

**AGENDA**  
**TULSA METROPOLITAN AREA PLANNING COMMISSION**  
**Meeting No. 2783**  
**December 5, 2018, 1:30 PM**  
**175 East 2nd Street, 2nd Level, One Technology Center**  
**Tulsa City Council Chamber**

**CONSIDER, DISCUSS AND/OR TAKE ACTION ON:**

Call to Order:

**REPORTS:**

**Chairman's Report:**

**Work session Report:** There will be a TMAPC work session on December 19, 2018 to discuss Crosbie Heights Small Area Plan, Crosbie Heights Sector Plan and some general City of Tulsa Zoning Code amendments.

**Director's Report:**

1. Minutes of November 7, 2018, Meeting No. 2781
2. Minutes of November 19, 2018, Meeting No. 2782

**CONSENT AGENDA:**

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

3. **PUD-339-5 Ross McCallister/John Krauss** (CD 8) Location: Northeast corner of East 101st Street South and South Sheridan Road requesting a **PUD Minor Amendment** to reduce the required parking

**PUBLIC HEARINGS:**

4. **CPA-76**, consider adoption of the **Arena District Master Plan** as an amendment to the Downtown Area Master Plan.
5. **CZ-481 Tork Investments** (County) Location: North of the northwest corner of West 181st Street South and Highway 75 requesting rezoning from **AG to CS**

**OTHER BUSINESS**

6. **Commissioners' Comments**

**ADJOURN**

CD = Council District

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



**Case Number:** PUD-339-5  
**Minor Amendment**

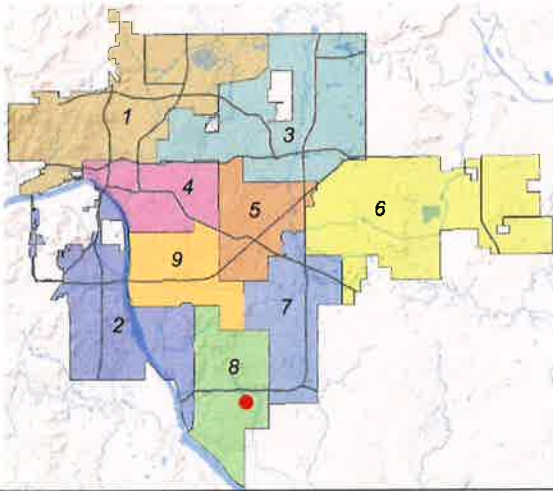
**Hearing Date:** December 5, 2018

**Case Report Prepared by:**  
Jay Hoyt

**Owner and Applicant Information:**  
Applicant: Ross McCallister/John Kraus

Property Owner: 101 Sheridan Apartments,  
LLC

**Location Map:**  
(shown with City Council Districts)



**Applicant Proposal:**

Concept summary: PUD minor amendment  
to reduce the minimum required parking to  
364 spaces.

Gross Land Area: 7.63 acres

Location: NE/c E 101<sup>st</sup> St S and S Sheridan  
Rd

Lot1, Block 1 Sheridan Galleria

**Zoning:**  
Existing Zoning: RM-1/CS/PUD-339  
Proposed Zoning: No Change

**Comprehensive Plan:**  
Land Use Map: Neighborhood Center  
Growth and Stability Map: Growth

**Staff Recommendation:**  
Staff recommends **approval**.

**Staff Data:**  
TRS: 2383

**City Council District:** 8  
Councilor Name: Phil Lakin

**County Commission District:** 3  
Commissioner Name: Ron Peters



**SECTION I:** PUD-339-5 Minor Amendment

**STAFF RECOMMENDATION**

Amendment Request: Modify the PUD Development Standards to reduce the minimum required parking for the apartment complex to 364 total spaces.

Currently, the development standards require a minimum of 404 spaces for the complex. The complex was originally designed as an elderly housing facility with a minimum of 370 spaces. The age requirement was subsequently eliminated via amendment to the PUD after the complex was constructed. This amendment, however increased the original minimum from 370 to 404. Over the years, some of the spaces were modified and restriped which decreased the parking provided below the 404 space threshold. The applicants have stated that 364 would be more than enough to serve the existing dwellings and would only be 6 spaces below the original 370 requirement.

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

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

Staff has reviewed the request and determined:

- 1) The requested amendment does not represent a significant departure from the approved development standards in the PUD.
- 2) All remaining development standards defined in PUD-339 and subsequent amendments shall remain in effect.

Exhibits included with staff recommendation:

INCOG zoning case map  
INCOG aerial photo  
INCOG aerial photo (enlarged)  
Applicant Survey

With considerations listed above, staff recommends **approval** of the minor amendment request to reduce the required parking to 364 total spaces.

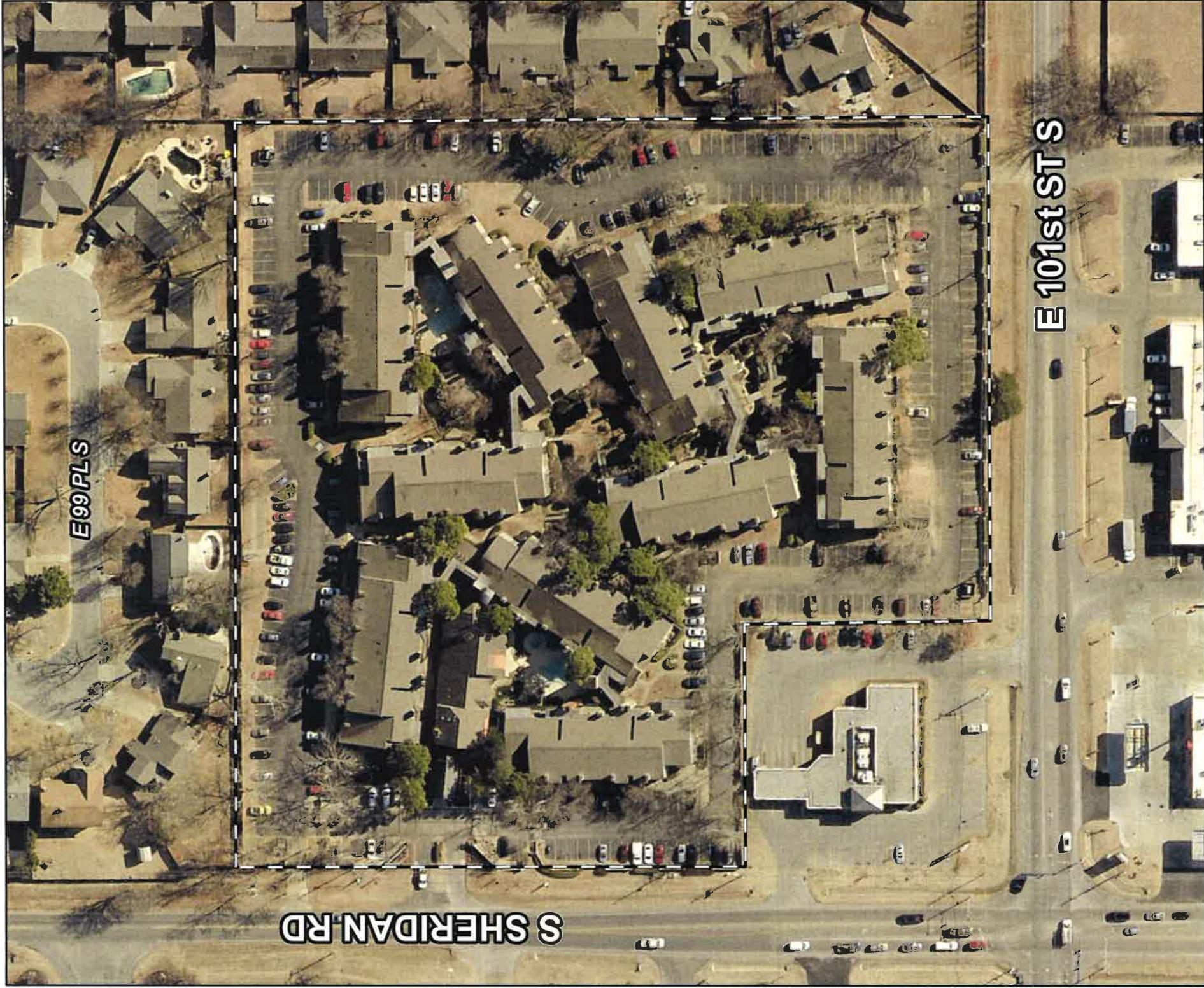












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S SHERIDAN RD

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Feet  
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Subject  
Tract

PUD-339-5

18-13 23

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

Aerial Photo Date: February 2018



3.5











**TMAPC Public Hearing Staff Report**  
**December 5, 2018**  
**CPA-76, Arena District Master Plan**

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**Item for consideration:** Adoption of the “Arena District Master Plan” as an amendment to the Downtown Master Plan.

The Arena District is composed of a 30-block area on the west side of the Inner Dispersal Loop (IDL); boundaries include railroad tracks to the north, Boulder Avenue to the east, 11th Street to the south, and the railroad tracks along the west.

**Related Plans:** The Downtown Area Master Plan (DAMP), adopted by the Tulsa Metropolitan Area Planning Commission in 2010 covers all lands within the IDL, some lands immediately adjacent to the IDL, and Arkansas River connections from the IDL. The DAMP was adopted as an amendment to the Tulsa Comprehensive Plan in 2010. The Tulsa Comprehensive Plan vision lays out concepts for how a community will grow, adapt to changes, parts which should be preserved, and how the City will look and feel over the next decades.

**Background:** The process for the planning effort was initiated when in 2016, Tulsans voted for an extension of Vision 2025, which invested more than \$800 million in public safety, public transit, and economic development projects. Vision Tulsa includes \$55 million for renovating the Cox Business & Convention Center, focused on replacing a dated arena with 63,000 additional square feet of exhibit space along an improved east entrance and plaza area. Approximately \$500,000 of the \$55 million was designated for crafting a Master Plan for the project area. Planning principles applied in development of the ADMP include:

- broaden and strengthen District’s role in Tulsa economy by identifying strategies that promote and foster redevelopment and growth;
- shrink perceived and real distances between the District and downtown and riverfront neighborhoods
- reposition District from a limited-use area into a thriving destination reflecting Tulsa’s cultural and historical livelihood
- uncover a distinct District Identity by telling a bold story through dynamic placemaking, landmarks, messaging, and public art
- create an actionable plan that guides public & private sector investment and leads to “early wins”

In February of 2018, the City of Tulsa engaged a consultant team, led by the planning and urban design firm MKSK, to develop a Master Plan for the Arena District Master Plan (ADMP). The ADMP is intended to serve as the vision for the City and its partners, helping guide future development



and improvements to the public realm in the Arena District. As part of the planning process, the current state of the district was assessed, opportunities for public infrastructure investments and private development evaluated, and phased roadmap for future decision making was developed.

The master plan provides guidance and a path forward to develop the project area based upon its key assets:

- strengthen connectivity, both within the district and to neighboring downtown districts;
- develop a greater sense of place through unique development and branding; and
- facilitate growth opportunities complementing greater downtown Tulsa's existing economy while serving the unique clients of the BOK Arena and Cox Business Center (CBC).

**Process:** The ADMP was developed by MKSK and their team of sub-consultant in coordination with a Working Group (4 City staff), a Steering Committee (25 IDL hoteliers, SMG, developers, Library, County, City and INCOG staff) and 80+ project stakeholders and community leaders. The process was undertaken in five stages, (1) Initiate and Evaluate, (2) Engage, (3) Understand, (4) Explore, (5) Consent.

The ADMP Steering Committee was formed by 25 community members who were invited to serve by the Mayor's TMAPC designee, Local hoteliers, such as the Mayo and Aloft, Hyatt and DoubleTree, SMG, entrepreneurs, land holders, realtors, and developers, along with City, County, INCOG, and Chamber helped guide the planning team through the process. The Steering Committee provided feedback and ideas, helping to ensure the plan reflected the values of the Tulsa community.

Early in the process, the planning team interviewed around 80 different ADMP stakeholders over two days to identify concerns and opportunities. The planning team conducted three public workshops across the arc of the planning process to share work-to-date, have open discussions with the community, and gather community feedback. A project website was developed and maintained with links to surveys, project deliverables, and meeting notices.

#### **Conformance with the Tulsa Comprehensive Plan:**

##### **1) Land Use Plan Map**

Lands within the Arena District are designated in the **Tulsa Comprehensive Plan Land Use Map** as "Downtown Core."

**Downtown Core** is Tulsa's most intense regional center of commerce, housing, culture and entertainment. It is an urban environment of primarily high-density employment and



mixed-use residential uses, complemented by regional-scale entertainment, conference, tourism and educational institutions. Downtown core is primarily a pedestrian-oriented area with generous sidewalks shaded by trees, in-town parks, open space, and plazas. The area is a regional transit hub. New and refurbished buildings enhance the pedestrian realm with ground-floor windows and storefronts that enliven the street. To support downtown's lively and walkable urban character, automobile parking ideally is located on-street and in structured garages, rather than in surface parking lots.

*Staff comments: The Arena District Master Plan will help guide the City of Tulsa and its partners in improving the public realm and enabling private redevelopment within the Downtown Core. The Arena District Master Plan provides actionable guidance for the City and citizenry to move forward in developing the District based on the success of the BOK Arena, Cox Business Center (CBC) conference center, Tulsa City-County Library, and tourism. The plan provides methods to broaden and strengthen the District's role in the Tulsa economy by identifying strategies to promote and foster redevelopment and support in-fill growth by shrinking perceived and real distances within the Arena District and adjacent neighborhoods (including Tulsa Arts District, Crosbie Heights, Riverview, and the River Parks Trail). Opportunities to improve transit, and the pedestrian experience are contained throughout the plan. Recommendations included in the plan will help the City and its partners reposition the District from a limited-use area into a thriving destination, one that reflects Tulsa's cultural and historical livelihood as the Comprehensive Plan envisions for the Downtown Core.*

## **2) Areas of Stability and Growth Map**

The Arena District Master Plan area in the **Tulsa Comprehensive Plan** includes "Areas of Growth". The purpose of **Areas of Growth** is to direct the allocation of resources and channel growth to where it will be beneficial and can best improve access to jobs, housing, and services with fewer and shorter auto trips. Areas of Growth are parts of the city where general agreement exists that development or redevelopment is beneficial. As steps are taken to plan for, and, in some cases, develop or redevelop these areas, ensuring that existing residents will not be displaced is a high priority. A major goal is to increase economic activity in the area to benefit existing residents and businesses, and where necessary, provide the stimulus to redevelop.

A major goal is to increase economic activity in the area to benefit existing residents and businesses, and where necessary, provide stimulus to redevelop. Areas of Growth provide Tulsa with the opportunity to focus growth in a way that benefits the City as a



whole. Development in these areas will provide housing choice and excellent access to efficient forms of transportation including walking, biking, transit, and the automobile.

*Staff comments: This master plan provides potential public infrastructure investments, creates a system of developing engaging public spaces and streets, identifies opportunities for private development, and provides a market-based and phased roadmap for future decisions on residential development within the District, all of which would increase economic activity in the designated area of growth.*

*The economic analysis in the plan was formulated using findings from a series of conversations with downtown stakeholders, including developers and retailers, an evaluation of third party socioeconomic and real estate market data for downtown Tulsa along with the City and region, and comparisons to market and economic trends in peer cities. The master plan documents the current state of the market and analyses potential of residential, commercial, hotel and retail use development in the Arena District.*

*The Arena District Master Plan calls for investment in public realm enhancements, additional civic improvements and private development. Catalytic public and private projects are discussed along with long-term and near-term investments. The ADMP is intended to provide a decision-making framework so the District evolves into a healthy vital economic hub within the overall ecology of the IDL. The recommendations of the Arena District Master Plan align with the intent of Areas of Growth, as discussed in the City's Comprehensive Plan.*

### **3) Land Use Priorities**

Land use decisions should be focused on improving the quality of life of all of Tulsa's citizens so Tulsans in all parts of the city benefit from future growth and development.

The Arena District in its' current form largely serves as a civic district. Most of the Arena District's parcel land acreage (excluding right-of-way) is currently owned by public institutions, such as the City of Tulsa, the State of Oklahoma, and the U.S. Federal Government. Due to the prevalence of civic uses in the district, the City of Tulsa is the single largest landowners in the Arena District. The City currently owns one third of parcel land acreage within the study area boundary, including key properties in the heart of the district. The Page-Belcher Federal Building and block is owned by General Services Administration of the U.S. Federal Government. When totaled, public land owners control 58% of parcel land acreage in the district, though ownership ranged across multiple levels of government and various agencies within the same institution.



Civic uses are prevalent in the district's central core around 5th Street Plaza, except for Aloft Hotel property. Surrounding this civic core are various land uses that take on some of the qualities and typologies of the neighborhoods surrounding the district.

Government buildings were constructed in the 1960's as part of urban renewal, centered around the elevated Civic Center Plaza. This includes the original Convention Center and Assembly Hall, the City-County Library, City Hall (now Aloft Hotel), the Page-Belcher Federal Building, and the Municipal Court Building. This large grouping of government buildings creates a superblock adjacent to the south side of the BOK Center arena. Further north, the BOK Center is surrounded on the north and west sides by legacy industrial and warehouse buildings that take advantage of the railroad tracks and convenient highway access. East of the BOK Center, parking lots and garages fill entire city blocks, though some of these have seen recent commercial infill with the construction of the Hampton Inn and Suites and the One Place office building.

The Arena District today draws more than 1.8 million people annually to experience events, attend conferences and participate in the daily civic life of Downtown Tulsa. While the district brings both local and visitors into the IDL, the Arena District does not contribute not support the overall land use ecology of the IDL, as it potentially could.

*Staff comments: The ADMP includes short term, intermediate, and long-term recommendations to create a vibrant 18-hour community for all of Tulsa. The plan calls for additional residential uses to support retail and for civic spaces to improve the user experience. The plan documents methods to provide residents, workers, and visitors reason to frequent the District on a daily basis by providing basic amenities and needed services. The plan calls for providing a retail and entertainment experience that attracts people to the District before an event and stay afterward. It enables expansion of convention center and hospitality uses, enhancing our competitiveness in the convention market. The master plan creates a framework for a wide mix of land uses to increase day-to-day activity, while serving current and future parking needs efficiently and effectively and allowing for new development and improved walkability. Upon implementation, the Arena District will engage the Tulsa community through a series of well-connected, activated open spaces and land uses. Recommendations within the master plan envisions an Arena District for the benefit of all Tulsans.*

#### **4) Economic Priority**

Retain industry clusters that are strong now, cultivate new clusters. Investment strategies should support existing and emerging industry clusters. Support aggregation of employers downtown. Downtown Tulsa is the core of the regional economy.



The Arena District is home to destinations attracting Tulsans from the surrounding city, state, and region. The BOK Center draws nationally-recognized entertainment acts throughout the year, while the City-County Library offers a wide range of programming for people of all ages and backgrounds daily. The Cox Business Center is Tulsa's convention center and event space hosting meetings and events throughout the year. These three anchors draw in 1.8 Million visitors a year for concerts, conferences, events, and library services and programming. The Arena District and its businesses and hotels are thus heavily reliant on these anchors and their success, as is greater downtown.

There is documented economic market loss in this industry cluster, from conversations with area stakeholders, it was discovered visitors coming into the district for events at the BOK Center generally drive and find parking near the facility and tend to leave the district shortly after the event. The CBC - while bringing in more than 347,000 conventioners to the area on an annual basis - also relies on entertainment clusters outside of the district, such as the Blue Dome District, for restaurant and entertainment options. Consequently, the district struggles to provide quick meal options around events and does not attract visitors during non-event days and times. This is also due in part to a high concentration of civic uses that are only active during the workweek office hours, with exception of the City-County Library, attracting 2,000 users a day and open for much of the workday and into the weekend, and offering valuable services and community gathering areas. It is also home to a Starbucks which is a popular and in-demand third place in the area.

Voters passed a tax renewal package in 2016 that allocated \$55 million to renovating and expanding the Cox Business Center. This funding aims to assist Tulsa in remaining competitive with peer cities for convention center venues and stimulate private investment in the district and surrounding areas. While this initiative addresses the first issue of meeting space, it does not address the second issue of enough full-service hotel rooms under one roof. The studies indicate that the CBC needs 450-600 such rooms to address the lost conventions and event business.

In a 20-year vision for Tulsa's Arena District, it is critical to identify where such a full-service hotel should be located. Furthermore, it is always prudent to consider where the next potential expansion of convention center space can occur and reserve that space for future competitiveness. There are several feasible sites for convention center expansion and a new full-service hotel, including the Municipal Courts building site, the Page Belcher Federal Building site, or the corner of 3rd Street and Houston Avenue (State of Oklahoma parking lot) adjacent to the northwest corner of the CBC.



*Staff comments: The Arena District Master Plan aims to reposition the District so that land within the project area contributes more effectively to the overall economic vitality of the District. The projects described in the master plan will help the area evolve so the District serves as a welcoming gateway district to Downtown Tulsa, improving the visitor experience, enhance the success of the district's destinations, create a livable and desirable mixed-use neighborhood, activate and enliven the district, and increase and enhance connectivity within the district and to the rest of downtown. Implementation of recommendations contained within the ADMP will support economic development goals as documented in the Comprehensive Plan.*

#### **5) Priorities, Recommendations, and Implementation Matrix**

The ADMP describes an implementation framework that includes phasing, policy, funding, and governance recommendations to achieve the vision for future development and programming in the Arena District. This includes: financing mechanisms, both at the district and priority action level; priority actions related to temporary activation, public realm improvements, enhanced clean and safe and supportive service strategies; near term development proposals, and longer-term catalytic site development, by the following phases: Short-term: within 5-years; Intermediate-term: in 5-10 years; and Long-term: in 10-15 years. With District-wide recommendations, focusing on: retail tenanting and activation strategies; convention center hotel strategy; and governance plan.

One of the important goals of this Arena District Master Plan is identifying potential public projects to help improve and transform the District. Many important public projects in downtown Tulsa have been funded through such mechanisms as capital bonds (Vision 2025, Improve Our Tulsa), tax increment financing (TIF) Districts, and special assessments.

In the case of the Arena District, the City is awaiting this plan before establishing a TIF District for this area. This includes important public infrastructure projects that could be supported by resulting TIF revenues. At the same time, the City is preparing the next round of Improve Tulsa bond projects for consideration by the community. Identified on the opposite page are priority public projects recommended for future TIF, bond, and capital expenditures to assist the Arena District in achieving the vision of this plan.

*Staff comments: This implementation framework in the master plan aims to create an actionable plan to guide public and private sector investment that will spur redevelopment and transform the district into a mixed-use neighborhood that aligns with the goals of the City's Comprehensive Plan. Investments focus on programmed spaces in the public realm,*



*public infrastructure, re-imagining publicly-owned buildings, and supporting catalytic private development.*

**Conclusion:** After reviewing the proposed Arena District Master Plan for conformance with the Tulsa Comprehensive Plan, TMAPC Staff finds recommendations contained in the proposed plan are consistent with and will further the vision of the Tulsa Comprehensive Plan.

**Staff Recommendation:** Staff recommends that TMAPC adopt the Arena District Master Plan as an amendment to the Downtown Area Master Plan.

**Attachments:**

- **Arena District Master Plan Comment Log**
- **Arena District Master Plan Final Report**
- **Arena District Master Plan Appendix I and II**



## ADMP COMMENT LOG

draft pg no.	new pg no.	Comment	Comment Author	Response
23	37	Finding another location for the Denver Avenue Station will be difficult and potentially undesirable - it's a structure specifically designed to be a bus station. Hard to repurpose, and hard to move that infrastructure and quite honestly the social burden to somewhere else downtown.	COT ED	These are good points, though this page specifically refers to comments we received through the various stakeholder meetings and public feedback listed on this page. We address this issue later on in the report in both the Catalytic Change chapter and the Implementation chapter. This was community feedback so we will make that more clear in the final report.
29	43	"BOX Center" - should be BOK	COT ED	Got it. Good catch.
34	48	Starbucks is not a popular third place in that building. The library might be, but not the average user of that Starbucks.	COT ED	Comment noted. Thank you.
36	50	Will there be any mention of homelessness in the area, especially at Plaza of the Americas? Because doing anything to that area will cause issues. It's a nice, secluded area that you have to want to get to, so many homeless people camp there to be away from the rest of the people walking by.	COT ED	Yes, this issue is discussed under section header A4 in the Implementation chapter. This was an issue discussed with multiple stakeholders
37	51	What are the unmarked parks?	COT ED	This diagram has been updated.
37	51	"The Gathering Opening 2019" - this is wrong: Gathering Place	COT ED	Good catch. Label updated.
37	51	Missing the green space just west of the library that is used for events etc. - the A.R. and Marylouise Tandy Foundation Children's Garden.	COT ED	Got it. Thanks.
41	55	As someone who lives at Central Park and often walks this neighborhood / to adjoining parts of downtown, I take issue with these time estimates. These times may be possible with all green pedestrian crossing lights and some pep in your step, but a more realistic number is higher. Anyone who can get from the library to Laffa in 10 minutes is a power walker or on a scooter.	COT ED	The walk circles in this diagram were unclear. These circles are intended to illustrate walk time radiating outward from the library as the center point. This diagram has been cleaned up and is hopefully more understandable. Thanks for pointing this out.
44	58	How will the Arena district deal with BRT?	COT ED	If the Transit Center is redeveloped on the same block as the existing facility, BRT integration would take place there. If not then BRT can be integrated into the district as appropriate. The ADMP plan is flexible.
48	62	No mention that 3rd street is frequently blocked off due to events at the BOK	COT ED	In the future condition of 3rd that we are illustrating later in the plan and as shown in the 2018 Walkability Analysis, 3rd Street should undergo enhancements to make it a signature street and we are suggesting that the portion of 3rd Street in front of the BOK be designed in a way to enhance these events.
48	62	What is a signature connection? I don't think that means anything.	COT ED	5th Street is being referred to as a key link between the Arena District and the CBD as discussed in other areas of the report. 5th Street is capped on the west by the new CBC entry and an enhanced streetscape is already underway from Denver to Main Street.
48	62	Do we know who is coming from the West? I am not sure it is very many people, and of those few I am not sure how many could afford to enjoy a revitalized Arena District. Do we have numbers? I would like to know how many people are entering and from which streets.	COT ED	Out-of-town visitors are directed, through various map apps and programs, to enter the Arena District from the west, exiting off of Interstate 244. Local "visitors" would most likely enter the district from other areas, mostly east.
56	70	Block 44, not Lot 44	COT ED	Got it. Thanks.
56	70	Does this document provide a time line? Or some visual guide to the text in this document? Specifically for the recommendations	COT ED	Yes. A timeframe for recommendations can be found in the implementation chapter.
58	72	Is the convention hotel attached to the convention center or have its own convention space attached?	COT ED	The Arena District Master Plan suggests it should be attached to the CBC and have additional Convention Center expansion integrated into the development.
59	73	Is the Tulsa club under construction?	COT ED	Addressed. Thanks.
60	74	There is absolutely no guarantee that there will be a grocery store downtown.	COT ED	Comment Noted.
60	74	Central Park Condominiums just opened a convenience store / fresh food bar for residents last month.	COT ED	Addressed. Thanks.
74	24-25	You can't define a word by using the word	COT ED	Addressed. Thanks.
	98	Who is SMG? I know who it is, but it is never explained or defined in the document.	COT ED	SMG is the existing events and venue manager for the BOK and Cox Business Center. This was originally noted in the Implementation chapter, but since SMG is mentioned in the Catalytic Projects chapter first we added that note earlier. Thank you for pointing this out.
89		Question, are Photo credits necessary? Or are all photos from the consultant?	COT ED	Noted. Thanks.
92	90	Reference to large hotel potential, but the previous pages of this document say the market is saturated. /small	COT ED	HR&A finds that the select service hotel market is saturated, and additional demand drivers need to be in place for new hotels to succeed in Downtown Tulsa. The 2017 Crossroads Consulting Services report indicates that a large full-service hotel or convention center hotel can help Tulsa attract additional conventions. Given increasingly competitive convention and meeting dynamics in the state and nation, independent analysis of the potential for expanded convention center activity will be necessary to confirm that a convention center hotel can induce additional demand that grows the market.
100	94	The possible relocation of the MTTA hub should be mentioned before - you talk about the hub quite a bit with no context for change in the beginning of the document.	COT ED	This issue is discussed in the existing conditions analysis under the "Transit" header. The existing transit center has been identified as a barrier to walkability on a key block. There is also a negative perception of the block in regards to safety. Tulsa Transit is in the process of examining how it serves the community and may determine that operating multiple, smaller transit hubs would better serve both downtown and the community. If this is the case, there may be an opportunity to integrate the Denver Avenue Station into a new mixed-use development on this key Arena District site, or relocate to a more efficient and impactful site in downtown Tulsa.
100	94	Any peer city recommendations on future MTTA location?	COT ED	The ADMP provides recommendations for the current transit center site that are flexible based on transit center location decisions made by Tulsa Transit. Location decisions will be made outside of the ADMP. The Nashville Music City Garage and Transit Center was used as a benchmark for the recommended site configuration based on the transit center staying in its current location.



106	114	Resident of Central Park here - Plaza of the Americas is currently a homeless encampment at night. This plan makes no provisions for the large homeless population here or anywhere in the district, in relation to outdoors or the use of the public library. The plaza is also isolated and difficult to get to because of traffic, unless you jaywalk. Significant street improvements would be needed to make it safe for pedestrians. Also, people often drive the wrong way up the small stretch of 7th and 8th. The spirit of this suggestion is right, but more critical thought is necessary.	COT ED	This issue is discussed under section header A4 in the Implementation chapter. This was an issue discussed with multiple stakeholders.
106	114	How does Arena District plan to remedy homelessness problem at this location?	COT ED	This issue is discussed under section header A4 in the Implementation chapter. This was an issue discussed with multiple stakeholders.
109	116	This park is smaller than you think, with a very significant grade change.	COT ED	With proper lane/road reconfigurations, there is potential to slightly expand the size of this site.
		What happened to the very cool analysis of housing downtown? That was very useful, and I swear I saw it in a previous draft.	COT ED	If the housing analysis from the initial Market Analysis is what is being referred to, that is in the initial Market Analysis Assessment which is only summarized in the final report. The full assessment will appear in the Appendix of this report.
124	130	Will this be called TIF I even though it's not in Downtown Master TIF.	COT ED	Text updated per our call with the City of Tulsa and the DCC.
125	131	Map not correct, look at DT Master TIF map.	COT ED	There was a typo - two "TIF H" labels. One should have been "TIF E." This has been addressed. Study area/TIF boundary have been updated. Thanks.
	40	Route 66 runs along the south-east side of the master plan area at Denver and 11 <sup>th</sup> . This should be addressed since it is a major connector from the downtown area to the river including the Cyrus Avery Plaza area, Interpretive Center and Bridge. This plan is not noted in the plan review section.	Luis Mercado, Planning	We will add to plans reviewed. Thank you.
	44	It would be nice to see an urban design map graphic similar to the others in the report that better show the location of surrounding neighborhood areas including Crosby Heights, Riverview and Brady Heights. Graphics for important connective streets should connect to these areas similar to the one on page 77 but at a slightly larger scale. I would be able to use a graphic like this to justify future street improvement connections with Engineering Services.	Luis Mercado, Planning	Great point. We currently have this map included in the Appendix. It has been added to page 44 in the final report.
		Info on how the boundaries were selected based on the urban fabric?	Luis Mercado, Planning	Boundaries were selected taking into consideration existing District and TIF boundaries, with the goal of creating a cohesive neighborhood unit that, with some investment, could be enhanced to better connect to adjacent Districts and the City as a whole.
28	42	Cox Center schematic comes out of the DAMP plan there are two plans three are noted/Cox Center Schematic is noted as one of three plans	Luis Mercado, Planning	The Cox Center Schematic is referring to the current renovation and new entry being implemented on the east side of the Cox Business Center. These were looked at as two separate efforts for this study.
	40	Centennial Walk Plan should also be considered	Luis Mercado, Planning	That is a plan that was reviewed. It has been included in the list of reviewed plans on page 26 and expanded upon in a matrix in the Appendix.
		Careful identifying gateway areas so that there are not a million gateway areas noted everywhere especially due to the highway entrance, destination districts program and downtown district initiatives-recommendations for lighting, banners, signage that are complementary to each other.	Luis Mercado, Planning	Great point.
		Wayfinding appropriately scaled and placed-not in the middle of the sidewalk	Luis Mercado, Planning	Great point.
43	57	what are the blue solid dots in the map they are not in the legend	Luis Mercado, Planning	Those dots were incorrect carry-overs from a previous diagram. They have been fixed. Thanks.
	62	Key Connectivity Takeaways:	Luis Mercado, Planning	
		Denver Avenue is a main connector through the IDL from the Brady Heights Neighborhood to the Arkansas River. South of the IDL there is a highway interchange on Denver and historic neighborhoods.	Luis Mercado, Planning	Great point.
		5 <sup>th</sup> Street directly connects this area to the heart of the downtown and is on Centennial Walk as indicated on the Centennial Walk Plan	Luis Mercado, Planning	Great point.
		Have gateways been clearly identified or agreed to or are gateways generally where entrances to the IDL are?	Luis Mercado, Planning	Gateways have primarily been identified as a series of signature streets to address arrival for visitors and locals. These include 3rd, 5th, and 6th Street east and west. And Denver and Boulder Avenue north and south. Obviously the BOK and CBC structures serve as existing gateways to the Arena District specifically.
	68	The millennial cohort on pg 54-why this point of reference-others who may want to move to the downtown?	Luis Mercado, Planning	We focused on the Millennial cohort specifically because we have found around the country that growth in the 25-34 population is a significant indicator of downtown revitalization, with these young adults often driving urban growth.
60	74	Under retail needs "The density of rooftops"-mixed-use buildings, Residential units, grocery store, other everyday services establishments etc.... closer reference to Program Recommendations on pg 61	Luis Mercado, Planning	Comment noted.
72	20	pg 72 "CBC Lawn" Cox Business Center Lawn? If so its not a lawn but a neglected water feature with now undefined edges as stated previously in the document.	Luis Mercado, Planning	"CBC Lawn" in this section is referring to the proposed condition as recommended in the Master Plan.
	20-21	Pg 72 BOK Center Lawn/s or greenspace surrounding the building? - show on pg 73 map for reference	Luis Mercado, Planning	Area highlighted in green around the BOK Center.
84	98	Pg 84 who is SMG	Luis Mercado, Planning	SMG is the existing events and venue manager for the BOK and Cox Business Center. This was originally noted in the implementation chapter, but since SMG is mentioned in the Catalytic Projects chapter first we added that note earlier. Thank you for pointing this out.
123	129	Showing a public street on the west side of the Renaissance Apartments. This is a private drive on private property. I know I live here. There is also a grade change on the west edge of the private drive-no cost estimate is provided for this work on pg 123	Luis Mercado, Planning	This plan does not necessarily consider converting this street to a public street as a direct recommendation, but rather an illustration of the idea that more north/south connections through the south residential/hotel block would provide better connectivity through the district to the south neighborhoods.



