PLAN TITLE AND ADOPTION
This document, referred to herein as the “Unity Heritage Neighborhoods Plan”, was adopted under the title “Greenwood Heritage Neighborhoods Plan” by the Tulsa Metropolitan Area Planning Commission (TMAPC) on [date] through [resolution number], Tulsa City Council on [date] through [resolution number], and the Tulsa Development Authority on [date] through [resolution number]. Any references to this document in other policies or regulations should use the term “Greenwood Heritage Neighborhoods Plan (also known as the Unity Heritage Neighborhoods Plan)”.

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

City of Tulsa
Mayor
Dewey F. Bartlett Jr.

Auditor
Cathy Criswell

Tulsa City Council
Jack Henderson, Dist. 1
Jeannie Cue, Dist. 2
David Patrick, Dist. 3
Blake Ewing, Dist. 4
Karen Gilbert, Dist. 5
Connie Dodson, Dist. 6
Anna America, Dist. 7
Phil Lakin Jr., Dist. 8
G.T. Bynum, Dist. 9

Tulsa Development Authority
Board of Directors
Carl Bracy
Steve Mitchell
Julius Pegues
Roy Peters
Nancy Roberts

Executive Director
O.C. Walker, Jr.

General Counsel
Jot Hartley

City of Tulsa Staff
Dawn T. Warrick, AICP
Director of Planning & Development Department
Leon Davis
Martha Schultz

Citizens Advisory Team
Howard Barnett Jr.
Rocky Bright
Ron Bussert
Thomas Carter
Nanette Coleman
Enna Dancy
Jamaal Dyer
Judy Eason-McIntyre
Reuben Gant
Keith Godown
Brad Gruen
Sharron Hunter-Rainey
Reggie Ivy
Ebony Johnson
Tim Lutz
Jane Malone
Joyce McClellan
Ray Owens
Nathan Pickard
Brad Sanditen
Dianna Sharpe
Lauren Sherry
John Silva
Maryann Simpson
Lana Turner-Addison
Rose Washington
Joe Williams
Pat Williams

Consulting Team
Houseal Lavigne Associates
Resolute PR
Risha Grant, LLC
# TABLE OF CONTENTS

<table>
<thead>
<tr>
<th>Section</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>Introduction &amp; Existing Conditions</td>
<td>1</td>
</tr>
<tr>
<td>Vision Statement</td>
<td>25</td>
</tr>
<tr>
<td>Land use Framework</td>
<td>27</td>
</tr>
<tr>
<td>Goals, Objectives &amp; Recommendations</td>
<td>33</td>
</tr>
<tr>
<td>Goal #1: Quality Neighborhoods Throughout the Area</td>
<td>33</td>
</tr>
<tr>
<td>Goal #2: Preserving the Area's Healthy Neighborhoods</td>
<td>38</td>
</tr>
<tr>
<td>Goal #3: Revitalizing Neighborhoods Most in Need</td>
<td>41</td>
</tr>
<tr>
<td>Goal #4: Capitalizing on Local Assets and Context</td>
<td>48</td>
</tr>
<tr>
<td>Goal #5: Building upon Local Employment</td>
<td>53</td>
</tr>
<tr>
<td>Goal #6: Celebrating the Area's History</td>
<td>55</td>
</tr>
<tr>
<td>Goal #7: Enhancing Local Commerce</td>
<td>58</td>
</tr>
<tr>
<td>Goal #8: Expanding Multi-modal Mobility</td>
<td>61</td>
</tr>
<tr>
<td>Implementation</td>
<td>67</td>
</tr>
</tbody>
</table>
INTRODUCTION & EXISTING CONDITIONS

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

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

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

The term “Unity Heritage” emerged through this planning process as a way to describe the planning area defined by I-244, the Tisdale Expressway, the Gilcrease Expressway, and the Cherokee Expressway. This area is part of a larger community known as North Tulsa, but citizens of this specific planning area identify themselves closely with a more specific local history that includes the Greenwood Avenue district and Black Wall Street, Booker T. Washington High School, Lacy Park, and other local landmarks that distinguish the area from the larger North Tulsa community.

Tulsa Development Authority & The City of Tulsa

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

Citizen Advisory Team

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

A complete summary of public outreach results can be found in the Unity Heritage Neighborhoods Plan Existing Conditions Report that is maintained on file by the TDA and City of Tulsa.
Study Area
The Unity Heritage Plan study area includes several neighborhoods of North Tulsa bounded by I-244/Crosstown Expressway on the South, Highway 75/Cherokee Expressway on the East, the Gilcrease Expressway on the North, and L.L. Tisdale Parkway on the west, excluding those areas east of Yorktown Avenue. The study area also includes a triangular site on the east side of Highway 75 bounded by Pine Street, Utica Avenue, and Highway 75.

