of identifying and funding projects, this approach allows for more projects to be funded right away and then creates a period to implement the projects and identify/define/design the next set of projects to include in the next advance in three years. A specified annual amount or percentage of the Public TIF can be set (e.g. 80% of the Public TIF) for repaying the “bond”/line of credit. This could allow for the remaining portion to be allocated annually for things like capital programs or pilot programs.

Downtown Tulsa Partnership Operating Revenue

The Downtown Tulsa Partnership is currently funded primarily through a portion of the Downtown Stadium Improvement District, as described above. That current annual funding amount is \$1.46 million. Compared to peer organizations DTP receives less funding overall and specifically from the Downtown Improvement District than downtown organizations in peer cities. The service area (approximately 900 acres) for the Downtown Tulsa Partnership is also larger than many of its peer cities. By comparison, the service areas for Kansas City and Raleigh are 460 and 560 acres respectively. Downtown Oklahoma City is most comparable in terms of size (960 acres).

One of the near-term priority programs identified in this process is the expansion of funding DTP to be able to expand its ambassador clean and safe services, fund maintenance for new infrastructure/amenities, and other efforts identified in this strategy. Increasing funding services by at least \$1 million annually would put the Downtown Stadium Improvement District in line with its peers.

In addition to DTP’s existing services, there are other services and programs that downtown organizations/BIDs often provide that don’t exist or are underfunded in Tulsa. Those potential additional services include:

- Property acquisition and public property disposition
- On-going maintenance for capital improvements
- Additional and consistent events and public space activations

COMPARABLE DOWNTOWN ORGANIZATION STATS

SERVICE AREA (acres)

Tulsa 896

Kansas City 461

Oklahoma City 966

Raleigh 563

POPULATION (people)

Tulsa 5,123

Kansas City 10,043

Oklahoma City 7,121

Raleigh 6,602

EMPLOYMENT (jobs)

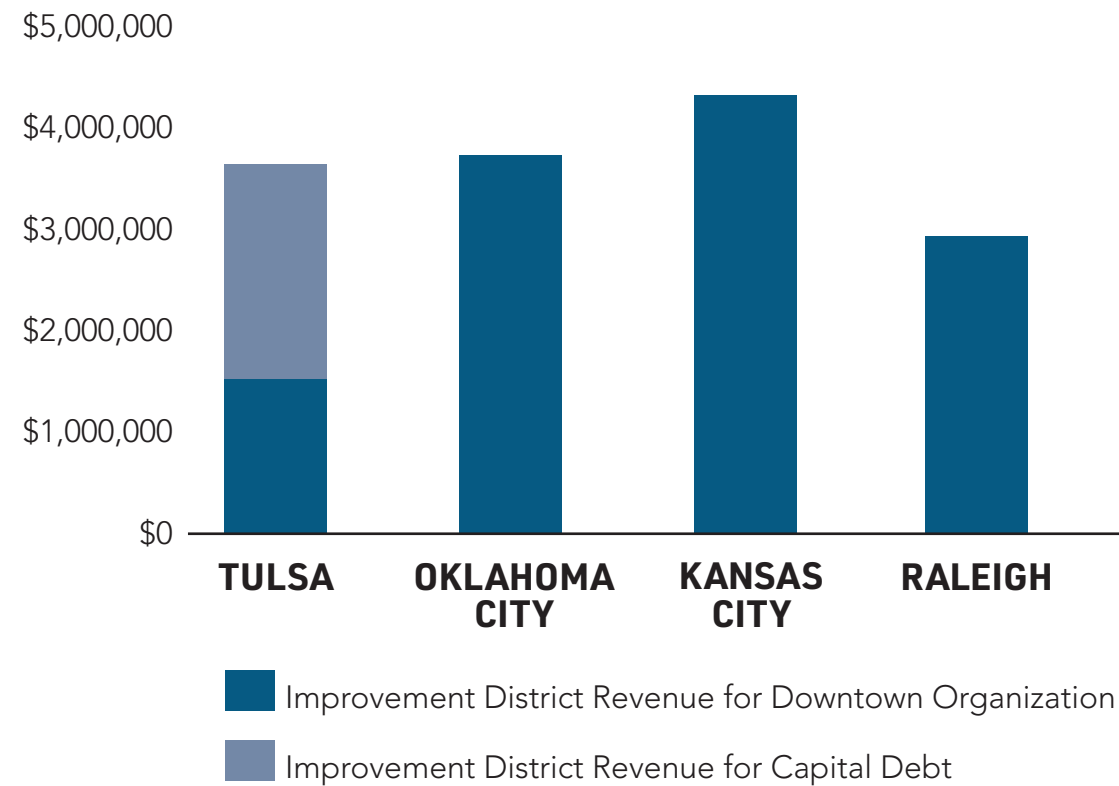
Tulsa 33,718

Kansas City 61,024

Oklahoma City 45,076

Raleigh 38,607

DFUNDING FROM DOWNTOWN PROPERTY ASSESSMENT FOR COMPARISON DOWNTOWN ORGANIZATIONS



- Downtown resident support services
- Downtown business support/promotion services

Potential strategies to increasing funding for DTP to provide enhanced or new services include:

- Amendment of the Stadium Improvement District agreement to revise funding percentages to allocate for services and maintenance. This change could occur with the retirement of the ONEOK Field bonds or refinancing of debt.
- Amendment of the Stadium Improvement District agreement to establish varying fee levels for different portions of Downtown based on the level of clean and safe services provided.
- Expansion of DTP's membership program with a focus on specific groups Downtown that need expanded services. Examples include the creation of a resident membership organization that provides resident specific services through an annual membership fee, which could be administered through larger apartment and condo projects.

Project-Specific Funding Sources & Strategies

Funding tools and strategies have been identified for the Visionary Projects and groupings of similar near-term priority projects.

TOOLS

Arena District TIF Project Area

The western third of Downtown within the IDL is currently not part of the Downtown TIF Project Area or its own project area. The creation of a new TIF project area or amending the existing Downtown Project Area will be needed to allow for the use of tax increment to be used to support the project. The Convention Center Hotel project will generate significant tax revenue for the community both directly from the project but from the visitation generated around it. Leveraging the investment in the project needs to occur to achieve not only the Convention Center Hotel but also the overall Arena District Master Plan. It is likely that a new project area or multiple areas will need to be created.

Applicable Near-Term Priorities:

- Convention Center Hotel & Civic Center Commons/Linear Park
- 3rd, 4th, 6th and 7th Streetscape Enhancements
- BOK Center Park
- Plaza of the Americas Enhancement



Oklahoma Tourism Development Act (TDA)

The TDA, administered by the Oklahoma Department of Commerce, “allows developers to capture state sales taxes for new tourism projects that attract out-of-state visitors to new or expanded tourism sites such as entertainment districts, destination hotels, arenas, museums, theme parks, cultural centers and others”. The convention center hotel will be eligible for funding under the program criteria. The act was expanded in 2019 to also include destination mixed use projects that attract net new spending to the state. It is possible that other private development projects in Downtown may be able to utilize this program to support the state sales tax increment to fund public components of projects.

Applicable Near-Term Priorities:

- Convention Center Hotel & Civic Center Commons/Linear Park
- Soccer Stadium

RAISE Grant

The US Department of Transportation offers a competitive grant program to fund capital transportation infrastructure projects. The maximum funding available per state is \$340 million with a total of \$25 million per project. The RAISE (Rebuilding American Infrastructure with Sustainability and Equity) discretionary grant program (known as the TIGER Grant until 2018 and the BUILD Grant through 2021) is a competitive transportation grant program. Funds are allocated to projects for road or bridge, public transportation, passenger and freight rail, port infrastructure investments, and intermodal projects. RAISE is a reimbursable program, which means that the recipient must pay project costs as they are incurred and submit requests for reimbursement, so they must have access to sufficient non-RAISE funding sources to manage cash flow associated with the project.

Applicable Near-Term Priorities:

- Railroad Crossings
- 2-way Street Conversions (4th Street and Cincinnati Avenue)
- Highway Caps
- Boulder Avenue Transit Corridor

New Starts Capital Investment Grant

The Federal Transit Authority offers a competitive grant program for transit projects. The grant provides a maximum share of 60% of project cost and up to 80% of total federal funding. New Starts is a discretionary grant program funding transit capital investment, including heavy rail, commuter rail, light rail, streetcars, and bus rapid transit. It can be applied to both new fixed guideway systems and extensions to existing systems. The program is limited to larger projects with a total capital cost of \$400 million or more.

Applicable Near-Term Priorities:

- Boulder Avenue Transit Corridor

Small Starts Capital Investment Grant

FTA also provides a “Small Starts” grant that supports capital needs for transit projects. The project can be used for up to 80% of total project cost. Small Starts is a discretionary grant program that funds transit capital investments including heavy rail, commuter rail, light rail, streetcars, and bus rapid transit. The Small Starts program is for smaller projects than those pursuing New Starts funding, with eligible projects needing a capital cost of less than \$400 million.

Applicable Near-Term Priorities:

- Boulder Avenue Transit Corridor

Reconnecting Communities and Neighborhoods Grant

The US Department of Transportation provides the reconnecting communities and neighborhoods grant with the goal of reconnecting communities that have been separated by transportation systems. The project seeks to improve access to daily needs (e.g. jobs, education, healthcare, food, and recreation) by removing, retrofitting or mitigating connections impacted by highways and other transportation facilities with a priority on reconnecting disadvantaged communities. The program provides a community planning grant and a capital construction grant. There is also a grant for the regional partnership challenge that brings eligible agencies to address persistent equitable access and mobility challenges.

Applicable Near-Term Priorities:

- Railroad Crossings
- Highway Caps
- N I-244 Conversion and Grid Reintroduction

Consolidated Rail Infrastructure and Safety Improvements (CRISI) Program

The Federal Railroad Administration (FRA) program provides funding for projects that improve the safety, efficiency, and reliability of intercity passenger and freight rail. There are a variety of eligible projects including specific purposes that are applicable to Downtown. Potential eligible projects include railroad safety technology, rail line relocation and improvement projects, and safety programs.

Applicable Near-Term Priorities:

- Railroad Crossings

Railroad Crossing Elimination Grant Program

The FRA program provides funding for highway-rail or pathway-rail grade crossing improvements projects that focus on safety and mobility. While the name of the project focuses on eliminating rail crossings, the program does fund projects that improve safety of rail crossings. Planning, environmental studies, and design projects are eligible for funding.

Applicable Near-Term Priorities:

- Railroad Crossings

Indian Nations Council of Governments (INCOG)

INCOG administers Federal and State funding programs for transportation in the Tulsa metro area. INCOG has several funding programs available that may support projects in Downtown including Surface Transportation Block Grants, Transportation Alternatives Fund (TAP), and others. INCOG has their own Transportation Investment Program (TIP) that identifies a four-year cycle of projects that implement the region’s long range transportation plan.

Applicable Near-Term Priorities:

- 3rd, 4th, 6th and 7th Streetscape Enhancements
- 2-way Street Conversions (4th Street and Cincinnati Avenue)
- Railroad Crossings





NEAR TERM STRATEGIES

Advocacy for Convention Center Hotel & Civic Center Plaza/ Linear Park

Partner Tulsa, the City of Tulsa, the Tulsa Regional Chamber, and other partners are actively pursuing funding and development partners for the construction of a convention center hotel. Several actions are needed to bring this project to fruition. As these steps are taken it is important to continue to advocate for the necessary public realm improvements needed for the project that are envisioned in the Arena District Master Plan including the Civic Center Commons and Linear Park. Tying together these improvements, along with improvements to 7th Street related to the hotel and the OSU Medical District improvements is needed to ensure that the investment in the hotel will be catalytic to the surrounding district.

Cathedral District Catalytic Project(s)

The tax increment clock for TIF District D that covers most of the Cathedral District has not been initiated yet. Starting the increment clock should ideally occur in concert with a catalytic development project in the district, which can generate additional tax increment to support private and public projects in the Cathedral District. Tulsa Community College has been exploring the development of portions of their surface parking lots into housing to help catalyze activity in the Cathedral District and support the growth of the college. DTP and Partner Tulsa have supported these efforts through funding of feasibility studies and pre-development assistance. Continued support for developer solicitation is needed to help TCC find a development partner.

FRA Railroad Crossing Elimination Grant Application

The FRA is expected to release a Notice of Funding Availability (NOFA) for their Railroad Crossing Elimination Program in July of 2024. A governmental partner is needed to serve as the applicant like the City of Tulsa, INCOG, or other local governments or political subdivisions of the State. Efforts to submit an application for a planning grant should be undertaken for the at-grade crossing of the railroad in Downtown identified in this plan. The grant can be used to design crossing improvements and address any environmental studies that are needed. A 20 percent match is needed to support the grant, which can be funded through the Public TIF and funding from project partners. BNSF should be engaged and included as a project partner if possible. Three crossings identified in this plan (Cheyenne, Elgin, and Greenwood) have an estimated total cost of \$4.9 million. Design cost for these projects will likely be between \$750,000 and \$1 million. A 20% match for the grant program will likely be between \$150,000 and \$200,000.

Alley Activation Pilot Program

DTP is exploring the creation of an alley activation program that is described in this strategy document. Seed funding for the activation of a pilot alley should be provided through the Public TIF for FY 24-25. The estimated cost for one pilot alley is \$120,000.

Implementation Matrix

The implementation matrix provides greater detail for each project - both near-term and long-term - to help Downtown Tulsa Partnership and their strategic partners implement this Plan. For each project, the implementation matrix includes the following:

- Project origin
- Estimated hard costs (construction, grants, etc.)
- Estimated soft costs (planning, design, project oversight, etc.)
- Estimated total cost
- Potential funding sources & anticipated TIF contribution
- Project status (concept, feasibility, design, construction ready, etc.)
- Action steps

Downtown Tulsa Forward concludes with a three-year recommended budget for public TIF dollars.

SUMMARY STATISTICS

This table illustrates a high-level total estimated cost for near-term and long-term capital projects as well as annual funding packages. Where individual project costs are estimated with a range, the higher end range is used for totals in this table. Projects for which costs could not be estimated at this time are not captured in this table.

| Project Type | Near-Term Capital | Longer-Term Capital | Total Capital | Annual Programs |
|------------------------------------|-------------------|---------------------|----------------|-----------------|
| HIGH IMPACT PROJECTS | \$480+ Million | \$5+ Million | \$485+ Million | \$100,000 |
| STREET ENHANCEMENT PROJECTS | \$24+ Million | \$21+ Million | \$46+ Million | \$10,000 |
| PLACEMAKING PROJECTS | \$10+ Million | \$25+ Million | \$35+ Million | \$550,000 |
| TOOLS & PROGRAMS | n/a | n/a | n/a | \$2+ Million |
| VISIONARY PROJECTS | n/a | \$2.5 Billion | \$2.5 Billion | n/a |