		First, with respect to the portion of "Phase 2A: Gain Site Control," to "Find new homes for tenants and secure the Page Belcher lock from the Federal Government," everyone needs to be aware that GSA holds a lease, with the US Courts as a sub tenant, until March 31, 2024, with the option to extend for an additional five (5) years, until March 31, 2029. The GSA and the federal courts will be hard-pressed, without substantial assistance from the City and elected federal officials, to obtain the necessary funding for construction, and to construct, a new federal courthouse, or courthouse annex with the necessary square footage (currently 191,505 rentable square feet) by March, 2029. This concern has been conveyed to the City and to the Chamber in numerous prior occasions, with the response being that a private developer could build a federal courthouse in far less time on a lease/purchase basis. But we have been told by GSA that such an approach is not permitted and is unlikely to occur.	Judge Gregory Frizzell	Noted. Thank you.
		Second, the bus station at 4th and Denver currently attracts panhandlers, drug dealers, and vagrants. The prior owner of the Adams Building at 403 S. Cheyenne told me he recently sold that building because of the drug deals taking place adjacent to the building. In light of these current problems, how would the proposed "transit center" at that same location address and reduce these undesirable activities in the Arena District?	Judge Gregory Frizzell	A lot of the current safety issues around the Transit Center site are due to poor site design, lack of security, and lack of active uses in the surrounding blocks. A redeveloped site with enhanced security and active daily/evening users of the facility and surrounding blocks will help to reduce any safety issues that may exist. An increase in everyday pedestrian traffic provides "eyes on the street" and has proven to be effective in reducing safety issues in areas such as this.
		Overall, I think the plan is good. It provides a good balance of tourism, retail and office potential.	Aaron Darden, Tulsa Housing Authority	Thank you for the feedback.
		Where I thought it missed was in promoting -even long-term - potential of more mixed-use. With the desire to make this a new destination center for downtown, adding more rooftops throughout the plan could aide in that effort more quickly.	Aaron Darden, Tulsa Housing Authority	All proposed buildings in the master plan recommendations, other than the Convention Center expansion/hotel, are intended to be mixed-use developments with the use of upper floors based on the market and location of development.
		From a THA prospective, it would have been nice to have also seen the inclusion of affordable and/or mixed income housing as a goal - particularly if included within the mixed-use development. With most, if not all, of the new downtown residential developments being purely market rate, this would have been the prime opportunity to ensure affordable housing (60-120 am) within the downtown loop before the market increases to the point in which developers would not consider it.	Aaron Darden, Tulsa Housing Authority	Great point. Thank you for the comment.
		I want to first start by saying after reading this I am very excited for the Arena District and look forward to being part of this plan.	Rick Bruder, Assistant Fire Marshal	Thank you for the feedback.
		After reviewing this plan I did not see any overall problems relating to Fire Code issues. However keep in mind this is just a big picture view of the plan and does not address specific issues. Once the specifics are presented the Fire Department will work within the allowances of the code as we always do to get to the overall desired plan through both the prescriptive and performance based means of the Fire Code. Please feel free to contact me if there are any questions I can assist with.	Rick Bruder, Assistant Fire Marshal	Great, thank you for the feedback!
		The entire Plan fails to identify / address the Tulsa County Courthouse located at 500 S. Denver. In my opinion, this is a large area of weakness for the Arena District. I believe it would be very near sighted to adopt a Plan that doesn't identify / address the Tulsa County Courthouse.	Michael Covey, TMAPC Chair	We agree that this is a potential opportunity site. Currently we believe there is potential to reuse the building in the near to intermediate term. After other signature projects identified in the plan are successfully completed, this site could be recommended for redevelopment. Thank you for the comment.
		More specific strategies to accomplish vision illustrated in the document, such as workforce housing for example.	Daniel Jeffries, INCOG	These strategies are all identified in the Phasing + Implementation chapter, Workforce housing, for example, is mentioned under "Determine Disposition Strategy," under "Long Term Recommendations." Workforce housing was something discussed early on with stakeholders, as mentioned in the Market Analysis chapter under "Residential Findings."
26 & 27	40-41	"A Guide to Small Area Planning" was not a plan that was adopted by TMAPC or City Council. It was an internal document created and presented to TMAPC and maybe City Council, but no action was taken. I don't think it belongs in this list.	INCOG	Addressed. Thanks.
34	48	Under Parking, I thought on-street spaces on timed meters only had enforcement until 5:00pm, rather than 8:00pm as stated in the draft.	INCOG	Addressed. Thanks.
42-46	149	These pages express the importance of urban design and the pedestrian environment - however, there is nothing in the Implementation strategy (p. 122) to address this (such as adopt design guidelines, etc.).	INCOG	We will add this into the recommendations section. This was missing from the initial draft.
60	74	Under Existing Retail: Comparison Trade Area graphic, "G" WalMart Supercenter - what is this? The only WalMart in that vicinity is in Bixby	INCOG	Addressed. Thanks.
General		Plan ignores 2nd Street, despite a proposed mixe development at this location (2nd & Denver) and 2nd Street being the most direct connection in the Blue Dome District	INCOG	We agree that 2nd Street is a very important connection into the district, though we believe that, in regards to the north portion of the district, 3rd Street should be considered the primary east/west street due to the full east connection through the CBD and west connection to existing neighborhoods.
73	21	Triangular block between Cox Business Center and Doubletree needs to be improved to increase pedestrian safety and comfort.	INCOG	Agreed, This block is envisioned to be incorporated into the new linear park space along the east side of the CBC. This vision sees those improvements extending from the west entry of the BOK, along Civic Center Drive, to the DoubleTree and 7th Street.



37	51	Civic Center Plaza appears to be centered in 5th Street - would like to do further coordination with MKSK on location of how the beginnings / parts of this plaza could be realized as part of Cox Business Center Vision Tulsa remodel currently in design. Rerouting circulation in the plaza is challenging with the current day constraints such as the Aloft hotel parking structures, which is not within our scope to rearrange. Ideally the Vision Tulsa project part of the plaza would be a permanent and not temporary fix to the overall plaza design.	COT ENG, Mary Kell	We agree, and we have been coordinating with the design team and the city since the beginning of the project to make sure our recommendation for the Civic Center Plaza aligns with the current design and planning efforts taking place on the east side of the Cox Business Center.
82	86	The Convention Center and Expansion + Full service hotel seems like a great improvement to the Convention Center as a long-term solution. More plaza improvements to the Civic Center Commons could be a part of this project once it is funded or privately paid for (and the Police courts building with tenants are relocated off site).	COT ENG, Mary Kell	Agreed. Thanks for the feedback!
114	136-137	I like the short-term activation of the Civic Center Plaza, but does it eliminate most of the parking at the Cox business Center entry level? If so, what is the plan to take care of existing parking needs now for the Court house, police, Aloft and other groups in the area?	COT ENG, Mary Kell	Great question, Short-term activation of Civic Center Plaza does not necessarily require taking up existing parking spaces, especially during work hours. If short-term activation ideas were incorporated that would require parking spaces, those specific activities could take place on the weekends or during off-hours. If a semi-permanent activation idea, such as a temporary bar, were incorporated then parking spaces removed would have to be replaced elsewhere if this lot generally has 100% occupancy.
123	129	Would like to see cost detail of \$400K-650K upper deck and \$850K-1M under deck garage level for Civic Center Commons Temporary Activation - some of these ideas might be able to be coordinated with Cox Business Center Vision Tulsa remodel in the next 6 months of planning	COT ENG, Mary Kell	We are currently working with the city to further develop these initial cost estimates. Thank you for the comment.
35	49	Library attendance should be converted to yearly to match BOK Center and Convention Center - 730,000	COT ED	Got it. Thanks.
35	49	730,00 people per year in the library seems high though I have no proof, I am also not sure how many of these people are contributing to the area and adding to the vibrancy.	COT ED	Comment noted.
37	51	There is a green/plaza space between the Civic Center garage and the Convention Center that is not identified on the map. There is grass, benches and the Sarah Morris mosaic artwork.	COT ED	Got it. Thanks.
43	57	There is a navy colored line along Boulder between @nd & 3rd but the color is not included on the key so I cannot tell what it means.	COT ED	Got it. Thanks.
43	57	There is a green/plaza space between the Civic Center garage and the Convention Center that is not identified on the map.	COT ED	Got it. Thanks.
45	59	Should the downtown Trolley be identified on this map? Just a thought.	COT ED	We can add this to the map.
54	68	Population Growth Rate Chart - It would be nice to include the raw # in addition to the % so we can understand the scale.	COT ED	Addressed. Thanks.
54	68	Young Professional Growth Rate Chart - Does this really only include professionals or does it include all people ages 25-34? If it is only professionals in this age why are we excluding others, it seems like we should want all young 25-34 year olds.	COT ED	This chart includes all people aged 25-34, which we often shorthand as the Young Professional Cohort. We will remove that shorthand to clarify this.
55	69	Please add the Reunion Building is the sister project to Adams and should also be done in 2019 - rental, proposed 80 units.	COT ED	Addressed. Thanks.
55	69	I am sure the costar 450 # for downtown residents by 2030 is correct based on their linear projection trend but I am not sure why this is included since it is clearly not the future based upon the residential demand and # of housing units already in the pipeline.	COT ED	The Tulsa MSA is expected to grow by 11% by 2030. Should Downtown Tulsa grow at the same rate, Downtown would expect to add only ~450 residents by 2030. Based on just the pipeline of units slated to come online Downtown in the next few years, Downtown is positioned to grow by more than its fair share of 11%, highlighting a potential inflection point in Downtown's trajectory. This could potentially be messaged by writing "450: Projected new downtown residents by 2030 if Downtown Tulsa only captured a consistent share of MSA population." If this is not compelling, this entry could be deleted.
56	70	If you haven't, I would confirm with Elliot Nelson or Casey Stowe that they are confratable with the Santa Fe project reference to deals falling through and the project being on hold.	COT ED	Addressed. Thanks.
57	71	Office Pipeling, key list A - Harford building bitht here is no A on the map	COT ED	Addressed. Thanks.
57	71	C Greenarch - the name is 21 N Greenwood Ave, 80,000 SF Total, 64,000 SF Office as currently proposed.	COT ED	Addressed. Thanks.
60	74	There are 4 Walmart Supercenters and 4 Supertargets in Tulsa so I am not sure why only 1 Supercenter is identified (G) and why it is identified at all. Some of the others are closer to downtown than the one identified.	COT ED	Addressed. Thanks.
125		It is true that the bond will be in the \$450mm range but only \$140mm or so is available for nonstreet projects as I understand so the big number might be a little misleading.	COT ED	Text has been updated per our conversation with the City of Tulsa and the DCC.
125	131	The proposed TIF I is not acceptable if this boundary is for the increment area. If it is for the project area it would work but I think it is still not the best option based upon the articulated need of the arena district plan. The increment area must stay west of Denver Ave.	COT ED	Text and graphic have been updated per our conversation with the City of Tulsa and the DCC.



133-134	141-142	The allow the full service hotel to move forward seems too specific a recommendation and is advocating for 1 developer over others. I think this should be toned down or acknowledge that the concept is good but many other details need to resolved/verified before this can be a reality.	COT ED	Addressed. Thanks.
136 and 140	144 and 148	I am not comfortable with the TIF TIF I bullet point in the vertical development funding portion. This should read "TIF I should have a similar funding methodology to the other Downtown TIF's. Typically, 1/3 of the funds are used for public projects and 2/3 of the funds are available for private development assistance. In relation to individual project developers might expect to see 35%-58% of the ad valorem collections assuming the project meets the requirements of the adopted project plan."	COT ED	Updated.
136 and 140	144 and 148	I am not comfortable with the TIF TIF I bullet point in the vertical development funding portion. This should not dictate the length of the TIF or the cap and this part of the sentence needs to be removed. The cap will be established once we understand the private development expected to occur and the public improvements that are needed.	COT ED	Updated.
141	150	Retail Strategy - Is there a matrix of the recommendations and who will be responsible for them. Also, where the funding might come from to build this additional capacity?	COT ED	Please refer to the Governance Plan (p. 156-157) for current details on retail strategy recommendations and timing.
145	153	Sales Tax Abatement - Please reword to Sales Tax Rebate, and remove the word abatement. If you abate they never actually pay the sales tax and this indicates they will pay and have a portion returned which is a rebate.	COT ED	Yes, you are correct. We will modify. Thank you.
147	155	Several meetings have occurred recently where the BOK parking lot on Denver has been presneted as an acceptable convention center site by the CVB staff so if this is true it should be added to the map.	COT ED	The two sites highlighted on the "Convention Center Hotel Sites" map are the two sites recommended by the consultant team. There may be other acceptable sites for a Convention Center Hotel, but these are the two that the consultant team see as preferred/priority sites.
147	155	Hopefully Mr. Kier or someone from Finaicne was a party to the discussion about bond issuance for the convention hotel. On other projects I have worked on this method has become quite challenging and not the best source of revenue based on input from Finance and their bond council.	COT ED	Text updated per our call with the City of Tulsa and the DCC.
148	156	Governance - I think a specific Department should be identified as the lead facilitator of the Plan or I am afraid no one will own the efforts.	COT ED	From our conversation, it sounds like Economic Development and Community Planning leadership should weigh in on the question of management responsibility.
148/149	156/157	Implementation, I am not sure what specific role is intended for TDA but it should be limited to acquisition of property. If the COT follows the same path for this TIF the Tulsa Industrial Authority will be the implementing agency. All other COT incentives should be lead by COT staff.	COT ED	Yes, It is our understanding the Tulsa Industrial Authority will be the implementing authority for the new TIFs. Governance Plan text has been updated and Tulsa Industrial Authority has been added to the Governance Structure graphic. Does the TCIA have a logo?
128	134	Municipal Bonds - Language regarding GO Bonds and Sales needs correction. Similar to the language on 130	COT ED, Gary Hamer	Text updated per our call with the City of Tulsa and the DCC.
129	135	TSD Fee - Has this been double checked and verified that these fees would be available for this use	COT ED, Gary Hamer	Text has been updated per our conversation with the City of Tulsa and the DCC. Thanks.
132	140	There already is a comprehensive homeless prevention and outreach program. "A Way Home For Tulsa" - <a href="https://cstulsa.org/awh4t/">https://cstulsa.org/awh4t/</a>	COT ED, Gary Hamer	Text updated per our call with the City of Tulsa and the DCC.
136	144	Municipal Bonds - Maybe should say Municipal Capital Programs. Paragraph is unclear "after the anticipated 2019 proposal" is what voted on approved by voters???	COT ED, Gary Hamer	Text updated per our call with the City of Tulsa and the DCC.
140	148	Is the downtown development and redevelopment fund already an approved program? What is the funding source?	COT ED, Gary Hamer	Based on a conversation with Jim Coles, it is our understanding that the Downtown Development and Redevelopment Fund is already an approved program. The fund is a 6-year zero-interest revolving loan fund that has been strategically deployed in support of Downtown projects.
147	155	Under Funding. The last sentence seems premature and speculation at best. Bonds backed by what?	COT ED, Gary Hamer	Text updated per our call with the City of Tulsa and the DCC.
		After review of the draft ADMP, we find fault with the numbers used by MKSK and are in support of a revision based upon the count provided by the Tulsa Chamber. I have attached a letter from NAIOP Oklahoma which more specifically addresses this issue — we ask that this revision be made prior to the finalization of the ADMP.	Frisbie Lombardi, Nick Lombardi	Per conversations with the City of Tulsa and the DCC, HR&A received consensus to move forward with LEHD On the Map to calculate the number of jobs in Downtown Tulsa. * Note, the retail program in the Arena District does not change as the number of workers in the Arena District remains constant across the sources (approximately 8,500 workers in the Arena District). Therefore, while the gap increases, the demand is for retail in other Downtown neighborhoods.



		The Page Belcher Federal Building is a National Register-listed Midcentury Modern historic building. For the Feds to sell the property in order for it to be demolished or reskinned, I'm 90% sure that will be an adverse effect under Section 106. Even if you don't use federal dollars, it's still a federally permitted undertaking on their end. You might want to consult with the SHPO. As a listed historic building, a developer would also be eligible to pursue historic tax credits for a certified rehabilitation that retains the historic character of the building. It would be great if the historic context of the Civic Center could at least be considered.	Tulsa Architecture, Amanda DeCort	Comment noted.
		Regarding our discussion earlier about the daytime population data in the report potentially being off, I got with the Tulsa Chamber's economist today and he was able to pull the correct number for daytime population for Downtown Tulsa. His numbers reflect a Downtown Tulsa (Census Tract 25) daytime population of 43,000+. Please see attached report.	Rose Rock Development Partners, Steven Watts	Per conversations with the City of Tulsa and the DCC, HR&A received consensus to move forward with LEHD On the Map to calculate the number of jobs in Downtown Tulsa. * Note, the retail program in the Arena District does not change as the number of workers in the Arena District remains constant across the sources (approximately 8,500 workers in the Arena District). Therefore, while the gap increases, the demand is for retail in other Downtown neighborhoods.
		I've not worked directly with EMSI in the past. What's becoming more standard in the downtown management industry is Local Employment and Household Dynamics/On the Map. The attached report details employment numbers from 2015 (most recent data available) of about 32k, but has limitations of not including federal workers or partnerships (law or finance, traditionally). Are you able to ask HRA about their opinions on the validity of On the Map for a project like this? I have a difficult time looking at the attached email and believing the EMSI data to be correct when On the Map is showing higher for a smaller geographic area. If EMSI data is more recent, were there any major employment shifts or losses in Downtown since 2015?	TDCC, Brian Kurtz	Per conversations with the City of Tulsa and the DCC, HR&A received consensus to move forward with LEHD On the Map to calculate the number of jobs in Downtown Tulsa. * Note, the retail program in the Arena District does not change as the number of workers in the Arena District remains constant across the sources (approximately 8,500 workers in the Arena District). Therefore, while the gap increases, the demand is for retail in other Downtown neighborhoods.
131	139	Remove reference to PSA in the PSA ambassador program	TDCC, Brian Kurtz	Text updated per our call with the City of Tulsa and the DCC.
		Editorial Comments	Dawn Warrick	Addressed. Thank you for the comments.
		Add figure Labels to graphics	James McHendry	Addressed.
		One Commissioner requested that the "chess piece" moves be identified that must occur to free up the catalytic sites.	TMAPC	The final report has addressed this point through the Phasing + Implementation chapter.
	91	One Commissioner requested that an alternative for the Federal Building site be considered that preserves the Page Belcher building. He expressed concern in a plan that recommends tearing down a historic building and that it would be impossible to replace a building like this today.	TMAPC	Though this plan does recommend that the site be redeveloped, on page 91 of the final report, in addition to the alternative concepts section of the Appendix, there is an alternative that looks at a potential site layout if the decision is made to preserve the Page Belcher Federal Building.
		One Commissioner stated that if the Municipal Courts building and Civic Plaza are proposed to be redeveloped, the plan should consider the reuse/redevelopment of the County Courts building as well. He indicated that it was the grouping of these buildings and their uses that makes this area uninviting to the community.	TMAPC	We agree with this point and have illustrated the preservation of the County Courts building as a potential reuse project after the redevelopment of Civic Center Plaza.
	18-19 + 82-83	One Commissioner stated that wayfinding should be an important part of improving the District.	TMAPC	We agree - This point is addressed in the final report, broadly within the Vision chapter (pages 18-19) and again in the Catalytic Projects chapter (pages 82-83)
		Various grammar and typo edits.	COT, Janine VanValkenburgh	Addressed. Thanks.



An aerial night-time rendering of the Tulsa Arena District master plan. The image shows a dense urban layout with various building footprints, including a large circular arena with a blue roof. Streets are illuminated with yellow light trails, and the overall scene is set against a dark, textured background of the city's existing landscape.

# TULSA ARENA DISTRICT MASTER PLAN



**VISION**  
TULSA

OCTOBER 2018



## ACKNOWLEDGMENTS

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The Consultant Team would like to thank all of those who attended the Tulsa Arena District Master Plan-related efforts, including the public workshops, stakeholder interviews, on-line surveys, and walking tours. In addition we would like to recognize and thank the following individuals for their support, direction, and guidance throughout the planning process... and we encourage you to stay engaged to see this Vision to fruition:

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Mayor G.T. Bynum

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# EXECUTIVE SUMMARY

The Tulsa community has a history of making bold placemaking investments in its city. These include the BOK Center, the Guthrie Green, and the newly opened Gathering Place. The BOK Center is one of three investments, including the Cox Business Center and the City-County Library, that the city has made in the Arena District. Despite these civic investments, the Arena District remains fractured and disconnected from the rest of downtown and surrounding districts. Because of the economic importance of these assets to the Tulsa economy and visitor experience, it is imperative that the condition of this area be addressed.

The Vision contained in this Master Plan proposes a series of strategic public investments in building great downtown streets, creating a series of signature park and plaza spaces, and dismantling and dividing an outmoded civic center through a series of catalytic public-private development opportunities. Because these projects involve public streets, publicly-controlled ground, and willing partners, great transformations can be achieved across the next 10+ years with focused and aligned effort.

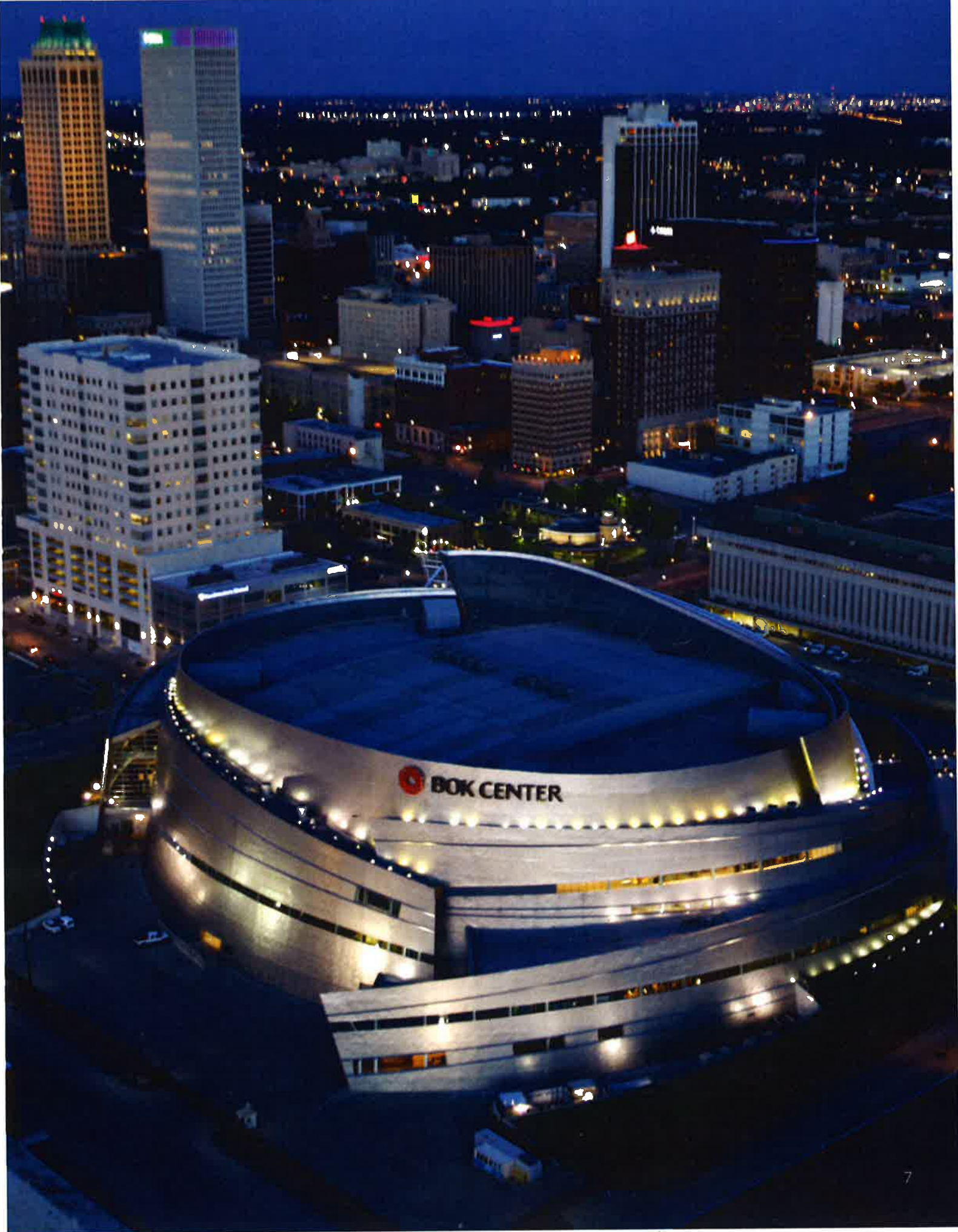
This plan creates a welcoming front door for downtown and a place that will introduce visitors to all that Tulsa has to offer, encouraging them to explore the city. It will activate existing assets and create

gathering spaces unique to the district but attractive to Tulsans and visitors alike. Improved street experiences will encourage pedestrians to walk within the Arena District and to the Central Business District. Together these improvements will attract private investment to create a mixed-use neighborhood that is active 18-hours a day, seven-days-a-week – full of residential, restaurants, retail, parks, offices, and unique destinations.

Today Tulsans have a chance to remake the Arena District and make it more a part of the community's identity. This plan presents a guidebook of the strategic table-setting investments and policies to achieve this vision. It is designed to be flexible and adaptive to respond to the market and opportunities that are presented, and phaseable across time to ensure successful implementation.

What will successful pursuit of the Arena District Master Plan result in? It will create a world-class neighborhood, usher in a new era of downtown investment and growth, and represent the unique character of Tulsa with authentic destinations and experiences for both residents and visitors.