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

Regional Context
The City of Tulsa is the second largest municipality in the State of Oklahoma, with a 2010 population of 391,906 residents. Tulsa is also central to the Tulsa–Broken Arrow–Owasso Metropolitan Statistical Area, which has a total population just under 1 million residents. Situated in northeastern Oklahoma along the Arkansas River, Tulsa is part of the Green Country region, an area of transition from heavily wooded Ozark Mountain foothills in the east to the farthest reaches of the Great Plains in the west. The Tulsa Port of Catoosa is the most inland river port in the United States with access to international waterways. In recent years, Tulsa has received recognition as one of America’s most livable large cities.
REGIONAL SETTING
PREVIOUS PLANS & POLICIES
The Unity Heritage Neighborhoods Plan describes a vision for this collection of neighborhoods. However, there are several sector plans already in place that may serve as a foundation for the new Plan. These sector plans were used as a basis for the development of recommendations included in the Unity Heritage Neighborhoods Plan.

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

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

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

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

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

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

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

Unity Heritage Neighborhoods in PLANiTULSA

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

- **Apache Street**: This corridor is envisioned as maintaining its mixed-use and neighborhood centered activity that supports surrounding neighborhoods.
- **Lewis & Apache**: The Plan proposes a mixed-use district along Lewis Avenue and a neighborhood center at the intersection with Apache Street.
- **Pine Street**: This corridor is envisioned as having a series of neighborhood centers at key intersections, with a transition into a major Town Center at the Pine Street interchange with U.S. 75/Cherokee Expressway.
- **Downtown Neighborhood**: The vacant blocks south of Ben Hill Park, adjacent to Brady Heights, are envisioned as becoming a downtown neighborhood with a close relationship to Downtown Tulsa and the university campuses.
- **Universities & Employment**: A central feature to the vision for the Unity Heritage area is leveraging the university campuses as a major Regional Center, as well as the Lansing Business Park as a major employment hub.
- **Pine Street Corridor**: Pine is outlined as a multi-modal corridor, concentrated on the “Main Street” building block type, with a focus to improve pedestrian, cyclist, and transit accessibility.
- **The Transit “T”**: Peoria Avenue is one of two critical alignments proposed to form the “T” of a new higher-frequency and expanded transit system, connecting to the 11th Street corridor near Utica Square.
- **Downtown Streetcar**: A potential Downtown streetcar “loop” alignment would link the 21st Street corridor to the Central Business District and the OSU-Tulsa campus.
PLANNING PROCESS
The planning process was specifically designed to result in a plan that responds to the needs of the citizens and stakeholders of Unity Heritage neighborhoods. Central to the process is public engagement with a variety of citizens, including local residents, business owners and operators, key service providers, elected and appointed officials, and municipal staff. The complete planning process included the following 8 steps:

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

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

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

- Community Workshop-March 24th, 2015
- Resident Questionnaire
- Business Questionnaire
- sMap
- Public participation as part of Citizen Advisory Team (CAT), TDA, Tulsa Metropolitan Area Planning Commission, and Tulsa City Council meetings as part of the formal review and adoption process.
EXISTING CONDITIONS
This section presents a series of relevant findings based on data analysis, field reconnaissance, and other sources of information that establish the foundation for recommendations aimed at achieving the community’s long-term vision. These findings are based on analysis related to:

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

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

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

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

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

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

Employment & Commerce. Data for the employment and commerce section was available for the study area geography and includes data for only the Unity Heritage study area.
Key Market & Demographics Findings

Demographics

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

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

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

### Retail Spending Summary (2014)

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

Source: ESRI Business Analyst; Houseal Lavigne Associates
Housing

- An increase in new housing units (+2.0%) coupled with rising home values (+11.0%) suggests that despite many obstacles, areas of Unity Heritage are seeing new housing investment and that certain neighborhoods remain stable and attractive to a wide range of residents.

- Owner occupancy is on the decline, especially in neighborhoods primarily composed of single-family detached homes. While an increase in rentals can often increase the affordability of the neighborhood, too great of an increase at any given time can reduce social bonds and lead to disinvestment in properties.

- The Unity Heritage area continues to be challenged by a high vacancy rate. In 2010, roughly 1 in 7 units were vacant. Persistent vacancy threatens neighborhood stability and property values, and can create unique land use challenges.
**Existing Land Use & Development**

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

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

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

**Residential Areas**

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

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

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

**Commerce & Employment**

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

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

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

**Public Uses**

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

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

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

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

Historic Resources

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

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

Schools

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

Higher Education

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

Religious Institutions

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

Other Community Resources

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

- Lacy Community Center
- Greenwood Cultural Center
- Community Food Bank of Eastern Oklahoma
- W.L. Hutcherson Family YMCA
- Morton Comprehensive Health Center-Lansing Park
- Rudisill Regional Library
- John 3:16 Mission Family & Youth Center
- North Mabee Boys and Girls Club and Community Center
Transportation & Mobility
The following sections summarize the key transportation influences and issues that may shape long-term community development.