HIGH IMPACT PROJECTS

| PROJECT | ORIGIN | EST. HARD COSTS | EST. SOFT COSTS | 2024 EST. TOTAL COSTS | POTENTIAL FUNDING SOURCES/ TIF CONTRIBUTION | STATUS | ACTION STEPS |
|---|---|---|--|---|--|---|---|
| NEAR-TERM PRIORITY PROJECTS | | | | | | | |
| Convention Center Hotel & Civic Center Commons/ Linear Park 1. Convention Center Hotel 2. Linear Park 3. Civic Center Commons Paired with 6th St. Streetscape Enhancements | Arena District Master Plan | 1. N/A 2. \$8.84 Million 3. \$15 Million | 1. N/A 2. \$1.56 Million 3. \$2.64 Million | \$340 Million (hotel) \$28 Million (park/plaza) \$384.3 Million (all) | 1. Private & Public TIF, Oklahoma Tourism Development Act, Hotel/Lodging Tax 1. TIF: Undetermined 2. TIF: \$2,080,000 (max of 20% of project cost) 3. TIF: \$3,520,000 (max of 20% of project cost) | 1. Design & developer 2. Conceptual Design 3. Conceptual Design | 1. Solicitation of development partner, form URA Plan and TIF District(s) 2. Develop Design 3. Develop Design |
| Center of the Universe Plaza Enhancements | Center of Universe Conceptual Design | N/A | N/A | \$11.8 Million | City of Tulsa, Philanthropic, Public TIF: \$1,000,000 | Construction Ready | Secure funding, request Public TIF \$ |
| Page Belcher Federal Building Redevelopment | Arena District Master Plan | N/A | N/A | \$77.8 Million | Undetermined | Concept | Determine Federal disposition strategy |
| Railroad Crossing Enhancements 1. Elgin Ave (at-grade) 2. Detroit Ave Bridge 3. Cheyenne Ave (at-grade) | Downtown Area Master Plan/ Walkability Analysis | 1. \$1.3 Million 2. \$1.02 Million 3. \$2.3 Million | 1. \$225,000 2. \$180,000 3. \$405,000 | 1. \$1.5 Million 2. \$1.2 Million 3. \$2.7 Million \$5.4 Million (all) | 1. FRA Grant, Public TIF: \$200,000 (estimated grant match for design) 2. Public TIF: \$1,200,000 3. FRA Grant, Public TIF: \$200,000 (estimated grant match for design) | Concept | Develop Crossing Design Pursue FRA Railroad Crossing Elimination Grant (1 & 3) |
| Cathedral District Infill Development | Downtown Area Master Plan | N/A | N/A | \$50,000 per applicant (\$100,000 annually) | Private TIF | Concept/ Feasibility Analysis | Support TCC with solicitation of developer, Secure funding, develop application process & program design |

| PROJECT | ORIGIN | EST. HARD COSTS | EST. SOFT COSTS | 2024 EST. TOTAL COSTS | POTENTIAL FUNDING SOURCES/ TIF CONTRIBUTION | STATUS | ACTION STEPS |
|--|---|-------------------------------------|--------------------------------|---|---|---------|--|
| LONGER-TERM PRIORITY PROJECTS | | | | | | | |
| Railroad Crossing Enhancements 1. MLK/Cincinnati Ave Railroad Bridge 2. Main St Railroad Bridge 3. Denver Ave Railroad Underpass 4. Boulder Ave Railroad Bridge 5. Greenwood Ave At-Grade Enhancements | Downtown Area Master Plan/ Walkability Analysis | 1-4. \$1.02 Million 5. \$569,000 | 1-4. \$180,000 5. \$100,500 | 1-4. \$1.2 Million 5. \$670,000 \$5.5 Million (all) | MLK/Cincinnati Ave, Main St, Denver Ave, Boulder Ave: Public TIF: \$1,200,000 each Greenwood Ave: FRA Grant, Public TIF: \$200,000 (est. grant match for design) | Concept | Develop Design Pursue FRA Railroad Crossing Elimination Grant (Greenwood Ave) |
| Dairy Site Redevelopment | Downtown Tulsa Forward | TBD | TBD | TBD | Private TIF | Concept | Undetermined |
| Performing Arts Center Revitalization | PLANiTULSA | TBD | TBD | TBD | General Obligation Bond | Concept | Undetermined |



STREET ENHANCEMENT PROJECTS

| PROJECT | ORIGIN | EST. HARD COSTS | EST. SOFT COSTS | 2024 EST. TOTAL COSTS | POTENTIAL FUNDING SOURCES/TIF CONTRIBUTION | STATUS | ACTION STEPS |
|--|----------------------------|--|--|--|---|---------|----------------|
| NEAR-TERM PRIORITY PROJECTS | | | | | | | |
| Connectivity Enhancements for Burgeoning OSU Medical District 1. 6th Streetscape Enhancements (Boulder Avenue to S Lawton Avenue) <small>Paired with Convention Center Hotel (High Impact Projects)</small> 2. 7th Streetscape Enhancements (Boulder Avenue to Houston Avenue) 3. Houston Ave Streetscape Enhancements (3rd Street to 6th Street) | Arena District Master Plan | 1. \$2.5 Million 2. \$4.3 Million 3. \$5.9 Million | 1. \$435,000 2. \$765,000 3. \$660,000 | 1. \$2.9 Million 2. \$5.1 Million 3. \$6.6 Million \$14.6 Million (all) | City of Tulsa CIP, Bond, Private TIF Priority Project Fund Public TIF: 1. \$580,000 2. \$1.0 Million 3. \$1.3 Million | Concept | Develop Design |
| Value-Add Investments for City of Tulsa Roadway Projects 1. Cheyenne Ave Streetscape Enhancements & 2-way Conversion (1st Street to 11th Street) 2. Denver Ave Streetscape Enhancements (1st Street to 13th Street) | Arena District Master Plan | 1. \$3 Million 2. \$5.9 Million | 1. \$330,000 2. \$650,000 | 1. \$3.3 Million 2. \$6.5 Million \$9.8 Million (all) | City of Tulsa CIP, Bond, Private TIF Priority Project Fund Public TIF 1. \$660,000 2. \$1.1 Million | Concept | Develop Design |

| PROJECT | ORIGIN | EST. HARD COSTS | EST. SOFT COSTS | 2024 EST. TOTAL COSTS | POTENTIAL FUNDING SOURCES/TIF CONTRIBUTION | STATUS | ACTION STEPS |
|--|---|--|---|--|--|---------|---|
| LONGER-TERM PRIORITY PROJECTS | | | | | | | |
| Long-Term Value-Add Investments for City of Tulsa Roadway Projects 1. 3rd Streetscape Enhancements (Boulder Ave to Houston Ave) <small>Implemented with BOK Center Park</small> 2. Cincinnati Ave Streetscape Enhancements & 2-Way Conversion (From 1st Street to 13th Street) 3. 4th Streetscape Enhancements & 2-Way Conversion (From Frisco to Detroit) 4. Detroit Streetscape Enhancements and Rehab (1st to 13th) | Arena District Master Plan/Walkability Analysis | 1. \$4.1 Million 2. \$5.8 Million 3. \$4.4 Million 4. \$4.6 million | 1. \$720,000 2. \$1.02 Million 3. \$500,000 4. \$500,000 | 1. \$4.8 Million 2. \$6.8 Million 3. \$4.9 Million 4. \$5.1 Million \$21.6 Million (all) | City of Tulsa CIP, Bond, Private & Public TIF, Priority Project Fund | Concept | Develop Design |
| Curb Cut Removal Program | Walkability Analysis | \$1,600 per curb extension | \$1,000 per curb extension | \$2,600 per curb (\$10,000 annually) | Private Development, Private & Public TIF | Concept | Inventory of desired curbcuts to be removed |



PLACEMAKING PROJECTS

| PROJECT | ORIGIN | EST. HARD COSTS | EST. SOFT COSTS | 2024 EST. TOTAL COSTS | POTENTIAL FUNDING SOURCES/ TIF CONTRIBUTION | STATUS | ACTION STEPS |
|--|---------------------------|-----------------|-----------------|---|--|-----------------|---|
| NEAR-TERM PRIORITY PROJECTS | | | | | | | |
| Public Space Amenities (esp. within Arts District Social Services Node) 1. Target annual funding pool for public space amenities projects 2. Light poles 3. Benches 4. Trash Cans 5. Ornamental Planters 6. Shade Structures 7. Water Fountains 8. Branding/Signage 9. Pedestrian Crossing Art 10. Public Art 11. Mobile Public Restroom Unit | Streetscaping Master Plan | N/A | N/A | 1. \$500,000 (annually) 2. \$9,300 each 3. \$2,000 each 4. \$5,000 each 5. \$50,000 - \$270,000 each 6. \$270,000 each 7. \$5,000 each 8. \$450 - \$50,000 each 9. \$1,500 each 10. Varies 11. \$50,000 | Public TIF, City of Tulsa, Endowment for the Arts Grant TIF: \$500,000 | Cost estimating | Develop rolling inventory of needed amenities |
| Revitalization for Chapman Green & Legacy Park | PLANiTULSA | \$945,000 | \$105,000 | \$1.05 Million | TIF: \$1,050,000 | Project Design | Implement |

| PROJECT | ORIGIN | EST. HARD COSTS | EST. SOFT COSTS | 2024 EST. TOTAL COSTS | POTENTIAL FUNDING SOURCES/ TIF CONTRIBUTION | STATUS | ACTION STEPS |
|--|----------------------------|---------------------|--------------------|--|--|-------------------------|--|
| NEAR-TERM PRIORITY PROJECTS | | | | | | | |
| Alleyway Activation 1. Cheyenne & Boulder from 4th to 5th Street 2. Main & Boston from 5th to 6th Street 3. Boston & Cincinnati from 3rd to 5th Street | Downtown Area Master Plan | \$105,000 per alley | \$15,000 per alley | \$120,000 - \$200,000 per alley block \$800,000 (all) | Public TIF Pilot Fund, Grant Funding, Sponsorships, TIF: \$360,000 | Project Design, Concept | Implement (Cheyenne & Boulder) Project Design |
| Plaza of the Americas | Arena District Master Plan | \$3.8 Million | \$675,000 | \$4.5 Million | City of Tulsa, Bond Project, Public TIF, Grant Funding, Corporate Partnership TIF: \$900,000 | Concept | Project Design |
| Downtown Wayfinding & Branding Plan | Walkability Analysis | N/A | N/A | \$200,000 | TIF: \$200,000 | Concept | Scope design RFP, Seek project partners |
| Downtown Gateways 1. Route 66 & Elgin 2. MLK 3. 13th & Detroit | Downtown Area Master Plan | \$1,190,000 (each) | \$210,000 (each) | \$1.4 Million (each) \$4.2 Million (all) | Public TIF Pilot Fund, Grant Funding, Sponsorships, TIF: \$1,400,000 each | Concept | Cohesive Gateway Design Study |



| PROJECT | ORIGIN | EST. HARD COSTS | EST. SOFT COSTS | 2024 EST. TOTAL COSTS | POTENTIAL FUNDING SOURCES/ TIF CONTRIBUTION | STATUS | ACTION STEPS |
|--|----------------------------|------------------------------|--------------------|---|---|---------|---|
| LONGER-TERM PRIORITY PROJECTS | | | | | | | |
| Other Alleyway Activations (Locations TBD) | Downtown Area Master Plan | \$105,000 per alley | \$15,000 per alley | \$120,000 - \$200,000 per alley (total TBD) | Public TIF Pilot Fund, Grant Funding, Sponsorships, TIF: \$360,000 | Concept | Project Design |
| BOK Center Park | Arena District Master Plan | \$10.6 Million | \$1.9 Million | \$12.5 Million | City of Tulsa, Bond Project, Public TIF, Grant Funding, Corporate Partnership, TIF: \$2,500,000 | Concept | Project Design |
| Downtown Wayfinding & Branding Implementation | Walkability Analysis | \$45,000 - \$50,000 per sign | TBD | TBD | Undetermined | Concept | Implement the Downtown Wayfinding & Branding Plan |
| Other Gateways: <ul style="list-style-type: none"> 1st & Greenwood Ave East I-444 Cap at 3rd 7th Street & Kenosha Ave S I-444 Cap at Denver Ave S Houston & 11th Route 66/Southwest Blvd & 12th 7th & Southwest Blvd/ Lawton Ave 3rd & Houston Cheyenne Ave & Easton St | Downtown Area Master Plan | \$1,190,000 (each) | \$210,000 (each) | \$1,400,000 (each) \$12.6 Million (all) | Public TIF Pilot Fund, Grant Funding, Sponsorships \$1,400,000 (each) | Concept | Cohesive Gateway Design Study |

| PROJECT | ORIGIN | EST. HARD COSTS | EST. SOFT COSTS | 2024 EST. TOTAL COSTS | POTENTIAL FUNDING SOURCES/ TIF CONTRIBUTION | STATUS | ACTION STEPS |
|------------------------------------|----------------------|-----------------|-----------------|-----------------------|---|---------|----------------|
| Curbside Management Program | Walkability Analysis | N/A | N/A | \$50,000 (annually) | Undetermined | Concept | Program Design |

TOOLS & PROGRAMS

| PROJECT | ORIGIN | PRIORITY & TIMING | 2024 EST. PROJECT COSTS | POTENTIAL FUNDING SOURCES/TIF CONTRIBUTION | STATUS | ACTION STEPS |
|---|---|--------------------|-------------------------|--|----------------------|--|
| NEAR-TERM TOOLS & PROGRAMS | | | | | | |
| Design Standards for Downtown Walkability | Walkability Analysis | Near-Term Priority | Staff Time | City of Tulsa | Concept | Support development of standards |
| Storefront/Facade Improvements & Conversions | Arts District Small Area Plan | Near-Term Priority | \$300,000 (annually) | Public TIF: \$300,000 | Concept | Secure funding, develop application process and program design |
| Enhanced Clean & Safe Services | Downtown Tulsa Partnership Strategic Plan | Near-Term Priority | \$1 Million (annually) | Downtown Stadium Improvement District | Expansion of Program | Secure funding through revision of stadium district agreement |



| PROJECT | ORIGIN | PRIORITY & TIMING | 2024 EST. PROJECT COSTS | POTENTIAL FUNDING SOURCES/TIF CONTRIBUTION | STATUS | ACTION STEPS |
|--|---|-------------------------------|-------------------------|--|----------------------|--|
| ONGOING, LONG-TERM TOOLS & PROGRAMS | | | | | | |
| Predevelopment and Infill Development Assistance for other Downtown Districts | Downtown Area Master Plan | Ongoing/ Longer-Term Priority | \$500,000 (annually) | Private TIF: \$500,000 | Concept | Secure funding, develop application process and program design |
| Public Space Programming, including the Downtown Tulsa Farmers Market | Downtown Tulsa Partnership Strategic Plan | Ongoing/ Longer-Term Priority | \$40,000 (annually) | Downtown Stadium Improvement District: \$40,000 | Expansion of Program | Secure funding through revision of stadium district agreement |
| Retail Support Program: Pop-Up Downtown | Downtown Tulsa Partnership Strategic Plan | Ongoing/ Longer-Term Priority | \$150,000 (annually) | Downtown Stadium Improvement District: \$150,000 | Expansion of Program | Secure funding through revision of stadium district agreement |

VISIONARY PROJECTS

| PROJECT | ORIGIN | EST. HARD COSTS | EST. SOFT COSTS | 2024 EST. TOTAL COSTS | POTENTIAL FUNDING SOURCES/TIF CONTRIBUTION | STATUS | ACTION STEPS |
|---|--|---|---|---|--|---------|---|
| HIGH PRIORITY, LONG TERM PROJECTS | | | | | | | |
| Soccer Stadium | Downtown Tulsa Forward/ Private Sector | \$90 Million | \$9 Million | \$99 Million | Private TIF (contribution TBD; DSID; Oklahoma TDA | Concept | Support project development |
| Cap South & East Legs of IDL (I-444) | Downtown Area Master Plan/Downtown Tulsa Forward | East: \$420.8 Million South: \$803.3 Million | East: \$42 Million South: \$80.3 Million | East: \$462.9 Million/ South: \$883.6 Million \$1.4 Billion (all) | ODOT; RAISE Grant; Reconnecting Communities & Neighborhoods Grant; INCOG | Concept | Identify funding for conceptual design and project partners |
| North IDL Leg Conversion & Grid Reintroduction | Our Legacy Tulsa Kirkpatrick Heights and Greenwood Master Plan | \$90 Million | \$9 Million | \$99 Million | ODOT, RAISE Grant, Reconnecting Communities and Neighborhoods Grant, INCOG | Concept | Identify funding for conceptual design and project partners |
| Railroad Cap or Strategic Adjacent Development | Downtown Tulsa Forward | \$600-900 Million | N/A | \$600-900 Million | ODOT, RAISE Grant, Railroad Crossing Elimination Grant, CRISI Grant, INCOG | Concept | Identify funding for conceptual design and project partners |
| Downtown Greenway & Regional Trail Connections | Downtown Tulsa Forward | \$10+ Million per trail mile | TBD | TBD | Undetermined | Concept | Explore planning efforts to further define project |
| Planning & Support for Downtown Area Transit Systems | Downtown Area Master Plan/Tulsa Mobility Innovation Strategy | N/A | N/A | \$150,000 | ODOT, INCOG, City of Tulsa, Federal Small/New Starts Grant, RAISE Grant | Concept | Support Project Development |