# THE CHALLENGE

## THE ARENA DISTRICT TODAY

ONLY ACTIVE FROM 9 TO 5

FRAGMENTED

DISCONNECTED

AUTO-CENTRIC

SINGLE-USE



# THE SOLUTION

## THE FUTURE ARENA DISTRICT

18-HOUR LIFE & ACTIVATION

VIBRANT & ENERGETIC

WALKABLE & BIKABLE

LIVABLE

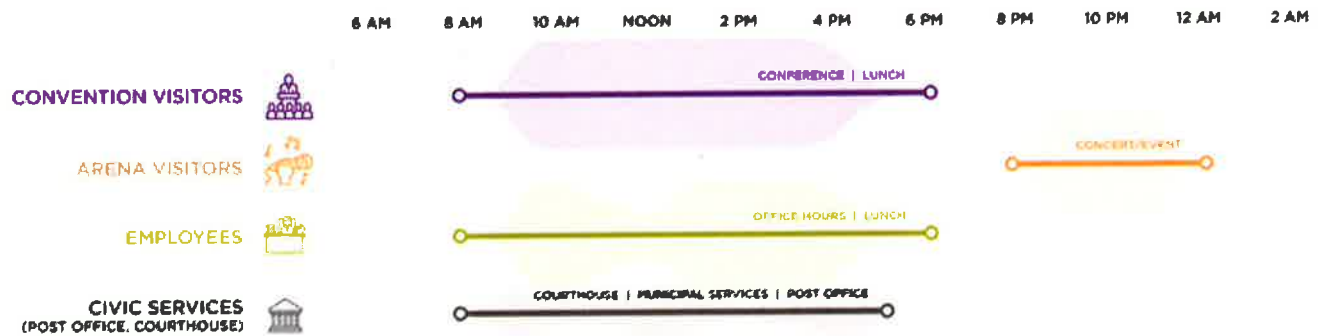
CONNECTED

WELCOMING

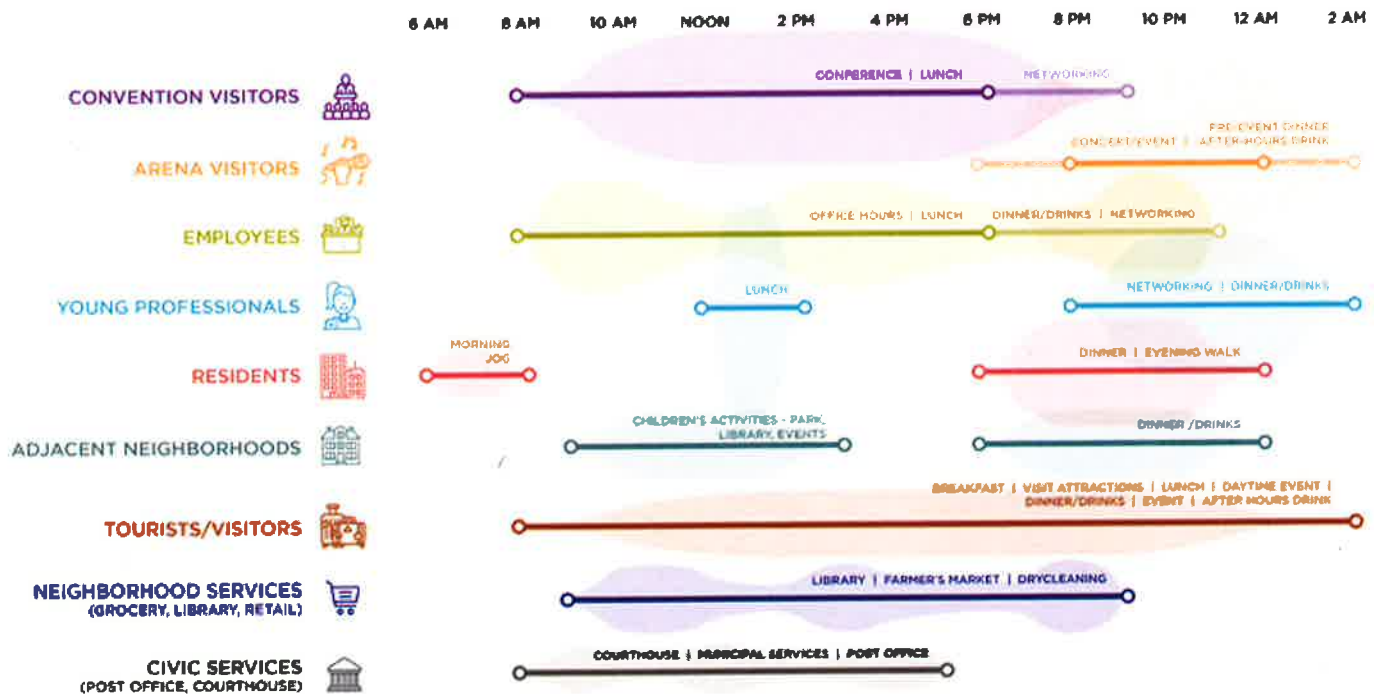
A DESTINATION



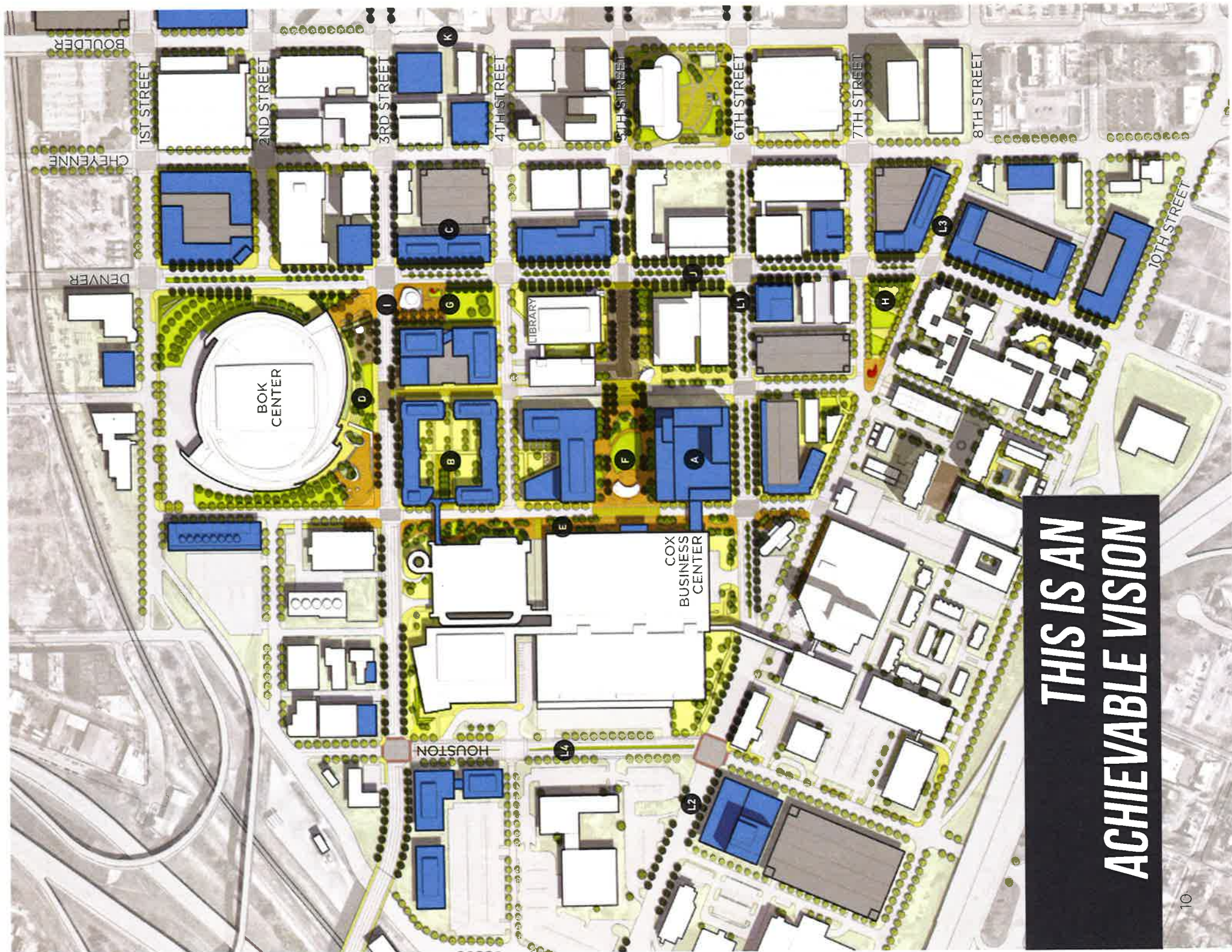
## EXISTING USER GROUPS



## POTENTIAL: 18 HOUR NEIGHBORHOOD










**THIS IS AN  
ACHIEVABLE VISION**



## RECOMMENDED PROJECTS

REFERENCE  
PAGE

### SIGNATURE PROJECTS

<input type="checkbox"/>		A. Convention Center Expansion + Full-Service Hotel	88
<input type="checkbox"/>		B. Page Belcher Federal Building Site Redevelopment	90
<input type="checkbox"/>		C. Transit Center Block Redevelopment + Transit Integration	92

### PUBLIC REALM PROJECTS

<input type="checkbox"/>		D. BOK Center in the Park	96
<input type="checkbox"/>		E. Convention Center Linear Park	100
<input type="checkbox"/>		F. Civic Center Commons	104
<input type="checkbox"/>		G. Denver Avenue Park	108
<input type="checkbox"/>		H. Plaza of the Americas	112

### STREET PROJECTS

<input type="checkbox"/>		I. 3rd Street Streetscape	118
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<input type="checkbox"/>		K. Boulder Avenue Streetscape	118
<input type="checkbox"/>		L1. 6th Street L2. 7th Street L3. 8th Street L4. Houston Avenue	118

Figure 1.1



## THE IMPORTANCE OF THE “ARENA DISTRICT”

The Arena District today draws more than 1.8 million people annually to experience events, attend conferences and participate in the daily civic life of Downtown Tulsa. While the district brings people to downtown, it does not contribute as fully to the overall image of Tulsa as it should. It is a district that is dominated by surface parking lots (27% of the study area) and a lack of public park space (3.5% of the study area). It lacks the urban fabric that could connect it to the rest of downtown and adjacent districts. It does not have enough activity to bring people to the district before and after events. And it does not adequately welcome visitors to the district, downtown or Tulsa as a whole.

The Arena District Master Plan sets forth a market-based vision for the Arena District that complements the major attractions in the district—the BOK Center, the COX Business Center and the City-County Library—with mixed-use infill development, dynamic public plaza and park spaces, and short-term activations. This new 18-hour neighborhood will serve visitors, residents, and employees and act as a new, welcoming gateway into Downtown Tulsa.

## PROJECT PURPOSE

The Arena District Master Plan effort will help guide the City of Tulsa and its partners in improving the public realm and enabling private redevelopment. This master planning process assesses the current state of the Arena District, evaluates the potential of public infrastructure investments, creates a system of engaging public spaces and streets, identifies opportunities for private development, and provides a market-based and phased roadmap for future decisions.

Launched in February of 2018, the plan has been led by City of Tulsa staff, a Steering Committee, project stakeholders representing a spectrum of interests and organizations, and members of the Tulsa community. The interdisciplinary planning team led by MKSK’s planners and landscape architects includes experts in architecture, engineering, market analysis, placemaking and identity.



Figure 1.2





**BROADEN AND  
STRENGTHEN THE  
DISTRICT'S ROLE**

in the Tulsa economy by identifying strategies to reinforce the visitor experience and promote and foster growth and development.



**UNCOVER A DISTINCT  
DISTRICT AND DOWNTOWN  
IDENTITY**

by telling a bold and authentic story through dynamic placemaking, landmarks, public art, and messaging.



**REPOSITION THE DISTRICT**

from a limited-use area into a thriving destination and downtown neighborhood.



**SHRINK PERCEIVED AND  
REAL DISTANCES**

within and between the District and its downtown and riverfront neighborhoods for residents, workers, and visitors.



**CREATE AN ACTIONABLE  
PLAN**

to guide public and private sector investment that leads to "early wins" and long-term prosperity.





# HOW TO USE THIS MASTER PLAN

Following the introductory planning framework, the Arena District Master Plan contains six primary chapters:

## **The Vision**

Building from community input and feedback, existing conditions analysis, and market potential, the master plan puts forth a vision for the future of the Arena District. The Arena District can become a welcoming gateway to downtown and the City of Tulsa. Its transformation into an 18-hour neighborhood that is activated by a mix of uses and connected seamlessly to downtown, surrounding districts and the riverfront will make it one of the most dynamic neighborhoods in the city.

## **Community Engagement**

As part of the Arena District Master Plan, the planning team reached out to the Tulsa community using various platforms, including online and in-person methods of interaction. Through roundtable discussions, online surveys, and three community visioning workshops, the plan reflects a shared vision for the district that encapsulates the wants and needs of Tulsans. This section summarizes the findings of this engagement effort.

## **Plan Alignment + Existing Conditions**

Aligning ongoing, recent and past planning efforts that impact the Arena District was a critical component of initial planning efforts. To complete this snapshot of current issues and opportunities, the planning team examined existing conditions as they relate to how existing land use and connectivity impact the built environment of the district. This established a baseline understanding of the district that informed concept designs, strategies and recommendations for the master plan.

## **Market Analysis**

The market and economic assessment examined the current state of the market and the future potential of residential, commercial, hotel and retail uses in the Arena District. The assessment draws upon findings from a series of conversations with downtown stakeholders including developers and retailers; evaluation of third party socioeconomic and real estate market data for Downtown Tulsa along with the city and region; and comparisons to market and economic trends in peer cities.

## **The Arena District**

Success in the Arena District will require investment in public realm enhancements, additional civic improvements and private development. This section describes catalytic public and private projects in greater detail and examines the opportunity for both long-term and near-term investments.

## **Phasing + Implementation**

The investments required to implement the Arena District Master Plan will involve multiple public and private sector partners and funding sources. This section examines preliminary estimates of probable cost, recommended phasing and the mix of funding sources that can enable success in the Arena District. This flexible tool is designed to be opportunistic to respond to community priorities and market demands.







# THE VISION



# THE VISION

## A Gateway to Downtown

The Arena District hosts more than 1.8 million visitors annually who participate in events, concerts, conferences and civic life. While successful in attracting visitors, the Arena District can do a much better job of being welcoming, inviting and engaging. The master plan seeks to provide that welcome, as well as make public spaces and enable development that encourages people to visit, stay and relax. An activated district with a multitude of uses and attractions will serve everyday visitors, residents and employees as well as those coming for special events, conferences and celebrations. This 18-hour neighborhood will require an influx of new residents to live in the district beyond 9 to 5 and to provide a population base that will support the desired retail and entertainment uses that will enliven the district. To ensure its success, the Arena District must be seamlessly connected to both the core of downtown and surrounding districts and neighborhoods. A more walkable downtown starts with improving the pedestrian scale of the Arena District.

Based on community and stakeholder guidance, the planning team identified these four essential elements for Tulsa's Arena District Vision:

### Welcome

- 1 : Welcoming Visitors and Tulsans and introducing them to what downtown has to offer.**
- 2 : This is the gateway to downtown.**



### Activate

- 1 : Make spaces more vibrant and inviting for people.**
- 2 : Invite activity in buildings/attractions to spill outside and enliven the city.**



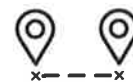
### Live

- 1 : Create a robust downtown neighborhood where people live and call home.**
- 2 : Build a place with a mix of uses that creates an 18-hour day of activity.**

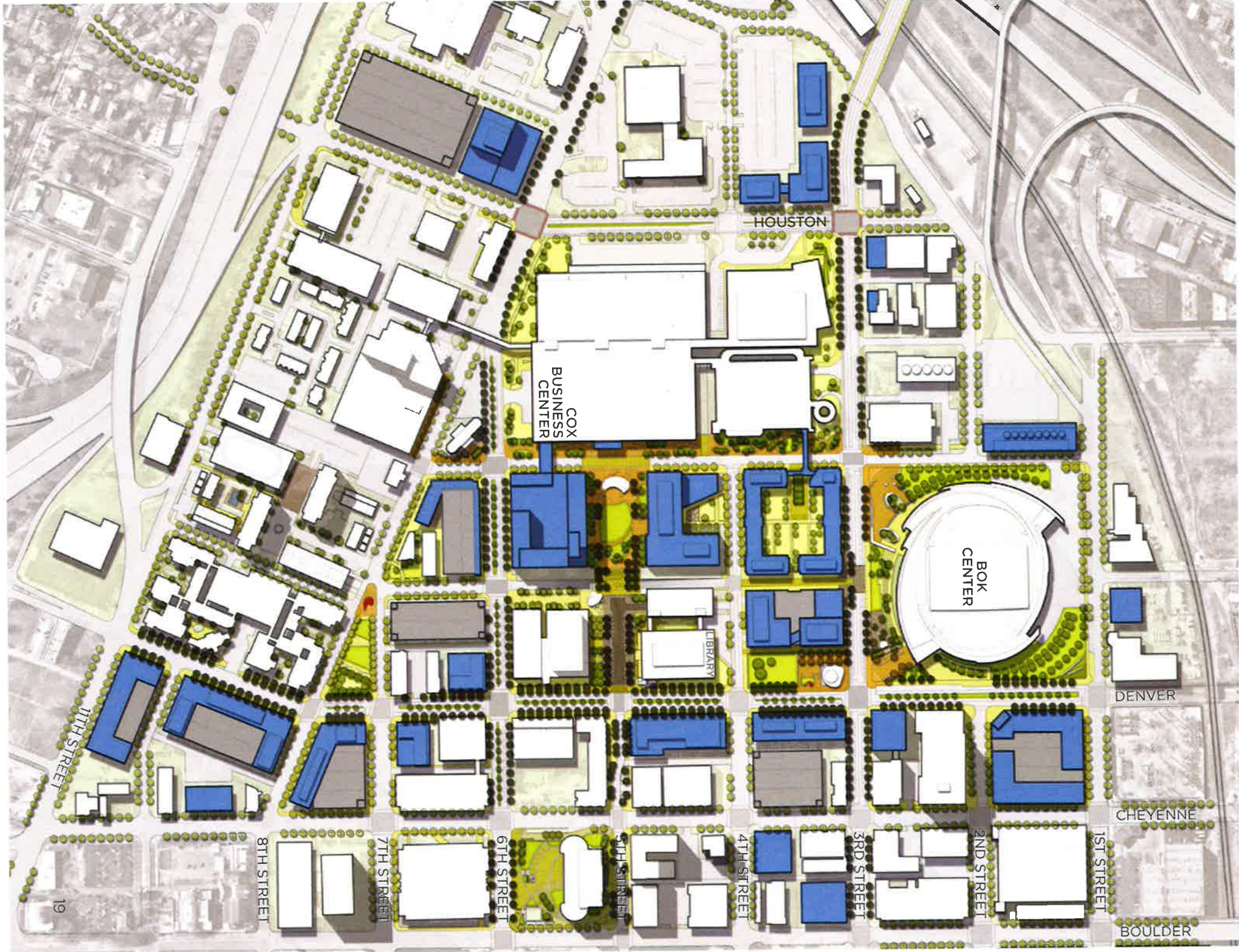


### Connect

- 1 : Fully integrate the district into downtown.**
- 2 : Make downtown amazingly walkable with an inviting and safe walking experience.**







HOUSTON

COX  
BUSINESS  
CENTER

BOK  
CENTER

LIBRARY

DENVER

CHEYENNE

BOULDER

11TH STREET

8TH STREET

7TH STREET

6TH STREET

5TH STREET

4TH STREET

3RD STREET

2ND STREET

1ST STREET



## WELCOME

Although the BOK Center, Library, and Cox Business Center provide consistent activity, there is a lack of distinct identity and cohesive connectivity to other vibrant and revitalized districts in the CBD. It has also been identified that the entry experience into the CBD is lacking — there is no true front door to welcome visitors to the city. Given its location adjacent to highways and railroad infrastructure, the entry arrival experience and connectivity to other vibrant downtown districts is also of key concern.

### WEL·COME

/ wɛlkəm /



- 1: Welcoming Visitors and Tulsans and introducing them to what downtown has to offer.
- 2: This is the gateway to downtown.

Informed by physical audit findings, stakeholder and community engagement workshops, FeedbackTulsa.org surveys, and outcomes of the 2016 Resonance Report, the planning team has identified the challenges as well as the key opportunities to strengthen the place identity of the Arena District, create opportunities for connection, and establish a best-in-class visitor arrival experience. Tulsans see an opportunity to build a vibrant neighborhood identity and regional destination that engages visitors, attracts talent, and generates economic development. Because of its location, the Arena District has the opportunity to serve as the gateway for Downtown Tulsa, connecting and welcoming regional and international visitors into downtown and the region.

The Arena District Master Plan, through the following design concepts, public realm enhancement strategies and recommendations, addresses these issues and concerns. The civic identity of the Arena District will come to life through a network of connected typologies, narratives, and local amenities that will:

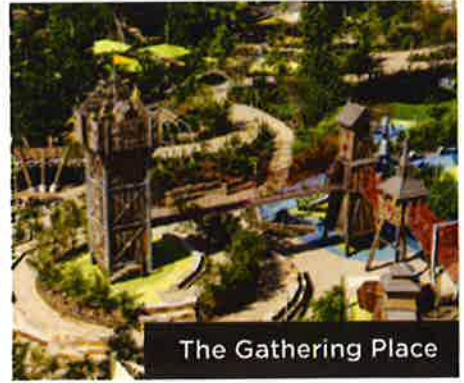
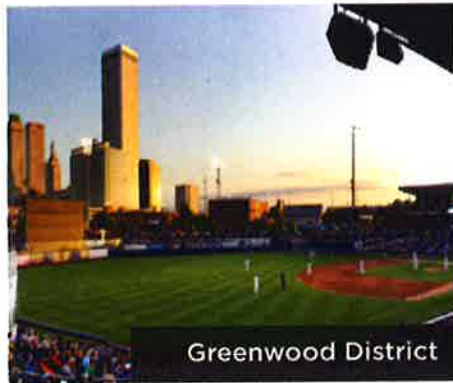
- Create a best-in-class visitor and entry arrival experience
- Connect and welcome local, regional, and international visitors to unique downtown Tulsa amenities, attractions and districts
- Engage visitors in an authentic Tulsa experience rooted in history, culture, art, and placemaking
- Provide an authentic Tulsa experience—building upon—but not infringing upon the success of existing districts

The diagram on the following page illustrates the opportunity to position the Arena District as a “gateway” to downtown Tulsa. The civic identity of the Arena District is framed around the concept of this area serving as a “front door” — welcoming local, regional, and international visitors into downtown.





Figure 2.1





## ACTIVATE

Investment in great public spaces has proven to create catalytic change in urban districts. Investment in these spaces shows developers, potential users and residents that the city is committed to improving the quality of life in the area.

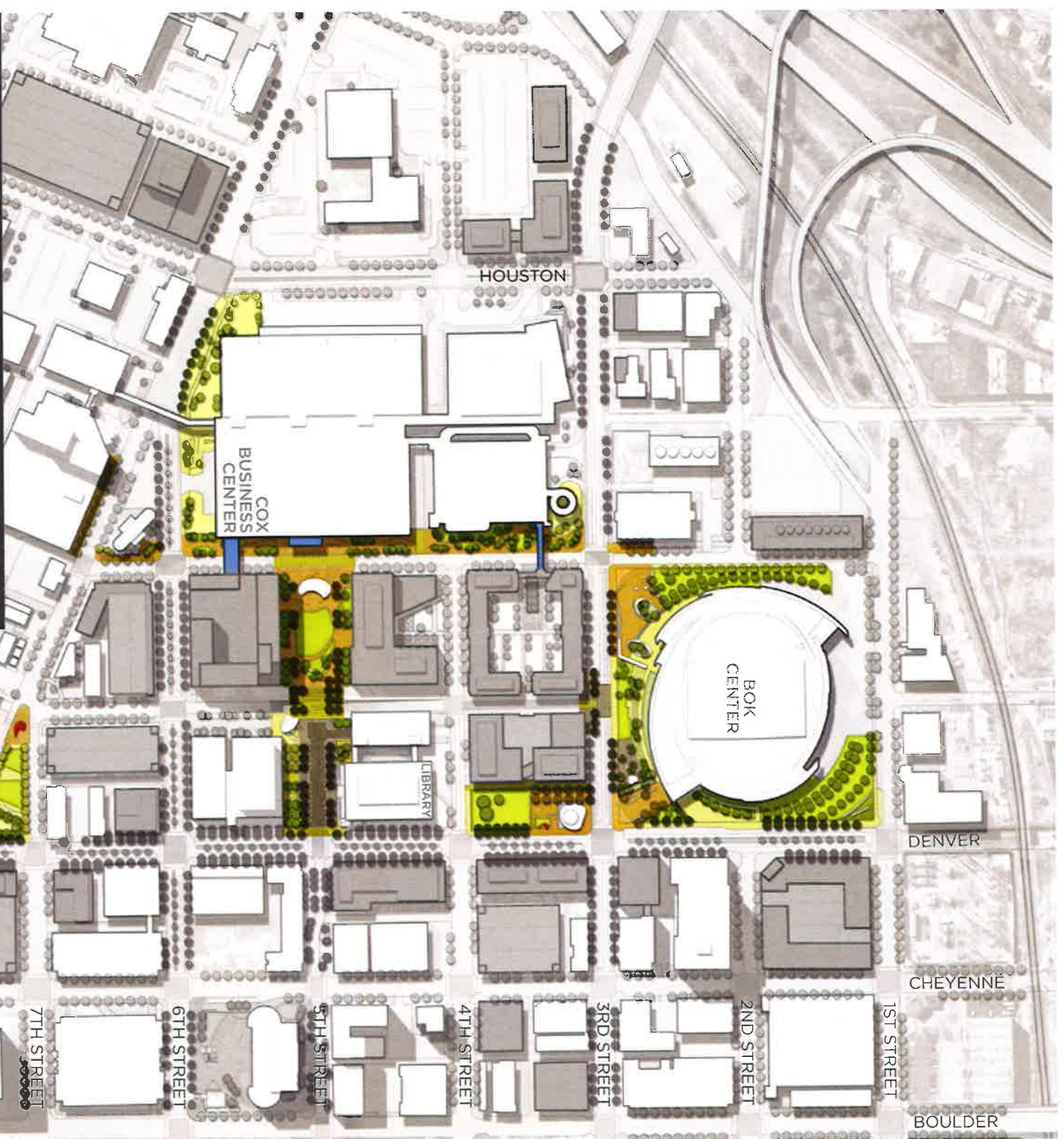
A current lack of contributing buildings, active ground-floors, and private investment in the district means that the public realm must take the early role of activating the district. The public realm has the responsibility of creating an inviting and welcoming experience for visitors, current residents and future employers and residents that the area may attract.

There is opportunity in the Arena District to revitalize or reimagine existing public spaces and create new signature spaces within the redevelopment of underutilized sites. These include the CBC lawn and edges, Civic Center Plaza, the Plaza of the Americas, the BOK Center lawn & plazas and the Page Belcher Federal Building block. Plaza of the Americas and the BOK Center lawn and plazas provide opportunities for early park revitalization projects to serve as gateways and anchor points for the north and south portions of the district. Civic Center Drive, the Page Belcher Federal Building block, and Civic Center Plaza are potential intermediate and long-term projects that should occur as part of future redevelopment of those sites.

These investments will provide the opportunity to activate, connect, and incentivize future development in the district. Additional details and long-term recommendations for these spaces are expanded upon in the following chapter.







## AC-TI-VATE

/akta.vät/



- 1: Make spaces more vibrant and inviting for people.
- 2: Invite activity in buildings + attractions to spill outside and enliven the city.

Figure 2.2



## CONNECT

Of foremost importance to the success of this district is establishing stronger physical connections to the Central Business District (CBD). Today there are largely mediocre street environments, parking lots and underdeveloped spaces that separate the active areas of the district from the core of Downtown.

Building on the analysis and recommendations from previous planning efforts, this plan recommends a series of signature streets that form the backbone of the Arena District. Investments in these streets are paramount to improve the overall pedestrian experience. These streets are the most public-facing, acting as key arrival gateways, critical pedestrian linkages, and serving as connections to other districts and neighborhoods.

Running east/west, 3rd, 5th, and 6th Streets have potential to be signature streets connecting the district to the CBD. Improvements already made to 5th Street help to encourage walkability, but more needs to be done to accentuate the connection to the CBD and to activate the buildings and uses along the corridor to enable greater pedestrian activity. Sixth Street is also critical as an entrance to the district, as well as serving visitors to the CBD and existing residents to the south. In addition to serving as BOK Center frontage, 3rd Street connects across to the Crosbie Heights neighborhood on the west, and to the Blue Dome District on the east, making it one of the few streets that actually traverses the district.

Running north/south, Denver and Boulder Avenues should serve as enhanced green corridors through the district, connecting to the Tulsa Arts District to the north and Riverview Neighborhood to the south.

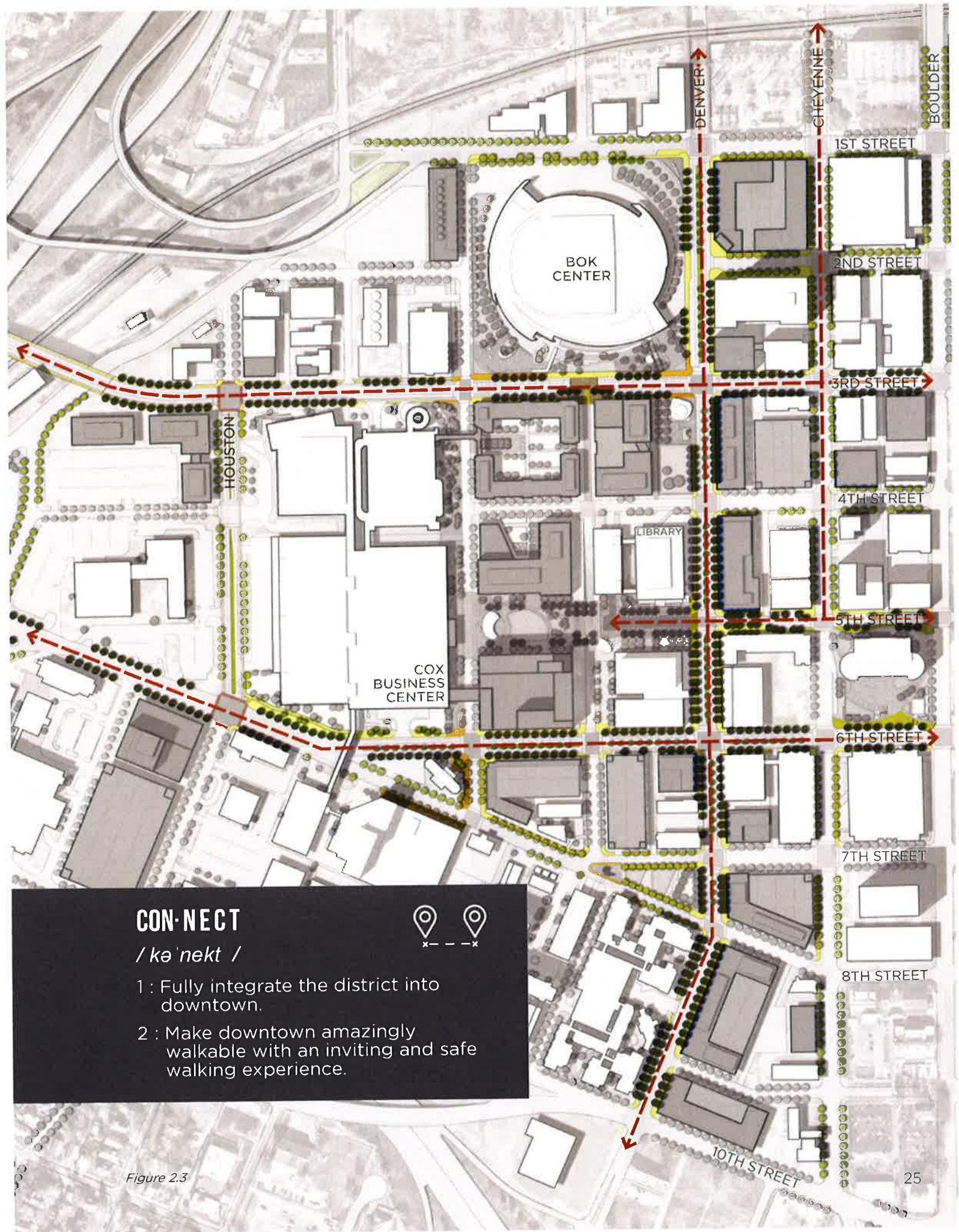
Focusing on the core of the district and creating strong connections to downtown through the east-west street and streetscape improvements as well as private mixed-use development along Denver Avenue will create a more

successful district. With this energy, investment and improved connections to the surrounding neighborhoods and districts will follow.

All other streets in the district should be considered primary streets with streetscape enhancements, improved mobility options and road diets when necessary. These include modifications in street geometry, intersections and widths to enhance walkability and pedestrian safety. Doing so will create a street grid within the district that will encourage pedestrian activity, support mixed-use development and shorten the walkability gap between the district and its surrounding neighborhoods.







## CON·NECT

/ kəˈnekt /



- 1 : Fully integrate the district into downtown.
- 2 : Make downtown amazingly walkable with an inviting and safe walking experience.

Figure 2.3



## LIVE

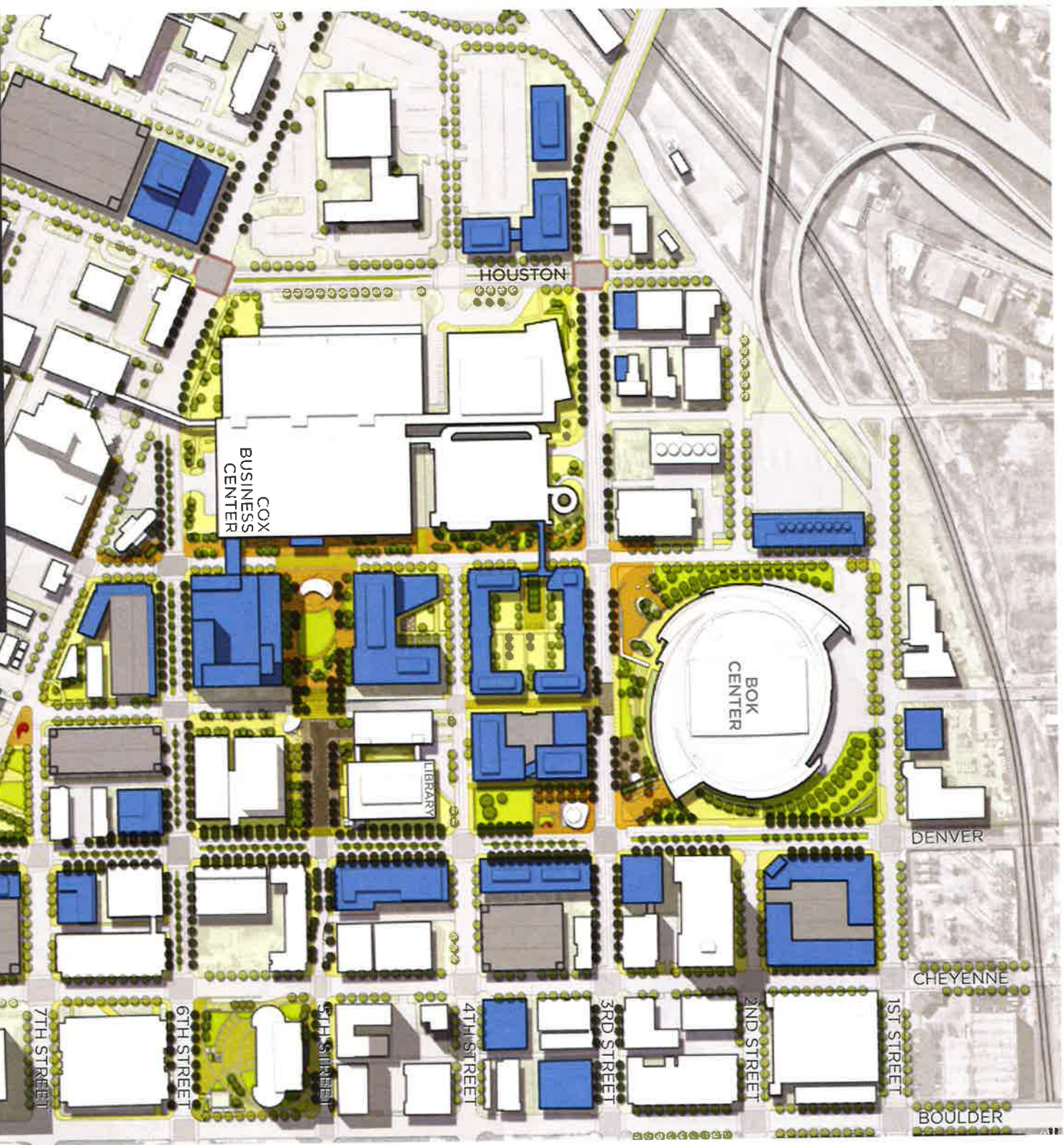
For a district to thrive and become a vibrant neighborhood where people live, work, and play, it is vital that there is a focus on activation of the neighborhood 18-hours a day. This means creating an environment for daytime users (employment and visitors) and evening / weekend users (residents and visitors) through a dynamic public realm, a variety of building uses, and active ground floors along major corridors and key intersections.