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

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

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

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

In some locations, irregular block sizes, orientation, or configurations limit mobility and create awkward parcel conditions, such as through lots with roadway frontage on both their front and rear lot lines. Over time, these areas could be redeveloped and restructured to reflect the traditional grid pattern that would enhance community character and mobility.
Transit
The Unity Heritage area is served by five bus transit lines that provide regular weekday and Saturday service, and two bus transit lines that provide night service. Bus transit service is managed and operated by Tulsa Transit, and is summarized by the following table.

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

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

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

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

Generally, formal pedestrian crossing, consisting of pedestrian traffic controls, crosswalks, and vehicular stopping bars, exist only at signalized intersections along secondary arterials (where they meet other secondary arterials or residential collectors). Pedestrian crossings at expressway corridors vary, as some streets include sidewalks as part of their overpass or underpass, while others do not. One dedicated pedestrian bridge exists at the end of Latimer Street, providing access across the Tisdale Expressway to the west.
Parks, Open Space & Environmental Features
Parks and recreation is a critical part of quality of life for Unity Heritage residents. Equally important in a dense, urbanized city is the conservation and preservation of the area's natural environment and open space. Such amenities provide valuable social gathering places, facilities for exercise and athletic recreation, and opportunities for youth development, physical exercise, and general wellness.

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

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

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

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

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

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

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

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

Floodplains
Land within the northern neighborhoods of the Unity Heritage planning area lie within 100-year and 500-year floodplains as a result of the Dirty Butter Creek and related tributaries. A 100-year flood describes an area that is susceptible to flooding in the event of a 100-year flood, meaning that there is a 1% chance the area will be flooded in any given year. A 500-year flood describes a similar area where there is a 0.2% chance the area will be flooded in any given year.
The Vision Statement incorporates the main ideas and recurring themes discussed throughout the community outreach process including key person and stakeholder interviews, meetings with the Steering Committee, community workshops, on-line questionnaires, and visioning workshops. The Vision Statement provides a foundation for the goals, objectives, policies, and recommendations contained in the new plan. As the need for new improvements emerges, they should be assessed based on their ability to help attain the following characteristics.

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

- be a symbol of the city’s history and its future, an area that invokes the echoes of Black Wall Street and Brady Heights, while becoming a preferred choice for an attractive urban lifestyle.
- continue to build upon the legacy of previous residents and icons by celebrating history as the basis for progress.
- provide local goods and services for residents in easy-to-access shopping areas with businesses operated by residents of the community.
- host a variety of housing that allows families, professionals, and seniors to be important members of the community.
- capitalize on the proximity of downtown Tulsa, interstate access, trails, transit, and other assets to become a destination within the Tulsa region.
- support innovation and education through local schools, colleges and universities, major employers, and community-based entrepreneurs.
- demonstrate the power of collaboration among City leadership, institutions, communities of faith, and businesses to achieve a collective vision.
The Unity Heritage Area Future Land Use Plan establishes the overall functional framework for the neighborhood. It reflects the city-wide land use plan put forth in PLANiTULSA, with two important differences. First, it provides additional detail or nuance where appropriate within the context of PLANiTULSA’s future land use designations. Secondly, it highlights some areas where PLANiTULSA’s future land use plan should be changed. This is due to one of several possible reasons:

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

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

<table>
<thead>
<tr>
<th>PLANITULSA</th>
<th>Unity Heritage Neighborhoods Plan</th>
</tr>
</thead>
<tbody>
<tr>
<td>New &amp; Existing Neighborhoods</td>
<td>Low Density Residential</td>
</tr>
<tr>
<td>Neighborhood Center</td>
<td>Neighborhood Center</td>
</tr>
<tr>
<td>Mixed Use Corridor</td>
<td>Mixed Use Corridor</td>
</tr>
<tr>
<td>Commercial Corridor</td>
<td>Commercial Corridor</td>
</tr>
<tr>
<td>Downtown Neighborhood</td>
<td>Downtown Neighborhood</td>
</tr>
<tr>
<td>Regional Center</td>
<td>Regional Commercial</td>
</tr>
<tr>
<td></td>
<td>University</td>
</tr>
<tr>
<td></td>
<td>Public /v Semi-Public</td>
</tr>
<tr>
<td>Employment</td>
<td>Office / Light Industrial</td>
</tr>
<tr>
<td></td>
<td>Heavy Industrial</td>
</tr>
<tr>
<td>Parks</td>
<td>Open Space</td>
</tr>
</tbody>
</table>