Three-Year Budget Proposal

| 2024/25 PUBLIC TIF BUDGET | | |
|---|--------------------|-------------|
| | \$ | % |
| Available Public TIF Funding | \$2,760,000 | 100% |
| Priority Projects Expenditures | \$2,450,000 | 89% |
| ■ Center of the Universe | \$1,000,000 | 36% |
| ■ Chapman Green | \$750,000 | 27% |
| ■ Legacy Park | \$300,000 | 11% |
| ■ Railroad Crossing Planning Grant Match | \$200,000 | 7% |
| ■ Detroit Bridge Project Design | \$200,000 | 7% |
| Capital Improvement Program Expenditures | \$190,000 | 7% |
| ■ Public Space Amenities Annual Package | \$150,000 | 5% |
| ■ Project(s) Design Support | \$40,000 | 1% |
| ■ Predevelopment Assistance (Funded by Private TIF) | \$50,000 | n/a |
| Pilot Fund Expenditures | \$120,000 | 4% |
| ■ Alleyway Activation (1) | \$120,000 | 4% |

| 2025/26 PUBLIC TIF BUDGET | | |
|---|--------------------|-------------|
| | \$ | % |
| Available Public TIF Funding | \$3,460,000 | 100% |
| Priority Projects Expenditures | \$2,880,000 | 83% |
| ■ Detroit Bridge Enhancements | \$1,000,000 | 29% |
| ■ Cheyenne At-Grade Enhancements Phase 1 | \$1,080,000 | 31% |
| ■ Elgin At-Grade Crossing Enhancements Phase 1 | \$600,000 | 17% |
| ■ Projects Design (TBD) | \$200,000 | 6% |
| Capital Improvement Program Expenditures | \$460,000 | 14% |
| ■ Public Space Amenities Annual Package | \$300,000 | 9% |
| ■ Facade/Ground Floor Improvements Grants | \$160,000 | 5% |
| ■ Predevelopment Assistance (Funded by Private TIF) | \$50,000 | n/a |
| Pilot Fund Expenditures | \$120,000 | 3% |
| ■ Alleyway Activation (1) | \$120,000 | 3% |



| 2026/27 PUBLIC TIF BUDGET | | |
|---|--------------------|-------------|
| | \$ | % |
| Available Public TIF Funding | \$4,020,000 | 100% |
| Priority Projects Expenditures | \$3,300,000 | 82% |
| ■ Cheyenne At-Grade Crossing Enhancements Phase 2 | \$1,080,000 | 27% |
| ■ Elgin At-Grade Crossing Enhancements Phase 2 | \$1,200,000 | 30% |
| ■ Civic Center Commons/Linear Park Support | \$820,000 | 20% |
| ■ Projects Design (TBD) | \$200,000 | 5% |
| Capital Improvement Program Expenditures | \$600,000 | 15% |
| ■ Public Space Amenities Annual Package | \$400,000 | 10% |
| ■ Facade/Ground Floor Improvements Grants | \$200,000 | 5% |
| ■ Predevelopment Assistance (Funded by Private TIF) | \$50,000 | n/a |
| Pilot Fund Expenditures | \$120,000 | 3% |
| ■ Alleyway Activation (1) | \$120,000 | 3% |





APPENDICES





APPENDICES



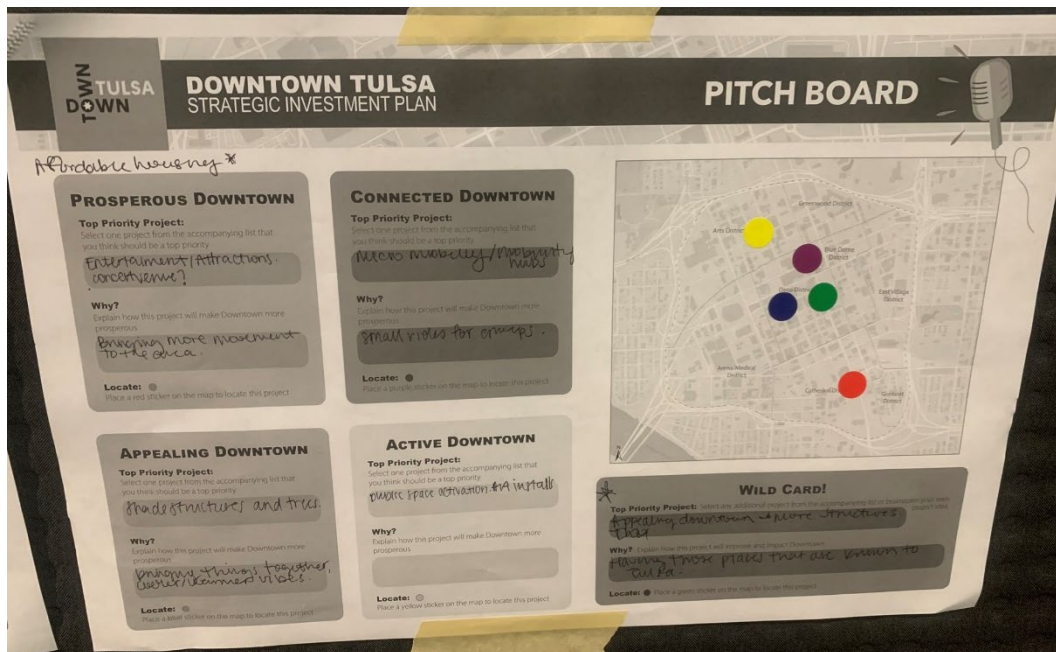
Focus Group Summary

On Wednesday, November 8th nearly 30 participants, including various community members and representatives from local organizations, gathered with DTP and the Downtown Tulsa Strategic Investment Plan (DTSIP) project team in one of two focus groups to begin identifying initial priority investment areas and catalytic projects downtown. Two activities were completed during each focus group to help identify priorities by location and category.

Activity #1: Pitch Board

For the first activity, focus group participants created a pitch board of goals and projects to be implemented downtown. Specific projects and actions were compiled from existing plans and reports related to downtown Tulsa and were sorted into four themes: Prosperous Downtown, Connected Downtown, Appealing Downtown, and Active Downtown. Participants were prompted to select one priority project from each category and provide a unique idea under the "wild card" category. Each participant then gave a 60 second "pitch" on why their projects should be implemented downtown.

Figure 1. Pitch Board Activity



The following projects and categories were provided for participants to reference:

Prosperous Downtown:

New buildings that bring people and activity to Downtown

- Projects: Hotels and meeting spaces; More housing of all types; Institutional uses (e.g. higher education, medical services); Entertainment venues/attractions; Private employers/spaces for jobs

Connected Downtown:

Improvements and programs that improve movement to and within Downtown.

- Projects: Priority streetscape improvements; 1-way to 2-way street conversions; Interstate and railroad caps/crossings; Improved transit access/systems; Micro-mobility options with integrated mobility hubs

Appealing Downtown:

Improvements that enhance the visual appeal and public realm of Downtown.

- Projects: Priority parks and plazas; Façade improvement and historic preservation grants; Increased ambassador and police presence; Shade structures and trees; Trash collection improvements

Active Downtown:

Improvements and programs that create activity and things to do in Downtown.

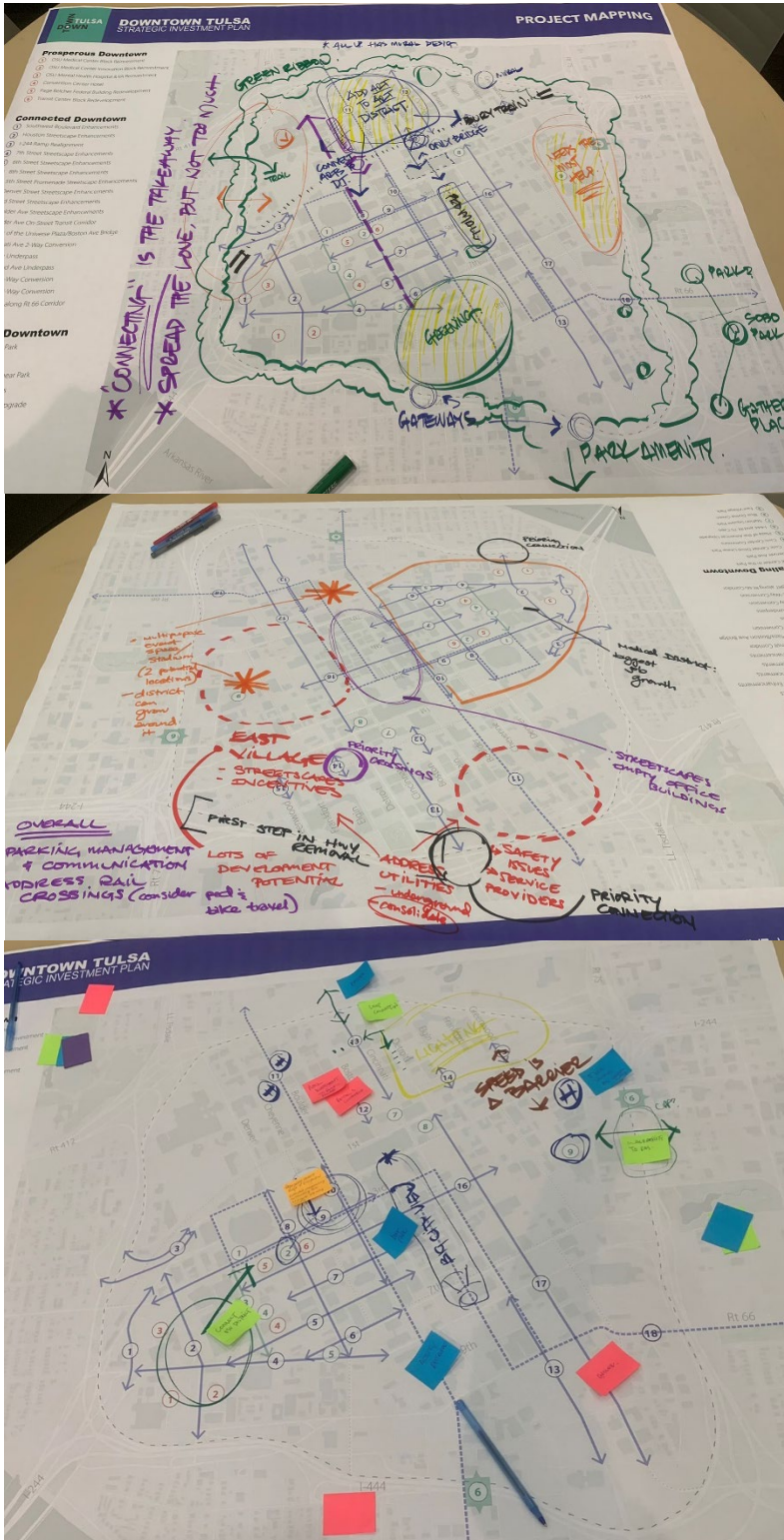
- Projects: Public space activations; Storefront improvement grant program; Art installations including crosswalks, interactive installations, and murals; Parklet and Curbside Lane Permitting Program; Parking management and benefit district

Activity #2: Project Mapping

The project maps below illustrate feedback and ideas shared during the second focus group activity. During this activity, participants were asked to provide feedback on questions such as:

- What are the key projects to improving each subarea?
- What subareas are missing projects?
- What project(s) that are missing would be most impactful for each subarea?

Figure 2. Project Mapping Activity



Focus Group Feedback: Key Themes and Takeaways

Various themes emerged from the pitch board activity as seen in **Table 1** below, which shows the number of times different project types were mentioned, as well as the number of times specific downtown districts were mentioned.

Table 1. Focus Group Priority Projects and Districts

| Project Type | Arena District | Arts District | Blue Dome District | Cathedral District | Deco District | East Village | Greenwood District | Gunboat District | West Village | Downtown | Total | % Total |
|---|----------------|---------------|--------------------|--------------------|---------------|--------------|--------------------|------------------|--------------|-----------|------------|---------------|
| Streetscape/Conversions | 1 | 1 | 3 | 2 | 5 | 1 | 0 | 0 | 0 | 6 | 19 | 14.5% |
| Housing | 0 | 2 | 0 | 2 | 3 | 0 | 0 | 1 | 0 | 6 | 14 | 10.7% |
| Micro Mobility/Public Transit | 1 | 0 | 0 | 1 | 1 | 0 | 0 | 0 | 0 | 9 | 12 | 9.2% |
| Parks/Public Space | 0 | 3 | 0 | 1 | 5 | 0 | 0 | 0 | 1 | 2 | 12 | 9.2% |
| Retail/Services | 2 | 1 | 0 | 1 | 2 | 1 | 0 | 0 | 0 | 4 | 11 | 8.4% |
| Safety | 0 | 2 | 1 | 0 | 2 | 0 | 0 | 0 | 0 | 6 | 11 | 8.4% |
| Neighborhood Connectivity | 0 | 1 | 1 | 0 | 0 | 2 | 4 | 0 | 0 | 2 | 10 | 7.6% |
| Development/Infill | 1 | 1 | 0 | 4 | 1 | 0 | 2 | 0 | 0 | 0 | 9 | 6.9% |
| Art Installations | 0 | 1 | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 6 | 8 | 6.1% |
| Catalytic Project | 2 | 1 | 0 | 2 | 1 | 2 | 0 | 0 | 0 | 0 | 8 | 6.1% |
| Entertainment/Tourism | 1 | 0 | 0 | 3 | 1 | 0 | 0 | 0 | 0 | 1 | 6 | 4.6% |
| Civic/institutional/cultural facilities | 0 | 0 | 0 | 1 | 1 | 0 | 0 | 0 | 0 | 1 | 3 | 2.3% |
| Gateway | 0 | 0 | 0 | 2 | 0 | 0 | 0 | 0 | 0 | 0 | 2 | 1.5% |
| Parking Management | 0 | 0 | 0 | 0 | 1 | 0 | 0 | 0 | 0 | 1 | 2 | 1.5% |
| Trash Management | 0 | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 1 | 2 | 1.5% |
| Sustainability | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 1 | 1 | 0.8% |
| Wayfinding | 0 | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 1 | 0.8% |
| Total | 8 | 15 | 6 | 19 | 23 | 6 | 6 | 1 | 1 | 46 | 131 | 100.0% |

Source: Economic & Planning Systems

As shown in **Table 2**, while much of the focus group feedback was related to downtown as a whole, district-specific actions were also identified, particularly within the Deco District, Cathedral District, and Arts District.

Table 2. District-Specific Focus Group Feedback

| Description | Mentions |
|-------------------------------|-----------|
| General/Downtown-wide | 47 |
| Deco District | 23 |
| Cathedral District | 19 |
| Arts District | 15 |
| Arena District | 8 |
| Blue Dome District | 6 |
| East Village | 6 |
| Greenwood District | 6 |
| Gunboat District | 1 |
| West Village (west of Denver) | 1 |

Source: Economic & Planning Systems

Key takeaways and major themes from focus group feedback:

Streetscape/Conversions: Streetscape improvements and improved maintenance are desired throughout all of downtown including: shade structures and trees for cooling to increase walkability, lighting improvements to help make downtown more attractive while increasing perceptions of safety, and sidewalk improvements. One-to-two-way street conversions were frequently mentioned, specifically in the Deco District, where one way streets cause confusion and frustration.

Housing: Housing of all types is a top concern - there is a desire for rental housing (that appeals to young professionals), affordable/workforce housing, and for-sale housing which is currently lacking downtown.

Micro Mobility/Public Transit: Public transit could be improved through new transit systems, improved transit frequency, and transit access considerations like park and rides. There is a desire for public transit routes and micro mobility options to connect different areas downtown.

Parks/Public Space: There are underutilized parks in need of maintenance and improvements (such as Chapman Green) and the community also wants to see new parks and public spaces created that cater to diverse users such as families and dogs. Actions related to public space activation and placemaking emerged as a key theme.

Retail/Services: Sidewalk cafes, parklets, ground floor retail, and family-friendly amenities throughout Downtown can help increase foot traffic and attract new residents. A grocery store and more convenience stores are desired. Downtown Tulsa's climate and built environment make it a good candidate for rooftop restaurants and bars.

Safety: Many believe that increased ambassador and/or police presence along with improved lighting will help with perceptions of safety throughout downtown, particularly in the Arts District and Deco District.

Neighborhood Connectivity: Neighborhood connectivity is a notable theme. Connections can be made by capping the IDL (near the Greenwood District), adding railroad crossings, and other pedestrian/public transit improvements.

Development/Infill: There is a clear need to develop the parking lots in the Cathedral District into housing, and other uses that bring in foot traffic throughout the week. This could also help mitigate the heat island effect and improve public perception of the district.