Enhancing the public realm can be accomplished not only through revitalized and new park spaces, but also through considerations to building form. New development should be built up to the street and at an appropriate context-based scale. Surface parking should be masked or hidden in the rear of development sites and parking structures should have enhanced facades when visible.

In addition, a healthy mix of employment, retail, and residential uses is an important ingredient to a vibrant neighborhood. Active ground floors should be the primary focus of new development in the district, allowing for flexibility of uses on the upper floors of buildings. This allows for opportunities for less and more efficient parking in the district through shared parking facilities and also keeps an active flow of people and energy throughout the district 18-hours a day.







## LIVE

/liv/



- 1 : Create a robust downtown neighborhood that people can call home.
- 2 : Build a place with a mix of uses that is active 18-hours a day.

Figure 2.4







# **COMMUNITY ENGAGEMENT SUMMARY + RESULTS**



***My vision for the Arena District is:***

**“** *A more vibrant neighborhood with a variety of services for people both during special events at the arena and in between.”*

# COMMUNITY ENGAGEMENT SUMMARY & RESULTS

## ENGAGEMENT OVERVIEW

A key part of a successful plan is a robust community engagement process focused on meaningful conversations with project stakeholders and area residents, employees and visitors. As part of the Arena District Master Plan, the planning team reached out to the Tulsa community using various platforms, including online and in-person methods of communication and interaction. Through roundtable discussions, online surveys, and community visioning workshops, this plan reflects a shared vision for the district that encapsulates the wants and needs of Tulsans.

The following pages summarize the engagement performed during this process, and includes general findings and themes from our conversations, activities, and meetings. This encompasses findings from five steering committee meetings, multiple roundtable discussions with project stakeholders, the three Community Workshops, and three online surveys through Feedback Tulsa. The planning team synthesized this information as a guiding framework for the development of the master plan vision.

**“** *I would be very attracted to mixed use, working where you live strengthens community*



**“** *Greenspace or park area by BOK Center for events i.e. Winterfest*



THE ARENA DISTRICT MASTER  
PLAN WAS **A COLLABORATIVE  
PROCESS** THAT INCLUDED:

**3**

COMMUNITY  
WORKSHOPS

**5**

STEERING  
COMMITTEE  
MEETINGS

**3**

FEEDBACK  
TULSA  
SURVEYS

**84**

STAKEHOLDERS  
INTERVIEWED

**135**

WORKSHOP  
ATTENDEES

**740**

WORKSHOP  
COMMENTS/  
IDEAS

**150**

ONLINE SURVEY  
RESPONSES

**30**

URBAN HIKE  
ATTENDEES

## SOCIAL MEDIA PLATFORMS USED



**NextDoor**

(90K registered neighborhood Tulsa residents)



**Facebook** (8.5K followers)



**Twitter** (48.5K followers)



**Instagram** (1.5K followers)



## MY VISION FOR THE ARENA DISTRICT IS...

# 100+

## VISION STATEMENTS

Through an online survey on Feedback Tulsa and at the first Community Visioning Workshop, Tulsans were asked to complete the phrase "My Vision for the Arena District is..." These vision statements, some of which are shown below, helped guide initial design concepts and ideas. The visions largely re-imagined the Arena District as a mixed-use neighborhood that is well-connected to Downtown Tulsa and surrounding districts.

“Connections between the arena and business center to local venues, restaurants, bars and the other districts and importantly, the river...”

“Walkability for locals and visitors to see sites, dine, stay, and live. Connections to other communities.”

“Friendly to tourists but also spaces usable to folks who live here all year.”

“Develop a district that is easy to traverse during events and provides appealing options for dining.”

“A citywide gathering in the area that supports vendors, food trucks and small businesses.”

“Re-open superblock to promote connectivity. Better connections, especially between the convention center and BOK Arena, and a re-imagined Civic Center Plaza.”

“An active district with its own identity/personality that connects with adjacent neighborhoods.”

## DISTRICT STRENGTHS, WEAKNESSES & PRIORITIZATION

During the initial stages of the planning process, Tulsans were asked to help the planning team better understand the district through various activities and questions. Through an online survey administered on Feedback Tulsa, and at the first Community Visioning workshop, exercises focused on identifying district strengths, weaknesses, and priorities. The results are summarized in the maps on the following page, with key take-aways listed below.

### WHAT ARE THE STRENGTHS? WHAT IS WORKING WELL?

The BOK Center and the City-County Library were considered the top strengths in the district. The BOK Center was lauded for its high-quality events, whereas the library was noted to have excellent programming. The Cox Business Center and area hotels were identified as strong assets that help make this district a destination.

### WHAT ARE THE WEAKNESSES? WHAT IS NOT WORKING WELL?

The Denver Avenue Transit Station was identified as one of the top weaknesses due to a perceived lack of safety. Some suggested civic uses, such as those in the Page-Belcher Federal Building, be moved elsewhere in the city and the buildings and/or sites reimagined. Existing open spaces, such as Plaza of the Americas and 5th Street/Civic Plaza were highlighted as weaknesses due to a lack of green spaces.

### WHAT ARE THE PRIORITIES? WHERE SHOULD WE FOCUS OUR EFFORTS?

Many locations identified as weaknesses are also considered priorities due to their opportunity for redevelopment or enhancement, such as the Page-Belcher Federal Building, Civic Center Plaza and the Denver Avenue Station.



Figure 3.1

HOUSTON

BOK Center

Cox Business Center

City-County Library

Mayo Hotel

South Residential Area

DENVER

CHEYENNE

BOULDER

1ST STREET  
2ND STREET  
3RD STREET  
4TH STREET  
5TH STREET  
6TH STREET

WHAT ARE THE **STRENGTHS**?  
WHAT IS WORKING WELL?

Figure 3.2

Southwest gateway

HOUSTON

COX BUSINESS CENTER

BOK CENTER

LIBRARY

Civic Center Plaza

Denver Avenue Station

Plaza of the Americas

DENVER

CHEYENNE

BOULDER

1ST STREET  
2ND STREET  
3RD STREET  
4TH STREET  
5TH STREET  
6TH STREET

WHAT ARE THE **WEAKNESSES**?  
WHAT IS NOT WORKING WELL?

Figure 3.3

Southwest gateway

HOUSTON

COX BUSINESS CENTER

BOK CENTER

Page-Belcher Building Site

Civic Center Plaza

Plaza of the Americas

Surface lot northeast of BOK

DENVER

CHEYENNE

BOULDER

1ST STREET  
2ND STREET  
3RD STREET  
4TH STREET  
5TH STREET

WHAT ARE THE **PRIORITIES**?  
WHERE SHOULD WE FOCUS OUR EFFORTS?





# WHAT PEOPLE LIKE ABOUT THE DISTRICT

**The district has great anchors and institutions:** The BOK Center was recognized as the district's greatest asset since it attracts nationally-recognized acts and brings in visitors from across the region, followed by the City-County Library, which was commended for its great programming and recent renovation.

**The District has interesting things to see and visit:** Respondents mentioned the high-quality architecture in the district and its surrounding area, as well as the many restaurants, bars, and cafes that are already in the area. Its proximity to the river was also listed as an asset.

**The district is relatively easy to access and find parking:** Because of its location on downtown's western edge, the district is easily accessed from nearby freeways. Once in the district, respondents found that it was relatively easy to find available parking, especially for those willing to walk a block from their destination.

## WHAT ARE 3 THINGS YOU LIKE ABOUT THE DISTRICT?



Figure 3.4



## WHAT PEOPLE WOULD LIKE TO SEE CHANGED OR IMPROVED

### The district needs more things to do:

Respondents suggested the addition of more restaurants, bars, and retail in the district, as well as mixed-use residential. Though many enjoy events at the BOK Center, they wish there was more to do before and after events.

### The district should be better connected to downtown:

Respondents would like a less auto-centric district that has walkable streets, smaller blocks, and is more easily accessible from downtown. Denver Avenue was mentioned as a barrier that inhibits walkability between the district and the rest of downtown.

### The district needs to be safer and

**friendlier for pedestrians:** Through better lighting and public spaces designed for people, the district could become one that is more welcoming to pedestrians. The homeless population, paired with streets devoid of non-vehicular activity, perpetuate a perception that the district is not safe or inviting.

## WOULD YOU CURRENTLY CONSIDER WALKING BETWEEN THE ARENA DISTRICT AND DOWNTOWN/CBD?

Results from Workshop 2 & Feedback Tulsa



## WHAT ARE 3 THINGS YOU WOULD LIKE TO SEE CHANGED OR IMPROVED IN THE DISTRICT?



Figure 3.5

**MORE THINGS TO  
DO & SEE**

**BETTER CONNECTED TO  
DOWNTOWN**

**SAFER/BETTER  
FOR PEOPLE**





## STREETS & CONNECTIVITY

When asked to react to the draft concepts for street improvements, which included improved sidewalks, more street trees, and an enhanced pedestrian realm, 100% of respondents noted that these improvements would make them feel more comfortable walking in the district. Community members were asked what other improvements would enhance transit, bikability, and walkability in downtown. Though most answers focused on improvements to the right of way, a third of all answers recommended placemaking improvements and new infill development as contributing to a walkable district.

Suggested improvements to the right of way focused on enhancing the pedestrian experience, from more street trees to better lighting in the evenings, in addition to encouraging multimodal streets with bicycle infrastructure. Responses related to placemaking aimed at improving the district's connectivity through gateways and better signage/wayfinding, and establishing a district identity through public art. Many suggested that a lack of active ground-floors and the prevalence of surface parking lots negatively affected walkability. As such, infill development on the identified opportunity sites was suggested as a strategy to improve walkability.

## CATALYTIC OPPORTUNITY SITES

Prior to the development of the final master plan vision, draft concepts illustrated potential development options for various sites in the district, such as the Page-Belcher Building, Civic Center Plaza, and the Bank of Oklahoma Surface Lot on Denver Avenue and 2nd Street. These concepts included enhancements to open spaces in addition to potential adaptive-reuse, mixed-use and hotel developments.

In both online surveys and the second community workshop, Tulsans overwhelmingly supported redevelopment of the three identified sites, noting that activating the core of the district is a positive improvement. When asked if a mixed-use environment would encourage them to spend more time in the district, most of those surveyed responded affirmatively and commented that the district needs this type of 18-hour activation. A clear majority of respondents also shared that transforming the Arena District into a mixed-use neighborhood would encourage more people to live in the district.





## PARK SPACES

A significant portion of the draft concepts and strategies centered around creating high-quality gathering spaces in the Arena District. These spaces, ranging from short-term activation of existing park and plaza spaces to a long-term re-imagining of public spaces in the district, aim to activate and energize the district while fostering future development.

Tulsans attending community workshops and visiting Feedback Tulsa were asked which types of park space improvements they would like to see in the district. Close to three-quarters of respondents prioritized creating an activated public space around the BOK Center and improving Civic Center Plaza, with many suggesting seasonal events capitalizing on the visitors already drawn into the district by the BOK Center and the CBC. When asked which activities or spaces would draw people into the area, responses noted that the Arena District would benefit from more things to do beyond events at the BOK Center. The most popular activation strategy was additional programming and spaces for people to gather, followed by a farmer's market and pop-up retail.

## DO YOU SEE VALUE IN CONCENTRATING INVESTMENTS IN THE ARENA DISTRICT?

Results from Workshop 2 & Feedback Tulsa



**82%** of those surveyed either agree or somewhat agree with concentrating investments in the district.

## CONSIDER THE FOLLOWING

(Ordered by most to least mentioned)

1. The Arena District as a gateway
2. Think about our Return on Investment
3. Capitalize on initial investments to incentivize future growth

## WHAT PUBLIC SPACE IMPROVEMENTS WOULD YOU LIKE TO SEE HAPPEN IN THIS DISTRICT?

Results from Workshop 2 & Feedback Tulsa





## WHAT WE HEARD: SUMMARY

Through online surveys, three public workshops, stakeholder roundtables, and one-on-one conversations with downtown experts, the planning team has identified the following key take-aways:

### **Reposition the district as a welcoming gateway to Downtown Tulsa**

- Due to its location within downtown, the district is often an unwelcoming first impression of Downtown Tulsa for visitors entering the area
- Connectivity to surrounding neighborhoods and districts is poor due to auto-centric streets, superblock development patterns, railroad tracks, highways, and other impediments to walkability.
- The district has the potential to have a meaningful and convenient connection to the riverfront.

### **Improve the perception of safety through activation of streets & better lighting.**

- The lack of people walking along streets and in public spaces makes the district feel isolated and unsafe. Adding ground-level uses would help activate the district.
- Lighting is poor throughout the district, which makes streets feel unsafe at night.

### **Develop a distinct sense of identity for the district that is complementary to surrounding districts.**

- The district lacks a cohesive identity, with many Tulsans identifying the area as only the BOK Center and its immediate surroundings, and not as a true district or neighborhood.
- The Arena District should strive to develop a unique sense of place that is complementary to surrounding districts.
- The district has the potential to become a destination for all Tulsans, and provide a true neighborhood character outside of special events.

### **The district needs better parks and open spaces with amenities and gathering areas.**

- There is a need for more and higher-quality open space in the district, such as a new signature park that can host events of all sizes and serve as a catalyst for neighborhood development.
- Currently a perceived “weakness,” an improved Civic Center Plaza was prioritized by the community as the top open space enhancement needed in the district.
- Plaza of the Americas should be re-imagined as a high-quality open space.

### **Activate the BOK Center during non-event hours and enhance its surrounding open spaces.**

- The BOK Center is one of the Arena District's top “strengths” due to its great offering of concerts and events, and the number of visitors it brings into the district.
- During non-event days, the BOK Center block feels inactive and lacks people and energy. Activation and programming is needed in this area.
- The district should build on the success of the BOK Center to attract more restaurants, bars and retail to the area.
- There is potential for infill mixed-use development on the BOK Center block and the surrounding opportunity sites.

### **Focus on mixed-use & infill development in opportunity sites within the district's core.**

- New infill development should focus on mixed-use with active ground-level uses and residential on upper stories.
- There is a need for more restaurants, bars, retail and neighborhood services so the district can become a livable neighborhood.
- The surface parking lots around the district were identified as “priorities” for infill development.



### **Re-think the Page-Belcher Building Site**

- The Page-Belcher was identified as both a top “weakness” and the top “priority” for the district.
- The long-term redevelopment of this site may hinge on finding an alternative location for the building’s current tenants.

### **Re-imagine the Denver Avenue Station site into a mixed-use development**

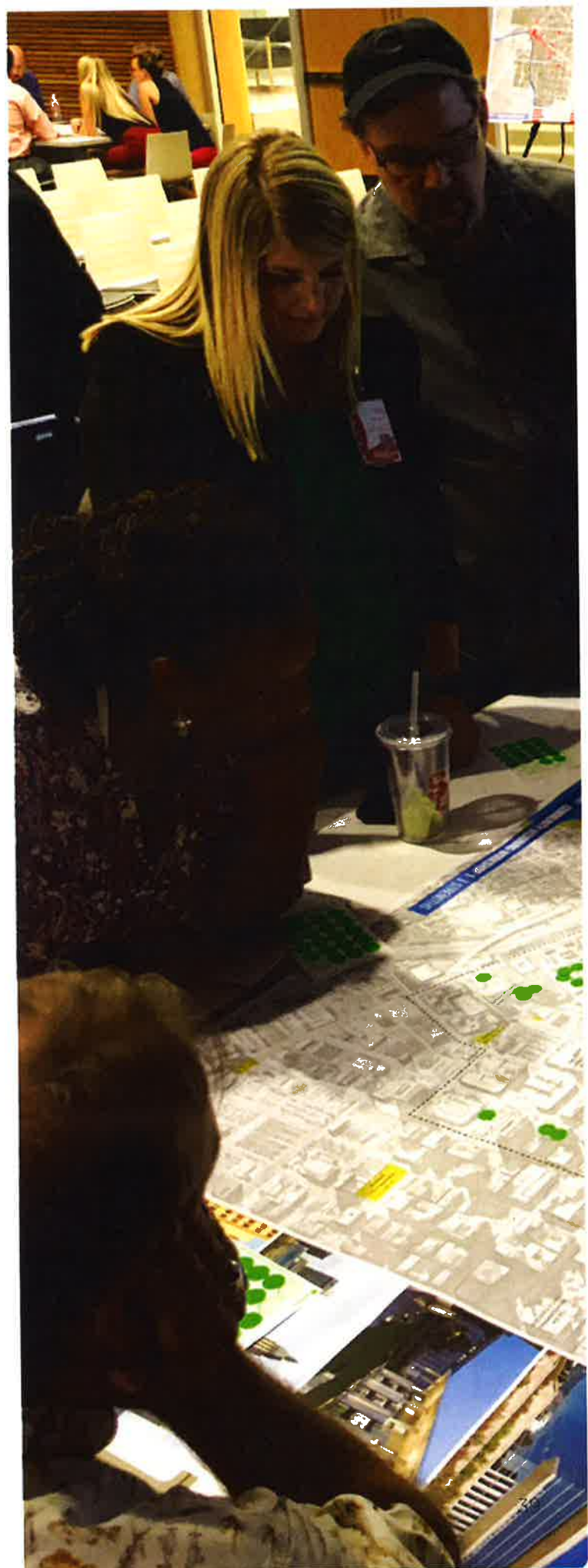
- The current station contributes to a perceived lack of safety in the Arena District.
- The city and MTTA should consider finding a more suitable location elsewhere in downtown for the Denver Avenue Station.
- There is potential for mixed-use redevelopment on this site.

### **Expand the Cox Business Center & build a full-service hotel.**

- The CBC will need to be expanded by 300,000 to 400,000 square feet to continue to stay competitive with facilities in peer cities.
- There is potential for a full-service hotel with room block capabilities and meeting facilities to attract new conferences.

### **Implement the plan**

- The master plan should result in an actionable and implementable plan that builds on current successes and has buy-in from stakeholders, city leadership, and the community.









# **PLAN ALIGNMENT + ANALYSIS**



# PLAN ALIGNMENT + ANALYSIS

## PLANS REVIEWED

In order to understand and align previous planning efforts, this chapter includes an analysis of past studies that have recommendations important to the Arena District. This analysis identifies common themes within these plans, as well as potential improvements that are directly relevant to creating a Master Plan for the Arena District. As seen on the list below, included in this review are plans adopted by the city, regional studies as well as private efforts.

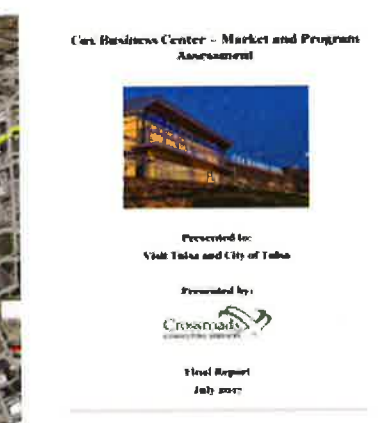
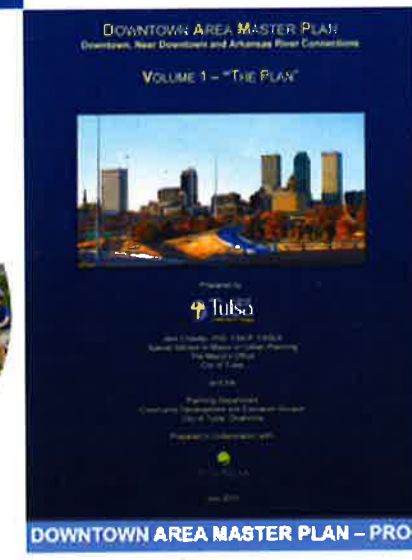
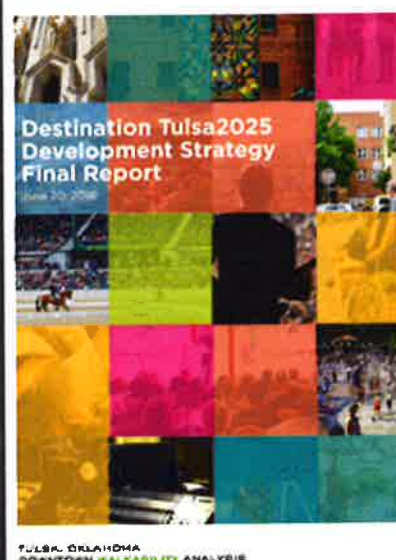
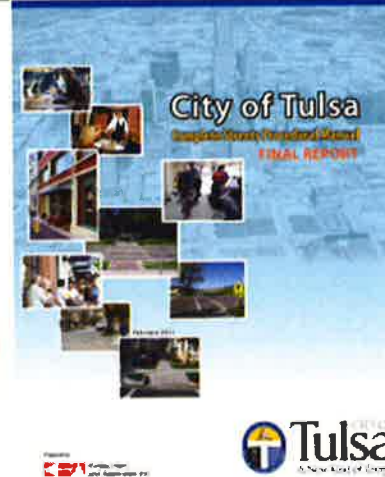
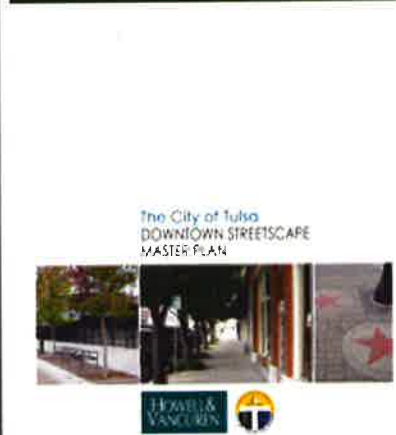
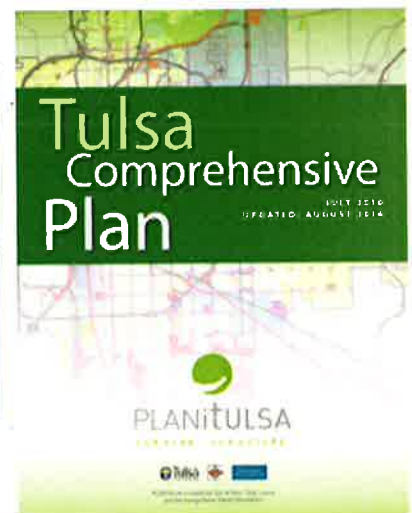
This chapter provides a summary of common themes found in the studied plans listed below. An in-depth look at the most relevant planning efforts, along with a matrix that highlights major themes that emerged from a review of all plans, is included in the appendix to this document. The matrix identifies recommendations that are most pertinent to the Arena District, and how different plans address similar issues and opportunities.

P	2017	Cox Convention and Business Center Plans
C	2017	Downtown Walkability Analysis
C	2016	Tulsa Comprehensive Plan (PLANiTULSA)
C	2016	Downtown Area Master Plan Progress Report
C	2016	Destination Tulsa 2025 Development Strategy (Resonance Report)
CH	2016	Tulsa's Future III
IN	2015	The Tulsa Region Bicycle and Pedestrian Master Plan (Go Plan)
C	2014	The Quality of Life Report
C	2013	Complete Streets Procedural Manual
C	2011	City of Tulsa Downtown Streetscape Master Plan
C	2010	Downtown Area Master Plan
C	2005	Centennial Walk Master Plan
C	2005	Route 66 Master Plan
C	Varies	Arena District Plans

C - City  
CH - Chamber  
IN - INCOG  
P - Private



# PLANS REVIEWED



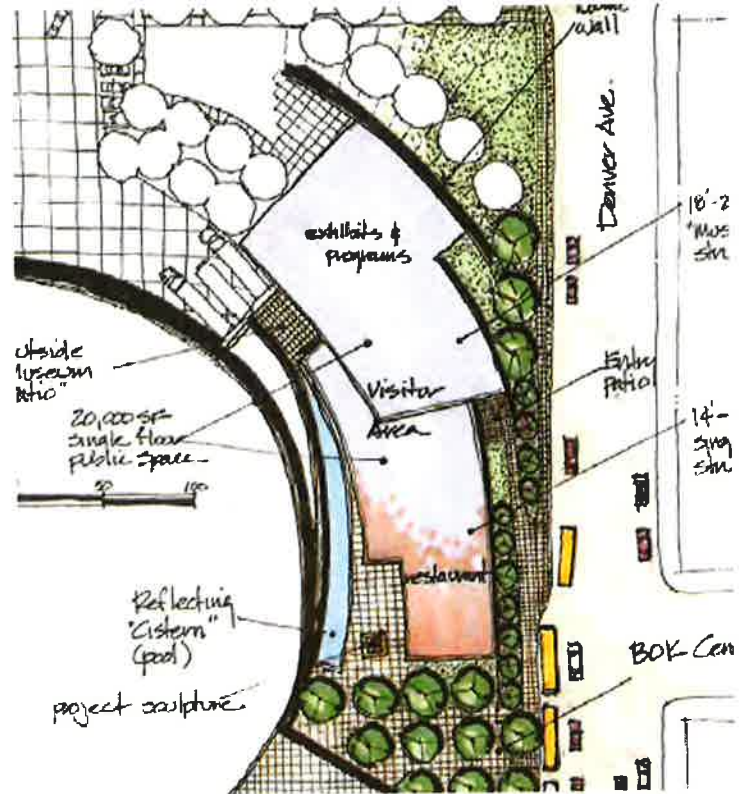


## COMMON THEMES

The plans studied through this alignment document recognize Downtown Tulsa and the Arena District's regional importance, significant anchors, and opportunity for additional development. Nonetheless, various reports also acknowledge several obstacles faced by downtown, such as an isolated convention center, large federal uses, swaths of surface parking, a lack of ground-level retail, superblock developments, and poor connectivity.

As a result, the plans consistently advocate for a vibrant downtown with "complete streets," better and more comprehensive bicycle facilities, additional mixed-use development with ground-level retail, and two-way streets that encourage walkability. These recommendations affect all of downtown, and aim to better connect the Arena District and its anchors and institutions with the rest of downtown and surrounding neighborhoods.

The Arena District has already been subject to various studies of both public and private interests. The most relevant studies, shown in the graphic to the right, are the Downtown Area Master Plan, BOK Center Master Plan, and the Cox Business Center Schematic. These three plans share common goals in how to strengthen the Arena District and better position it within downtown. Improving streets and open spaces are common threads throughout these studies, focusing on 5th Street Plaza, open spaces around the BOK Center, and streetscapes along 3rd Street and Denver Avenue. The studies also identify opportunities for infill development, both mixed-use, convention-related and hotel, and the adaptive-reuse of large civic buildings.



2010

## DOWNTOWN AREA MASTER PLAN

Improving outdoor space around  
BOK Center

Hall of Fame development in NE  
Corner of BOK Center Block

Mixed-use Infill around BOK Center

Relocating government uses for  
adaptive-reuse of Post-Office &  
other civic buildings

Streetscape enhancements

Hotel Expansions & new hotels

Cox Business Center Expansion

5th Street Plaza Improvements





2012

## BOK CENTER MASTER PLAN

Outdoor Improvements around BOK Center and temporary activation

Restaurant development in NE Corner of BOK Center Block

Mixed-use Infill around BOK Center

Adaptive Re-use of Post-Office

Streetscape enhancements

Hotel around BOK Center/CBC

5th Street Pedestrian Mall



2017

## COX BUSINESS CENTER SCHEMATIC

Cox Business Center Entry Expansion & Ballroom Renovation

5th Street Plaza Improvements



# EXISTING CONDITIONS ANALYSIS

## INTRODUCTION

Organized around land use and connectivity, this existing conditions analysis examines the effect of current uses and transportation infrastructure on the built environment. This baseline understanding of the district informed the concept designs, strategies and recommendations that aim to create a true 18-hour neighborhood and to better connect the district with downtown and other surrounding neighborhoods.

The land use analysis includes a summary of the district's hotels and destinations, revealing a district rich in entertainment and hospitality options, yet lacking in the services and amenities needed for a livable neighborhood. The infrastructure needed to sustain these current uses manifests itself through existing parking, which occupies a large portion of the district's land area and interrupts the pedestrian experience within the district and at gateways. Unlike access to parking, which is plentiful and accessible from all parts of the district, park and plaza spaces are scattered and disconnected from their surroundings. Many of these spaces, such as Civic Center Plaza and Plaza of the Americas, are uncomfortable and not conducive for public gatherings.

Through conversations with stakeholders and members of the Tulsa community, a common thread quickly emerged - the Arena District is not a walkable part of downtown. The connectivity analysis highlights the reasons and issues that contribute to the district's lack of walkable streets, from an overall district-level perspective to a street-level perspective.

At the macro level, issues affecting the entire district, such as superblock development patterns, disconnected streets, transit access, and street directionality, contribute to auto-centric streets and inactive ground-level uses. At a micro level, current pedestrian conditions, such as missing sidewalks, lack of pedestrian crossings, and poor pedestrian amenities, result in streets that are not conducive to a vibrant pedestrian realm. Together, these forces affect how people visiting the district decide to move through its streets, and lead to a perception that the district is best traveled using an automobile. In addition, its location along downtown's northwest edge, framed by two highways, results in physical and topographical barriers between the district and the Arkansas River corridor's trail and open space network. Addressing these connectivity issues can ensure that the Arena District seamlessly integrates with the downtown street grid and provides opportunities for riverfront access.



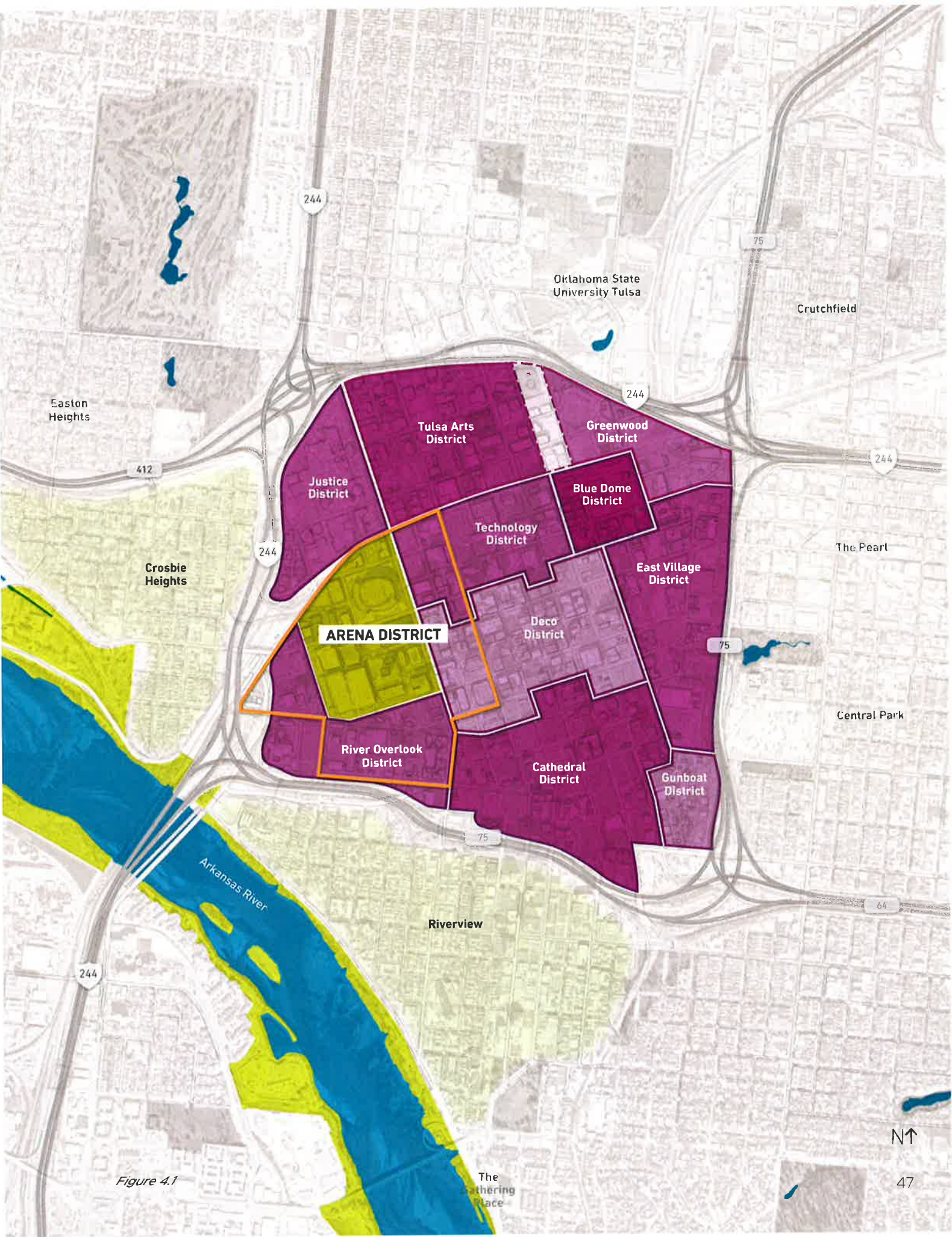


Figure 4.1



## LAND USE

The Arena District is largely a civic and commercial district. A majority of the Arena District's parcel land acreage (excluding right-of-way) is currently owned by public institutions, such as the City of Tulsa, the State of Oklahoma, and the U.S. Federal Government. Due to the prevalence of civic uses in the district, the City of Tulsa is the single largest landowner in the Arena District. The city currently owns one third of parcel land acreage within the study area boundary, including key properties in the heart of the district. The Page-Belcher Federal Building and block is owned by the United States Postal Service. When totaled, public land owners control 58% of the parcel land acreage in the district, though ownership ranged across multiple levels of government and various agencies within the same institution.