#### Low Density Residential
**(Part of PLANITULSA New & Existing Neighborhoods)**

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

#### Medium Density Residential
**(Part of PLANITULSA New & Existing Neighborhoods)**

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

#### High Density Residential
**(Part of PLANITULSA New & Existing Neighborhoods)**

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

REFINEMENTS FROM PLANITULSA
- Downtown Neighborhood to Existing Neighborhood
- Downtown Neighborhood to Regional Center
- Existing Neighborhood to Mixed-Use Corridor
- Existing Neighborhood to Parks & Open Space
- Mixed-Use Corridor to Town Center
- Neighborhood Center to Mixed-Use Corridor
- Neighborhood Center to Town Center
- Regional Center to Parks & Open Space
- Town Center to Mixed-Use Corridor
- Town Center to Neighborhood Center
- Town Center to Regional Center
- Undesignated to Parks & Open Space
Neighborhood Center
(Part of PLANiTULSA Neighborhood Center)
These areas include commercial goods and services that generally serve the Unity Heritage Area community, including retailers, restaurants, and offices. Generally located at the intersections of arterials, neighborhood centers typically occupy larger lots and should be improved to be more pedestrian friendly. The character of design should be compatible with surrounding residential areas.

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

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

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

Public/Semi-Public
(Part of PLANiTULSA Regional Center)
These areas include civic uses that serve the broader community, such as the YMCA. These uses occupy large lots and often include public open space or recreational fields that support both school and neighborhood functions.

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

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

Open Space
(Part of PLANiTULSA Parks)
Open spaces in the area include active parks and recreation areas, such as Franklin Park, Cheyenne Park, Lacy Park and Crawford Park. They also include areas unfit for development due to tree coverage, floodplains, terrain, or stormwater detention.
Goal #1
Enhance the desirability of all neighborhoods in the planning area.
While the conditions in the area’s neighborhoods vary greatly, all citizens should be provided with a common baseline standard for housing and infrastructure. This will support reinvestment, local character, safety, and health. The following objectives describe collaborative efforts, capital investments, and programs that could ensure that all Unity Heritage residents enjoy a high quality of life.

Objectives & Recommendations
1.1 Encourage local leadership and active participation in neighborhood associations.
The Unity Heritage area includes several registered neighborhood associations that are eligible for support from the City’s Department of Working in Neighborhoods. Establishing a registered neighborhood association provides access to leadership development and training, neighborhood liaison assistance, dumpsters for neighborhood cleanups, and beautification grants. Neighborhood associations are recognized on two levels – local associations that cover an area of several blocks, and umbrella associations that include larger geographic areas and, in many cases, several local associations. While some areas are within registered local associations, many portions are not. Residents in these areas should be encouraged to establish and register local neighborhood associations, and actively participate in community planning and collaboration with City government through the neighborhood associations.
1.2 Establish a tree planting program that would allow residents to request trees to be installed in the public parkway, or provide bulk-rate trees to residents who wish to plant them on their private property.

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

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

Due to the era of development in the community, much of the housing stock is in need of repair or maintenance. The collective investment from residents in improvements to building facades, windows and doors, roofs, porches, parking areas, and other elements should help strengthen the overall character of the community. A Curb Appeal Manual should be published to provide non-regulatory guidance on how to improve residential properties in a way that best maintains the character of the area and enhances property values.
1.4 Establish zoning and tax incentives to encourage the development of quality assisted living and senior housing. As Unity Heritage area current residents age, the demand for assisted living or senior housing will increase. Providing an opportunity for these residents to remain in the community is an important aspect of achieving other objectives related to youth engagement and recognizing local history. Incentives should be provided to developments that include quality housing for the aging population. To be eligible for incentives, such development should meet standards related to access to on-site open space, transit support for access to local goods and services, and site and building design that is well integrated into surrounding neighborhoods.

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

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

1.7 Install street lights throughout the community. The area lacks street lights along most of its streets. (They are often provided at street corners, with limited mid-block lighting where utilities run in the public street right-of-way). Street lights should be installed along all of the community’s streets. Since power lines currently run along rear property lines, this will require the installation of wiring along the public right-of-way to provide power to new street lights. This will require a long-term capital plan to address both installation and maintenance associated with this major infrastructure investment.
I.8 Advocate for and work with the Tulsa Police Department to restore a community policing approach that engages residents through schools, churches, not-for-profits, neighborhood associations and other established networks.

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

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

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

- Increased participation in after-school athletics or sport clubs;
- Programmed creative arts activities;
- Clubs dedicated to the teaching and appreciation of local history and culture;
- Volunteer programs to assist senior citizens with basic home repairs, local transportation, recording of family histories, and other activities; and
- Youth employment opportunities that lead to increased community involvement and wage earnings.
1.10 Work with the Oklahoma DOT to install substantial landscape buffers against the Gilcrease Expressway, Tisdale Parkway, and Cherokee Expressway (Hwy 75).