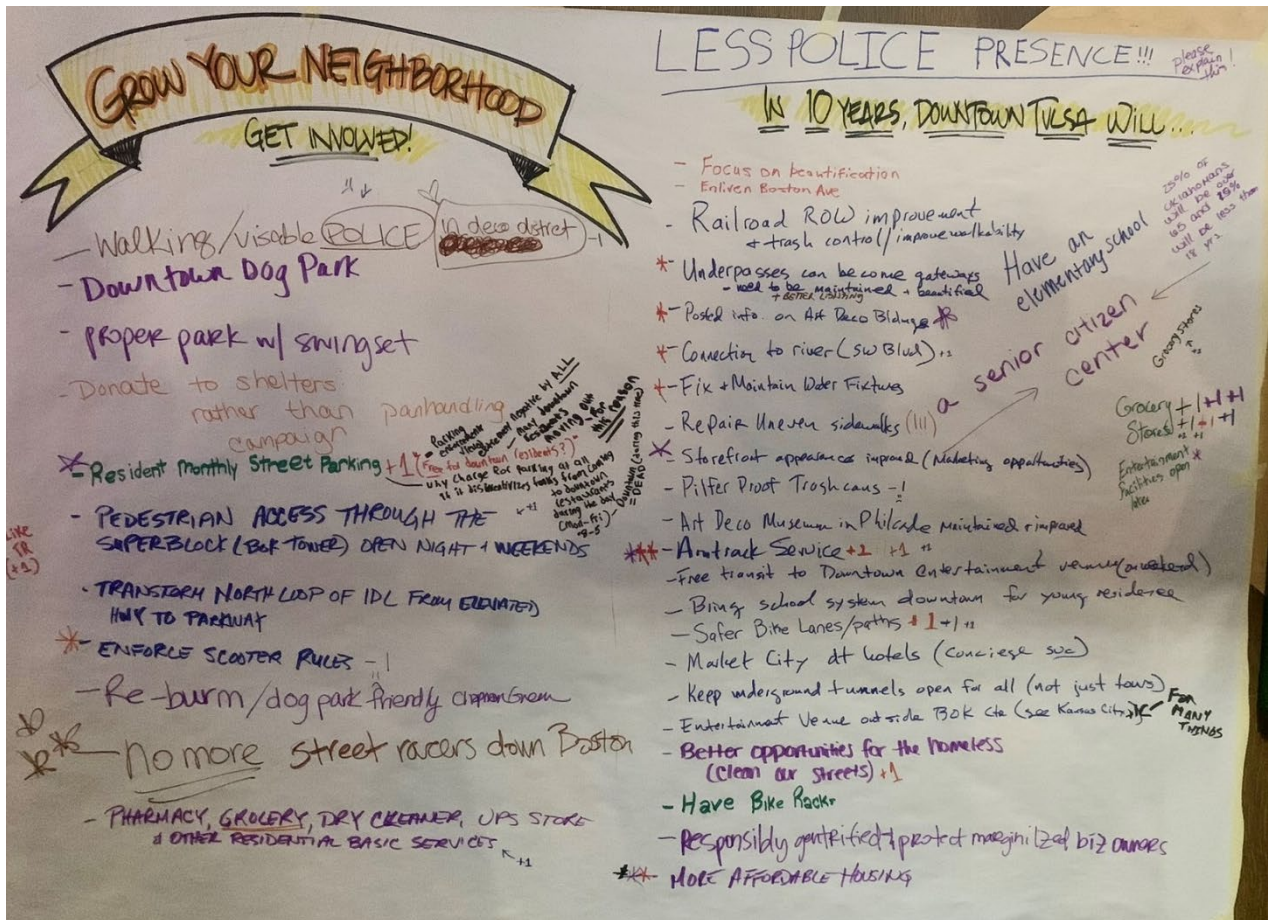
Art Installations: Art installations can contribute to placemaking in neighborhoods throughout downtown such as the Arts District and Blue Dome District, while also increasing foot traffic and supporting local artists.

Resident Social Summary

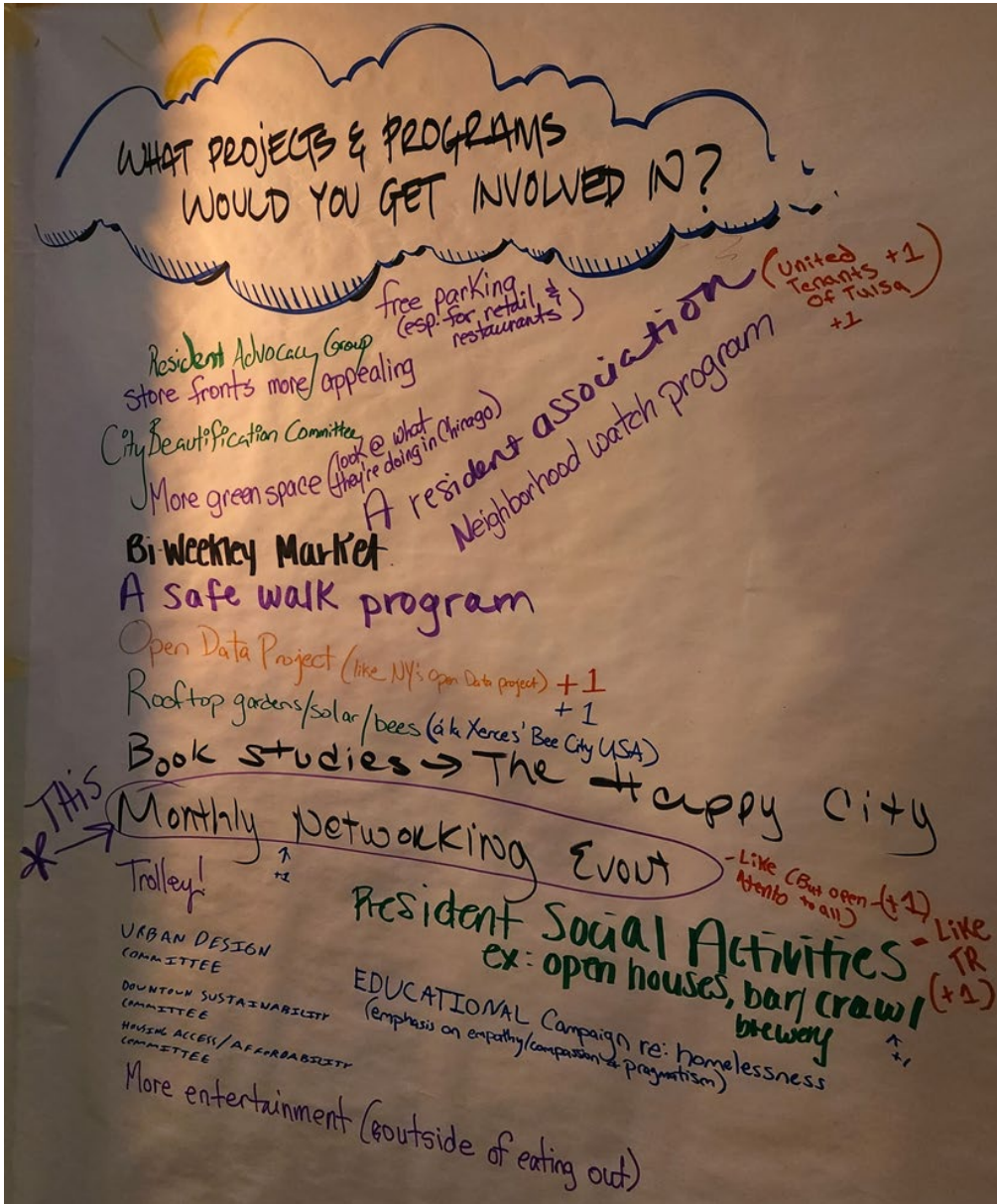
A resident social was held in person on November 8th with over 30 people in attendance. The purpose of this event was to gather input from downtown Tulsa residents on project prioritization for the Downtown Tulsa Strategic Investment Plan (DTSIP). The resident social included three activities related to priority investment/project prioritization, project locations, and resident engagement.

Open-Ended Prompts

The wall graphics below illustrate the comments and ideas shared at the resident social. Residents were asked to complete the prompt "In 10 years, downtown Tulsa will..." and were asked what would help grow their neighborhood. Top responses to these two prompts include: having grocery stores, Amtrak service, safer bike lanes & paths, repairing uneven sidewalks, no more street racers down Boston, and resident monthly street parking.

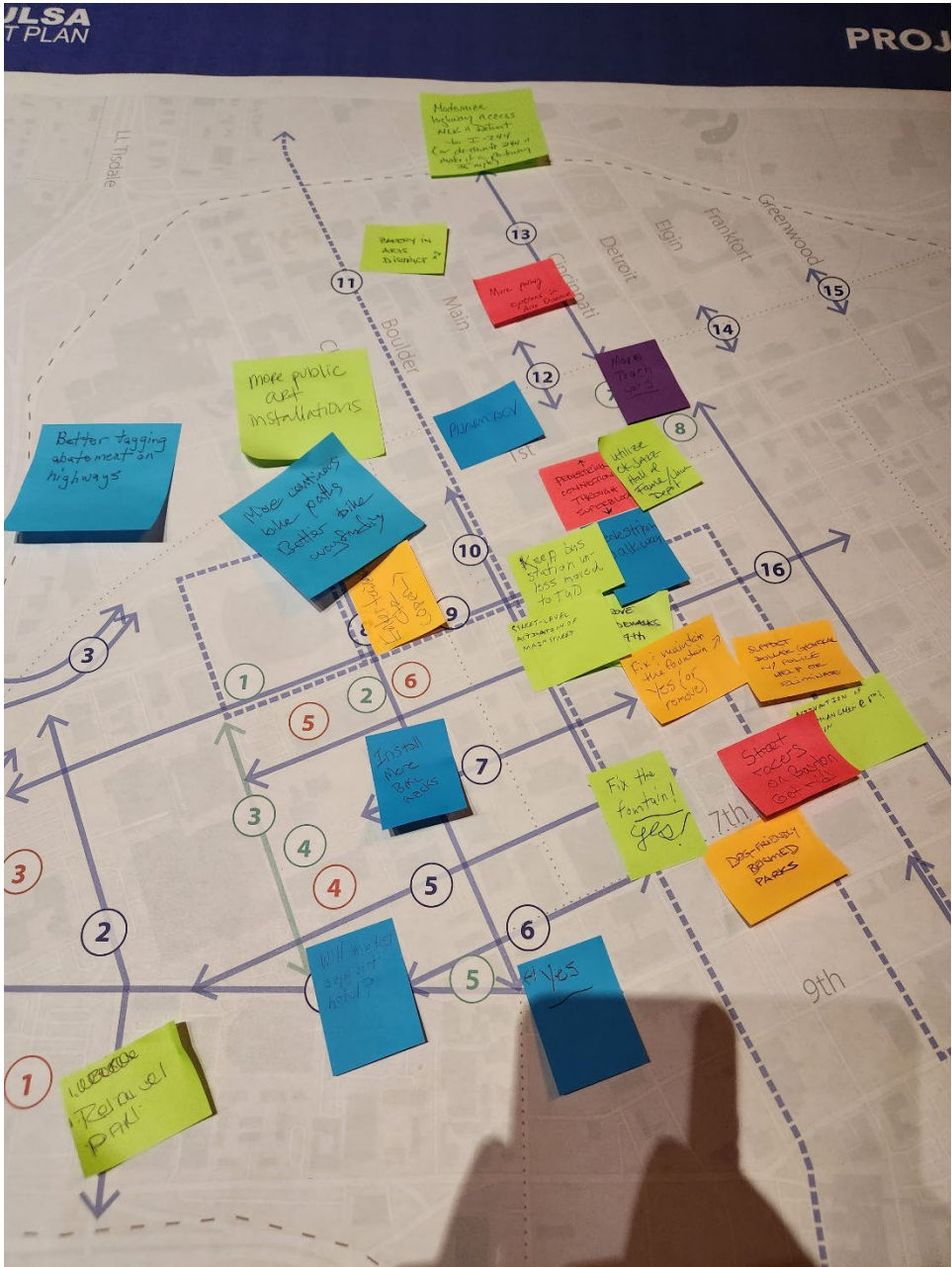


Attendees at the resident social were also asked what types of projects & programs they would like to get involved in. Top responses to this prompt include a monthly networking event, "united tenants of Tulsa", and an open data project.



Mapping Priority Projects

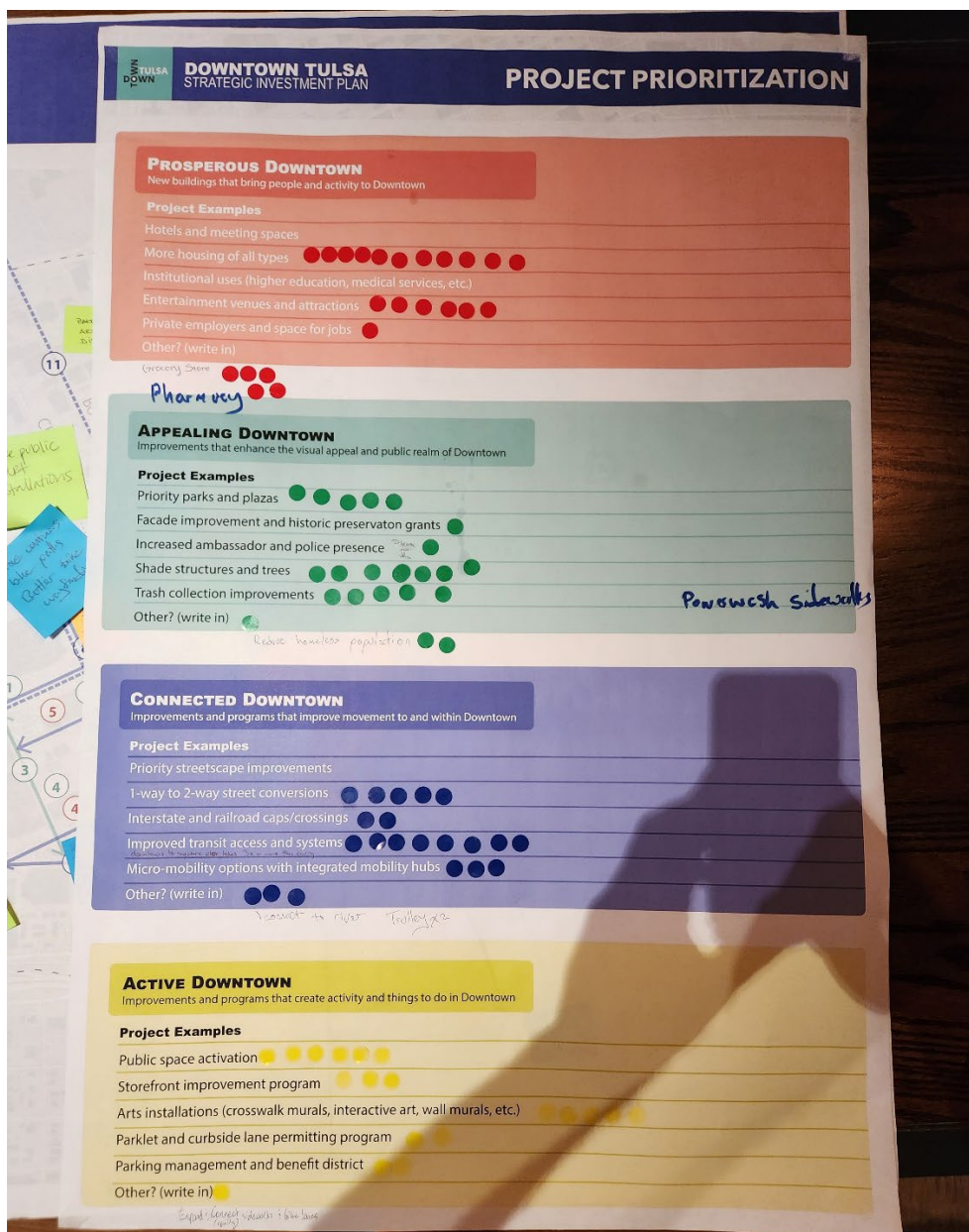
Resident social attendees were asked to place priority projects on a map of downtown. The map shown below illustrates attendee comments and suggestions.



Project Prioritization

Another resident social activity focused on selecting priority projects by category for the DTSIP to focus on. Residents were asked to vote on the most significant projects under each project category. The top project selections for each project type are listed below.