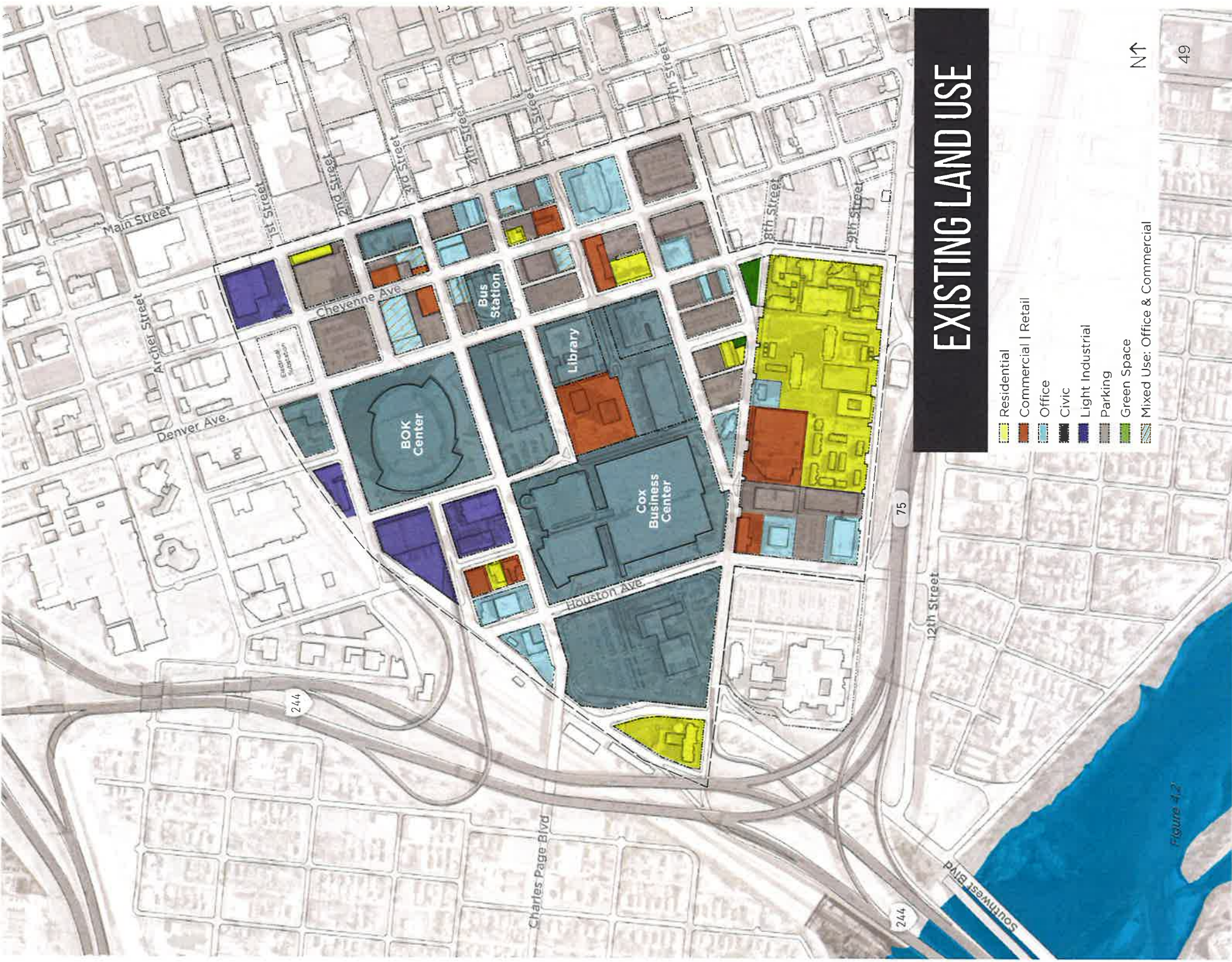
Civic uses are prevalent in the district's central core around 5th Street Plaza, with the exception of the Aloft Hotel property. Surrounding this civic core are various land uses that take on some of the qualities and typologies of the neighborhoods that surround the district.

Government buildings were constructed in the 1960's as part of urban renewal, centered around the elevated Civic Center Plaza. This includes the original Convention Center and Assembly Hall, the City-County Library, City Hall (now Aloft Hotel), the Page-Belcher Federal Building, and the Municipal Court Building. This large grouping of government buildings creates a superblock adjacent to the south side of the BOK Center arena. The BOK Center is surrounded on the north and west sides by legacy industrial and warehouse buildings that take advantage of the railroad tracks and convenient highway access. East of the BOK Center, parking lots and garages fill entire city blocks, though some of these have seen recent commercial infill with the construction of the Hampton Inn and Suites and the One Place office building.

South of 7th Street, the district takes on a different character altogether as residential uses fill the majority of a 24-acre superblock. In this block, the Central Park Condominiums, Renaissance Uptown, and Riverbend Gardens contain most of the Arena District's existing residential units. These three developments are nonetheless suburban in nature, featuring large setbacks from the street, surface parking along the edges, and inward-facing residential units facing private courtyards. At the intersection of 7th Street and Houston Avenue, two hotels take advantage of the close proximity to the Cox Business Center (CBC), though these do not activate the pedestrian environment and instead consist of blank ground-floor facades. In addition, the Double Tree connects to the CBC through an elevated walkway across 6th and 7th Streets. These features do not promote an inviting pedestrian environment and do not encourage visitors to explore the district.

On the eastern side of the district, the blocks between Denver and Boulder Avenues have traits more in line with the downtown districts east of the Arena District. These blocks, which are sized as standard 320' by 320' urban blocks following the downtown street grid, are mixed-use and contain office, civic, retail and residential uses. However, on the northern and southern sides, structured and surface parking fill entire city blocks.





# EXISTING LAND USE

- Residential
- Commercial | Retail
- Office
- Civic
- Light Industrial
- Parking
- Green Space
- Mixed Use: Office & Commercial

N↑

Figure 4.2



## ATTRACTIONS + DESTINATIONS

The Arena District is home to destinations attracting Tulsans and visitors from the surrounding city, state, and region. For instance, the BOK Center draws nationally-recognized entertainment acts throughout the year, while the City-County Library offers a wide range of programming for people of all ages and backgrounds on a daily basis. Meanwhile, the Cox Business Center (CBC) is Tulsa's convention center and event space hosting meetings and events throughout the year. These three anchors draw in 1.8 million visitors a year for concerts, conferences, events, and library services and programming. The Arena District and its businesses and hotels are thus heavily reliant on these anchors and their success, as is greater downtown.

There is market loss however. Based on conversations with area stakeholders, visitors coming into the district for events at the BOK Center generally drive and find parking near the facility, and tend to leave the district shortly after the event. The CBC, while bringing in more than 347,000 conventioners to the area on an annual basis, also relies on entertainment clusters outside of the district, such as the Blue Dome District, for restaurant and entertainment options. Consequently, the district struggles to provide quick meal options around events and does not attract visitors during non-event days and times. This is also due in part to a high concentration of civic uses that are only active during the workweek office hours, with the exception of the City-County Library. The latter attracts 2,000 users a day and is open for much of the workday and into the weekend, and offers valuable services and community gathering areas. It is also home to a Starbucks which is a popular and in-demand third place in the area.

## PARKING

Visitors, residents and employees in the Arena District have multiple options when deciding where to park. These options are often within a block of major destinations or where they work or live, and vary between on-street parking, surface lots, and garages. For downtown visitors, the Tulsa Parking Authority has garages with public parking, two of which are located within the district boundary. In addition, the Arena District has 383 on-street parking spaces, concentrated along the east side of the district. Most on-street spaces are currently along Cheyenne Avenue and Boulder Avenue and the east-west streets between these two corridors. On-street spaces are currently on timed meters, enforced Monday to Friday (8:00 AM – 5:00 PM), and unenforced on Sundays and holidays.

Structured parking is available throughout the entire district, with garages containing daily public parking, monthly parking, and private parking. Operated by the Tulsa Parking Authority, the Civic Center Parkade and the 100 West Garage provide public parking near the BOK Center, CBC, and the Page-Belcher Federal Building. Other garages with daily parking include the City-County Library Garage and the ONEOK Garage. In September of 2017, a 500-space parking garage was proposed by the city for the southeastern corner of Fourth and Main Streets, including 3,000 square feet for restaurant space. This garage will be within four to five blocks of the CBC and the BOK Center.

Surface parking lots are scattered throughout the entire Arena District, representing barriers to walkability and interruptions in the urban fabric. The 2,803 surface spaces in the district are generally privately-owned, with many available for daily or event paid parking. These surface lots are often located near important intersections, destinations, and gateways, holding potential redevelopment sites.



**±1.8M Visitors/Yr**  
BOK, CBC, & Library

Tulsa Arts District

Performing Arts Center

BOK Center  
810,200  
Visitors/Yr

Library  
730,000 Users/Yr

Bus Station

Cox Business Center  
347,000  
Visitors/Yr

## ATTRACTIONS + DESTINATIONS + PARKING

- Destination
- Structured Parking
- Parking Lot
- Underground Structured Parking
- On-Street Parking

N↑

Figure 4.3



## PARK + PLAZA SPACE

Only about 6 acres (or 3.5%) of the 165-acre Arena District is dedicated to green space in the form of parks or plazas. The minimal green space currently in the district is generally uninviting and inhospitable, detracting from the overall experience for residents and visitors alike.

The most centrally-located open space in the District is Civic Center Plaza, which begins at the terminus of 5th Street toward the Cox Business Center (CBC) entrance. The plaza, which is expected to undergo renovations as part of CBC improvements, allows for a pedestrian connection between Denver Avenue and the CBC, with direct access to the City-County Library and the Aloft Hotel. The current plaza lacks green space and shade, is inadequately activated by nearby institutions, and feels disconnected to surrounding buildings.

Further south at the fork of 7th and 8th streets, the Plaza of the Americas is an urban plaza reminiscent of 1970's urban design that features concrete seating and retaining walls. Though located at a significant gateway into the district, the partially-sunken plaza feels isolated from its urban surroundings and does not properly welcome visitors into the district.

Though not public parks, private green spaces throughout the district provide some gathering areas for the community. For instance, the landscaped greens and plazas around the BOK Center are actively used before and after events. As well, the recently-renovated private plaza fronting the ONEOK Building includes trees, benches, and planting areas.

Outside the district boundary, several public parks provide high-quality urban greens that feature seating areas, lawns, and public art, such as H.A. Chapman Green at Main and 6th Street, which hosts regular events and public art installations. North of the district in the Tulsa Arts

District, Guthrie Green is a great example of a modern downtown green space that serves as a catalytic driver of development. Opened in 2012 on a former commercial lot, Guthrie Green includes a performance space fronted by a large flexible lawn. The park is continuously activated through public events of all sizes, from small fitness gatherings to larger concerts and movies.





**3.5%** of study area is park + plaza space  
(public & private)



## PARK + PLAZA

↑ N



## INFRASTRUCTURE

Aside from a few stormwater issues located at the edges of the study area boundary, the primary infrastructure concern identified during the course of the Arena District Master Plan involves the condition of the Civic Center Plaza and parking garage structure. Wallace Engineering—which is a part of the planning team—has studied the condition of the plaza and garage in the past. For this master plan they performed a follow up visual assessment to develop recommendations on how to move forward with this critical piece of public space and parking infrastructure that is located in the center of the district.

The Civic Center Plaza was constructed around 1964, making the reinforced concrete structure about 54 years old. Between 1999 and 2004, Wallace Engineering performed material and chloride ion tests, conducted visual condition surveys, and designed and observed limited structural repairs for several portions of the existing City of Tulsa side of the Civic Center Plaza and the parking garage below it. This work was not done for the Tulsa County side of the Civic Center Plaza and parking garage below it.

Based on those tests, surveys and structural repairs, as well as our recent discussions and observations regarding this project, the planning team has the following comments and concerns about the current structural condition and the remaining useful life of the structure:

1. Past testing in 2000 indicated very high chloride ion content in the existing concrete slabs, beams and columns at all levels of the plaza and garage. The high levels of chloride were caused by many years of using deicing salts on the plaza and the surrounding streets and sidewalks during freezing weather. The combination of carbonization, high chloride content and water has caused years of corrosion in the steel mesh and rebar reinforcing in this structure. For example, testing in 2000 found chloride ion content in the concrete structure ranging from 1.92 pounds per cubic yard of concrete to 12.62 pounds per cubic yard. Any chloride ion content above 1.2 pounds per cubic yard is known to cause corrosion in the reinforcing steel.
2. The existing parking garage and plaza were repaired based on available funds and emergency priorities. Funds were not available for all of the repairs or protective coatings recommended by Wallace Engineering in 2000. At the time, it was estimated that \$16,200,000 was needed for repairs to allow the structure to continue functioning safely for 10 to 20 more years. That was 18 years ago. To the best of the planning team's knowledge, only about \$3,000,000 to \$4,000,000 was available for the repairs that were actually done from 2001 to 2004. Because of the limited funds available, only emergency repairs on areas with major spalls, cracks, visible corrosion and highly dilapidated slabs were implemented.
3. Since the emergency repairs described in item 2 above were completed, Fifth Street was extended across the top of the Civic Center Plaza to allow access to the new Aloft Hotel for fire trucks and to allow better access to all of the buildings in the complex. Steel beams and columns were added to the bottom of the existing concrete structure to increase the capacity of the deck to carry fire trucks. The planning team does not know what, if anything, was done beyond the strengthened area under the street to seal, protect and repair the corroded reinforcing steel and carbonated concrete that still has very high chloride content.
4. As part of this master plan, the planning team visually assessed the parking area and made some preliminary observations of the current condition of the structure. Based on these observations, there are large areas where netting has been installed to catch falling pieces of concrete. There are many new areas of cracking, including some with efflorescent salts dripping through the cracks and forming stalactites hanging from the concrete. There are also several areas with spalled concrete and obvious steel rebar and mesh corrosion.

Based on these recent observations, along with previous experience discussed above regarding testing, surveying and repairing parts of this plaza and garage, it seems probable that a large portion of the plaza and garage are in very poor condition and may be very near the end of its useful life.





Figure 4.5



## BLOCK SIZE + WALKABILITY

A key ingredient to success in any urban neighborhood is walkability. Walkability generally consists of two aspects: 1) Pedestrian scale, walkable block sizes that feel comfortable and safe, and 2) Amenities and destinations that people want to walk to.

Tulsa is fortunate enough to have great pedestrian scale, walkable block sizes throughout the CBD (320 ft. x 320 ft.). This size allows for continuous active and intriguing ground-floor uses without creating an unreasonable amount of street crossings.

An important step in connecting the blocks west of Denver Avenue to the rest of downtown is creating that same type of pedestrian friendly block size, which does not necessarily require new vehicular connections. Currently, the area west of Denver Avenue mostly consists of large superblocks where walkability is hindered by large structures, private or fenced-in land, or large surface parking lots.

Along Denver Avenue, between 1st and 3rd Streets, the BOK Center occupies about 50% of a 490,000 SF block with no activated spaces around the block edges. Also along Denver Avenue, between 3rd and 6th Streets, a large superblock exists consisting almost entirely of civic uses and a 310,000 SF convention center along Houston Avenue. This block has limited pedestrian access points, various structural grade changes, limited wayfinding, and a fence around the large Page Belcher Federal Building block. A large, 960,000 SF superblock makes up the south end of the district, containing hotel and residential uses. This block feels private in nature and does not provide any logical pedestrian access points between Denver and Houston Avenue.

The north, west, and south edges of the district are confined by Interstate 244, Highway 75, and the existing rail line. This

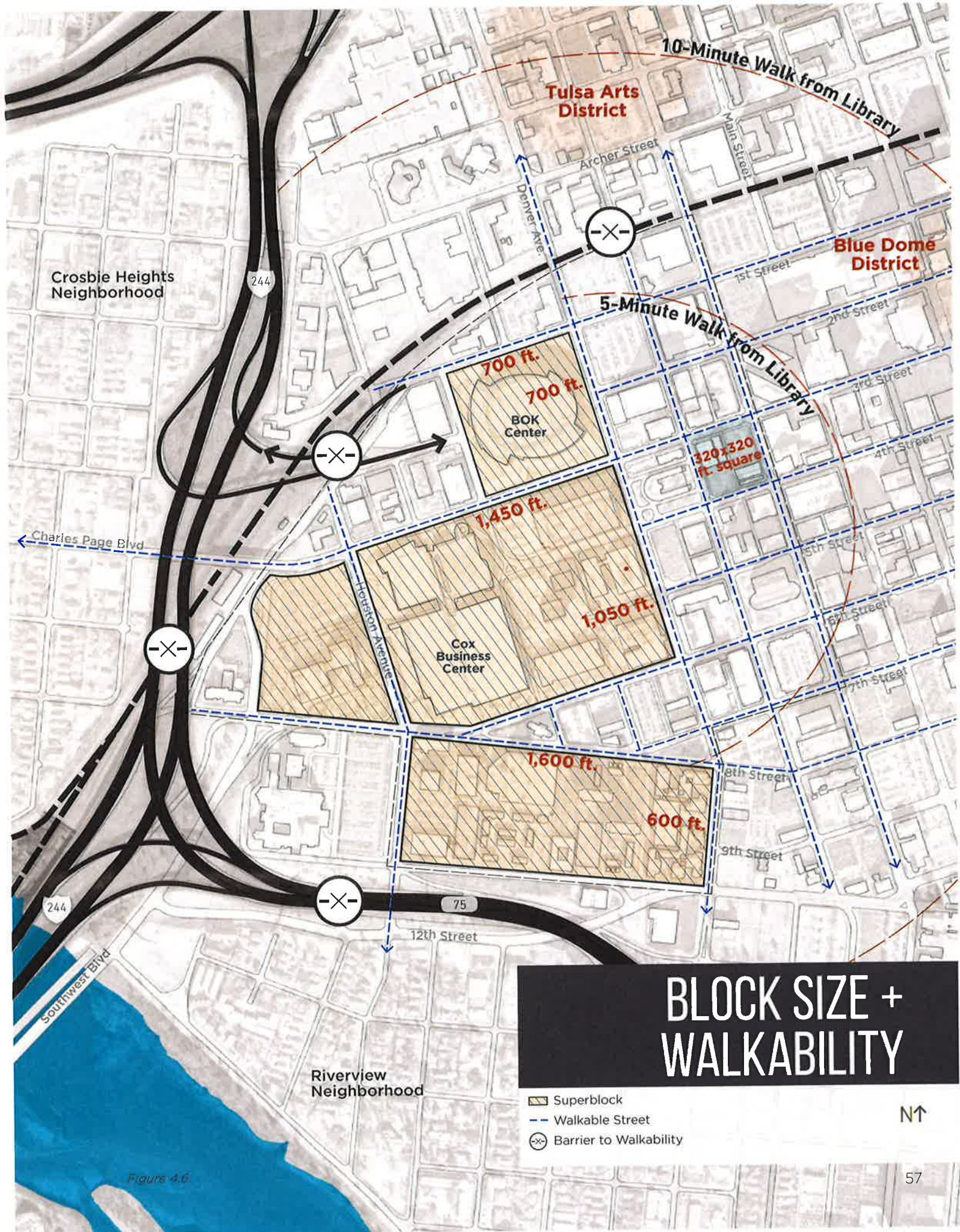
existing infrastructure currently creates a physical and psychological barrier between the district and the surrounding neighborhoods. Charles Page Boulevard provides the only pedestrian access point between the district and the Crosbie Heights neighborhood to the west, though this connection lacks active street frontage uses within the district and leads to a long vehicular bridge under Interstate 244. Houston Avenue and Southwest Boulevard provide the only access points from the district to the Riverview Neighborhood to the south. These connections are unactivated and don't feel safe or inviting to people walking or biking.

It is important to begin breaking these blocks up to extend the walkable, pedestrian friendly grid from the CBD into the district. This will establish the base for a walkable neighborhood and allow for more opportunities to activate the district through ground-floor uses and public open space.

The second element of a walkable urban neighborhood, is providing destinations and amenities that people want to walk to. This includes destinations and amenities for both visitors and local residents. Using the library as a central reference point, users in the district can walk to the core of the CBD in 5-minutes, and the adjacent Tulsa Arts & Blue Dome Districts are a 10-minute walk away.

The Tulsa Arts District and Blue Dome District are thriving urban neighborhoods in downtown Tulsa that offer unique experiences not found in the Arena District. Due to a lack of walkable connectivity in the current condition, it is easier for visitors to drive to these destination neighborhoods. The Arena District has an opportunity to tie into these areas while still serving as its own neighborhood with large entertainment draws and points of interest.







## PEDESTRIAN CONDITIONS

Unlike driving, the pedestrian experience is highly influenced by the environment on and adjacent to sidewalks. When people walk, they are in the elements and moving more slowly – comfort, safety, and details matter. Improving pedestrian connectivity is a critical goal of this plan, so it is important to understand the current pedestrian experience within the District.

Obvious things that make the pedestrian experience better and safer are level sidewalks in good condition, sidewalks that are wide enough for two couples to pass each other, clearly marked crosswalks, and pedestrian scale street lighting and building lighting. Street trees are also an important component of complete streets and even more important in sunny, hot environments like Tulsa. Having shade trees regularly spaced either along the curb edge or behind the sidewalk makes walking and or waiting outside tolerable. They are shady in the summer, have color in the autumn, and are bare in the winter to let sun shine through to warm walkers in the cold. Where trees are not possible, shade structures, canopies, and even building shadows should be considered.

The built environment is also critical to the pedestrian experience. People are willing to walk further when the walking experience is interesting and enjoyable. This means walking next to buildings that have storefronts, as well as windows, doors, and entryways. It means areas of outdoor seating, plazas, and public art. Things that detract and discourage walkability are blank walls, surface parking lots, tall fencing, and empty or inactive buildings. Wayfinding and signage that indicates places of interest and destinations, including walkable distances, are very helpful in promoting walking. More people walking on the streets provides a more interesting experience for everyone.

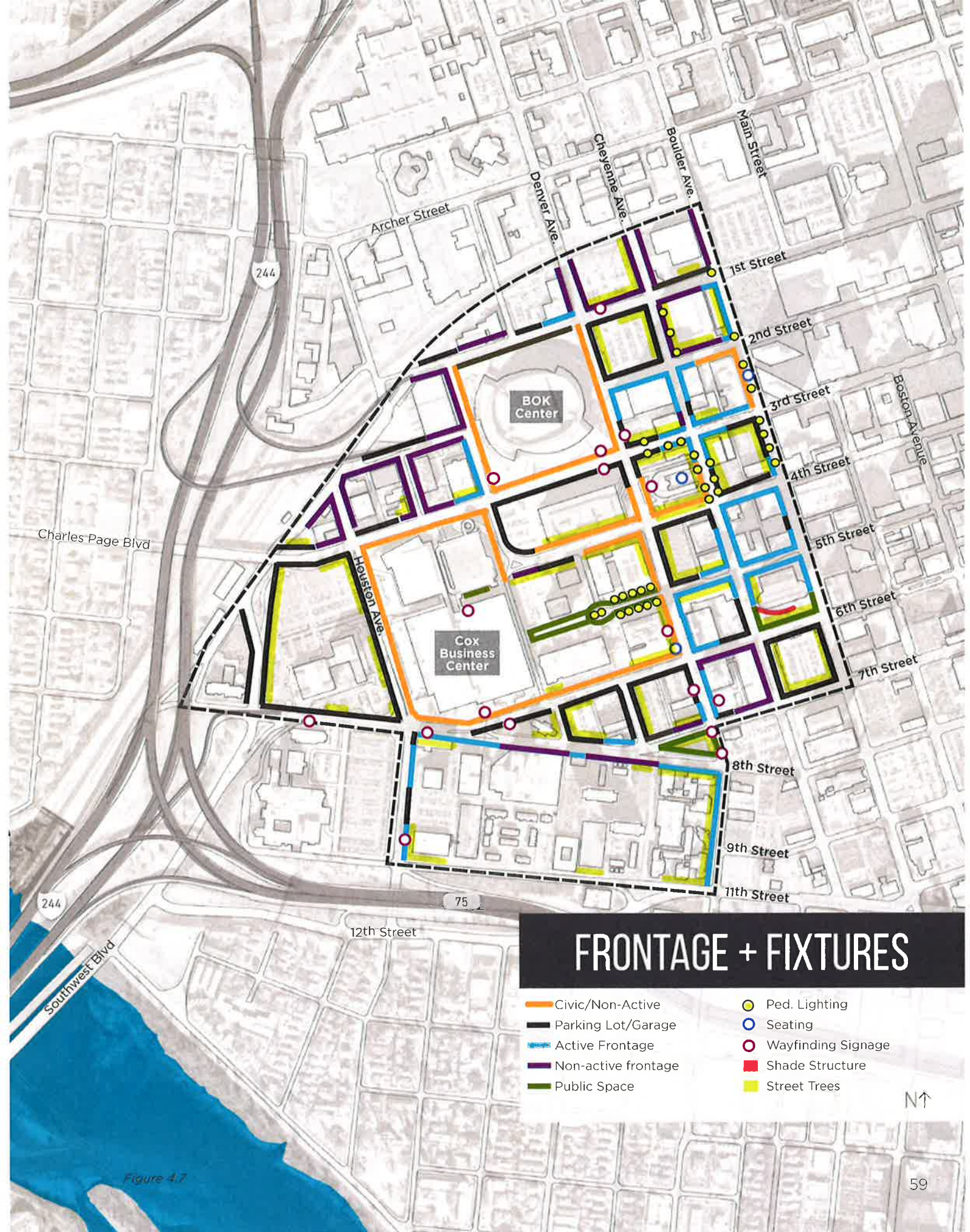
In the Arena District, there are a number of streets that have one side of the street or one half of a block that is inviting to the pedestrian, but then the experience

is interrupted by a non-inviting stretch of the block. The best sections are close to the downtown, where many of the historic buildings exist. In many areas of the District, surface parking breaks up the pedestrian experience. There is almost no street that offers a complete pedestrian environment on both sides of the street for its length through the District. The closest is 5th Street from the Library east to downtown, where new city investment has provided wide sidewalks, lighting, landscaping, and high quality materials along blocks with active buildings and plazas.

While the CBC is an important destination, much of the convention center consists of blank walls or a parking structure wall that do not encourage or invite pedestrians. The best area is the new northwest addition along 3rd Street, where the glass façade and landscaping make the structure welcoming. Similarly, the BOK Center is aesthetically pleasing and has wide and inviting sidewalks and plazas, but the trees and earth berms are more of an architectural element and do not serve as street trees that shade the sidewalks along the streets.









## TRANSIT

The Arena District is currently served by 24 bus lines operated by Metropolitan Tulsa Transit Authority (Tulsa Transit), and is home to the Denver Avenue Station – the system's central hub. Transit coverage in the district is inconsistent, with the eastern section of the district having a greater number of bus lines and stops than the western portion.

The Denver Avenue Station has served as a major hub and transfer point since its opening in 1998. As the largest of two hubs in the network, the station serves transit riders for much of the day and evening and contains indoor and outdoor facilities. Its location within downtown is at a transition point between the Deco District and the Arena District. Currently, the station and its immediate surroundings create a barrier in walkability between both districts. This is due to both the station's layout within the block, as well as a perception of safety surrounding the station, as expressed by stakeholders and public meeting attendants. The lack of an ability to secure the station during the overnight hours creates legitimate operational and security issues.

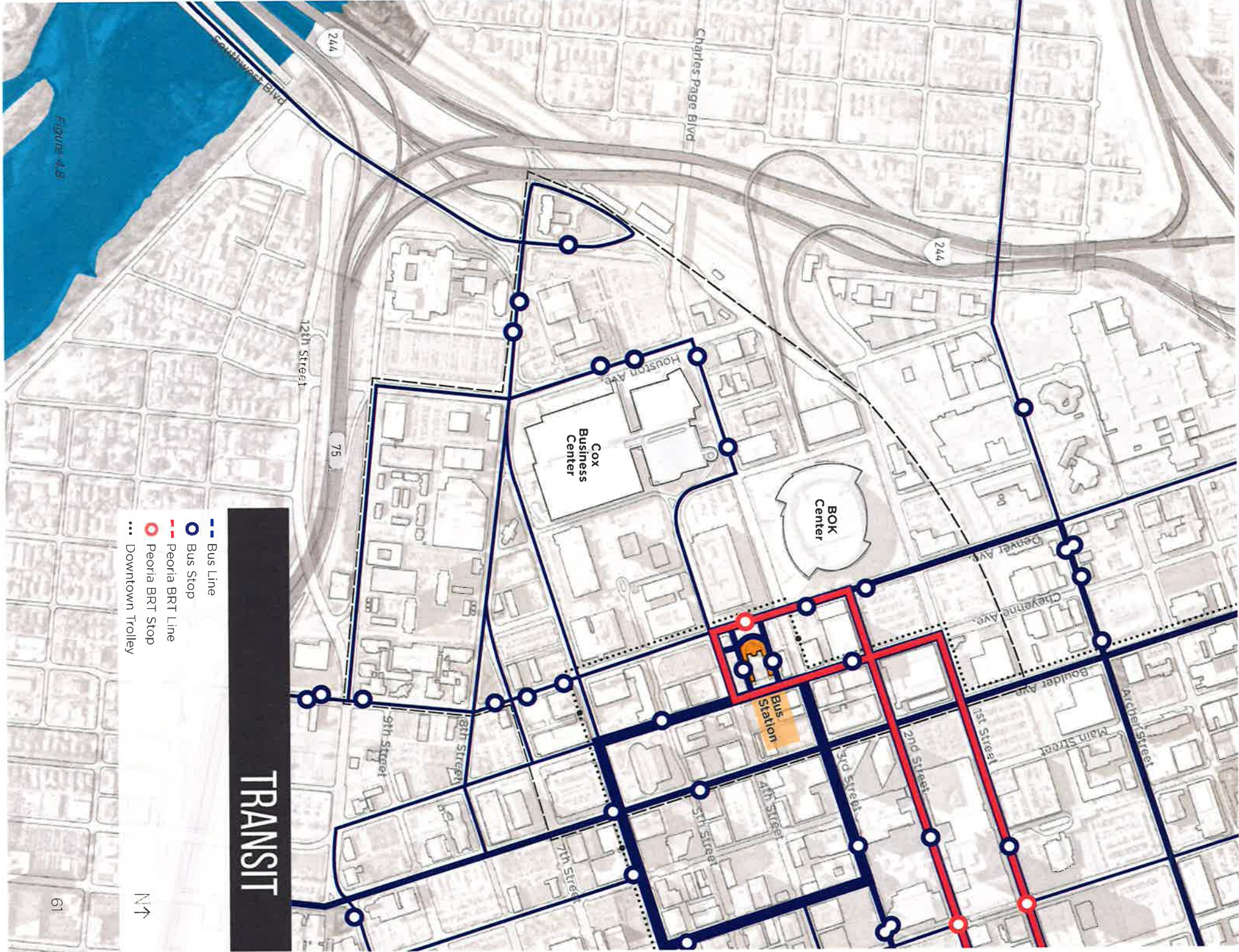
Aside from lines converging at the Denver Avenue Station, most bus stops in the district are located along the eastern portion of the study area closest to the

Deco District, except for bus stops on Denver Avenue, West 3rd Street and West 7th Street. Destinations within the district, such as the BOK Center, Cox Business Center, and the City-County Library are well served with transit stops within a walkable distance, but are not interconnected well as they are located on bus lines into and out of downtown rather than on a circulator route around downtown that links them all.