The planning area is bound by expressways that provide easy access to the region, but also create noise, vibration, and excess lighting for adjacent neighborhoods. I-244 is generally buffered from residential areas by other land uses. However, trees should be planted along the Gilcrease Expressway, Tisdale Parkway, and Cherokee Expressway (Hwy 75) in order to create a substantial buffer against residential blocks.
Goal #2
Preserve and stabilize the area’s healthy neighborhoods.

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

2.1 Work with local designers, contractors, schools, and materials suppliers to provide basic volunteer maintenance for elderly or disabled residents. As the population in the area ages and housing stock becomes older, it will be more difficult for some residents to maintain their homes. A volunteer home maintenance program should be established that fosters collaboration among contractors, material suppliers, architects, and local high school and college students to provide materials and labor assistance to senior citizens for basic home repair and maintenance tasks.
2.2 On residential lots with alley access in the Brady Heights Historic District, support homeowners in modifying garage access so that it is provided from the alley and curb cuts from the public street can be removed. Several blocks south of Marshall Street have alleys that provide access to garages located to the rear of residential properties. However, these lots often have a curb cut and drive way from the public street as well. Support should be given to homeowners to reorient garage access toward the rear alley and remove the driveway and curb cut along the public street. This will result in more usable yard space and a more intact sidewalk network. Additionally, zoning regulations should be added that require residential access to be provided off rear alleys where one already exists.
Goal #3
Transform and revitalize neighborhoods most impacted by vacancy or poor maintenance.

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

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

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

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

Current demand for housing in the area does not support the market-driven acquisition and redevelopment of large areas of the community. However, recent projects have shown that housing development will occur if barriers to investment are removed. The Tulsa Development Authority has been an important facilitator in fostering residential redevelopment through land acquisition and infrastructure investment. In order to provide a greater local focus on opportunities in the community, the TDA should continue to support the acquisition and assembly of vacant, condemned, or tax delinquent properties, the clearing of titles and deeds, relief from property liens, issuance of Requests for Proposals for development projects, and coordination with City of Tulsa regarding service and infrastructure improvements complementary to development.
3.3 Utilize special zoning overlays to allow for higher density residential development around transit services, parks, commercial areas, and other amenities and destinations. Commercial nodes in the area are typically surrounded by residential areas zoned as RS-3 or RS-4, allowing for single-family development with a density of up to approximately seven units per acre. However, allowing for denser residential development around commercial nodes could place more residents within a short distance of local goods and services. The City should use special overlays to allow for duplexes, townhouses, or small multi-family buildings adjacent to commercial nodes where Pine Street, Apache Street, Martin Luther King, Jr. Boulevard, Peoria Avenue, or Utica Avenue intersect one another.

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

Throughout the area, vacant residential lots are often poorly maintained and negatively impact adjacent residents. These properties are often tax delinquent and are neglected by their owners. These properties should be acquired through condemnation or tax liens and sold to existing residents. By doing so, the properties could serve as extensions to existing residential lots, or be consolidated to be used as neighborhood amenities such as pocket parks.
3.6 Utilize special zoning overlays to allow for innovative and sustainable uses – such as urban agriculture or stormwater management – as primary uses on blocks with large areas of vacancy.

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

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

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

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

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

There are several areas that lack local access to parks and open spaces. Blocks with high levels of vacancy represent an opportunity to develop new parks, which could enhance the likelihood of long-term revitalization in local neighborhoods. Local parks and open spaces should be developed where adjacent vacant residential lots can be acquired. Local parks could also be developed as a component of a larger residential redevelopment as described in previous objectives.
Goal #4

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

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

Objectives & Recommendations

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

OSU-Tulsa and Langston University Tulsa are unique amenities in close proximity to both local industry and residents of the area. At the same time, Tulsa Tech (North Peoria Campus), Tulsa Community College (Northeast Campus), and the Tulsa Job Corps offer employee training programs near the Greenwood Heritage community. Residents who complete these programs should be actively recruited for local employment by local universities. Mentorship programs should also be established to encourage participation in professional job training.
4.2 Coordinate closely with the University Center at Tulsa to establish long-term land needs, anticipated access, and development standards to allow for the healthy expansion of their existing local campus.