- **Prosperous Downtown:** more housing of all types
- **Appealing Downtown:** shade structures and trees
- **Connected Downtown:** improved transit access and systems
- **Active Downtown:** public space activation



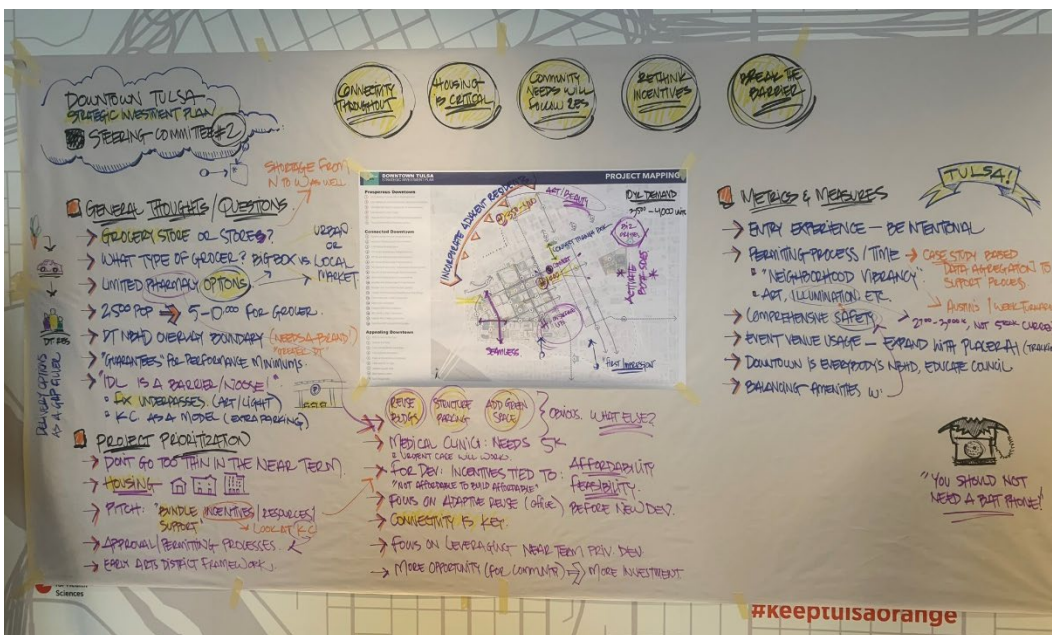
Steering Committee #2 Summary

The second Steering Committee meeting was held in person on November 9th with 10 participants. The purpose of this second steering committee meeting was to identify priority projects by location and begin exploring measures to track the progress of the Downtown Tulsa Strategic Investment Strategy (DTSIP). The DTSIP is intended to build on previous plans and projects to establish a guiding implementation plan for Downtown.

The second Steering Committee meeting included discussions about priority investment projects and areas, and key measures to track success. Portions of the discussion were outside the purview of DTP but underscore the importance of tying priorities to where DTP can operate to better influence a larger goal or vision. Additionally, the meeting included a high-level overview of the feedback from focus groups and results from the 2023 DTP community survey.

Priority Investment Areas

The wall graphic below illustrates the comments and ideas shared during the discussion. Priority investment projects can be distilled into five themes of connectivity throughout, housing is critical, community needs will follow residential, rethink incentives, and break the barrier (of highways). Each theme is described in more detail in the bullets below and discussion notes are summarized in the wall graphic.



- **Connectivity throughout** – Improving connectivity is key for the DTSIP. Downtown needs more east-west and north-south connections throughout as well as improved highway underpass connections. There are currently no entryways to Downtown and no attractive corridors with views. Boston Avenue is the most attractive corridor.
- **Housing is critical** – The Arts District has been successful with attracting new housing development and establishing density. This framework should be replicated in other areas of Downtown to catalyze residential development. The top priority districts for housing are the Arena District and Cathedral District. Residential development should be focused on the reuse of vacant buildings. Affordable housing is needed, but it's better suited for the outer ring of Downtown where the land is cheaper, and projects can achieve a higher return on investment (ROI). There are currently about 1,300 units planned or proposed for Downtown.
- **Community needs will follow residential** – Downtown is lacking basic neighborhood services, but the households must be present in order to attract retailers and service providers. The top priorities are to get a grocery store, pharmacy, and medical clinic or urgent care. Attracting neighborhood retail and services to the edges of Downtown will increase the household demand by capturing those adjacent to the highways or in the "Greater Downtown."
- **Rethink incentives** – The City should establish incentive packages, one for affordable housing projects and one for development feasibility. The goal is to use tax increment financing (TIF) to support development and investment that will generate additional increment to fund other projects. It is recommended to look at Kansas City as a case study for how they use tax abatement to catalyze housing and ground floor commercial. Additionally, improvements are needed to the approval and permitting process in the City to increase transparency and quicken the process.
- **Break the barrier** – Downtown must break the barriers the highways and railroad create. Kansas City should be looked at as a case study for how they've added parking and beautification to underpasses. Additionally, public restrooms and lighting on the underpasses are necessary as they are a popular location for the homeless. Safer and improved crossings for the underpasses and railroad are needed to establish multimodal connectivity to and throughout Downtown.

Measuring Our Success

The second portion of the Steering Committee focused on brainstorming a variety of metrics the DTSIP could use to track progress and success for priority projects. These measures are listed below.

- **Development:** track the length of time it takes to acquire building permits and development approvals
- **Public Realm Vibrancy:** number of light poles, benches, trees planted, public art installations, etc.
- **Visitation:** use Placer.ai to track the number of visitors and length of time spent in Downtown and at events

At the end of the discussion, each Steering Committee member was asked to vote on the most significant metric to track for each project category. These metrics were preidentified as a starting point to understand the types of metrics that would be most impactful. The top selections for each project type are listed below.

- **Prosperous Downtown:** number of residents, housing units, and affordable housing units
- **Appealing Downtown:** tree wells planted and persons experiencing homelessness directed to services
- **Connected Downtown:** mobility counts
- **Active Downtown:** Downtown events and attendance

TULSA DOWNTOWN **DOWNTOWN TULSA STRATEGIC INVESTMENT PLAN** **MEASURES & METRICS**

PROSPEROUS DOWNTOWN *(facilities)*
New buildings that bring people and activity to Downtown

Metric Examples

- Inventory of space, rent, vacancy, sales
- Jobs
- Residents or housing units; affordable housing units ●●●●●
- Storefront occupancy ●●●
- Market data requests
- Other? (write in)

APPEALING DOWNTOWN
Improvements that enhance the visual appeal and public realm of Downtown

Metric Examples

- Downtown survey perception
- Ambassador activities
- Plantings maintained
- Tree wells planted ●●●
- Blocks with adequate lighting ●
- Persons experiencing homelessness directed to services ●●●
- Other? (write in)

CONNECTED DOWNTOWN
Improvements and programs that improve movement to and within Downtown

Metric Examples

- Downtown parking perception survey
- Mobility counts ●●●●●
- Shuttle usage ●
- Other? (write in)

ACTIVE DOWNTOWN
Improvements and programs that create activity and things to do in Downtown

Metric Examples

- Downtown events and attendance ●●●●●
- Pedestrian counts ●
- Public art installations ●
- Other? (write in) ●



DOWNTOWN TULSA STRATEGIC INVESTMENT PLAN

Engagement Window 2 Summary | February 26 & 27, 2024

Introduction

During the second engagement window, the project team held five events:

- Focus Group 1 (9 attendees)
- Focus Group 2 (12 attendees)
- Resident Social (approx. 30 attendees)
- Steering Committee
- Partner Tulsa/City of Tulsa Workshop

Each event was 1.5 – 2 hours long, including a presentation, discussion, and activities. Results are reported by activity since several were repeated at multiple events. This approach provides an aggregate of all feedback to understand key themes and takeaways.



Key Takeaways for Priority & Catalytic Projects

These are the combined results of discussion and activities around catalytic projects and DTP funds prioritization for key projects and programs.

Priority Area A: alleyway activation program, physical enhancements for Chapman Green, and pop-up programs such as open streets or park events (mixed opinions). Public amenities to support pop-ups.

Priority Area B: Center of the Universe enhancements, Elgin crossing improvements, Jazz Hall of Fame redevelopment, and lighting for existing underpasses. Consider more visionary cap project.

Priority Area C: development value-add microgrant program, alleyway activation program, and pop-up events (mixed opinions). Focus on western/Arts District side of area or potentially focus efforts elsewhere.

Priority Area D: Convention Center hotel (public realm value-add). Additional support for transit center block redevelopment, alleyway activation program, Civic Center Plaza/Linear Park, and Plaza of the Americas enhancements.

Priority Area E1: predevelopment assistance program, development value-add microgrant program, parking lot conversion program to parks/plazas (mixed opinions), and storefront conversion program (mixed opinions).

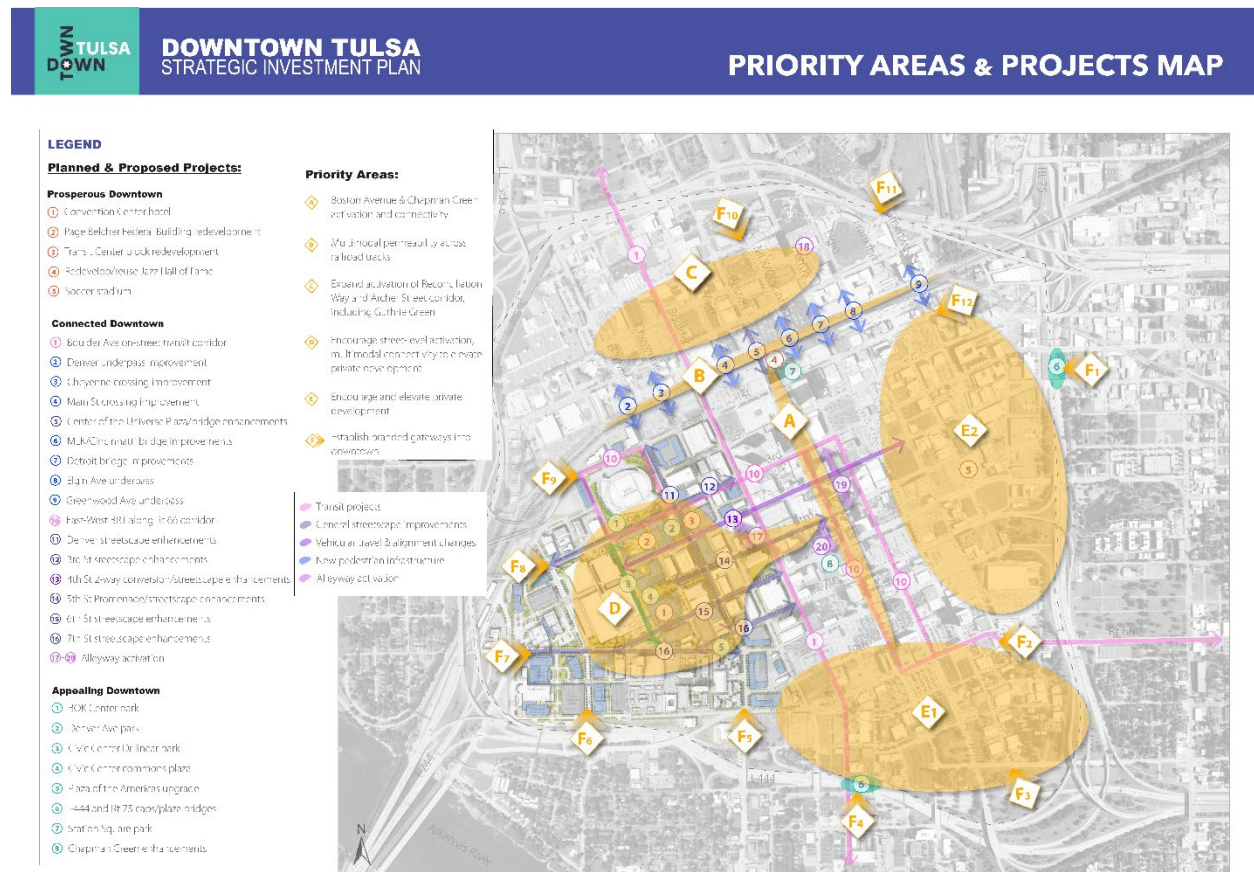
Priority Area E2: predevelopment assistance program, storefront conversion/improvement program, soccer stadium.

Priority Area F: MLK, Greenwood, Rt 66 & Elgin, Detroit & 13th, 7th, 1st



How Would You Spend DTP Funds?

Participants were presented with a map showing seven priority areas identified through prior engagement and feedback. Within each priority area, a series of physical and programmatic projects were presented for prioritization as potential candidates for DTP funds. Participants were given two stickers representing DTP dollars to vote for their favorite projects within each priority area. The priority areas map is shown below for reference.



Results and key themes from participant voting are provided below for each priority area. Results are broken down by each participant group in the appendices.

A: Boston Avenue & Chapman Green Activation and Connectivity

| Boston Avenue & Chapman Green activation and connectivity | COUNT | PERCENTAGE |
|--|--------------|-------------------|
| East-West BRT along Rt 66 corridor | 7 | 8% |
| Temporary open streets program (Boston Avenue) | 8 | 9% |
| Storefront conversion/ improvement program | 6 | 7% |
| Chapman Green enhancements | 13 | 14% |
| Alleyway activation | 15 | 16% |
| Parks & parking lots pop-up events program, especially Chapman Green | 12 | 13% |
| Private development value-add microgrant program | 3 | 3% |
| Pop-up downtown program | 6 | 7% |
| Public art program | 4 | 4% |
| Enhanced ambassador program | 8 | 9% |
| Public amenities program | 9 | 10% |

Themes:

- Alleyway activation, enhancements of Chapman Green, and pop-up events program are the most important to respondents

B: Multimodal Permeability Across Railroad Tracks

| Multimodal permeability across railroad tracks | COUNT | PERCENTAGE |
|---|-------|------------|
| Boulder Ave on-street transit corridor | 8 | 9% |
| Center of the Universe Plaza/ bridge enhancements | 17 | 20% |
| Elgin Ave underpass | 8 | 9% |
| Greenwood Ave underpass | 7 | 8% |
| Denver underpass improvement | 6 | 7% |
| Cheyenne crossing improvement | 4 | 5% |
| Main St crossing improvement | 1 | 1% |
| MLK/Cincinnati bridge improvements | 5 | 6% |
| Station Square park | 2 | 2% |
| Public art program | 3 | 3% |
| Enhanced ambassador program | 3 | 3% |
| Public amenities program | 4 | 5% |
| Wayfinding upgrades | 2 | 2% |
| Redevelop/ reuse Jazz Hall of Fame | 17 | 20% |
| Detroit bridge improvements | 0 | 0% |

Themes:

- Top projects are Center of the Universe Plaza and Bridge enhancements and redevelopment of the Jazz Hall of Fame
- Some respondents want underpass alternatives to provide natural light to pedestrians

C: Expand Activation of Reconciliation Way and Archer Street Corridor, Including Guthrie Green

| Expand activation of Reconciliation Way and Archer Street corridor, including Guthrie Green | COUNT | PERCENTAGE |
|--|--------------|-------------------|
| Boulder Ave on-street transit corridor | 5 | 5% |
| Parks & parking lots pop-up events program, especially Guthrie Green | 15 | 15% |
| Public art program | 0 | 0% |
| Enhanced ambassador program | 3 | 3% |
| Temporary open streets program | 6 | 6% |
| Predevelopment assistance program | 3 | 3% |
| Private development value-add microgrant program | 5 | 5% |
| Public amenities program | 5 | 5% |
| Gateway along MLK | 12 | 12% |
| Parking lot to park/plaza permanent conversion program | 11 | 11% |
| Wayfinding upgrades | 4 | 4% |
| Alleyway activation | 17 | 18% |
| Storefront conversion/ improvement program | 7 | 7% |
| Pop-up downtown program | 4 | 4% |

Themes:

- Alleyway activation and pop-up events are most popular
- Would like to see more permanent parking lot conversions

D: Encourage Street-Level Activation, Multimodal Connectivity to Elevate Private Development

| Encourage street-level activation, multimodal connectivity to elevate private development | COUNT | PERCENTAGE |
|--|--------------|-------------------|
| Storefront conversion/ improvement program | 4 | 4% |
| Parking lot to park/plaza permanent conversion program | 2 | 2% |
| Alleyway activation | 12 | 12% |
| Predevelopment assistance program | 1 | 1% |
| Private development value-add microgrant program | 2 | 2% |
| Pop-up downtown program | 3 | 3% |
| Public art program | 1 | 1% |
| Enhanced ambassador program | 3 | 3% |
| 7th St streetscape enhancements | 2 | 2% |
| 6th St streetscape enhancements | 1 | 1% |
| 5th St Promenade/ streetscape enhancements | 5 | 5% |
| Denver streetscape enhancements | 2 | 2% |
| 3rd St streetscape enhancements | 2 | 2% |
| 4th St 2-way conversion/ streetscape enhancements | 1 | 1% |
| East-West BRT along Rt 66 corridor | 3 | 3% |
| BOK Center park | 7 | 7% |
| Plaza of the Americas upgrade | 5 | 5% |
| Denver Ave park | 1 | 1% |
| Civic Center Drive linear park | 1 | 1% |
| Civic Center commons plaza | 4 | 4% |
| Convention Center hotel | 18 | 18% |
| Page Belcher Federal Building redevelopment | 3 | 3% |
| Transit Center block redevelopment | 10 | 10% |
| Public amenities program | 5 | 5% |
| Wayfinding upgrades | 1 | 1% |