Future additions to the transit network include the Peoria Avenue Bus Rapid Transit (BRT), which is funded in part by Vision Tulsa and is scheduled to begin operating in 2019. This line is expected to serve 1 in 7 Tulsa residents living within a 10-minute walk of the Peoria Avenue corridor, and will connect the Arena District with approximately one-fifth of Tulsa's jobs. In addition to this service improvement, Tulsa Transit is also in the process of examining how it serves the community and may determine that operating multiple, smaller transit hubs would better serve both downtown and the community. If this is the case, there may be an opportunity to integrate the Denver Avenue Station into a new mixed-use development on this key Arena District site, or relocate to a more efficient and impactful site in downtown Tulsa (*See page 92*).







# TRANSIT

- Bus Line
- Bus Stop
- Peoria BRT Line
- Peoria BRT Stop
- Downtown Trolley





## KEY LAND USE TAKEAWAYS

- **The Arena District study area is divided between starkly different groups of land use areas that do not relate well with each other.**
  - » At the heart is a civic core on large blocks, though even these uses do not relate well with each other ranging from visitor oriented (BOK, CBC, Library) to largely insulated/protected government uses (post office, courts, state offices).
  - » Downtown commercial uses on regular-sized blocks lie to the east.
  - » Unconnected residential development of various scales lies on a superblock to the south.
  - » Original industrial uses lie to the north along the railroad tracks.
  - » Generally surface parking lots separate the civic core from downtown and the residential superblock.
- **Reposition sites to more effectively contribute to the District.**
  - » The Page Belcher Federal Building is oversized and underutilized for its location.
  - » The Oklahoma State Building is underutilized and isolated.
  - » Surface parking lots break up the vitality of the District, but parking must be addressed with new development.
  - » The 5th Street Civic Center Plaza must be more of an asset.
  - » The Plaza of Americas is not successful in its current form.
  - » The Denver Avenue Transit Center generates a negative atmosphere at times that detracts from surrounding uses – this needs to be addressed.
- **Flexible, attractive, usable green civic space is lacking in the District.**
  - » Attractively designed and landscaped civic space is a fundamental asset for successful districts.
  - » Strategic placement of such space can enhance existing uses and catalyze new investment.
- **Design guidelines and project review are critical to protecting / securing needed public investment and ensuring private development is contributing to the overall vision of the District.**
  - » Significant public investment is needed within the District.
  - » This public investment should be protected and catalyzed by appropriate private investment.
  - » To ensure this is achieved, design guidelines/standards are necessary with accompanied oversight, review and approval.
  - » Public-private partnerships will be needed to realize the Arena District Master Plan.
- **Create a vibrant 18-hour neighborhood that:**
  - » Adds residential uses to support retail and civic spaces that also serve the visitor experience;
  - » Gives residents, workers, and visitors a reason to frequent the district on a daily basis by providing desired amenities and needed services;
  - » Provides a retail and entertainment experience that attracts people to come to the district before an event and stay afterward;
  - » Enables the expansion of convention center and hospitality uses to enhance competitiveness;
  - » Offers a wide mix of uses to increase day-to-day activity;
  - » Serves current and future parking needs efficiently and effectively while allowing for new development and improved walkability; and
  - » Engages the community through a series of well-connected, activated open spaces.







## KEY CONNECTIVITY TAKEAWAYS

- **The superblocks create critical streets of emphasis that must be well-designed within the study area**
  - » Denver Avenue is the primary north-south street and edge to the downtown street grid.
  - » 3rd Street and 6th Streets are the primary east-west streets.
  - » 5th Street is a signature connection.
- **The IDL freeway system and railroad tracks create barriers between neighborhoods and downtown. (Overcome the RR/freeway barrier - make connections seamless)**
  - » There are few connections across the IDL between the District and the Crosbie Heights (1 underpass) & Riverview (2 underpasses, 1 overpass) neighborhoods and these connections are not inviting to people walking or biking.
  - » There are three connections between the District and the north, two at-grade crossings and one underpass - none of which are inviting for people walking or biking.
  - » Reduce these as barriers and make the connections more seamless between the district and the riverfront and adjacent neighborhoods.
- **Bring the CBD to the district and the district to the CBD by:**
  - » Break down the superblocks to re-establish the street grid.
- **Build streets for people and emphasize the pedestrian experience. This means creating streets that:**
  - » Are inviting, safe, and comfortable for pedestrians with wide level sidewalks, street trees for shade and aesthetics, pedestrian-scale lighting, active and interesting building fronts, fewer and screened surface parking lots
  - » Are inviting and safe for people riding bikes, including the incorporation of bike lanes and cycle tracks; and
  - » Pedestrian-scale wayfinding.
  - » Having great streets that serve as linear parks will improve connectivity, break down the scale of the District, and help tie the different land uses together.
- **Improve the desirability and success of uses within the district by incorporating on-street parking, identifying publicly-available parking (& times), consolidating parking into structures, and improving wayfinding.**
- **There is little sense of arrival to the district, and to downtown from the west.**
  - » The arrival experience is important considering the visitor destinations located within the District.
  - » Gateways must be strengthened.
  - » Streets and buildings along gateway entries need to be improved (i.e. signature streets and fewer blank walls).
- **Enhance transit access to improve connectivity between the Arena District and surrounding districts and de-emphasize the reliance on vehicles for trips.**
  - » An important goal is connecting the hospitality, event, and convention destinations with the existing Tulsa entertainment districts (Tulsa Arts, Blue Dome, Greenwood) to the benefit of all.
  - » The Gathering Place will be a main attraction and providing transit access from the District will aid the hospitality and convention industry and provide additional connectivity to the River.
  - » Transit stops should serve the hotel locations as well as the BOK and COX. This service may consist of a downtown circulator and/or specialized shuttle service.











# MARKET ANALYSIS



# MARKET ANALYSIS

## PROCESS

The Arena District is an eclectic neighborhood within Downtown Tulsa that the city hopes to position as a vibrant entertainment district and mixed-use neighborhood. The District has experienced recent investments sparked by the passage of a public funding package – most notably the 19,000 seat multi-purpose arena the BOK Center – yet it faces structural barriers that prevent it from realizing the organic growth occurring in other downtown districts.

This market and economic assessment identifies demand drivers and offers guidance on the feasibility of different real estate uses within the Arena District. The assessment draws upon findings from a series of conversations with downtown stakeholders including developers and retailers; evaluation of third party socioeconomic and real estate market data for Downtown Tulsa along with the city and region; and comparisons to market and economic trends in peer cities.

## STUDY AREA

The assessment examined socioeconomic and market conditions at both the local and regional level to develop a contextual understanding of the competitiveness of

Downtown Tulsa and the Arena District. The primary study area is Downtown Tulsa, defined to encompass the majority of the area within the Inner-Dispersal Loop (IDL). Select data is also collected for the Arena District. To frame market dynamics relevant to downtown, our analysis also includes comparisons to the city and the Tulsa MSA.

## PEER CITIES ANALYSIS

To further contextualize socioeconomic and real estate trends relevant to Downtown Tulsa, the analysis includes comparisons to a set of peer cities, which are aspirational in the sense that each is located in a metropolitan area larger than the Tulsa region. These cities provide a benchmark against which to measure Tulsa's existing conditions, and key metrics in Tulsa are compared to this peer city group to better understand Tulsa's competitive positioning and provide context for Tulsa's ongoing downtown revitalization.

KANSAS CITY	INDIANAPOLIS
OKLAHOMA CITY	LOUISVILLE
FORT WORTH	CINCINNATI



Figure 5.1

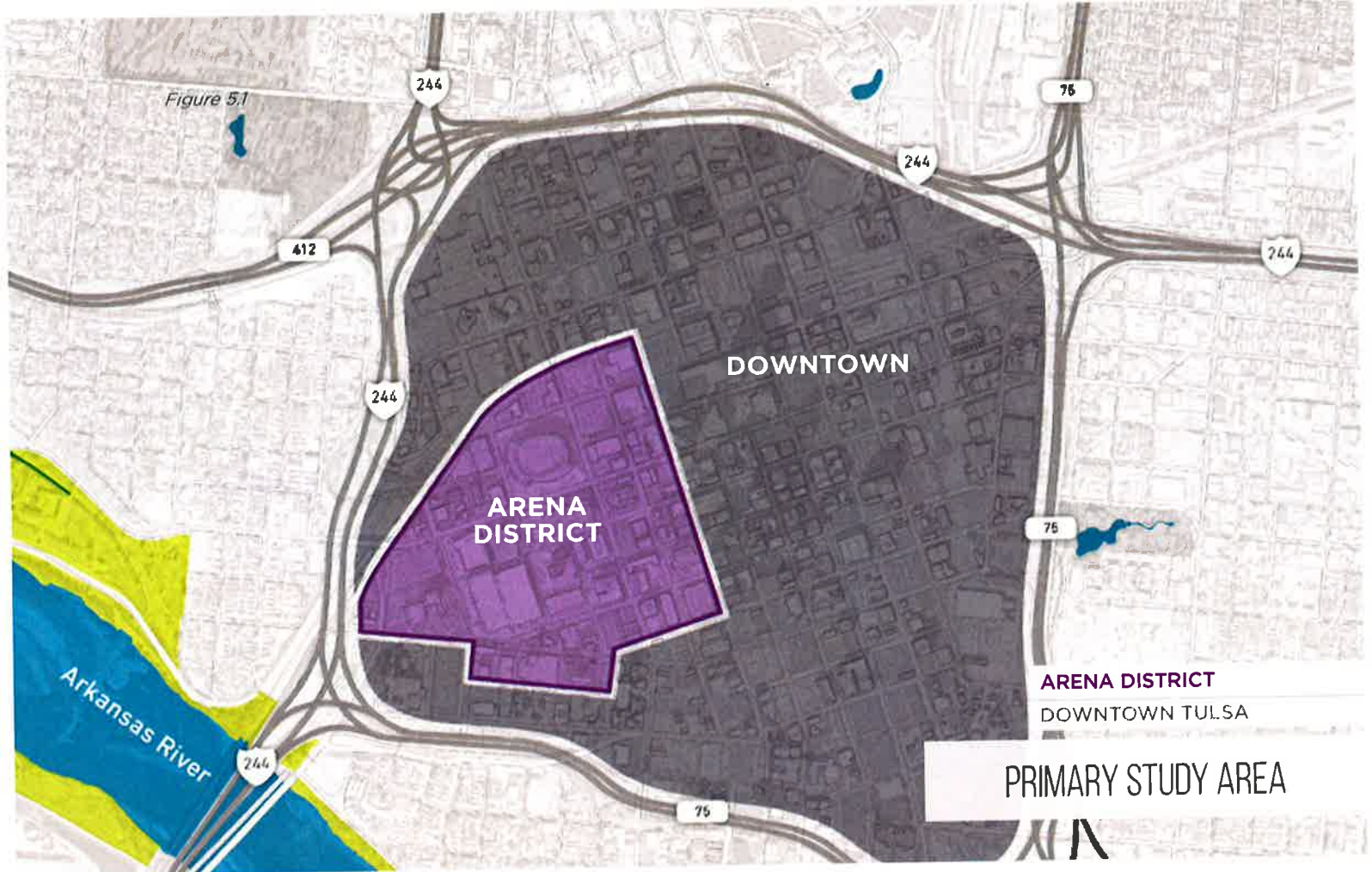
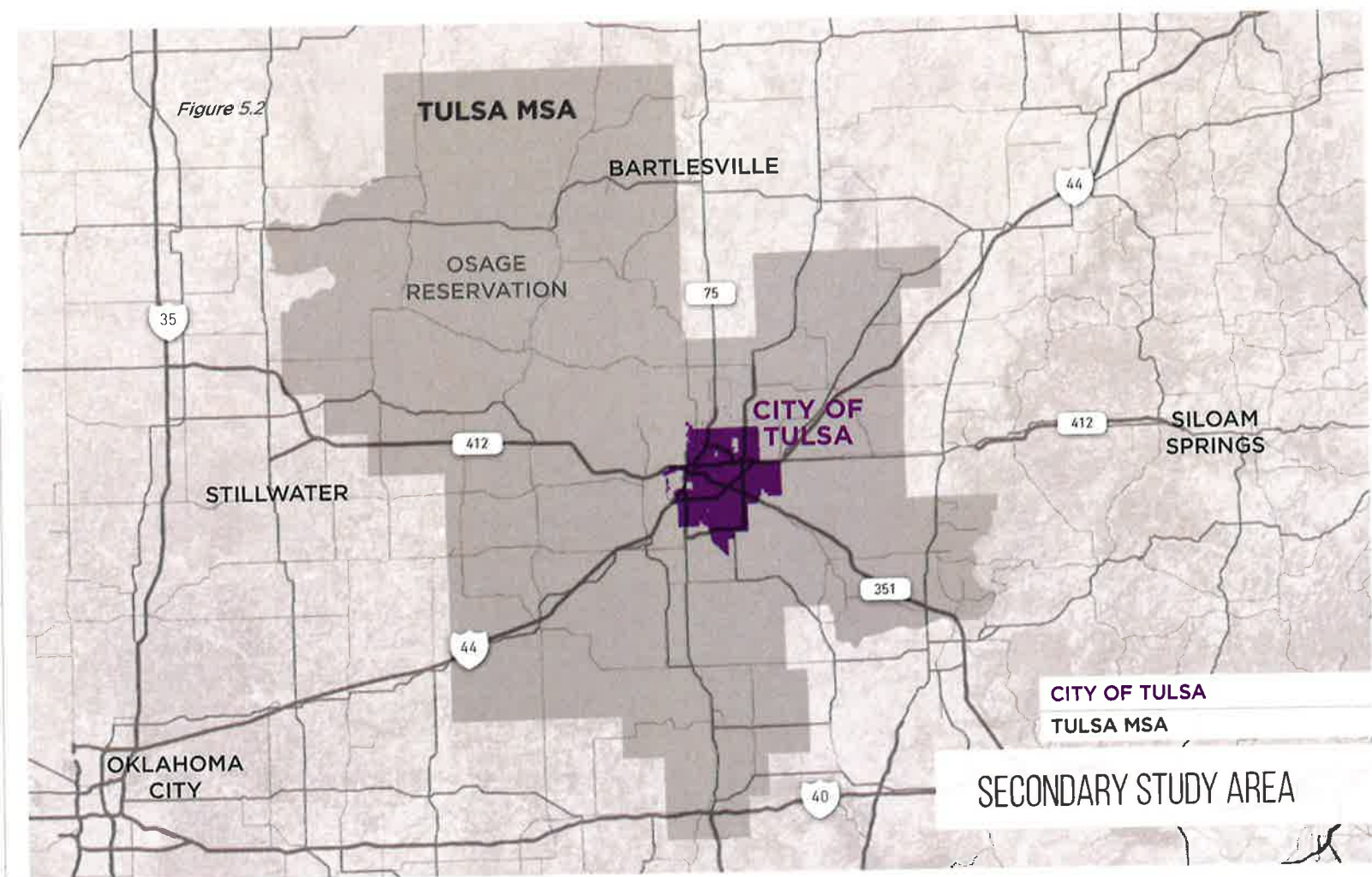


Figure 5.2





## RESIDENTIAL FINDINGS

**Population Growth:** Downtown Tulsa has grown at a slower rate than both the City and the MSA. The number of 25-34 year olds in Downtown Tulsa has similarly grown at a slower rate than in both the City and the MSA, which contrasts with trends in other cities experiencing downtown activation like Oklahoma City. These trends highlight that for many potential residents, the current value proposition of downtown living does not justify the higher cost.

**Rental Market:** The rental market in Downtown Tulsa is enjoying moderate growth, led by adaptive re-use and conversion opportunities. While Tulsa had limited downtown multifamily rental stock prior to 2012, the multifamily growth rate of 67% in the past decade is aligned with growth rates in peer cities. The pipeline is even more robust with over 1,000 units proposed or under construction, indicating downtown may be reaching an inflection point in its trajectory.

**Arena District Opportunity:** The strategic provision of multifamily residential units in the Arena District could provide a key activating element for the district. While residential development requires subsidy to pencil, the value that multifamily housing brings, namely new residents and rooftops, is vital to the success of retail and overall district vitality.

Developers indicate that providing workforce housing should be a top priority for further revitalizing Downtown Tulsa. Offering smaller units that are more affordable is an important strategy for providing urban living options at price points that are attainable for would-be downtown residents including young workers in entry-level jobs and workers in the service-sector. There is an additional opportunity to deliver a residential product to meet the needs of the residents and fellows at Oklahoma State University Medical Center, which is located just south of the District. There are 11 residency programs and 9 fellowship programs at

the medical center that train more than 150 residents on an annual basis. These types of tenants tend to prefer to live close to where they work to cut down on their commute time given their constantly fluctuating schedules with early mornings and late nights.

FIGURE 5.3 | POPULATION GROWTH RATE  
2010 - 2017 | Source: ESRI



FIGURE 5.4 | GROWTH RATE OF AGE 25-34 COHORT  
2010 - 2017 | Source: ESRI

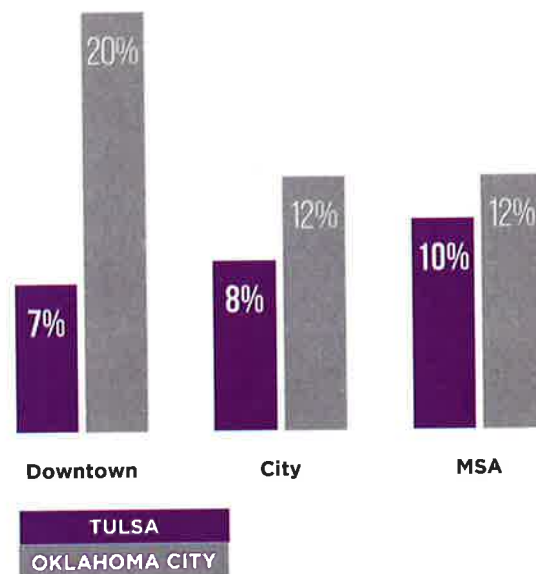




FIGURE 5.5 | MULTIFAMILY DELIVERIES (PERCENT GROWTH)  
2009 - 2018 | Source: Costar

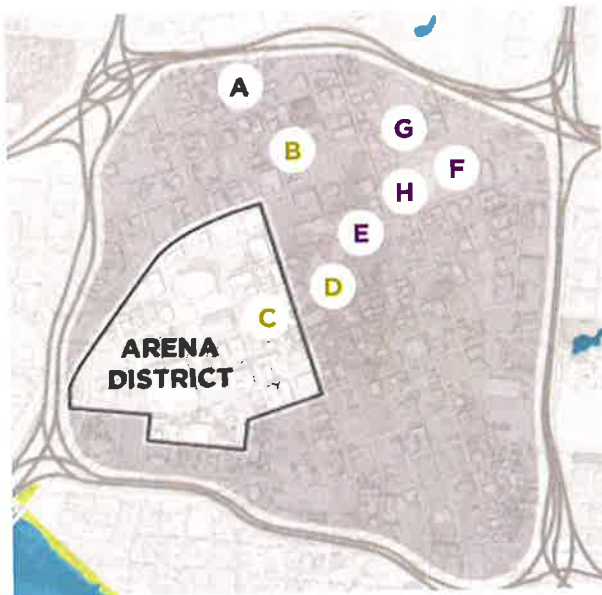
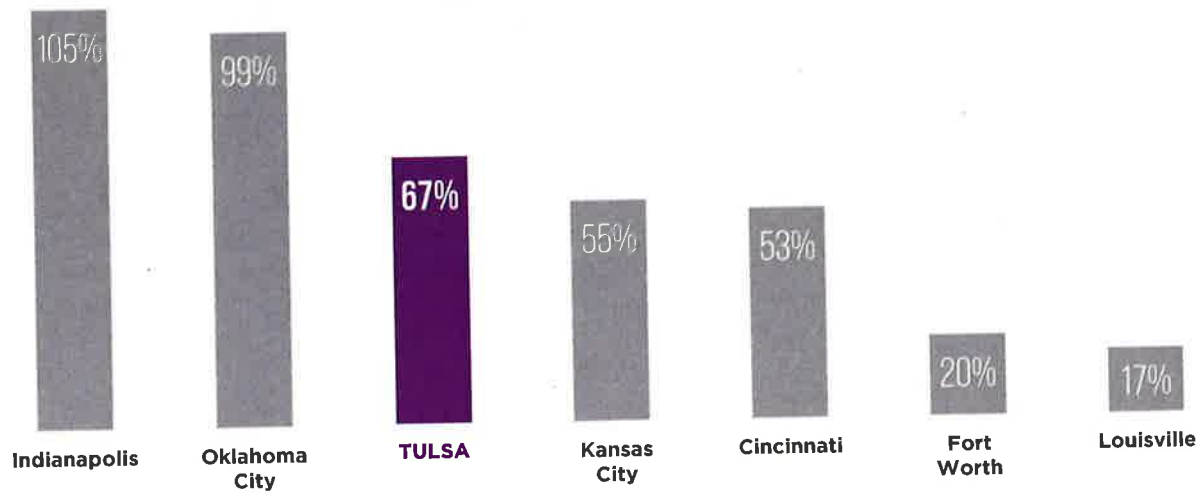


Figure 5.6

#### CONDO, PROPOSED

**A** | Davenport Urban Lofts - 2019, 24 Units

#### RENTAL, UNDER CONSTRUCTION

**B** | Flats on Archer - 2018, 62 Units

**C** | The Adams Building - 2019, 93 Units

**D** | Reunion Building - 2019, 80 Units

#### RENTAL, PROPOSED

**E** | 220 E. 2nd Street - 2019, 240 Units

**F** | 111 Greenwood - 2019, 55 Units

**G** | The View - 2020, 220 Units

**H** | Santa Fe Square - 2020, 291 Units

**+110K**

Projected increase in  
population in Tulsa  
MSA (2018-2030)

**450**

Projected new  
downtown residents  
by 2030 based on  
downtown capturing  
a consistent share of  
MSA population

**1,065**

Residential units  
in the downtown  
pipeline

**1,600**

Projected new  
downtown residents  
associated with  
multifamily pipeline\*

\* Projection assumes 1.5 residents per unit.



## OFFICE FINDINGS

**32,000+**

Jobs in Downtown Tulsa

**42%**

of downtown workers are in industries with average annual salaries of \$80K+

**0.89%**

annual job growth rate in Downtown Tulsa

**Jobs:** Job growth is a fundamental indicator of the potential for future office development, and jobs are growing at a slower pace in the State of Oklahoma and the Tulsa MSA compared to the United States. Jobs in downtown have similarly grown at a slower pace than the nation, but recently have fared well compared to the State and MSA. Employment in Downtown Tulsa is concentrated in knowledge industries with a base of high paying jobs, mostly in energy-related fields.

**Market Performance:** The Downtown Tulsa office market has been oversupplied, leading to limited growth over the last decade. These conditions are similar to many of Tulsa's peers, which have also generally experienced less office development relative to residential development. Since 2009, five office buildings comprising 3% of downtown's total office space were delivered, with four buildings having converted to other uses. In addition, rents in Downtown Tulsa do

not command a premium over suburban locations, where new construction does not necessarily require structured parking.

As a result of the stagnant market, there are limited pipeline commercial developments in Downtown Tulsa, all located in the Greenwood or Blue Dome Districts. These projects are moving forward only after anchor tenants are secured, and some, such as Ross Group's development on Block 44, are able to achieve pricing significantly above prevailing market rents due to amenities like ballpark views and brand new space. Other pipeline projects are seeking anchor tenants before proceeding with construction.

**Arena District Opportunity:** Office development likely represents a longer term opportunity for incorporation into the Arena District, after the District's mixed-use character and amenity base are established. Future office development will likely require committed anchor tenants and/or a stronger emphasis on new product types, such as entrepreneurial and co-working spaces that add a new dimension to the downtown offering and are aligned with nationwide trends toward flexible space for both established and nascent companies.

FIGURE 5.7 | JOB GROWTH INDEXED TO 2010 EMPLOYMENT LEVELS  
2010-2017

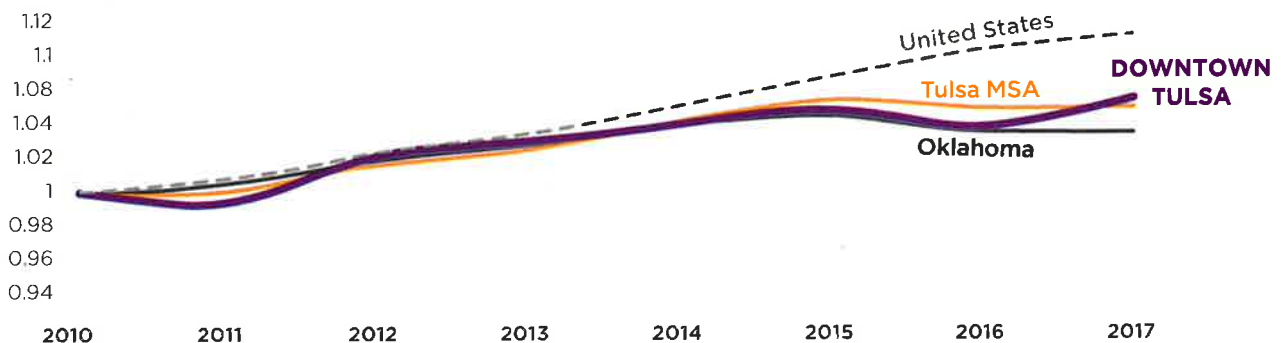




FIGURE 5.8 | OFFICE DELIVERIES (SF)  
2009-2018 | Source: Costar

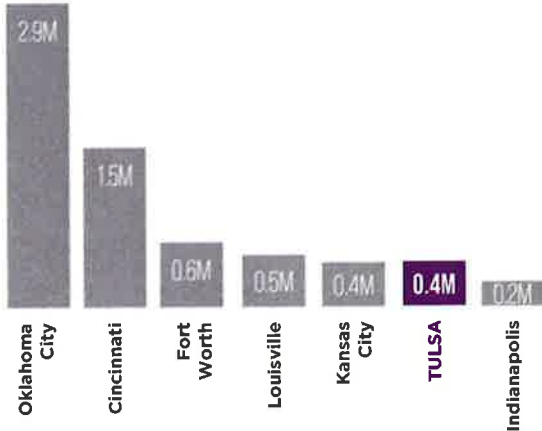


FIGURE 5.9 | OFFICE DELIVERIES (% GROWTH)  
2009-2018 | Source: Costar

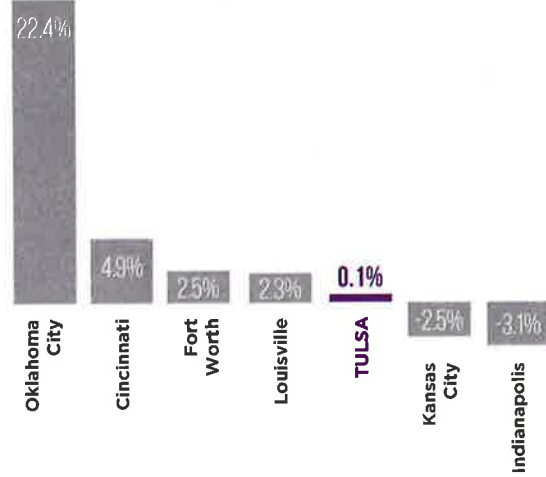


FIGURE 5.11 | OFFICE RENTAL RATES (\$/PSF) - ALL CLASSES  
2009 - 2018 | Source: Costar

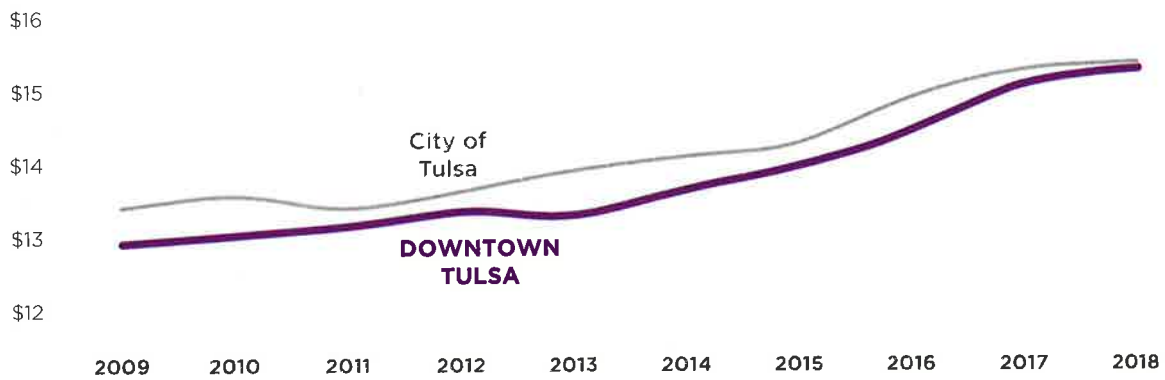


Figure 5.12

#### OFFICE, PIPELINE

- A** | The Hartford Building - 2018, 74K SF
- B** | Development of Block 44 - 2019, 100K SF
- C** | 21 N Greenwood Ave - 2019, 64K SF
- D** | Santa Fe Square - 2020 (est.), 100K SF



## HOTEL FINDINGS

**Stagnant Market:** Ten hotels containing nearly 1,850 rooms are located in Downtown Tulsa. Approximately 40% of these rooms came online over the past 10 years. Despite this pace of new hotel room deliveries, there has been minimal growth in room nights sold since 2014. In addition, revenue per available room (RevPAR) has flattened out while the occupancy rate has declined over the past few years. While these indicators suggest that the market is oversupplied, six new projects are in the pipeline.

### Abundance of Select Service Hotels:

Downtown Tulsa has a large presence of select service hotels that have catered to an event-driven market. Given this robust existing supply and four additional select service properties in the pipeline, the market is likely saturated for this product type. Future hotel offerings that should be explored include alternative products that are currently lacking in the market, such as full-service hotels or a convention center hotel.

**Arena District Opportunity:** One missing product to earnestly consider is a large convention center hotel. As experienced in other cities, convention center hotels have the capacity to revitalize a market and spur development if there is a business case to grow convention and meeting booking in tandem. The experience of other markets indicates that a compelling urban environment is key to the success of convention centers and hotels, so significant investments in place-making efforts will be critical to facilitate success around such an offering in the Arena District. Given increasingly competitive convention and meeting dynamics in the state and nation, independent analysis of the potential for expanded convention center activity will be necessary to confirm that a convention hotel can induce additional demand that grows the market.

FIGURE 5.13 | DOWNTOWN DEMAND (ROOM NIGHTS SOLD)  
2012-2017 | Source: STR

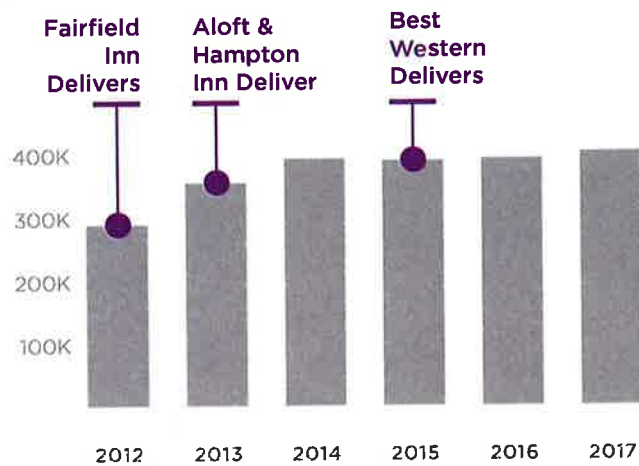


FIGURE 5.14 | YEAR-OVER-YEAR, DOWNTOWN  
REVPAR & OCCUPANCY RATE  
2012-2017 | Source: STR

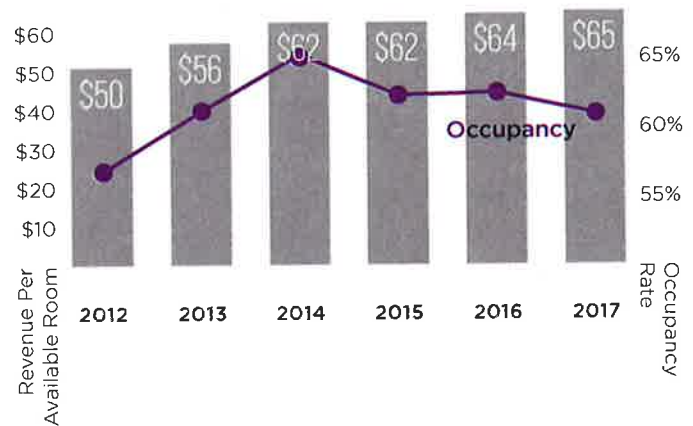
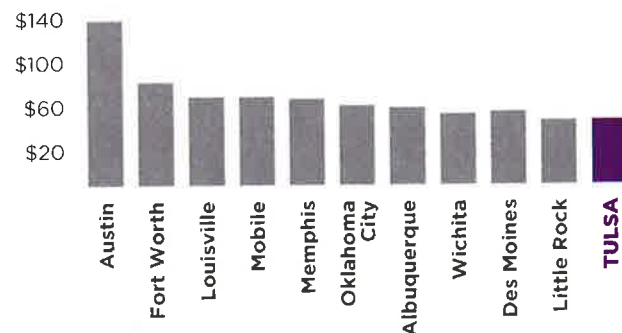


FIGURE 5.15 | MARKET-WIDE REVPAR  
March 2018 | Source: STR





## DOWNTOWN SNAPSHOT

Downtown Tulsa's hotel market has experienced a wave of new development since 2009, more than doubling the number of hotels. As a result of this new product coming online, the total stock of hotel rooms increased by approximately 40% from 1,136 rooms to 1,845 rooms. All of these newer hotels, with the exception of The Mayo Hotel in 2009, are select service options. By contrast, downtown's larger full-service options – the Hyatt Regency, DoubleTree by Hilton, and Holiday Inn – are each several decades old. Almost all of the hotels are located within walking distance to the BOK and Cox Centers, which are draws for tourists from Oklahoma and surrounding states.