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

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

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

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

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

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

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

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

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

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

Modifications to roadways to maximize the redevelopment potential of key sites, support local multi-modal mobility, and improve unsafe or awkward intersections.
4.4 Improve underpasses at Main Street, Martin Luther King, Jr. Boulevard, Detroit Avenue, and Greenwood Avenue as priority connections to Downtown Tulsa through enhanced signage, lighting, and urban design. Several local streets provide access to Downtown Tulsa via local I-244 underpasses. As redevelopment of the UCAT area occurs, some local streets north of I-244 may be vacated. However, grade-separated access points under I-244 should be maintained, and a frontage road on the north side of I-244 should be developed in order to provide access to local land uses. Lighting and sidewalks should be appropriately maintained in all underpasses, and underpass walls should be used for murals or artwork that celebrates the area’s history.

4.5 Work with the Oklahoma DOT to improve the aesthetic character of the I-244 embankment through decorative landscaping and retaining walls. The north edge of the I-244 corridor has either a retaining wall or grass embankment in the area. This edge should be enhanced with decorative landscaping, decorative retaining walls, or murals that depict local history. Where this is not possible, walls or embankments should be heavily screened by trees.
Goal #5
Build on the presence of industry and employment to add additional jobs and employ local residents.
The Lansing Business Park, Lee Supply Company, and other local employers provide opportunities for local employment and supporting commerce in the Unity Heritage area. They also demonstrate to the rest of the region that the area has potential as a center of industry and innovation. The following objectives describe ways that these resources can serve as the foundation for additional investment and opportunity in employment, image, and public services.

Objectives & Recommendations

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

5.2 Support collaboration among Tulsa Public Schools and local employers to establish employment, internship, and mentorship opportunities for high school students in the planning area.
Technical training for employment in local industries should begin in High School. Currently, students have access to technical training through the Tulsa Technology Center. However, in order to build upon this opportunity, local schools should work with major employers and industries in the area to establish vocational training that will prepare students for jobs immediately after graduation. Such training could include the development of technical in-class curricula, volunteer internship positions that provide practical experience, and mentorships that provide a resource for students and recent graduates.
5.3 Work with Tulsa Public Schools, neighborhood advocates, and not-for-profits to establish a Young Leaders Development Program for students who attend Tulsa Public middle and high schools in the planning area.

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

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

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

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

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

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

There are several entities assisting with economic development, such as the North Tulsa Economic Development Initiative, in the area. However, these entities often have a focus that goes beyond the Unity Heritage community. A full-time economic development position should be established to oversee business growth in the area. Duties of this position could include the development of marketing materials for different portions of the community, marketing available sites for investment, coordinating with City government regarding regulatory alignment and infrastructure, seeking grants for land assembly, infrastructure improvements and land preparation, and others as required by local conditions and opportunities. This position could be staffed through an agency or organization already in the community in order to create administrative and operational efficiencies.
Goal #6  
**Celebrate the area’s history and strengthen its character.**

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

**Objectives & Recommendations**

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

During the planning process, many residents and local stakeholders expressed concerns about the stigma with which the area is perceived. Citizens feel it impacts the business community, neighborhoods, and local services. In that regard, everyone has a role in helping to redefine how the larger Tulsa region views the area. All of the community’s stakeholder – residents, businesses, religious leaders, educators, service providers, cultural institutions, etc. – should be engaged to establish a comprehensive marketing campaign for the community. The area’s new “brand” should be based upon its rich history and highlight the unique assets that the community has. It should also highlight recent success stories that demonstrate the community’s immediate and long-term potential as a desirable neighborhood near the center of the City.
6.2 Expand the presence of historical markers and images in and around the Greenwood District that describe important sites, events, and legacies of Black Wall Street. Black Wall Street is a specific aspect of the Unity Heritage area’s history that evokes images of a thriving African American neighborhood. However, the 1921 race riot, construction of I-244, expansion of OSU-Tulsa, and the general migration of residents to other portions of the region have removed almost all signs of the once vibrant neighborhood center. While the Greenwood Cultural Center strives to sustain this legacy and has an outdoor Black Wall Street memorial, today’s youth in the area and residents throughout the region have little connection to this important history. In the area around the Greenwood Cultural Center between I-244 and the OSU-Tulsa campus, historic markers, images of the historic Black Wall Street, murals, and other displays should be installed in order to remind current residents about the importance of this area and sustain a sense of local pride.

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

6.4 Install decorative streetscaping and wayfinding on Greenwood Avenue, Denver Avenue, Martin Luther King, Jr. Boulevard, Greenwood Avenue, Peoria Avenue, John Hope Franklin Boulevard, Pine Street, and Apache Street, prioritizing important nodes centered around commercial, civic, or cultural amenities. The area has several prominent corridors that play an important role in defining the community’s character for residents, businesses, and visitors. The character of these corridors should be improved through decorative streetscaping and the incremental burying of overhead utility lines over time. Short-term improvements should be made at important commercial or civic nodes, such as Pine Street and Martin Luther King, Jr. Boulevard, Pine Street and Peoria Avenue, and on Virgin Street near Lacy Park and Booker T. Washington High School. Streetscape improvements should be made on John Hope Franklin Boulevard, Main Street, Martin Luther King, Jr. Boulevard, and Detroit Avenue as the UCAT development plan is realized.
6.5 Support collaboration among local schools, churches, and not-for-profits to teach neighborhood history and support intergenerational programs.