Themes:

- Would like more children play areas in parks
- A hotel at the Convention Center is considered important

E1: Encourage and Elevate Private Development (Primarily in the Cathedral District)

| Encourage and elevate private development (primarily in the Cathedral District) | COUNT | PERCENTAGE |
|--|--------------|-------------------|
| Boulder Ave on-street transit corridor | 7 | 7% |
| East-West BRT along Rt 66 corridor | 3 | 3% |
| I-444 cap/plaza bridge & gateway | 7 | 7% |
| Storefront conversion/ improvement program | 10 | 10% |
| Parks & parking lots pop-up events program | 7 | 7% |
| Alleyway activation program | 6 | 6% |
| Predevelopment assistance program | 8 | 8% |
| Private development value-add microgrant program | 3 | 3% |
| Public art program | 0 | 0% |
| Enhanced ambassador program | 2 | 2% |
| Public amenities program | 7 | 7% |
| Parking lot to park/plaza permanent conversion program | 24 | 23% |
| Gateway at 13th & Detroit | 2 | 2% |
| Gateway at Route 66 & Elgin | 11 | 11% |
| Pop-up downtown program (businesses) | 6 | 6% |

Themes:

- Parking lot to plaza or park program is extremely popular with nearly half of respondents voting for it
 - Comment to locate between Boston Ave. church and TCC

E2: Encourage and Elevate Private Development (Primarily in the East Village District)

| Encourage and elevate private development (primarily in the East Village District) | COUNT | PERCENTAGE |
|---|--------------|-------------------|
| Rt 75 cap/plaza bridge & gateway | 6 | 6% |
| Soccer stadium | 15 | 15% |
| Public art program | 2 | 2% |
| Enhanced ambassador program | 5 | 5% |
| Public amenities program | 11 | 11% |
| Parking lot to park/plaza permanent conversion program | 11 | 11% |
| Storefront conversion/ improvement program | 14 | 14% |
| Parks & parking lots pop-up events program | 5 | 5% |
| Alleyway activation program | 6 | 6% |
| Predevelopment assistance program | 12 | 12% |
| Private development value-add microgrant program | 3 | 3% |
| Pop-up downtown program (businesses) | 7 | 7% |

Comment(s):

- Staff up permitting office to make permitting faster

F: Establish Branded Gateways into Downtown

| Establish branded gateways into downtown | COUNT |
|---|--------------|
| Do you think it's a priority for DTP funds to be spent on new branded gateways into downtown? | 13.5 |

Specific gateways:

- Better options for entry to Arts District
- Anything on the B.A. Expressway
- 1st Street
- Boston (+1 vote)
- Greenwood lighting
- Greenwood north entrance
- Greenwood storefront, important program

Key Takeaways from Spending DFT Funds:

- Parking lot conversions, alleyway activations, and pop-ups are overall a popular choice for all areas
- Public art programs have limited support overall
- Specific projects with a lot of support include:
 - Chapman Green enhancements at site A
 - Center of the Universe Plaza & Bridge enhancements at site B
 - Gateway along MLK at site C
 - Convention Center hotel at site D
 - Soccer Stadium at site E2

Catalytic Projects

The following projects were identified as potential catalytic projects within each priority area. Through open discussion, the Steering Committee and Stakeholders provided feedback and guidance on which projects they think will have the greatest impact to spur additional investment and improvement.

A: Boston Avenue & Chapman Green activation & connectivity

- Temporary open streets program (Boston Ave)
- Alley Activation Program (a few specific sites near Boston identified)

Feedback: participants indicated a slight preference towards the Alley Activation Program. While participants liked the idea of an expanded open streets program, they noted several challenges, such as traffic control, provision of amenities such as public restrooms, parking availability, sustained operational capacity.

B: Multimodal permeability across railroad tracks

- Center of the Universe Plaza
- Greenwood Underpass

Feedback: Participants expressed support for continued efforts to implement enhancements to the Center of the Universe Plaza. In addition, participants suggested that Elgin Ave may be a better candidate than Greenwood for priority investment as that crossing already receives more foot traffic. Additionally, participants expressed that at-grade crossing improvements for Greenwood, Elgin, and Cheyenne should be prioritized as under- or- over-passes would be significantly more expensive and thus may delay or hinder necessary upgrades. Conversely, participants expressed that a larger cap or elevated pedestrian crossing over the train tracks could be a very impactful catalytic project.

C: Expand activation of Reconciliation Way & Archer Street corridors, including Guthrie Green

- Value-add microgrant program for private development
- Parks & parking lots pop-up events

Feedback: Participants expressed that this priority area already has experienced significant investment in recent years and has pretty established street activation and public space, as well as events and activation at Guthrie Green. Thus, participants wondered whether investment for catalytic projects should be focused elsewhere. However, participants did express that a value-add microgrant program may be beneficial, particularly on the western side of the priority area. Participants also expressed that cleanliness and perceptions of safety may be bigger issues for this area.

D: Encourage street-level activation & multimodal connectivity to elevate private development

- Convention Center Hotel (public space value-add)
- Civic Center Commons / Linear Park
- 5th Street Promenade

Feedback: Participants generally expressed support for continued efforts to implement a convention center hotel, citing that it would be the single-most impactful project for all of downtown. Participants also mentioned that 7th Street is an important entrance point to downtown, and a need for improvements in the area behind the convention center (where OSU has planned

expansion and improvements for the Medical Center). Participants also expressed that 5th Street is very pleasant and walkable currently and likely will never be developed into an entirely pedestrian promenade. Finally, participants expressed support for improvements to Plaza of the Americas as an important public space feature in this area.

E1: Encourage and elevate private development (Cathedral District)

- Parking lot to parks/plazas conversion
- Predevelopment assistance program
- Storefront conversion/improvement program

Feedback: Participants expressed a preference for the predevelopment assistance program in this area, citing that there are many opportunities for infill development but not yet enough foot traffic in the area to benefit from/activate parks and plazas. Participants noted that there are not currently many storefronts in the area, so a combination of predevelopment assistance and storefront conversion may be beneficial for property owners who are interested in redevelopment.

E2: Encourage and elevate private development (East Village District)

- Development value-add microgrant program
- Predevelopment assistance program
- Storefront conversion/improvement program
- Soccer stadium

Feedback: Participants expressed interest in both a development value-add microgrant program and storefront conversion/improvement program, citing that this area used to feel more walkable and vibrant, which could be revitalized with a little extra support for property and business owners to kickstart redevelopment, improvement, and new business. Participants noted the presence of several historic properties that have potential for revitalization and reactivation, in addition to the Boxyard area specifically.

F: Establish branded gateways into downtown

- Parking lot to parks/plazas conversion
- Predevelopment assistance program
- Storefront conversion/improvement program

Feedback: Participants expressed that Detroit Ave, 7th Street, 1st Street, and Greenwood are important entry points for downtown. Participants also expressed that MLK already has some public realm gateway elements.

Metrics & Measures for Tracking Progress

Participants were asked to weigh in on a few key metrics proposed for tracking progress across four project categories: appealing downtown, prosperous downtown, connected downtown, and activated downtown. Historic and current data were provided for each metric, as well as a draft 10-year target. Participants were asked to indicate whether targets should be adjusted and if other metrics should be tracked.

Appealing Downtown

Key Themes:

- Want more maintained landscaping in Downtown
- Need streetlights that work along with more lights
- Would like to see solutions for light pollution

Other Measurements to Consider:

- Greenspace area
- Tree canopy data – coverage percentage, age, etc.
- Tree location and status data
- Public art

Prosperous Downtown

Key Themes:

- Want to see more residents living Downtown – increase goal
 - Difficult with increasing rent prices
 - Target families
- Need more density and housing units Downtown
- Strong desire for more affordable housing

Other Measurements to Consider:

- Mean and median rent
- Diversity of business types
- Median household income
- STR vs. permanent residence
- Renter vs. owner
- Housing type
- Family group types
- Household size

Connected Downtown

Key Themes:

- Desire for multi-modal and transit options, find and encourage options other than vehicles

Other Measurements to Consider:

- Car-dependency
- Parking
- Transit ridership
- Pedestrian traffic

Activated Downtown

Key Themes:

- Visitors need to feel safe Downtown
- Parking should be accessible for visitors
- Desire for more large events to draw visitors Downtown

Other Measurements to Consider:

- Accident rates (at/or related to traffic lights)
- Daytime visits vs. evening or weekend visits
- Do commuter employees linger Downtown?
- Convention attendance

Additional Comments

Key Themes:

- Need for a grocery store
- Noise abatement of street
- Repair water features Downtown
- Improve one-way street signage

Gauging Interest in Formalized Resident Involvement

At the resident social, participants were asked a series of questions to understand interest in one or more formalized organizations for downtown residents, supported by DTP. Key takeaways are provided below:

11 participants indicated that they would be interested in joining a downtown resident association or committee.

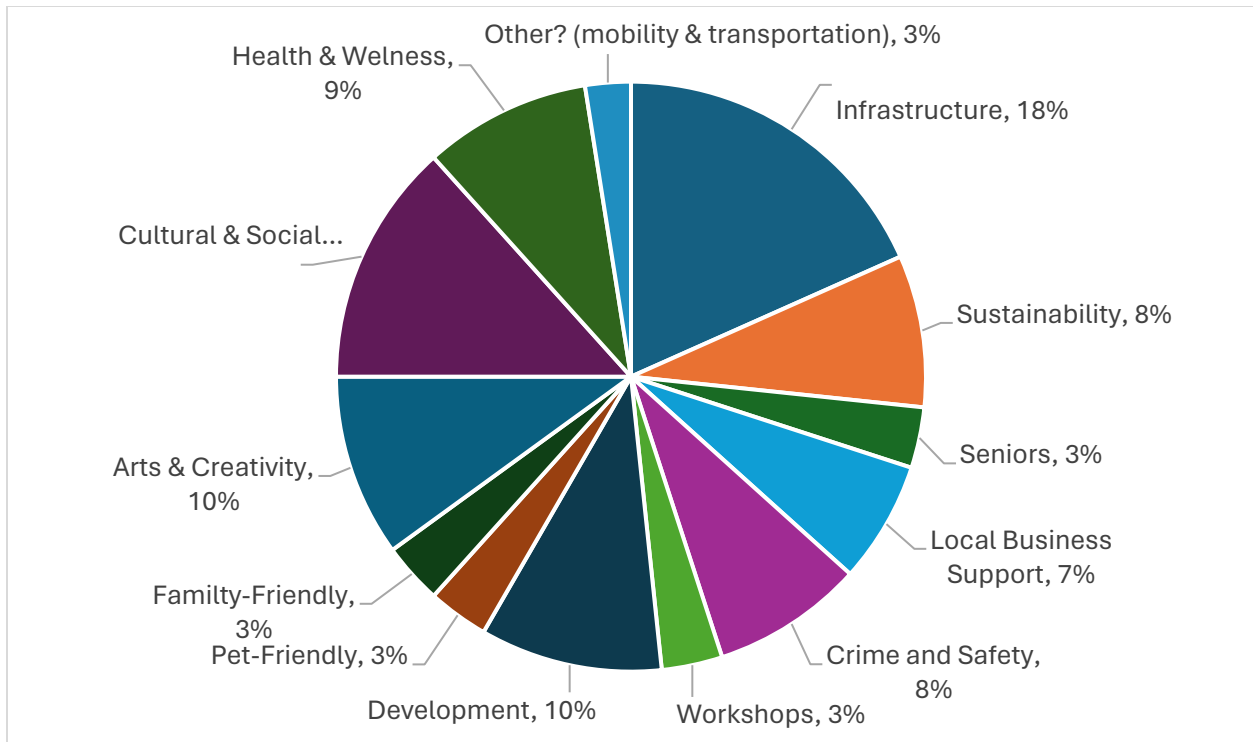
Across four key objectives and activities that such an organization could take on, participants expressed a relatively even distribution of interest:

- Learn from experts (22%)
- Physical projects (24%)
- Discuss issues with elected officials (29%)
- Socialize & gather (24%)

Across three key outcome goals for such an organization, participants again expressed a relatively even distribution of priority:

- Effectiveness (32%)
- Resourcefulness (36%)
- Comradery (32%)

Finally, participants were asked which specific topics they are most interested in discussing and/or addressing through a resident organization. The most popular topic was infrastructure (18%), followed by cultural and social events (13%), and arts and creativity and development (10% each).



Participants were also given the opportunity to fill out a more detailed interest form. Sixteen participants did so. Key takeaways include:

- Slight preference for downtown-wide organizations (11), although several also indicated interest in district-specific organizations (6).
- Preference for a semi-formal organizational structure with formal roles but informal meeting structure (13).
- Slight preference to meet monthly (11), although several also indicated preference for meeting quarterly (7).

Participants were able to share any specific projects or roles they would be interested in. These comments can be found in Appendix A.

Appendix A: Raw Data

How Would You Spend DTP Funds?

| | Resident Social Count | Focus Group 1 | Focus Group 2 | TOTAL | PERCENTAGE |
|----------|--|------------------|------------------|-----------|------------|
| A | Boston Avenue & Chapman Green activation and connectivity | | | | |
| | 5 | 2 | 0 | 7 | 8% |
| | 2 | 2 | 4 | 8 | 9% |
| | 2 | 2 | 2 | 6 | 7% |
| | 4 | 0 | 9 | 13 | 14% |
| | 10 | 2 | 3 | 15 | 16% |
| | 9 | 2 | 1 | 12 | 13% |
| | 2 | 1 | 0 | 3 | 3% |
| | 6 | 0 | 0 | 6 | 7% |
| | 3 | 1 | 0 | 4 | 4% |
| | 3 | 2 | 3 | 8 | 9% |
| | 4 | 4 | 1 | 9 | 10% |
| | | | | 91 | |

Comments:

- Safety/Security Technologies (___)

| B | Multimodal permeability across railroad tracks | | | | |
|----------|---|---|---|----|-----|
| | 5 | 1 | 2 | 8 | 9% |
| | 11 | 2 | 4 | 17 | 20% |
| | 2 | 0 | 6 | 8 | 9% |
| | 2 | 4 | 1 | 7 | 8% |
| | 2 | 2 | 2 | 6 | 7% |
| | 1 | 0 | 3 | 4 | 5% |
| | 1 | 0 | 0 | 1 | 1% |
| | 2 | 2 | 1 | 5 | 6% |
| | 1 | 1 | 0 | 2 | 2% |
| | 3 | 0 | 0 | 3 | 3% |
| | 1 | 1 | 1 | 3 | 3% |

| | | | | | |
|------------------------------------|----|---|---|-----------|-----|
| Public amenities program | 3 | 1 | 0 | 4 | 5% |
| Wayfinding upgrades | 1 | 1 | 0 | 2 | 2% |
| Redevelop/ reuse Jazz Hall of Fame | 12 | 3 | 2 | 17 | 20% |
| Detroit bridge improvements | 0 | 0 | 0 | 0 | 0% |
| | | | | 87 | |

Comments:

- Repurpose massive BOK Tower parking lots
- Greenwood Ave underpass
 - Prefer F11 entrance over this one
 - Not underpass. Give pedestrians sunlight (+1 vote)

| | | | | | |
|--|----|---|---|-----------|-----|
| Expand activation of Reconciliation Way and Archer Street corridor, including Guthrie Green | | | | | |
| C | | | | | |
| Boulder Ave on-street transit corridor | 4 | 0 | 1 | 5 | 5% |
| Parks & parking lots pop-up events program, especially Guthrie Green | 9 | 2 | 4 | 15 | 15% |
| Public art program | 0 | 0 | 0 | 0 | 0% |
| Enhanced ambassador program | 0 | 2 | 1 | 3 | 3% |
| Temporary open streets program | 1 | 0 | 5 | 6 | 6% |
| Predevelopment assistance program | 0 | 2 | 1 | 3 | 3% |
| Private development value-add microgrant program | 2 | 2 | 1 | 5 | 5% |
| Public amenities program | 2 | 3 | 0 | 5 | 5% |
| Gateway along MLK | 5 | 1 | 6 | 12 | 12% |
| Parking lot to park/plaza permanent conversion program | 8 | 1 | 2 | 11 | 11% |
| Wayfinding upgrades | 2 | 1 | 1 | 4 | 4% |
| Alleyway activation | 11 | 2 | 4 | 17 | 18% |
| Storefront conversion/ improvement program | 5 | 1 | 1 | 7 | 7% |
| Pop-up downtown program | 2 | 2 | 0 | 4 | 4% |
| | | | | 97 | |