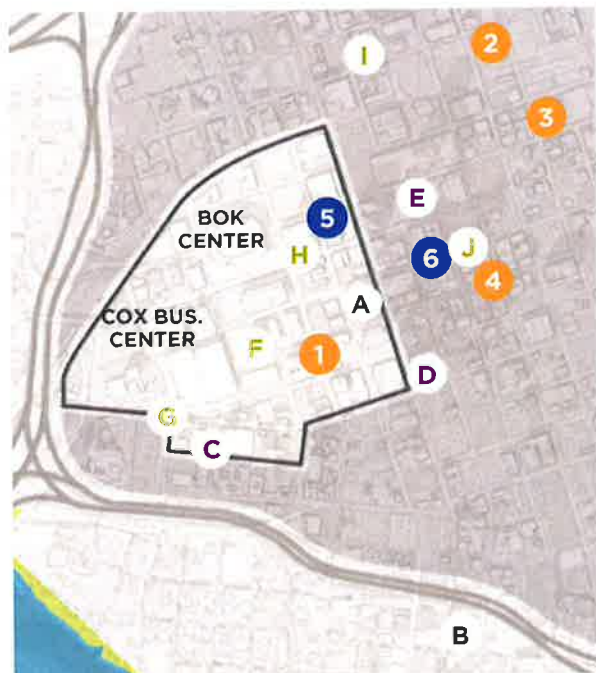


Figure 5.16

## PIPELINE

While indicators suggest that the market is oversupplied, six new projects are in the pipeline: three hotels comprising 325 rooms are under construction while another three hotels have been proposed. Similar to the recent product that has been delivered in Downtown Tulsa, many of these projects are smaller select service hotels, which add additional national brands to downtown but do not address the perceived need for large hotel room blocks to accommodate conventions.

### BOUTIQUE HOTELS

- A | The Mayo Hotel - 2009 renovation, 102 rooms
- B | Ambassador Hotel - 1999 renovation, 55 rooms

### FULL SERVICE HOTELS

- C | DoubleTree by Hilton - 1982, 417 rooms
- D | Holiday Inn City Center - 1970, 220 rooms
- E | Hyatt Regency Tulsa - 1978, 444 rooms

### SELECT SERVICE HOTELS

- F | Aloft Downtown - 2013, 180 rooms
- G | Best Western Plus - 2015, 79 rooms
- H | Hampton Inn & Suites - 2013, 125 rooms
- I | Fairfield Inn & Suites - 2012, 104 rooms
- J | Courtyard Tulsa Downtown - 2010, 119 rooms

### HOTELS IN PIPELINE, UNDER CONSTRUCTION

- 1 | Residence Inn Tulsa Downtown - 117 rooms
- 2 | Holiday Inn Express - 115 rooms
- 3 | Hotel Indigo - 93 rooms
- 4 | Tulsa Club - 98 rooms

### HOTELS IN PIPELINE, PROPOSED

- 5 | Hilton Garden Inn
- 6 | Hyatt Place Hotel

### CONVENTION CENTER EXPANSION

As of 2018, \$7.5 billion in convention center expansion is currently underway or proposed in major US markets. Many of these markets are leading national destination locations for conventions and leisure travelers. In addition, Oklahoma City's new convention center, currently under construction, poses direct competition to convention center upgrades and associated hotel development in the Arena District.

### OKLAHOMA CITY

New build convention center, **\$194 million**

### LOUISVILLE

Renovation and expansion **\$207 million**

### ORLANDO

Expansion of existing facility, **\$500 million**

### MIAMI

Expansion of existing facility, **\$620 million**

### FORT LAUDERDALE

Expansion project + anchor hotel, **\$550 million**

### DENVER

Expansion and redesign of facility, **\$233 million**

### SEATTLE

Proposed addition to existing facility, **\$1.6 billion**

### KANSAS CITY

Convention Center Hotel Expansion, **\$320 million**

### LAS VEGAS

Expansion of existing facility, **\$860 million**



## RETAIL FINDINGS

**Existing and Proposed Retail:** Existing inventory in Downtown Tulsa is clustered in a few emerging restaurant and nightlife districts, including the Blue Dome, Arts, and Greenwood Districts. Innovative and funky retail, such as The Boxyard, which opened in 2016 and utilizes a new model of small retail floorplates in cool space, has begun to catalyze the return of retail to downtown with the introduction of hard and soft goods. The proposed Santa Fe Square project and grocery store should further help enhance retail in downtown, and create a walkable retail experience. Finally, Central Park Condominiums opened a convenience store/fresh food bar for residents in 2018.

**Retail Needs:** There is no concentrated shopping district in Downtown Tulsa, and national and regional chains are concentrated in shopping centers and districts in South Tulsa. Further, there is a lack of convenience services for downtown residents, workers, and visitors. To date, the density of rooftops and activity in Downtown Tulsa has not justified a more significant retail presence.

**Arena District Opportunity:** Retail space in the Arena District could distinguish itself from other downtown retail clusters by providing a collection of convenience retail offerings meeting basic everyday needs along with a food and beverage component potentially including a food hall.

### EXISTING RETAIL

- A** | Cherry Street Shopping District
- B** | Utica Square - 350K SF
- C** | Peoria Avenue Shopping District
- D** | Tulsa Promenade - 926K SF
- E** | Tulsa Hills Shopping Center - 1.2M SF
- F** | Woodland Hills Mall - 1.2M SF
- G** | Forest Trails Shopping Center - 1.4M SF

### EXISTING RETAIL: ARENA DISTRICT



### EXISTING RETAIL: DOWNTOWN TULSA

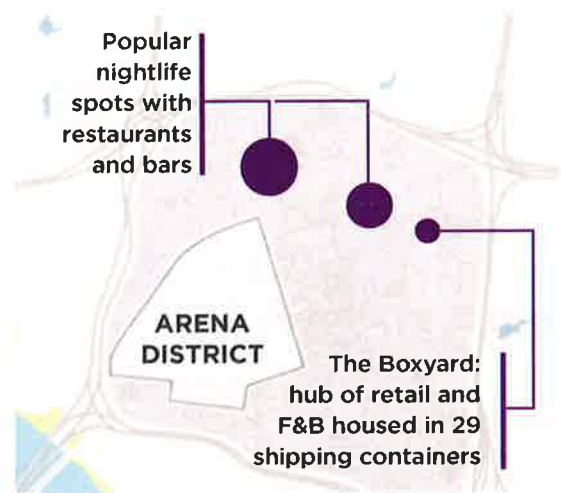


Figure 5.17

### EXISTING RETAIL: SOUTH TULSA

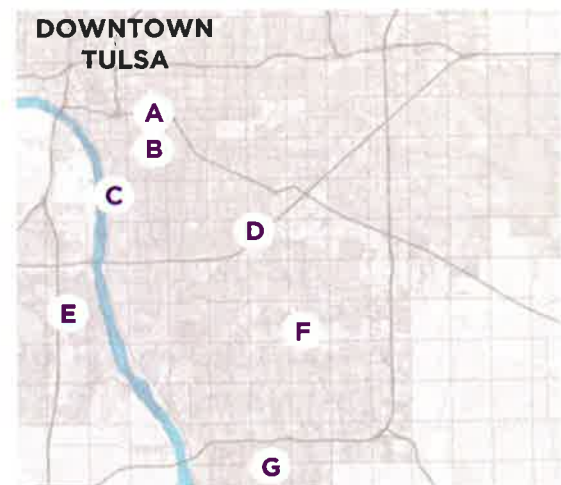


Figure 5.18



FIGURE 5.19 | CAPTURABLE SPENDING POTENTIAL

	Unmet Spending	Sales PSF	Hypothetical Maximum SF Supported	Minimum Size Demanded	Adjusted Maximum SF Supported	Feasible Arena District Retail Program (SF)
Convenience Goods	\$37,860,000	\$350	108,000	3,000	108,000	15,000
Grocery	\$6,660,000	\$500	13,000	30,000	0	
Food & Beverage	\$10,040,000	\$500	20,000	5,000	20,000	20,000
Comparison Goods	\$5,930,000	\$500	12,000	50,000	0	
<b>TOTAL, ALL RETAIL</b>	<b>\$60,490,000</b>		<b>153,000</b>		<b>128,000</b>	<b>35,000</b>

## PROGRAM RECOMMENDATIONS

### FOOD & BEVERAGE OUTLETS

The Arena District can support up to 20,000 SF of food and beverage space, some of which can be positioned as a food hall to leverage existing strengths and entice visitors to dine at vendors' brick and mortar stores. Additional food and beverage offerings beyond this amount will require building true critical mass that attracts suburban residents to the District.

### CONVENIENCE GOODS & SERVICES

Approximately 15,000 SF of convenience retail and services can be supported in the Arena District, based on the unmet demand of residents, workers, and visitors. Per conversations with developers, this retail could include a pharmacy and other service-related retail storefronts, such as banks and gyms, in centrally located, accessible areas.







## KEY MARKET ANALYSIS TAKEAWAYS

### RESIDENTIAL

The market continues to grow, but economics remain challenging even in more established downtown area districts. A near-term focus on amenities and safety will enable critical mass in discrete locations. Without place-based strategies, market demand is low.

### COMMERCIAL OFFICE

Anchor tenants and subsidy will likely be necessary to catalyze activity in the Arena District. Building connections to existing downtown activity centers is important. There is longer term commercial opportunity in the district as part of mixed use development.

### HOTEL

The market lacks support for additional select service hotel development without inducing additional demand, which can involve the creation of a vibrant district and convention center + hotel investment.

### RETAIL

Retail is a critical component of place-making in the district, with distinctive food and beverage and convenience offerings adding infrastructure supportive of both residents and tourists. Retail and restaurants in strategic areas is an important part of the district.

## OVERALL IMPLICATIONS FOR THE DISTRICT

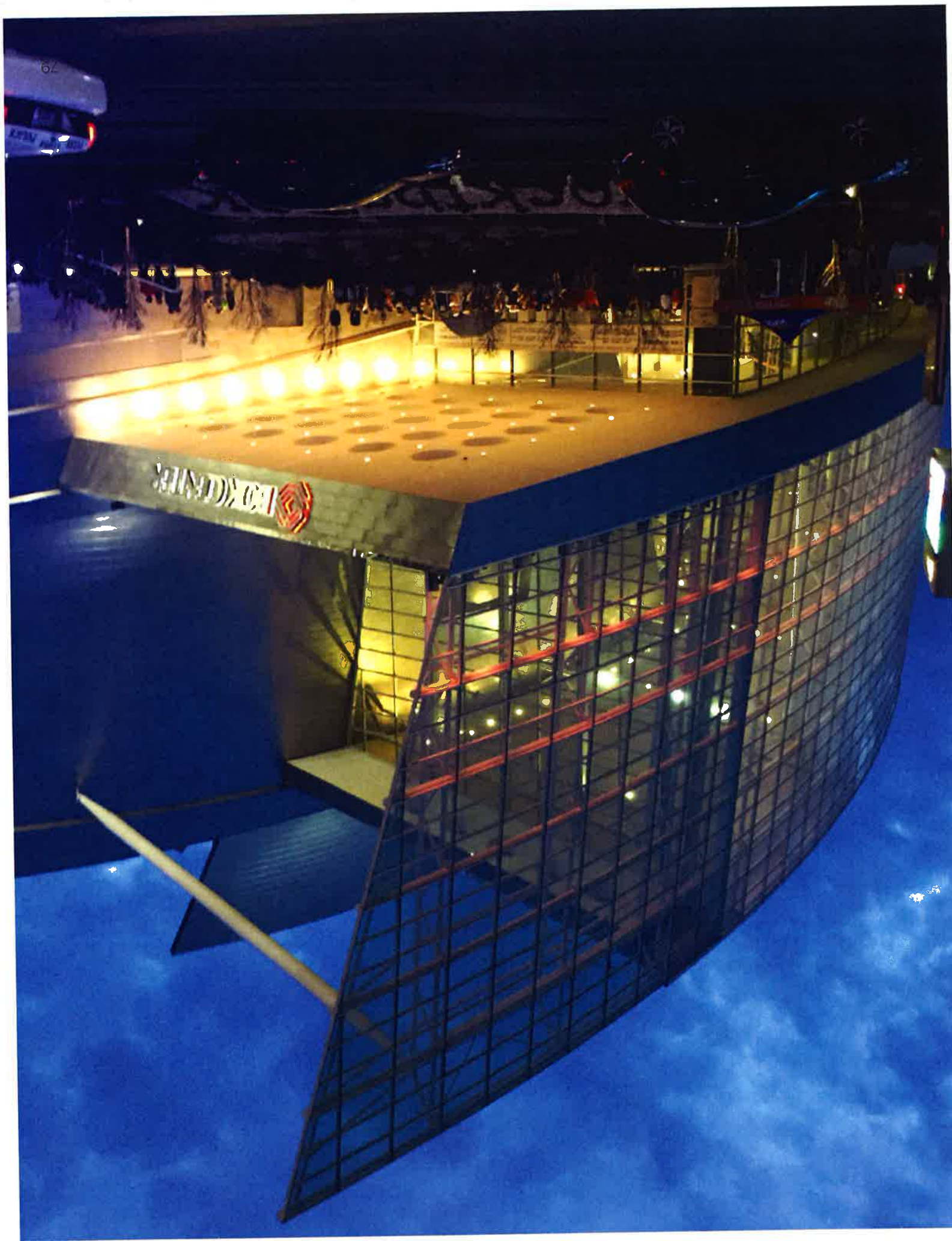
A highly amenitized environment will be needed to capture and induce demand.

Subsidy will be necessary to advance most, if not all, product types in the near term.

Concentrate investment to achieve critical mass in a dispersed environment.

Focus investment on locations that strengthen connections to existing amenities to maximize impact.











# CATALYTIC CHANGE



# THE ARENA DISTRICT

While the 20-year vision for the Tulsa Arena District highlights the amazing transformation that can be achieved here, it will be accomplished incrementally, project by project. This section highlights discrete projects that compose the Vision and describes each in more detail - including what they are to accomplish and why they are important to the district and downtown.

Generally, efforts to improve the Arena District can be divided into four categories: 1) Vertical Development (i.e. buildings and structures), 2) Parks, Plazas, and Green Spaces, 3) Streets and Connections, and 4) Public Policies. The first three categories consist of projects, both public and private, that are reviewed in this chapter. The recommended policies are described more fully in the Implementation chapter.

The projects described in this section seek to make this a welcoming gateway district to Downtown Tulsa, improve the visitor experience, enhance the success of the district's destinations, create a livable and desirable mixed-use neighborhood, activate and enliven the district, and increase and enhance connectivity within the district and to the rest of downtown.

This is accomplished through creating signature and walkable streets, establishing a network of interconnected green spaces, encouraging appropriate and contributing private redevelopment, and prioritizing catalytic investment areas as part of a district-wide strategy.

We will begin by highlighting the three recommended signature public-private projects, including the Page Belcher Federal Building block, the Tulsa Municipal Courts block, and the Denver Avenue Transit Center block. This will be followed by recommended priority catalytic park spaces and street enhancement projects. Park spaces include the BOK Center and COX Business Center grounds, the Civic Center Plaza, and the Plaza of Americas. The priority streets include Denver Avenue, 3rd Street, 5th Street, 6th Street, and Boulder Avenue.

In addition, private owners of surface parking lots are encouraged to redevelop them into contributing mixed-use developments that are aligned with the vision of this plan.



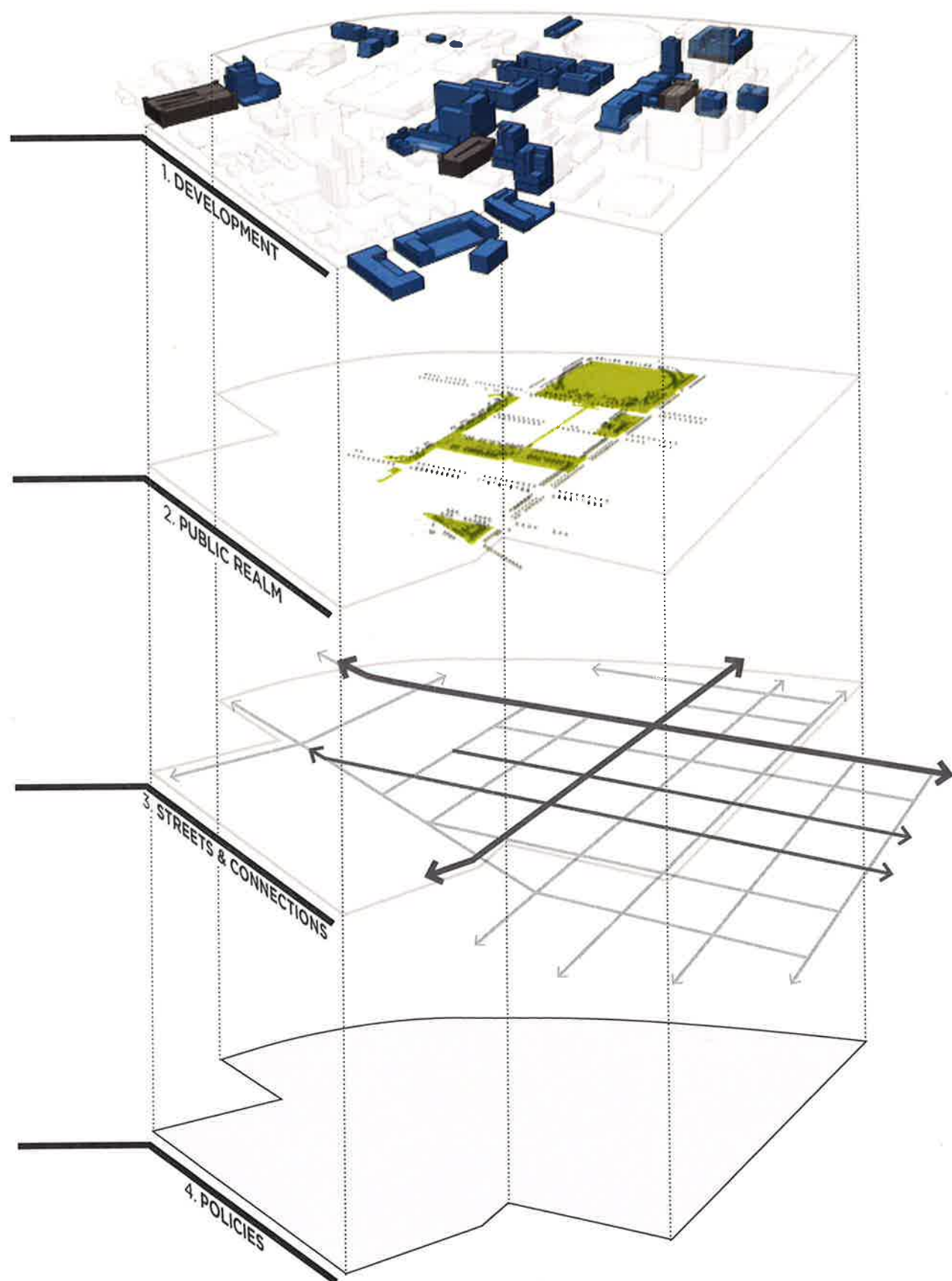


Figure 6.1



## IDENTITY INTEGRATION: FROM HIGHWAY TO HALLWAY™

The recommended projects described in this chapter should contribute to the overall identity of the Arena District. From “Highway-to-Hallway,” the Arena District should welcome visitors into Downtown Tulsa with a best-in-class gateway arrival experience that seamlessly connects users to an eclectic mix of walkable, friendly, and vibrant downtown districts. Wayfinding, interpretive art, and placemaking create a sense of place and should provide an authentic local Tulsa experience.

This begins with a comprehensive multi-modal wayfinding system that uses themed signage—from the gateway arrival scale all

the way through regulatory, processional, directional and identification. This not only lets visitors know when they have entered the Arena District, but it also provides orientation and guidance to destinations and parking, making the user experience seamless and understandable. This experience extends to those arriving on foot or walking through the district, making it clear where they are and providing information that makes it comfortable to be in the Arena District.

The identity of destinations within the district is already evident through signage on the BOK Center and the Cox Business

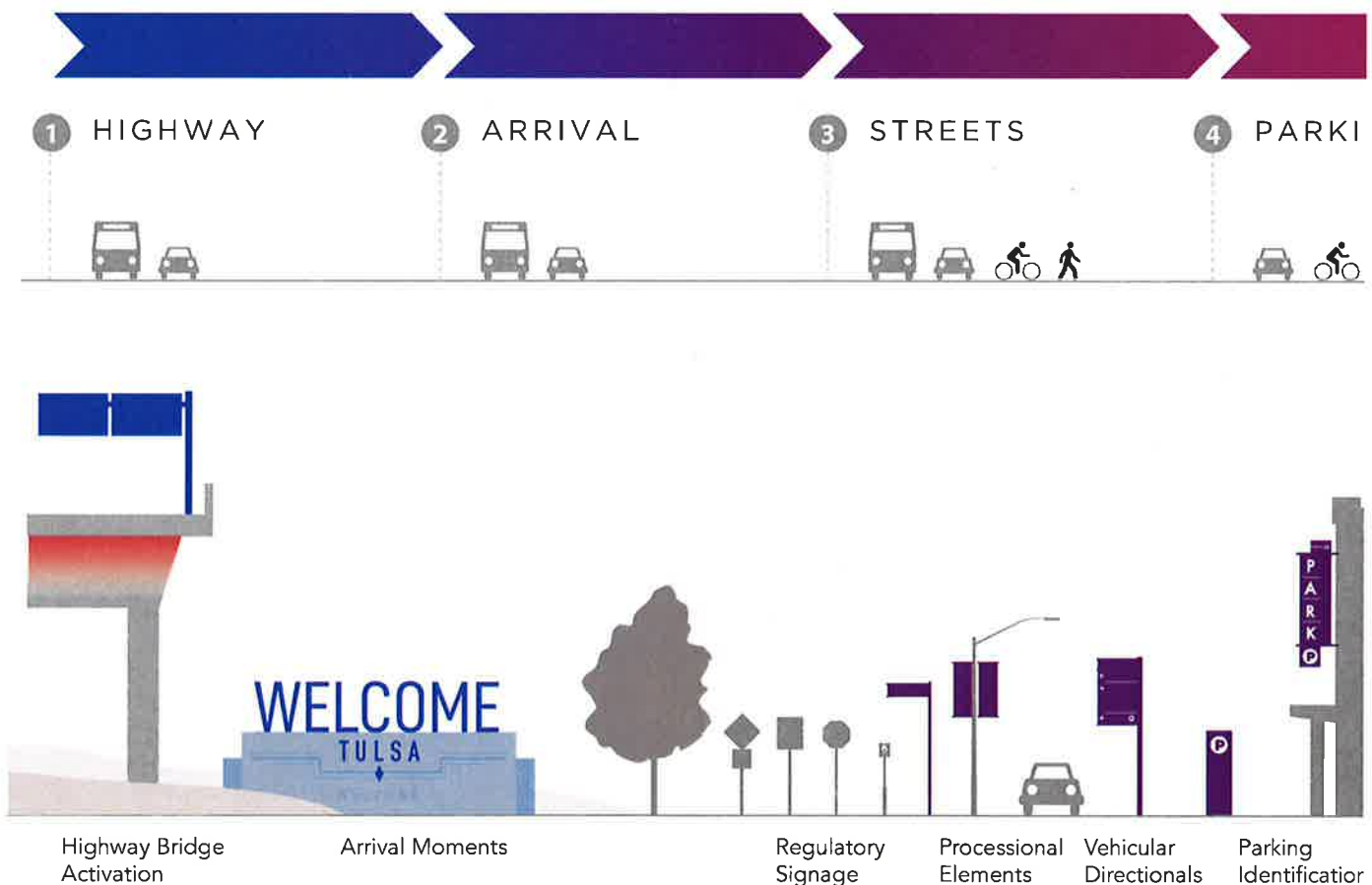


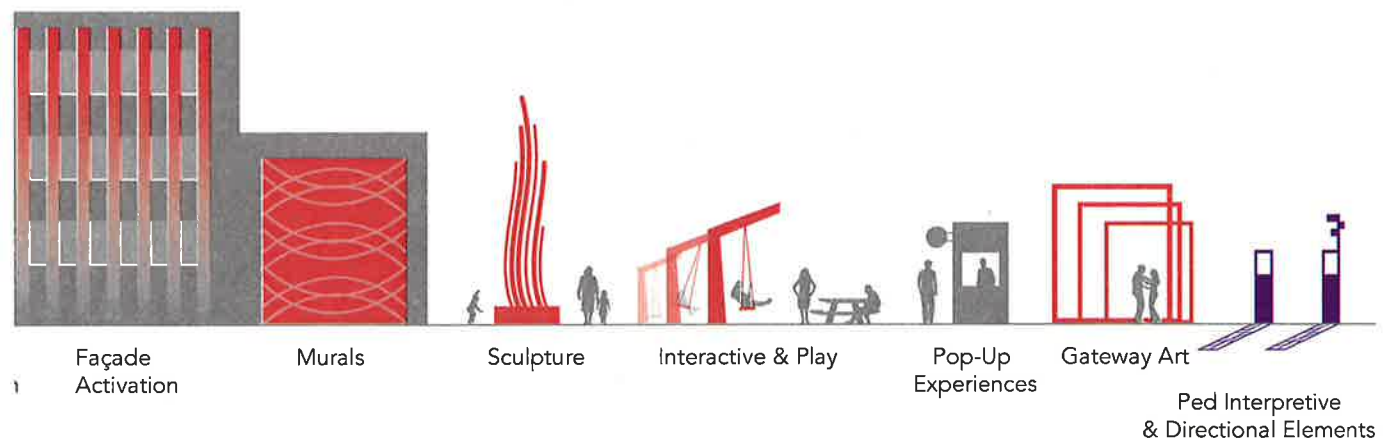
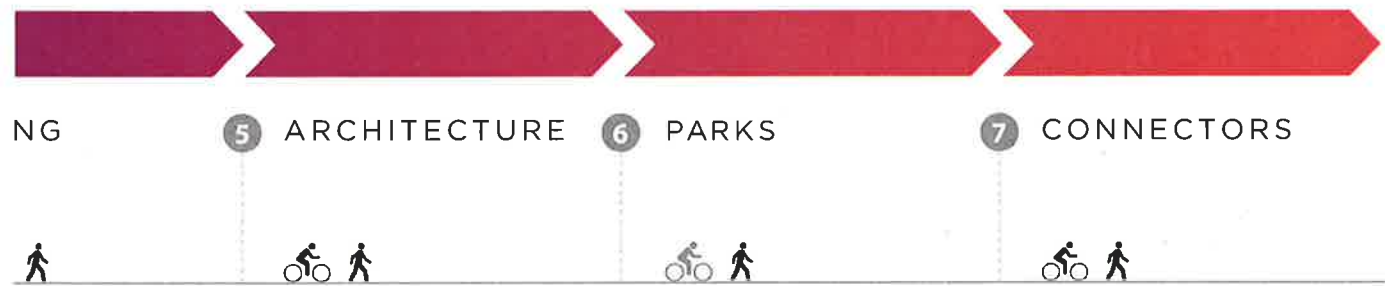
Figure 6.2



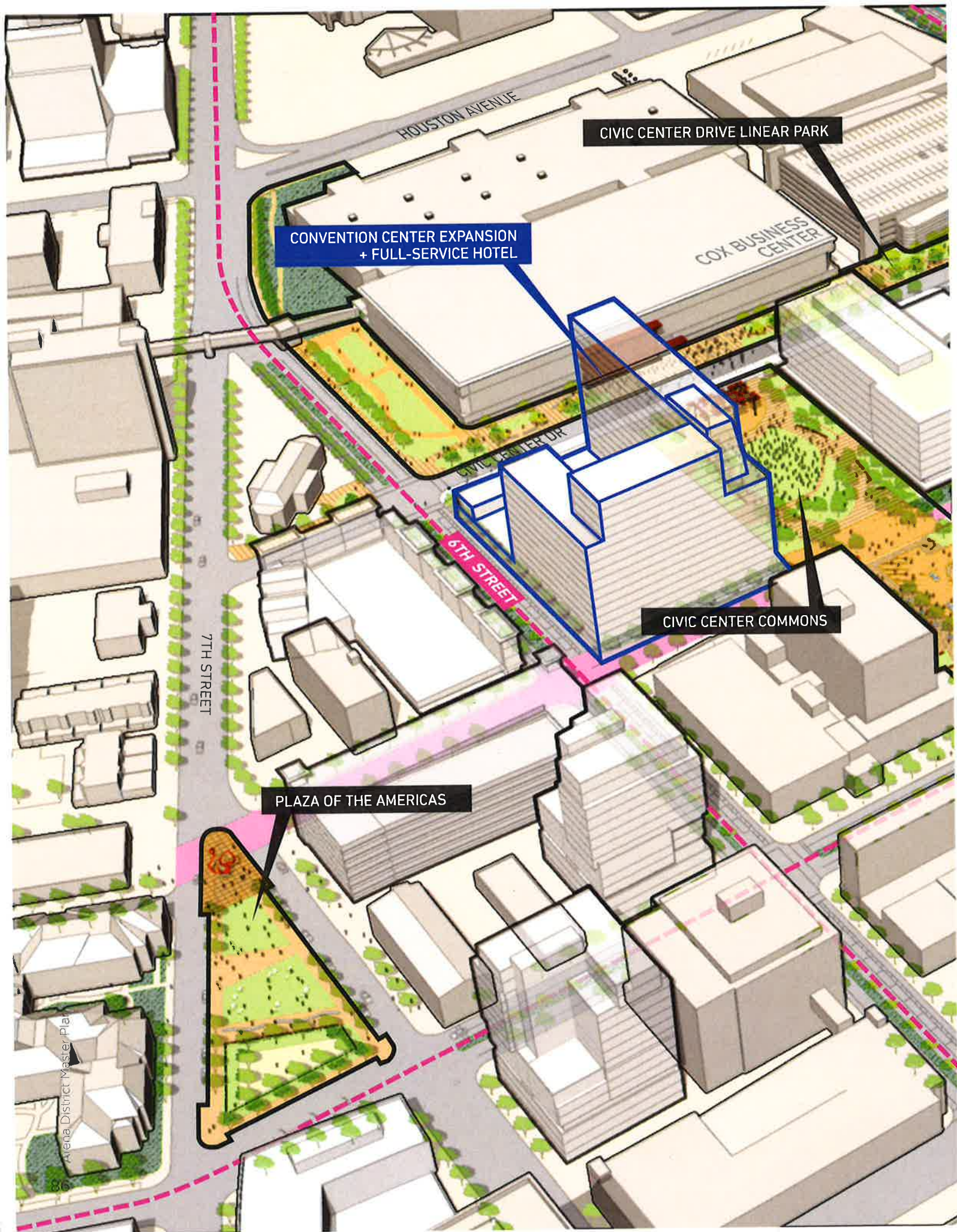
Center, but the overall identity of the district could be extended to building architecture through the activation of façades on existing buildings and garages through lighting, murals and other public art features. Doing so provides visible, vertical elements that reinforce the Arena District as a gateway to downtown. The design and activation of the interconnected system of public spaces recommended in the master plan also include public art, as well as interactive and play elements and pop-up experiences that make these spaces unique attractors to the Arena District.