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

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

The community benefits from direct access to four regional highways. However, there are no markers to identify the community from the highways or at exit ramps. In some instances, such as the Pine Street exit from the Cherokee Expressway, motorists can easily go by the exit without realizing there is substantial commercial development adjacent to the ramp. Informational signs should be installed to make motorists aware of amenities in the area as they approach highway exits. Additionally, the Unity Heritage area community gateway markers should be installed at the ends of exit ramps to announce entry into the community. Since the majority of the arterials in the area have interchanges at surrounding highways, these markers will serve as an announcement for most of the regional traffic entering the community.
Goal #7

Enhance local commerce and access to important goods and services.

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

Objectives & Recommendations

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

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

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

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

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

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

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

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

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

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

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

The Greenwood Chamber of Commerce has been in existence since 1938 and has been committed to providing services and support to businesses in the Unity area. The Tulsa Regional Chamber of Commerce supports regional business and industry growth. Collectively, these entities provide a variety of resources and services that could support economic development in the area. Collaboration among these and other economic development advocates should be encouraged in order to create a cohesive and user-friendly resource for potential investors in the area. (This collaboration could include low-cost actions such as providing a link to the Greenwood Chamber of Commerce through the Tulsa Regional Chamber of Commerce’s website, or more tangible products such as marketing materials that bring together regional information (i.e. city-wide demographic trends, workforce growth and major infrastructure initiatives) and local information (i.e. available development sites and area-specific incentives or assets).)
Goal #8
Expand multi-modal transportation options throughout the Unity Neighborhoods area.

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

Objectives & Recommendations

8.1 Utilize the existing street network (including Main Street, Marshall Street, Virgin Street, and Hartford Avenue) to establish a comprehensive network of on-street bike lanes. The City’s Go Plan identifies a series of recommended projects related to expanding the community’s bicycle network. Some of the projects include the use of on-street bike lanes or shared multi-modal lanes to enhance local bicycle mobility. These recommendations should be implemented as described in the Go Plan, including bike trails on Main Street, Marshall Street, Virgin Street, and Hartford Avenue. Generally, these streets are considered safe for bicyclists using on-street bike routes due to their moderate travel speeds and, in some cases, excessive curb-to-curb width that can easily accommodate a designated bike lane.
8.2 Install dedicated bike infrastructure along key arterials and collectors, including the north side of Pine Street, the east side of Martin Luther King, Jr. Boulevard between Virgin and Apache, and on the east side of Hartford along Crawford Park.

Several rights-of-way provide the space for a dedicated bike infrastructure that would enhance bicycle safety and mobility. In some instances, such as on the north side of Pine Street, there is a 30’ parkway between the existing curb and adjacent property line. This provides adequate space for either a dedicated and protected on-street bike lane, or an expanded sidewalk that would result in a 10’-wide off-street sidepath. The preferred design should be based upon engineering constraints, the likely users of the facility, and costs related to either expanding the sidewalk or relocating the existing curb to accommodate the dedicated bicycle infrastructure.
8.3 Work with ODOT to enhance pedestrian crossings at busy roadways through repainted crosswalks, pedestrian refuge areas, pedestrian signals, and modified vehicular signal timing.

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

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

Crawford Park and Lacy Park are only about one tenth of a mile apart and, together, provide the opportunity to create a more regional park experience for Unity Heritage residents and visitors. However, since there is no direct physical connection between the parks, the shortest actual travel distance is three quarters of a mile. In order to strengthen the relationship between these assets, a local trail connection should be provided from the northwest corner of Lacy Park along Young Street to the Osage Prairie Trail and Crawford Park. The trail would provide a unique experience through the forested part of Crawford Park before providing access to the park’s gazebo.
8.5 Continue to install sidewalks on neighborhood blocks that currently lack them, including the area bound by Marshall Street, Elgin Avenue, King Street, and the Osage Prairie Trail, and generally in neighborhoods north of Pine Street.

There are large portions of the Unity Heritage community that lack local sidewalks. This limits the ability of residents of all ages to safely access local schools, parks, jobs, and commercial goods and services. The City of Tulsa currently maintains an annual program supported by approximately $400,000 in CDBG funds to improve sidewalks, with many of these improvements taking place in the area. This strategy should be continued and expanded as other funding sources are identified and secured. This program should continue to prioritize the areas immediately adjacent to schools, parks, civic uses, and commercial nodes.
8.6 Work with Tulsa Transit to enhance bus transit stops through shelter installations, new signage and scheduling information, and pedestrian connections to public sidewalks and nearby land uses.