Comments:

- Archer & rec are very diff streets
- Parking lot to park/plaza permanent conversion program
 - Massive BOK lots

| | | | | | |
|----------|--|--|--|--|--|
| D | Encourage street-level activation, multimodal connectivity to elevate private development | | | | |
|----------|--|--|--|--|--|

| | | | | | |
|--|---|---|----|-----------|-----|
| Storefront conversion/ improvement program | 2 | 0 | 2 | 4 | 4% |
| Parking lot to park/plaza permanent conversion program | 1 | 0 | 1 | 2 | 2% |
| Alleyway activation | 8 | 1 | 3 | 12 | 12% |
| Predevelopment assistance program | 0 | 1 | 0 | 1 | 1% |
| Private development value-add microgrant program | 1 | 1 | 0 | 2 | 2% |
| Pop-up downtown program | 3 | 0 | 0 | 3 | 3% |
| Public art program | 1 | 0 | 0 | 1 | 1% |
| Enhanced ambassador program | 1 | 1 | 1 | 3 | 3% |
| 7th St streetscape enhancements | 2 | 0 | 0 | 2 | 2% |
| 6th St streetscape enhancements | 1 | 0 | 0 | 1 | 1% |
| 5th St Promenade/ streetscape enhancements | 3 | 1 | 1 | 5 | 5% |
| Denver streetscape enhancements | 1 | 1 | 0 | 2 | 2% |
| 3rd St streetscape enhancements | 1 | 0 | 1 | 2 | 2% |
| 4th St 2-way conversion/ streetscape enhancements | 1 | 0 | 0 | 1 | 1% |
| East-West BRT along Rt 66 corridor | 1 | 2 | 0 | 3 | 3% |
| BOK Center park | 4 | 1 | 2 | 7 | 7% |
| Plaza of the Americas upgrade | 2 | 1 | 2 | 5 | 5% |
| Denver Ave park | 1 | 0 | 0 | 1 | 1% |
| Civic Center Drive linear park | 1 | 0 | 0 | 1 | 1% |
| Civic Center commons plaza | 2 | 1 | 1 | 4 | 4% |
| Convention Center hotel | 4 | 4 | 10 | 18 | 18% |
| Page Belcher Federal Building redevelopment | 3 | 0 | 0 | 3 | 3% |
| Transit Center block redevelopment | 6 | 1 | 3 | 10 | 10% |
| Public amenities program | 5 | 0 | 0 | 5 | 5% |
| Wayfinding upgrades | 1 | 0 | 0 | 1 | 1% |
| | | | | 99 | |

Comments:

- BOK Center park
 - A stimulating park for children & families
- Civic Center Drive linear park
 - Add play areas

| | | | | | |
|---|---|---|---|---|----|
| E1 Encourage and elevate private development (primarily in the Cathedral District) | | | | | |
| Boulder Ave on-street transit corridor | 7 | 0 | 0 | 7 | 7% |

| | | | | | |
|--|----|---|----|------------|-----|
| East-West BRT along Rt 66 corridor | 3 | 0 | 0 | 3 | 3% |
| I-444 cap/plaza bridge & gateway | 4 | 2 | 1 | 7 | 7% |
| Storefront conversion/ improvement program | 4 | 4 | 2 | 10 | 10% |
| Parks & parking lots pop-up events program | 5 | 1 | 1 | 7 | 7% |
| Alleyway activation program | 4 | 1 | 1 | 6 | 6% |
| Predevelopment assistance program | 3 | 1 | 4 | 8 | 8% |
| Private development value-add microgrant program | 2 | 1 | 0 | 3 | 3% |
| Public art program | 0 | 0 | 0 | 0 | 0% |
| Enhanced ambassador program | 0 | 2 | 0 | 2 | 2% |
| Public amenities program | 5 | 1 | 1 | 7 | 7% |
| Parking lot to park/plaza permanent conversion program | 10 | 2 | 12 | 24 | 23% |
| Gateway at 13th & Detroit | 1 | 1 | 0 | 2 | 2% |
| Gateway at Route 66 & Elgin | 7 | 2 | 2 | 11 | 11% |
| Pop-up downtown program (businesses) | 5 | 1 | 0 | 6 | 6% |
| | | | | 103 | |

Comments:

- Enhanced ambassador program
 - For Greenwood (+1 vote)
- Parking lot to plaza/park permanent conversion program
 - Locate between Boston Ave church & TCC

| E2 Encourage and elevate private development (primarily in the East Village District) | | | | | |
|--|---|---|---|-----------|-----|
| Rt 75 cap/plaza bridge & gateway | 3 | 0 | 3 | 6 | 6% |
| Soccer stadium | 3 | 5 | 7 | 15 | 15% |
| Public art program | 2 | 0 | 0 | 2 | 2% |
| Enhanced ambassador program | 3 | 1 | 1 | 5 | 5% |
| Public amenities program | 8 | 3 | 0 | 11 | 11% |
| Parking lot to park/plaza permanent conversion program | 8 | 1 | 2 | 11 | 11% |
| Storefront conversion/ improvement program | 7 | 2 | 5 | 14 | 14% |
| Parks & parking lots pop-up events program | 3 | 2 | 0 | 5 | 5% |
| Alleyway activation program | 5 | 1 | 0 | 6 | 6% |
| Predevelopment assistance program | 5 | 2 | 5 | 12 | 12% |
| Private development value-add microgrant program | 2 | 0 | 1 | 3 | 3% |

| | | | | | |
|--------------------------------------|---|---|---|-----------|----|
| Pop-up downtown program (businesses) | 5 | 2 | 0 | 7 | 7% |
| | | | | 97 | |

Comments:

- Staff up permitting office to make permitting faster

F Establish branded gateways into downtown

| | | | | |
|---|---|-----|---|-------------|
| Do you think it's a priority for DTP funds to be spent on new branded gateways into downtown? | 6 | 2.5 | 5 | 13.5 |
|---|---|-----|---|-------------|

Are there specific gateways you think should be high priority?

Comments:

- Better options for entry to Arts District
- Anything on the B.A. Expressway
- 1st Street
- Boston (+1 vote)
- Greenwood lighting
- Greenwood north entrance
- Greenwood storefront, important program

Metrics & Measures for Tracking Progress

Appealing Downtown

- Are there other measures you think are important to track?
 - Square feet of green space
 - Average age/canopy coverage of urban trees
 - Number of shade trees possible(or former) locations vs. actual trees (living, hed__)
 - Please make sure the lights do work. I live in the area... many times – lights do not work.
 - Yes! We need more street/parking lights
 - % of Canopy coverage
 - More ambitious in greenwood area
 - Public art, esp. ROI of possible
- Landscaping planters
 - Yes! More flowers make DTT more beautiful

- If maintained, this is a great #
- 250-300 (to target)
- Streetlights
 - The need to work!
 - Absolutely
 - What is the metric that would represent every street is adequately lit?
 - Beware light pollution
 - Is there public lighting? Car focused or pedestrian?

Prosperous Downtown

- Are there other measures you think are important to track?
 - Mean & median rent
 - Number of Tulsa remote participants
 - Increase vertical mixed-use, decrease off-street surface parking
 - Types of business (increase in diversity)
 - (Too blurry)
 - Median Household Income
 - STR vs. permanent
 - Renter vs. Owner
 - Housing types
 - Family groups, household size
- Downtown Resident Population
 - More! (to 2033 target)
 - Rent prices are also steadily increasing 😞
 - Higher (target)
 - 8-10K (target)
 - Could be higher esp. if wanting more families
- Downtown Housing Units
 - Higher (target)
 - 5200-5700 (target)
 - Maybe higher to allow for groc__?
- Downtown Affordable Units
 - 1000, 20% (target)
 - Higher density
 - (Affordable circled) If defined as affordable (include workforce) should be 25% of all downtown housing
 - Include just outside downtown?
- Leasable Commercial Square Feet
 - 10% 10 year (to 2033 target)
 - Looks right on

Connected Downtown

- Are there other measures you think are important to track?
 - Measuring ADTT -> car-dependency

- Mobility
- Parking
- Transit/multi-modal tr__ ridership (+2)
- Is there a way to measure pedestrian traffic?
- South Leg of W 12th & Denver Ave
 - Should be multi-modal (ped & bike counts) (to 2033 target)

Activated Downtown

- Are there other measures you think are important to track?
 - What are we hoping this will produce?
 - Parking is a concern
 - Pedestrian visitors are reluctant to come if they perceive downtown is unsafe; we need an empathetic + human response to homelessness
 - Agree. I try to encourage my employees to attend activities here. They won't come. They're afraid
 - Downtown Occ__ walkability
 - Accident rates?
 - Inconsistent policing of traffic lights
 - Daytime visits vs. evening weekend
 - How engaged are the downtown employees? Do they linger? Go to the outdoor market?
 - Convention attendance
- Average weekday employee visits
 - Yes 50K
 - Is this motive as relevant with WFH
 - Visitation by day of work
 - Focus on ___ visits, not employees
- Annual attendance at major venues
 - Mayfest, Juneteenths, Tulsa Tough
 - 1.5 million (to target)
 - ^Higher
 - 2022 PGA Tour look at annual #s
 - Ironman

Anything Else?

- Grocery store?
 - Yes!
- Investment in mobility infrastructure; i.e. the bus system

Misc. Post-its

- Noise abatement. Extremely loud car racing on downtown street
- Repair all water features (fountains, etc.)
- More rhythm & methods understanding on one-way streets (better signs & markings)

Do You Want To Be A Resident Champion?

Do you want to be a resident champion?

| if DTP establishes one or more downtown resident associations(s) or committee(s) would you participate? | | Total |
|---|----|-------|
| Yes! | 11 | 100% |
| Not for me | 0 | |

Which of the following objectives & activities should a resident committee or association focus on?

| | | |
|---------------------------------------|----|-----|
| | | 49 |
| Learn from Experts | 11 | 22% |
| Physical Projects | 12 | 24% |
| Discuss Issues with Elected Officials | 14 | 29% |
| Socialize & Gather | 12 | 24% |

What process outcomes are most important for a resident committee or association?

| | | |
|-----------------|---|-----|
| | | 22 |
| Effectiveness | 7 | 32% |
| Resourcefulness | 8 | 36% |
| Comradery | 7 | 32% |

When it comes to your neighborhood and downtown living, what topics are you most interested in?

| | | |
|------------------------------------|----|-----|
| | | 120 |
| Infrastructure | 22 | 18% |
| Sustainability | 10 | 8% |
| Seniors | 4 | 3% |
| Local Business Support | 8 | 7% |
| Crime and Safety | 10 | 8% |
| Workshops | 4 | 3% |
| Development | 12 | 10% |
| Pet-Friendly | 4 | 3% |
| Family-Friendly | 4 | 3% |
| Arts & Creativity | 12 | 10% |
| Cultural & Social Events | 16 | 13% |
| Health & Wellness | 11 | 9% |
| Other? (mobility & transportation) | 3 | 3% |

Would you prefer to participate in a resident association or committee that serves all of downtown or is specific to one district?

| | |
|-------------------|----|
| downtown-wide | 11 |
| district-specific | 6 |
| Arts | |
| Arts | |
| Deco | |
| Arts | |
| Brady | |
| 4 | |

What kind of organizational structure would you prefer?

| | |
|--|----|
| Structured, with traditional and clearly defined leadership | 4 |
| More relaxed, using informal meet-ups at the discretion of the group | 1 |
| Somewhere in between, with formal roles but informal meeting structure | 13 |

How often would you like to meet?

| | |
|-----------|----|
| bi-weekly | 2 |
| monthly | 11 |
| quarterly | 7 |

Are there any specific projects or roles you would like to take the lead on?/other comments

- planned or proposed projects (1-5)
- connected downtown: 9, 10-20
- project manager - wants to be a champion if DT is committed
- both downtown-wide and district-specific groups
- in-person meetings
- used for informational updates on downtown
- enjoy knowing and potentially being involved in specific downtown projects. We love living downtown and want to see it continue growing. This meeting has been great and we really like the voting method and the feeling of being involved/informed. Thank you!
- lighting (street lights), parking and events, dog days (for folks with dogs)

- working with political liaisons on downtown development, issues, arts, entertainment, and improvements
- clean streets, parking, sidewalks, lighting, storefront beautification
- social event organization. Management of communication (e.g. Slack channel)
- it would be great to see more infrastructure in downtown area, including a mini grocery store (or something like Target). Another topic to work on would be collaboration with other existing programs (e.g. Tulsa Remote). A third topic that would be great to work on is public transportation (esp. ones connecting downtown to greater Tulsa area).
- nothing specific but would like to be involved in the community I live in.
- open road initiatives, fitness initiatives, business development
- economic development
- events, programming, business development
- priority for residential construction and tax-credits/incentives
- any technology related projects
- I think if there were a list of options here I could pick one :)
- thanks for doing this

| Table 1 | | | | | | | | | | | | | | | | |
|--|--|--|--|--|--|------------------------------|-------------------------|---------------------------------------|--------------------------------------|--------------------------------------|---------------------------------------|--------------------------------------|---------------------------------------|---------------------------------------|-----------------------------|---|
| Downtown Tulsa Project Prioritization Criteria | | | | | | | | | | | | | | | | |
| High Impact Projects | | | | | | | | | | | | | | | | |
| Criteria | Description | Scoring | CC Hotel/ Civic Center | Center of the Universe Plaza | Federal Building Redev. | Cathedral District Infill | Dairy Site Redev. | Performing Arts Center | Detroit Bridge | Main St. Bridge | Cheyenne at- grade crossing | MLK/Cincinnati Bridge | Elgin at-grade Crossing | Greenwood at- grade Crossing | Boulder Bridge | Denver Underpass |
| Project Motivation | | | | | | | | | | | | | | | | |
| Motivation | Why is it important? What's the reason for doing it? | | Missing need in Tulsa now to support conventions | Important tourism, visitor attraction | Catalyze new investment; encourage compatible infill | Catalyze new investment | Catalyze new investment | Important tourism, visitor attraction | Safety impr. for pedestrians over RR | Safety impr. for pedestrians over RR | Safety impr. for at-grade crossing RR | Safety impr. for pedestrians over RR | Safety impr. for at-grade crossing RR | Safety impr. for at-grade crossing RR | Bridge improvements over RR | Safety impr. for pedestrians highway under pass |
| Data/metrics | What data or metrics bolster the need for the project? | | Turned away 33 groups in 2023 due to lack of space | A top Tulsa attraction on Trip Advisor | | | | | | | | | | | | |
| Plan Support | Tulsa Plans that support the project | | Arena District MP | COTU Conceptual Design | Arena District MP | DT Area MP | N/A | Plan/Tulsa | Walkability | Walkability | Walkability | Walkability | DT Area MP | DT Area MP | DT Area MP | Walkability |
| Community Engagement | | | | | | | | | | | | | | | | |
| Community Priority | Based on votes during engagement window | 6 = most popular; 1 = least | 3 | 4 | 1 | 3 | 1 | 1 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 |
| Project Criteria | | | | | | | | | | | | | | | | |
| Category | Fill-in | | Prosperous | Connected | Prosperous | Prosperous | Prosperous | Prosperous | Connected | Connected | Connected | Connected | Connected | Connected | Connected | Connected |
| District | Fill-in | | Arena | Arts & Deco | Arena | Cathedral | Arts | Deco | Blue Dome | Deco/Arts | Deco/Arena/Arts | Deco/Blue Dome | Greenwood | Greenwood | Deco/Arts | Arena/Arts |
| District Priority | 1 = yes; 0 = no | | 1 | 1 | 1 | 1 | 1 | 0 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 |
| Value-add to existing project | 1 = yes; 0 = no | | 1 | 1 | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Total Project Cost | Fill-in | | \$384,275,940 | \$11,800,000 | \$78,800,000 | --- | --- | --- | \$1,200,000 | \$1,200,000 | \$2,700,000 | \$1,200,000 | \$1,500,000 | \$670,000 | \$1,200,000 | \$1,200,000 |
| Estimated TIF Amount | Fill-in | | \$5,600,000 | \$1,000,000 | --- | --- | --- | --- | \$1,200,000 | \$1,200,000 | \$200,000 | \$1,200,000 | \$200,000 | \$200,000 | \$1,200,000 | \$1,200,000 |
| TIF % of Project Cost | | | 1.5% | 8.5% | --- | --- | --- | --- | 100.0% | 100.0% | 7.4% | 100.0% | 13.3% | 29.9% | 100.0% | 100.0% |
| TIF % of Project Cost | Over 20% = 0 20% or less = 1 | | 1 | 1 | 0 | 1 | 1 | 0 | 0 | 0 | 1 | 0 | 1 | 0 | 0 | 0 |
| TIF Funding | Paired = 1; Independent = 0 | | 1 | 1 | 1 | 1 | 1 | 1 | 0 | 0 | 1 | 0 | 1 | 1 | 1 | 0 |
| Subtotal | | | 4 | 4 | 3 | 3 | 3 | 1 | 1 | 1 | 3 | 1 | 3 | 2 | 1 | 1 |
| Strategic Criteria | | | | | | | | | | | | | | | | |
| Partnerships | Is there a partnership with between entities | 1 = yes; 0 = no | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 |
| Quantitative Impact | Supportable data (i.e. crash data) | 1 = yes; 0 = no | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Project Readiness | Status of project: Near-term: approved or funded Mid-term: planning or design process Long-term: project idea, no funding | Near-term = 2 Mid-term = 1 Long-term = 0 | 2 | 2 | 1 | 2 | 0 | 0 | 1 | 0 | 0 | 0 | 1 | 0 | 0 | 0 |
| Adjacent Projects | Recently completed, approved, or on-going projects nearby | 1 = yes; 0 = no | 1 | 0 | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Location of Impact | Project location and area of impact | Single District = 1 Multiple Districts = 2 Downtown-wide = 3 | 3 | 2 | 1 | 1 | 1 | 1 | 2 | 2 | 2 | 2 | 2 | 2 | 2 | 2 |
| Beneficiaries | Who is the project serving? | Low income/marginalized group = 3 Tourism/All visitors = 2 Res./Bus. = 1 | 2 | 2 | 1 | 1 | 1 | 2 | 2 | 2 | 2 | 2 | 2 | 2 | 2 | 2 |
| Economic Impact | What type of spending does the project influence, tourism spending (new dollars) or local spending (existing dollars) | Net new spending = 1 Local spending = 0 | 1 | 1 | 1 | 1 | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Subtotal | | | 11 | 8 | 6 | 6 | 4 | 4 | 6 | 5 | 5 | 5 | 6 | 5 | 5 | 5 |
| Total | | | 18 | 16 | 10 | 12 | 8 | 6 | 10 | 9 | 11 | 9 | 12 | 10 | 9 | 9 |

| Table 2 Downtown Tulsa Project Prioritization Criteria | | | | | | | | | | | | |
|---|--|--|---|---|---|--|--|--|--|--|--|------------------------------------|
| Street Projects | | | | | | | | | | | | |
| Criteria | Description | Scoring | 6th Streetscape Boulder to Lawton | 7th Streetscape Boulder to Houston | Houston Streetscape 3rd to 11th | Denver Streetscape 1st to 11th | Cheyenne SC/ Streetscape 1st to 11th | 3rd Streetscape Boulder to Houston | 4th SC/ Streetscape Detroit to Frisco | Detroit Streetscape 1st to 13th | Cincinnati SC/ Streetscape 1st to 8th | Curb Cut Removal |
| Project Motivation | | | | | | | | | | | | |
| Motivation | Why is it important? What's the reason for doing it? | | Connectivity Impr. for Burgeoning Medical District & CC Hotel | Connectivity Impr. for Burgeoning Medical District & CC Hotel | Connectivity Impr. for Burgeoning Medical District & CC Hotel | Complete Streets & Value-add for City Roadway Projects | Complete Streets & Value-add for City Roadway Projects | Complete Streets & Value-add for City Roadway Projects | Complete Streets & Value-add for City Roadway Projects | Complete Streets & Value-add for City Roadway Projects | Complete Streets & Value-add for City Roadway Projects | Pedestrian safety and connectivity |
| Data/metrics | What data or metrics bolster the need for the project? | | | | | | | | | | | |
| Plan Support | Tulsa Plans that support the project | | Arena District MP | Arena District MP | Arena District MP | Arena District MP | DT Area MP | Arena District MP | Walkability | Walkability | Walkability | Walkability |
| Community Engagement | | | | | | | | | | | | |
| Community Priority | Based on votes during engagement window | 6 = most popular; 1 = least | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 |
| Project Criteria | | | | | | | | | | | | |
| Category | | Fill-in | Prosperous | Prosperous | Prosperous | Prosperous | Connected | Connected | Connected | Connected | Connected | Connected |
| District | | Fill-in | Arena | Arena | Arena | Arena | Deco/Cathedral | Deco | Deco/Arena | Deco/ Cathedral | Deco/ Cathedral | --- |
| District Priority | | 1 = yes; 0 = no | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 0 |
| Value-add to existing project | | 1 = yes; 0 = no | 1 | 1 | 1 | 1 | 1 | 0 | 1 | 1 | 1 | 0 |
| Total Project Cost | | Fill-in | \$2,900,000 | \$5,100,000 | \$6,600,000 | \$6,500,000 | \$3,300,000 | \$4,800,000 | \$4,900,000 | \$5,085,000 | \$6,800,000 | \$26,000 |
| Estimated TIF Amount | | Fill-in | 580,000.00 | \$1,020,000 | \$1,320,000 | \$1,100,000 | --- | --- | --- | --- | --- | \$26,000 |
| TIF % of Project Cost | | | 20.0% | 20.0% | 20.0% | 16.9% | --- | --- | --- | --- | --- | 100.0% |
| TIF % of Project Cost | | Over 20% = 0 20% or less = 1 | 1 | 1 | 1 | 1 | 0 | 0 | 0 | 0 | 0 | 0 |
| TIF Funding | | Paired = 1; Independent = 0 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 0 |
| Subtotal | | | 4 | 4 | 4 | 4 | 3 | 2 | 3 | 3 | 3 | 0 |
| Strategic Criteria | | | | | | | | | | | | |
| Partnerships | Is there a partnership with between entities | 1 = yes; 0 = no | 1 | 1 | 1 | 1 | 1 | 0 | 1 | 1 | 1 | 1 |
| Quantitative Impact | Supportable data (i.e. crash data) | 1 = yes; 0 = no | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 |
| Project Readiness | Status of project: Near-term: approved or funded Mid-term: planning or design process Long-term: project idea, no funding | Near-term = 2 Mid-term = 1 Long-term = 0 | 1 | 1 | 1 | 2 | 1 | 0 | 0 | 0 | 0 | 1 |
| Adjacent Projects | Recently completed, approved, or on-going projects nearby | 1 = yes; 0 = no | 1 | 1 | 1 | 1 | 0 | 0 | 0 | 0 | 0 | 0 |
| Location of Impact | Project location and area of impact | Single District = 1 Multiple Districts = 2 Downtown-wide = 3 | 1 | 2 | 1 | 2 | 2 | 2 | 2 | 2 | 2 | 3 |
| Beneficiaries | Who is the project serving? | Low income/marginalized group = 3 Tourism/All visitors = 2 Res./Bus. = 1 | 2 | 2 | 2 | 2 | 2 | 2 | 2 | 2 | 2 | 2 |
| Economic Impact | What type of spending does the project influence, tourism spending (new dollars) or local spending (existing dollars) | Net new spending = 1 Local spending = 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Subtotal | | | 7 | 8 | | 9 | | 5 | 6 | 6 | 6 | 8 |
| Total | | | 12 | 13 | 12 | 14 | 11 | 8 | 10 | 10 | 10 | 9 |

| Table 3 Downtown Tulsa Project Prioritization Criteria Placemaking Projects | | | | | | | | | | | |
|---|--|--|--|--|--|---|---|--|--|--|--|
| Criteria | Description | Scoring | Public Space Amenities | Alleyway Activation | Legacy Park & Chapman Green Enhancements | BOK Center Park | Plaza of the Americas | Route 66 & Elgin Gateway | MLK Gateway | 13th & Detroit Gateway | Wayfinding Plan |
| Project Motivation | | | | | | | | | | | |
| Motivation | Why is it important? What's the reason for doing it? | | Promote walkability, improve safety and comfort, encourage economic growth | Promote walkability, improve safety and comfort, encourage economic growth | Provide active and quality green spaces | Provide active and quality green spaces | Provide active and quality green spaces | Placemaking, wayfinding and beautification | Placemaking, wayfinding and beautification | Placemaking, wayfinding and beautification | Wayfinding, tourism and visitor experience |
| Data/metrics | What data or metrics bolster the need for the project? | | Existing Assets, foot traffic | foot traffic | park visitation | park visitation & BOK ticket sales | park visitation | | | | foot traffic |
| Plan Support | Tulsa Plans that support the project | | Streetscaping MP | DT Area MP | PlaniTulsa | Arena District MP | Arena District MP | DT Area MP | DT Area MP | DT Area MP | Walkability |
| Community Engagement | | | | | | | | | | | |
| Community Priority | Based on votes during engagement window | 6 = most popular; 1 = least | 6 | 6 | 2 | 1 | 1 | 2 | 2 | 1 | 1 |
| Project Criteria | | | | | | | | | | | |
| Category | Fill-in | | Activated | Activate | Appealing | Appealing | Appealing | Appealing | Appealing | Appealing | Appealing |
| District | Fill-in | | --- | Deco | Deco/Arts | Arena | Arena | Gunboat/ East Village | Greenwood/Arts | Gunboat/ Cathedral | --- |
| District Priority | 1 = yes; 0 = no | | 0 | 1 | 0 | 1 | 1 | 1 | 1 | 1 | 0 |
| Value-add to existing project | 1 = yes; 0 = no | | 1 | 0 | 1 | 1 | 1 | 0 | 0 | 0 | 0 |
| Subtotal | | | 1 | 1 | 1 | 2 | 2 | 1 | 1 | 0 | 0 |
| Total Project Cost | Fill-in | | \$500,000 | \$360,000 | \$1,050,000 | \$12,500,000 | \$4,500,000 | \$1,400,000 | \$1,400,000 | \$1,400,000 | \$500,000 |
| Estimated TIF Amount | Fill-in | | \$500,000 | \$310,000 | \$1,050,000 | \$2,500,000 | \$900,000 | \$1,400,000 | \$1,400,000 | \$1,400,000 | \$500,000 |
| TIF % of Project Cost | | | 100.0% | 86.1% | 100.0% | 20.0% | 20.0% | 100.0% | 100.0% | 100.0% | 100.0% |
| TIF % of Project Cost | | Over 20% = 0 20% or less = 1 | 0 | 0 | 0 | 1 | 1 | 0 | 0 | 0 | 0 |
| TIF Funding | | Paired = 1; Independent = 0 | 0 | 1 | 0 | 1 | 1 | 0 | 0 | 0 | 0 |
| Subtotal | | | 1 | 1 | 1 | 3 | 3 | 0 | 0 | 0 | 0 |
| Strategic Criteria | | | | | | | | | | | |
| Partnerships | Is there a partnership with between entities? | 1 = yes; 0 = no | 0 | 0 | 1 | 1 | 1 | 0 | 0 | 0 | 0 |
| Quantitative Impact | Supportable data (i.e. crash data) | 1 = yes; 0 = no | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 1 |
| Project Readiness | Status of project: Near-term: approved or funded Mid-term: planning or design process Long-term: project idea, no funding | Near-term = 2 Mid-term = 1 Long-term = 0 | 2 | 2 | 2 | 0 | 0 | 1 | 1 | 1 | 2 |
| Adjacent Projects | Recently completed, approved, or on-going projects nearby | 1 = yes; 0 = no | 1 | 0 | 1 | 0 | 1 | 0 | 0 | 0 | 1 |
| Location of Impact | Project location and area of impact | Single District = 1 Multiple Districts = 2 Downtown-wide = 3 | 3 | 2 | 2 | 1 | 1 | 2 | 2 | 2 | 3 |
| Beneficiaries | Who is the project serving? | Low income/marginalized group = 3 Tourism/All visitors = 2 Res./Bus. = 1 | 3 | 2 | 2 | 2 | 2 | 2 | 2 | 2 | 2 |
| Economic Impact | What type of spending does the project influence, tourism spending (new dollars) or local spending (existing dollars) | Net new spending = 1 Local spending = 0 | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Subtotal | | | 11 | 6 | 8 | 4 | 5 | 5 | 5 | 5 | 9 |
| Total | | | 18 | 14 | 11 | 9 | 10 | 8 | 8 | 6 | 10 |

| Table 4 | | | | | | | | |
|--|--|--|---------------------|--|---|------------------------------------|---|---|
| Downtown Tulsa Project Prioritization Criteria | | | | | | | | |
| Programs | | | | | | | | |
| Criteria | Description | Scoring | Design Standards | Storefront/ Façade Upgrades | Enhanced Clean & Safe Services | Other Predev. & Dev. Assistance | Public Space Programming | Retail Support Program: Pop Up Downtown |
| Project Motivation | | | | | | | | |
| Motivation | Why is it important? What's the reason for doing it? | | Promote walkability | Support conversions and economic development | Upgrade existing program to be more effective | Catalyze new investment | Activate parks, parking lots and public realm | Decrease commercial vacancy, support local |
| Data/metrics | What data or metrics bolster the need for the project? | | | | | | | |
| Plan Support | Tulsa Plans that support the project | | Walkability | Arts | DTP Strategic Plan | DT Area MP | DTP Strategic Plan | DTP Strategic Plan |
| Community Engagement | | | | | | | | |
| Community Priority | Based on votes during engagement window | 6 = most popular; 1 = least | 1 | 6 | 3 | 1 | 6 | 3 |
| Project Criteria | | | | | | | | |
| Category | | Fill-in | Prosperous | Appealing | Appealing | Prosperous | Activate | Activate |
| District | | Fill-in | --- | --- | --- | --- | --- | --- |
| District Priority | | 1 = yes; 0 = no | 0 | 0 | 0 | 0 | 0 | 0 |
| Value-add to existing project | | 1 = yes; 0 = no | 0 | 0 | 0 | 1 | 0 | 0 |
| Subtotal | | | 0 | 0 | 0 | 1 | 0 | 0 |
| Total Project Cost | | Fill-in | --- | \$300,000 | \$1,000,000 | --- | \$40,000 | \$150,000 |
| Estimated TIF Amount | | Fill-in | --- | \$300,000 | \$1,000,000 | 500000* | \$40,000 | \$150,000 |
| TIF % of Project Cost | | | --- | 100.0% | 100.0% | --- | 100.0% | 100.0% |
| TIF % of Project Cost | | Over 20% = 0 20% or less = 1 | 0 | 0 | 0 | 0 | 0 | 0 |
| TIF Funding | | Paired = 1; Independent = 0 | 1 | 0 | 0 | 1 | 0 | 1 |
| Subtotal | | | 1 | 0 | 0 | 2 | 0 | 1 |
| Strategic Criteria | | | | | | | | |
| Partnerships | Is there a partnership with between entities | 1 = yes; 0 = no | 1 | 1 | 0 | 1 | 0 | 1 |
| Quantitative Impact | Supportable data (i.e. crash data) | 1 = yes; 0 = no | 1 | 0 | 1 | 0 | 0 | 0 |
| Project Readiness | Status of project: Near-term: approved or funded Mid-term: planning or design process Long-term: project idea, no funding | Near-term = 2 Mid-term = 1 Long-term = 0 | 2 | 2 | 2 | 0 | 0 | 0 |
| Adjacent Projects | Recently completed, approved, or on-going projects nearby | 1 = yes; 0 = no | 0 | 0 | 0 | 0 | 0 | 0 |
| Location of Impact | Project location and area of impact | Single District = 1 Multiple Districts = 2 Downtown-wide = 3 | 3 | 3 | 3 | 2 | 3 | 3 |
| Beneficiaries | Who is the project serving? | Low income/marginalized group = 3 Tourism/All visitors = 2 Res./Bus. = 1 | 1 | 2 | 2 | 1 | 2 | 2 |
| Economic Impact | What type of spending does the project influence, tourism spending (new dollars) or local spending (existing dollars) | Net new spending = 1 Local spending = 0 | 1 | 1 | 1 | 1 | 1 | 1 |
| Subtotal | | | 9 | 9 | 9 | 5 | 6 | 7 |
| Total | | | 11 | 15 | 12 | 8 | 12 | 11 |