Tulsa Transit operates four routes in the area:

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

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

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

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

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

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

Tulsa Transit is currently planning Bus Rapid Transit (BRT) service along Peoria Avenue. BRT service is designed to increase the efficiency of community-wide bus trips, and often integrates enhance technologies, dedicated rights-of-way, modern vehicles, enhanced facilities, and real-time rider information. In conjunction with this plan, the City is currently developing land use recommendations for the areas around potential BRT stations. The results of these plans should seek to maximize local and regional access to modern housing, goods and services, and employment. The areas around BRT stations should also be prioritized for pedestrian crossing improvements and sidewalks.
This chapter of the Unity Heritage Neighborhoods Plan identifies key actions or funding sources that will support long-term implementation of the community’s vision. In all, the Unity Heritage Neighborhoods Plan includes 53 objectives aimed at improving resident quality of life, local commerce, mobility, and recreational opportunities. Implementing these objectives will require a strategic and collaborative approach among City government, supporting agencies, residents, businesses, service providers and other stakeholders.

**KEY ACTIONS**

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

- **Get residents involved.** Local stewardship of the vision will support long-term implementation by instilling a sense of ownership in the success of the community and building trust with City government and other implementation partners. Short-term actions should focus the enhanced presence of neighborhood associations and distribution of information to ensure residents have an opportunity to participate.
• **Collaborate with UCAT.** The largest area of undeveloped land has the potential for substantial redevelopment in the near future. The land use framework presented in this Sector Plan balances the potential for institutional investment with benefits to the rest of the community. Supporting this vision could result in significant investment in education, commerce, and employment, and would send a statement to the rest of the region about the potential in this part of Tulsa.

• **Assemble viable project sites.** Land economics in the community make it difficult for developers to capture margins necessary to attract large project investment. The assembly of land to create viable project sites would remove a barrier to redevelopment and would set the stage for projects of adequate scale to shift the inertia in a positive direction.

• **Focus on local history.** Residents of local neighborhoods share a unique and important history, regardless of age or generation. Threading lessons on local history through education, community service, and other aspects of day-to-day life will help instill a sense of neighborhood pride that could result in greater stewardship in the local vision and long-term reinvestment by today’s youth.

• **Stabilize at-risk housing.** The impacts of disinvestment in housing can be seen throughout local neighborhoods in varying degrees. While access to local jobs, goods and services is a factor in where people choose to live, quality housing is a necessity. In some areas, this may entail significant demolition and redevelopment, while in others it may only require focused rehabilitation or infill. Regardless, the long-term success of local neighborhoods is dependent upon the provision of quality housing.
POTENTIAL FUNDING SOURCES

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

General Economic Development Sources

**Incubators**

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

**Tax Increment Finance (TIFs)**

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

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

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

- Brady Village
- North Peoria Avenue

**Improvement District**

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

**Sales Tax Financing**

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

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

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

**Federal Historic Preservation Tax Credits**

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

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

**Oklahoma Department of Commerce (ODOC)**

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

Programs which could be utilized include:

- **Advanced Degrees Programs**—Provides funds to universities to develop programs for workforce, build expertise in specific industries, and transfer research to the marketplace.
- **Workforce Innovation and Opportunity Act**—Provides funds to help align state and local workforce needs with education and economic development to address economic and market challenges.
- **CareerTech System**—Provides workforce training for employees of Oklahoma businesses including programs for Industry Training, Management and Organization Development, Career Development for Adults, Safety Training, and Customized Businesses.
- **Oklahoma Community Economic Development Pooled Finance**—Provides funding for target business expansion projects which will result in job creation and significant investment in facilities, machinery, and equipment.
- **Industrial Access Roads**—Provides funding for development of access facilities connecting industrial areas to state or local road systems
- **Infrastructure Finance Community Development Block Grants**—Provides grants to cities, towns, and counties to support the creation of jobs for targeted income groups, funded through federal CDBG resources.
- **Historic Rehabilitation Tax Credit**—Provides a credit against taxes imposed on rehabilitation expenditures for qualified historic structures.
- **State Small Business Credit Initiative**—Provides capital investment for new and expanding small businesses.
Incentives
Utilizing other funding mechanisms, such as TIF districts, the City can provide a variety of incentive programs to help with implementation of the Plan. These incentives can be used to attract new development, improve existing development, and encourage business owners to remain in the community. This list identifies both existing and potential incentive programs that establish a starting point for the City in creation of a comprehensive range of incentive programs that help the City complete its objectives.

Existing Incentives

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

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

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

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

Potential Incentives

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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