Pedestrian streets and passages in the Arena District connect with a city-wide network, themed with interpretive heritage signage, art and placemaking that educates about Tulsa's past, present, and future. This system builds upon the existing Centennial Walk to include additional path connections into all downtown districts/neighborhoods themed to tell the story of place.

- **Gateway Arrival Features**
- **Wayfinding**
- **Placemaking & Public Art**







HOUSTON AVENUE

CIVIC CENTER DRIVE LINEAR PARK

CONVENTION CENTER EXPANSION  
+ FULL-SERVICE HOTEL

COX BUSINESS  
CENTER

CIVIC CENTER DR

6TH STREET

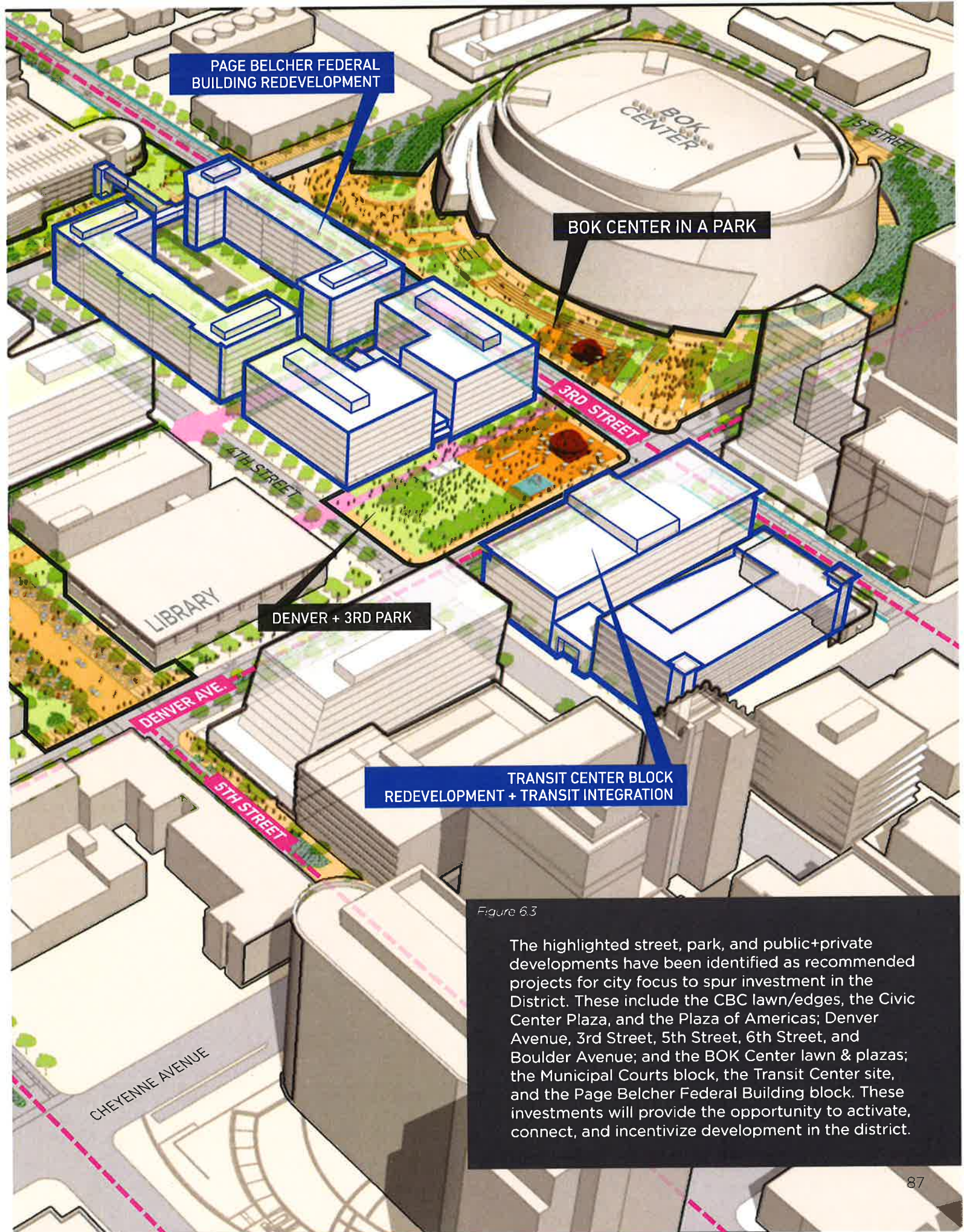
CIVIC CENTER COMMONS

7TH STREET

PLAZA OF THE AMERICAS

Alena District Master Plan





PAGE BELCHER FEDERAL  
BUILDING REDEVELOPMENT

BOK CENTER IN A PARK

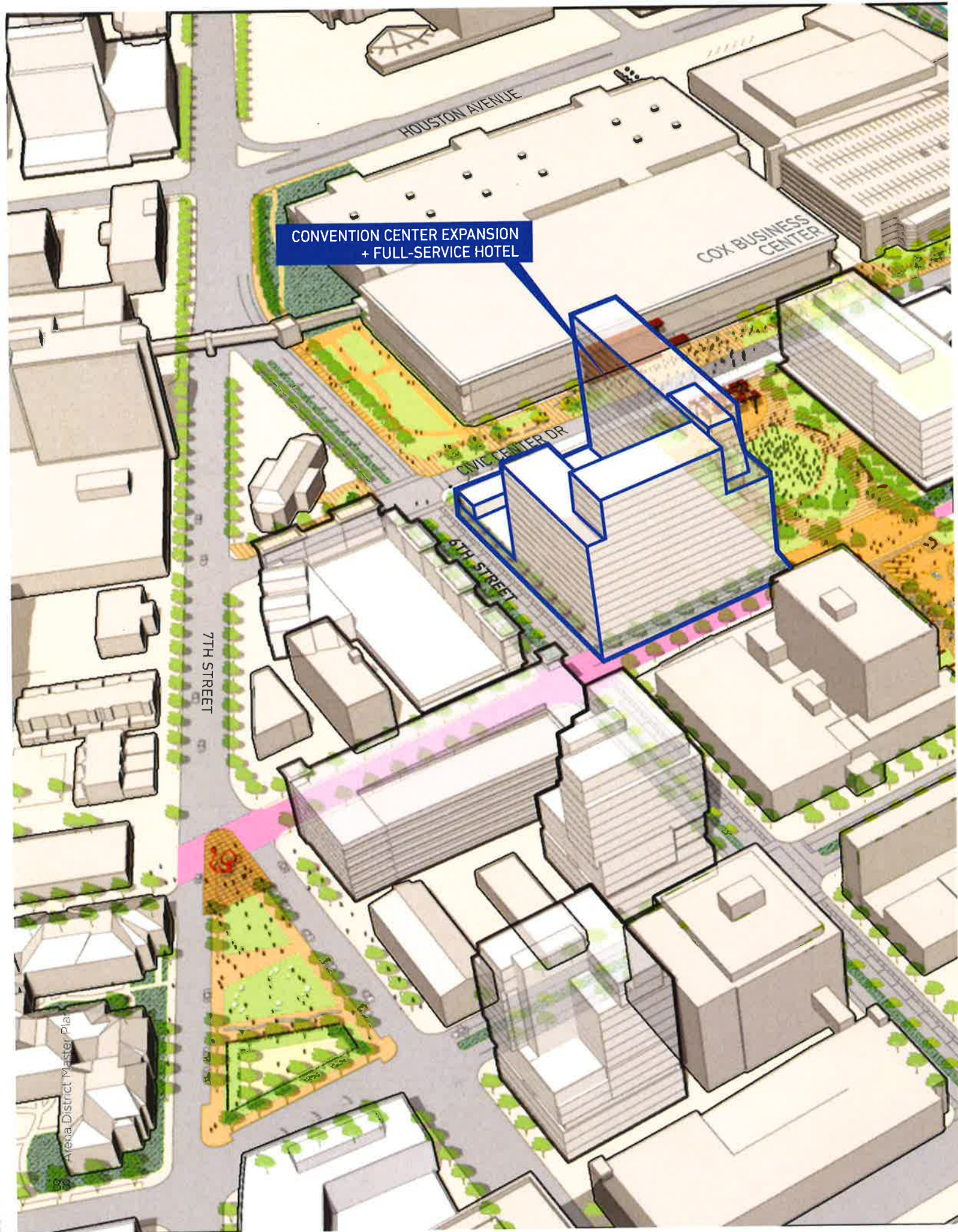
DENVER + 3RD PARK

TRANSIT CENTER BLOCK  
REDEVELOPMENT + TRANSIT INTEGRATION

Figure 6.3

The highlighted street, park, and public+private developments have been identified as recommended projects for city focus to spur investment in the District. These include the CBC lawn/edges, the Civic Center Plaza, and the Plaza of Americas; Denver Avenue, 3rd Street, 5th Street, 6th Street, and Boulder Avenue; and the BOK Center lawn & plazas; the Municipal Courts block, the Transit Center site, and the Page Belcher Federal Building block. These investments will provide the opportunity to activate, connect, and incentivize development in the district.





CONVENTION CENTER EXPANSION  
+ FULL-SERVICE HOTEL

COX BUSINESS  
CENTER

HOUSTON AVENUE

CIVIC CENTER DR

8TH STREET

7TH STREET

Arena District Master Plan



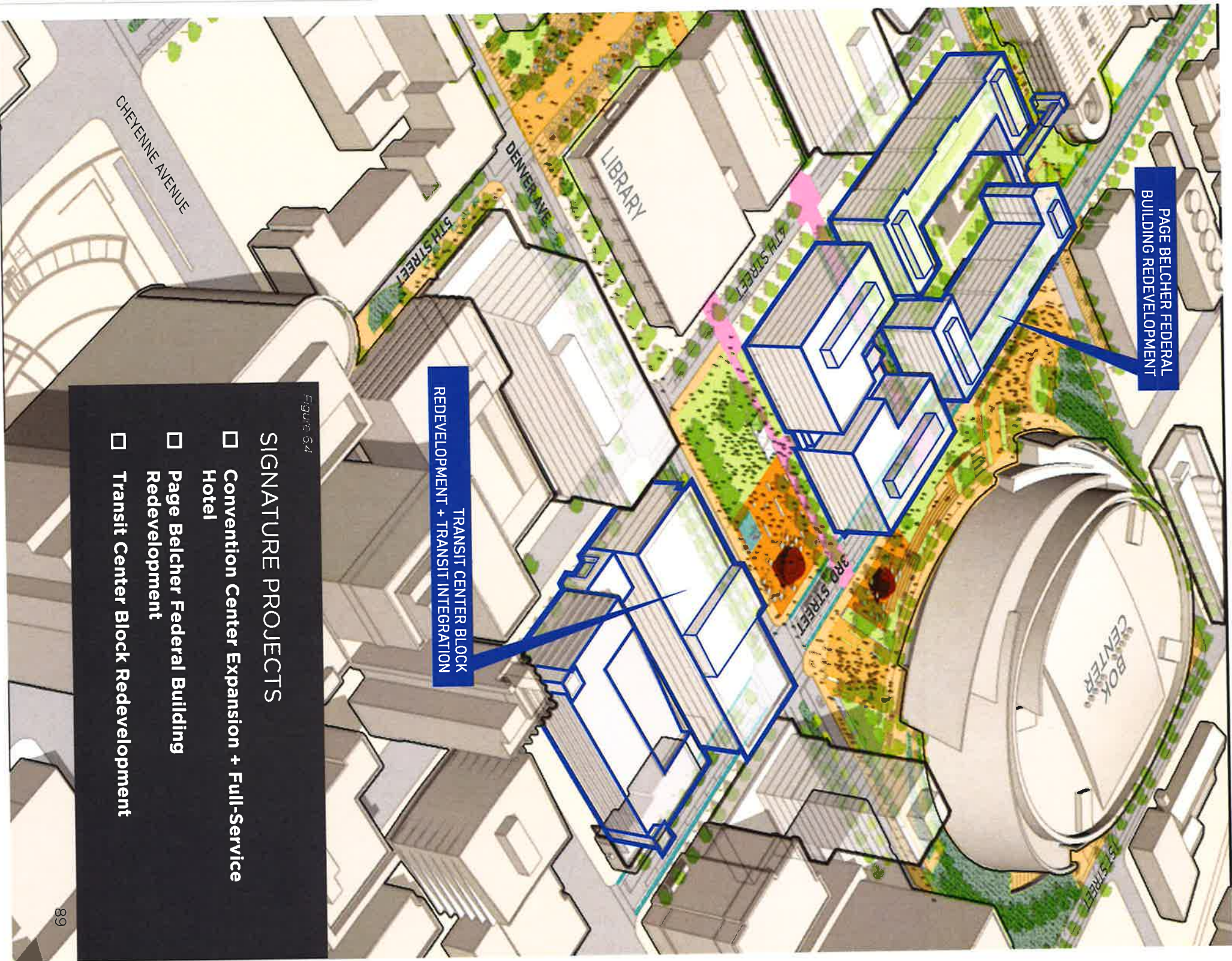


Figure 6.4

## SIGNATURE PROJECTS

- ❑ Convention Center Expansion + Full-Service Hotel
- ❑ Page Belcher Federal Building Redevelopment
- ❑ Transit Center Block Redevelopment



## CONVENTION CENTER EXPANSION + FULL- SERVICE HOTEL

The Cox Business Center (CBC) brings almost 350,000 visitors each year to downtown, many whom are from out-of-town visiting the CBC for conventions and events. According to the Lost Business Report commissioned by Visit Tulsa, the city has lost a significant amount of revenue due to large conventions booking elsewhere as a result of two major issues: 1) insufficient space in the Cox Business Center (21%); or 2) insufficient number/block of hotel rooms under one roof (43%).

Voters passed a tax renewal package in 2016 that allocated \$55 million to renovating and expanding the Cox Business Center. This funding aims to assist Tulsa in remaining competitive with peer cities for convention center venues and stimulate private investment in the district and surrounding areas. While this initiative addresses the first issue of meeting space, it does not address the second issue of enough full-service hotel rooms under one roof. The studies indicate that the CBC needs 450-600 such rooms to address the lost conventions and event business.

In a 20-year vision for Tulsa's Arena District, it is critical to identify where such a full-service hotel should be located. Furthermore, it is always prudent to consider where the next potential expansion of convention center space can occur and reserve that space for future competitiveness. There are several feasible sites for convention center expansion and a new full-service hotel, including the Municipal Courts building site, the Page Belcher Federal Building site, or the corner of 3rd Street and Houston Avenue (State of Oklahoma parking lot) adjacent to the northwest corner of the CBC.

After consideration of multiple conceptual options, as illustrated on the following page, this plan suggests that the existing Municipal Courts building site at the

corner of Civic Center Drive and 6th Street is the preferred location for both convention center expansion and a new, full-service hotel to support current and future CBC conventions. Redevelopment of this site could allow for additional convention center space on the lower floors connecting directly to the existing CBC meeting space. The hotel could be built above this space and also connect directly to the convention center, a distinct advantage of this site. Furthermore, this site is owned by the city and the Municipal Courts building is outdated and in need of major renovations, if not reaching the end of its purposeful life.

Redeveloping this site in conjunction with a major user, such as a large-scale hotel and the CBC, could allow for an opportunity to rebuild the Civic Center Plaza as a great public space and new front door to both the Convention Center and the new hotel (described in the following pages). The Municipal Courts building occupies a key site for potential intermediate term revitalization of the area surrounding the Civic Center Plaza located in the heart of the district.

A full-service hotel with more than 450 rooms and additional convention space of 60,000-100,000 square feet (depending on number of floors) adjacent to a new signature public space would allow Tulsa to continue to compete with its peer cities in an extremely competitive convention environment.

The illustration on the following page identifies how a potential site plan could layout for redevelopment of the block. Recommended implementation steps and phasing for land acquisition and redevelopment are expanded upon in the implementation and phasing section of the report.



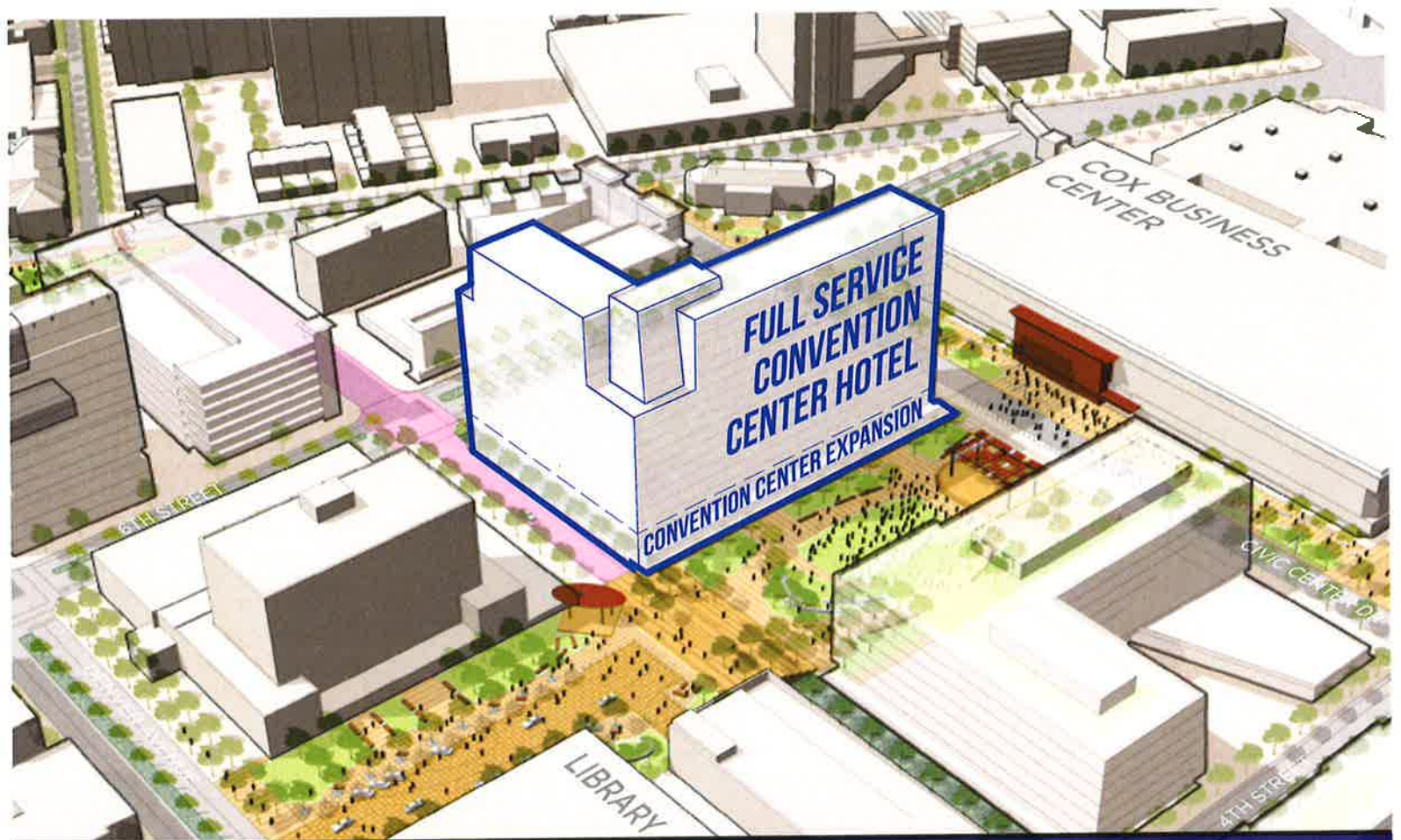


Figure 6.5

**CONVENTION CENTER EXPANSION + FULL-SERVICE HOTEL - PREFERRED OPTION**

Figure 6.6

**SHORT-TERM TEMPORARY  
ENHANCEMENT**

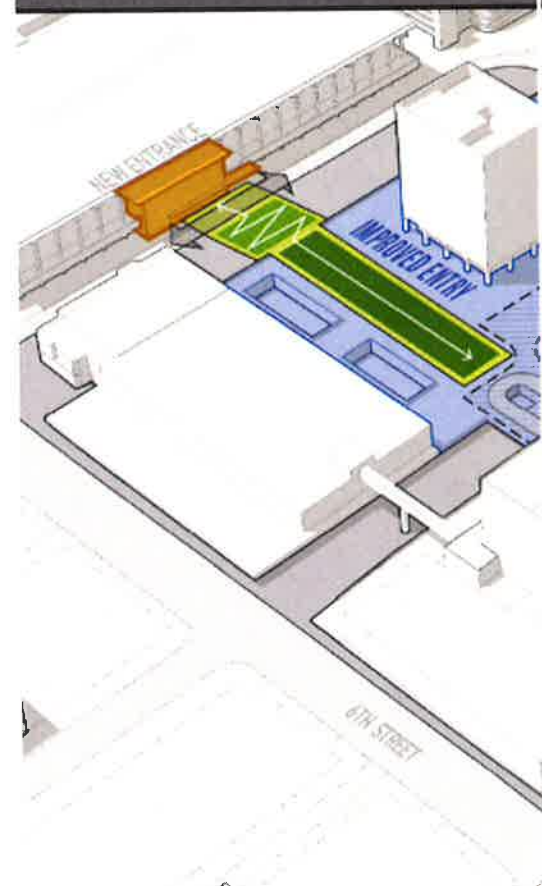


Figure 6.7

**LONG-TERM IMPROVEMENT:  
MIXED-USE - OPTION 1**

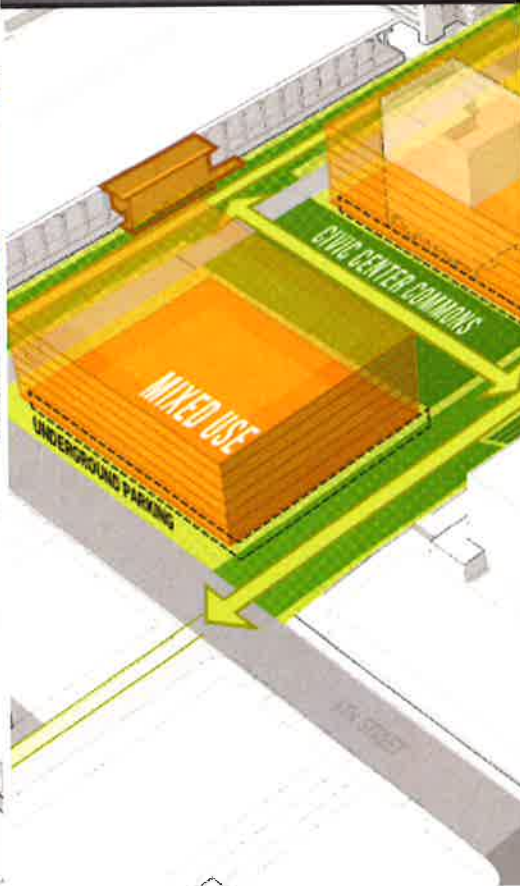
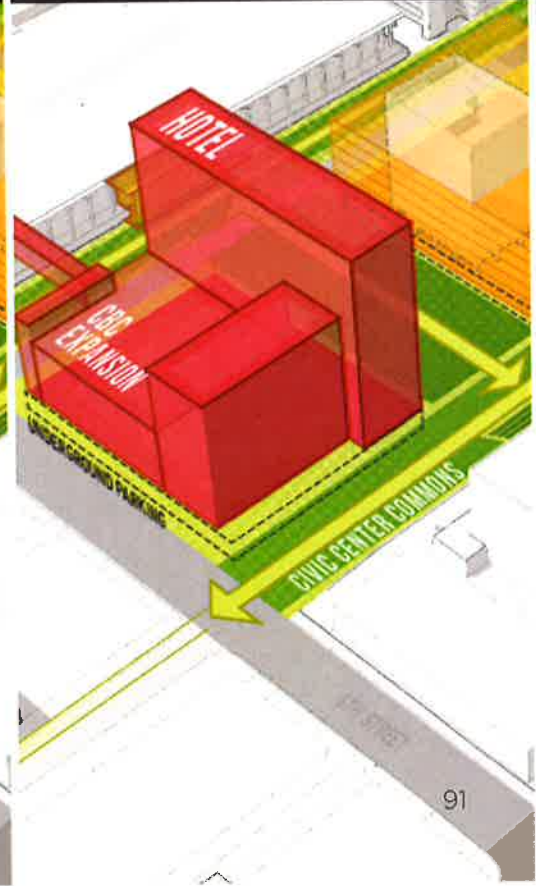


Figure 6.8

**LONG-TERM IMPROVEMENT:  
FULL-SERVICE HOTEL - OPTION 2**





## PAGE BELCHER FEDERAL BUILDING SITE REDEVELOPMENT

The Page Belcher Federal Building is located on a critical block in the core of the district. The site is bordered by 3rd Street to the north, 4th Street to the south, Civic Center Drive to the west and Denver Avenue to the east. The block containing the Page Belcher Federal Building is  $\pm 700$  feet east to west and  $\pm 300$  feet north to south surrounded by fenced-in surface parking, creating a massive, impenetrable superblock separating the core of the district from the BOK Center and surrounding uses.

There has been on-going community discussion about the future of the Page Belcher Building — whether to rehabilitate and renovate it or redevelop the site. During the public engagement portion of this plan, the community ranked the Page Belcher block as the top weakness and the top opportunity of the entire district.

After consideration of multiple conceptual options, as illustrated on the following page, this plan recommends that the site be redeveloped to break down the superblock, support a mix of uses, and make the area more walkable and connected — which are fundamental objectives of this plan. This block provides an opportunity to connect the Civic Center Plaza directly with the BOK Center. Re-dividing this superblock back into two development blocks would allow for a more standard urban, pedestrian scale block size and re-establish an important north-south connection through the district.

There should be a mix of uses developed on the site with active ground floors along 3rd Street and Denver Avenue. The west side of this site should be considered as an alternate location for CBC expansion and a new, full-service hotel. A direct connection into the main entry of the CBC is lacking, however, but the site is adjacent to the

existing CBC parking garage and has an important presence along 3rd Street.

Alternatively, there is potential on the west side of the site for residential users to share parking within the CBC parking garage and the grade change around this site allows for easier access to underground parking to serve potential office, residential, and retail users.

There is also potential to invest in a signature park along Denver Avenue to support redevelopment on this block and surrounding blocks. Such a park nicely frames the City-County Library and BOK Center along Denver Avenue and extends park and event connectivity to an enhanced BOK south lawn. The park would encourage additional first-floor retail along the park frontage of the new building, providing additional services for the growing neighborhood.

In addition to a realigned Frisco Avenue/ Civic Center Drive, there is also potential to reduce the width of 4th Street along this block to create a more pedestrian-oriented space that strengthens the connections within the core of the district.

The illustration on the following page highlights how a potential site plan could layout for redevelopment of the Federal Building block. Recommended implementation steps and phasing for land acquisition and redevelopment are detailed in the implementation and phasing section of this report.

Regardless of the fate of the Page Belcher Building, a priority for the City of Tulsa should be to find new, desirable homes for the existing federal tenants (federal courts and post office) and secure this large, underutilized site from the United States Postal Service so it can contribute more to the district.



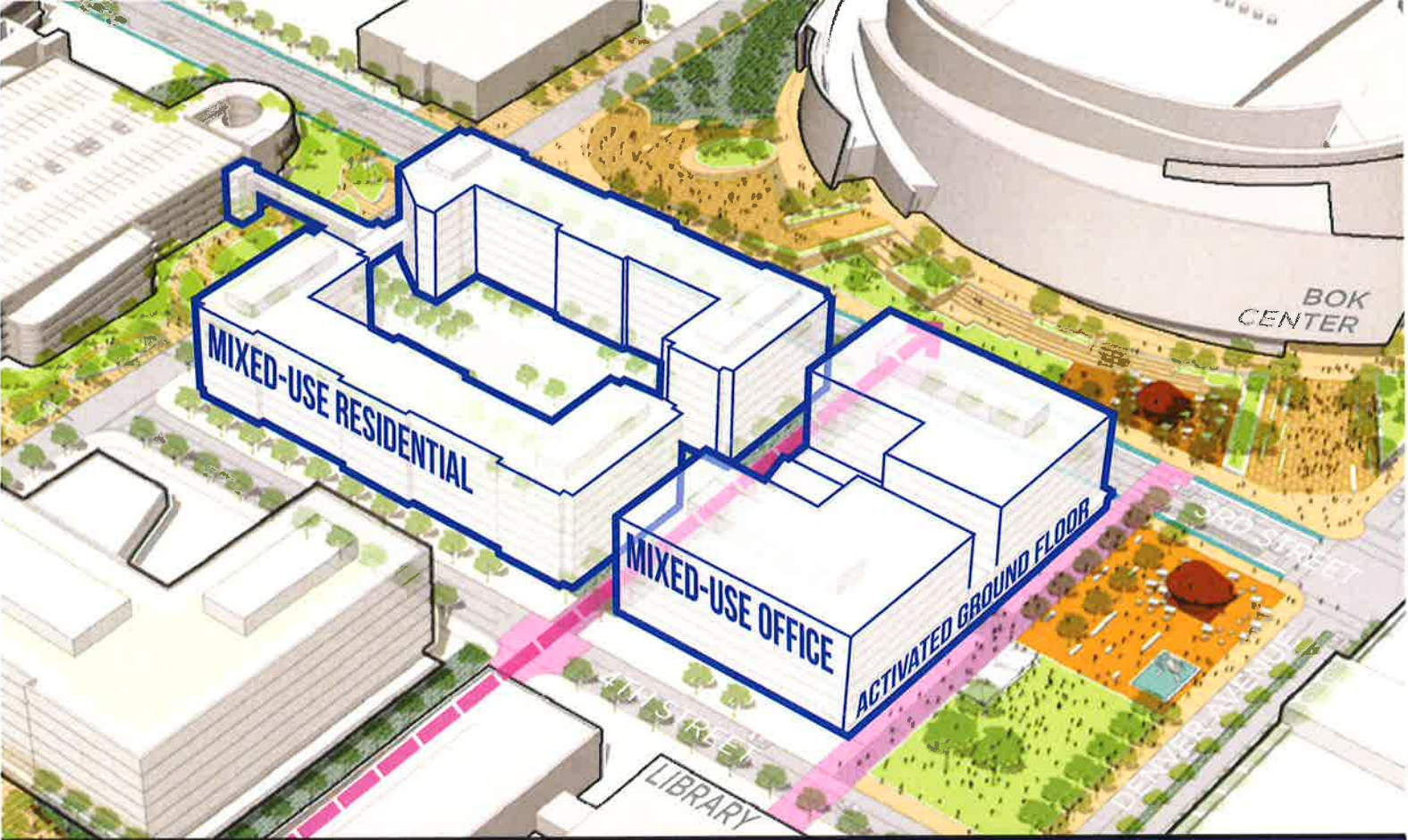


Figure 6.9  
**MIXED-USE REDEVELOPMENT + DENVER AVENUE SIGNATURE PARK - PREFERRED OPTION**

Figure 6.11  
**ADAPTIVE REUSE + MIXED-USE - OPTION 1**

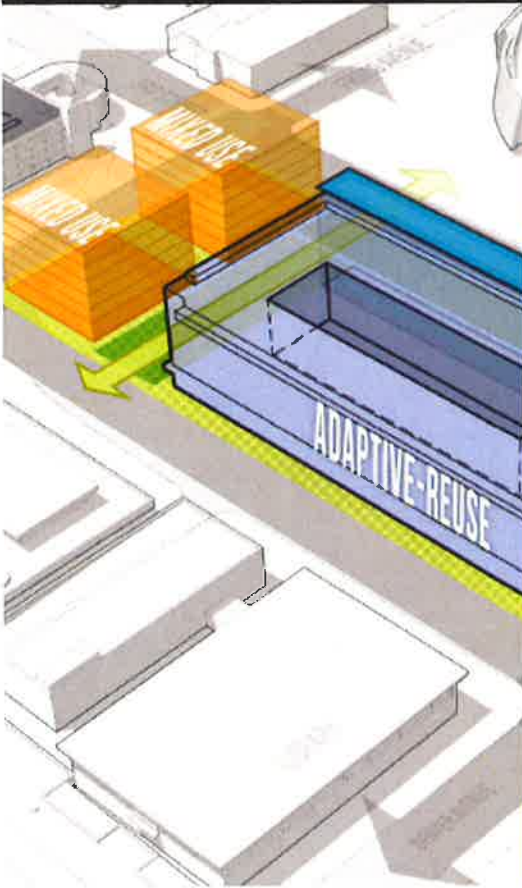


Figure 6.12  
**MIXED-USE + 3RD STREET PARK - OPTION 2**

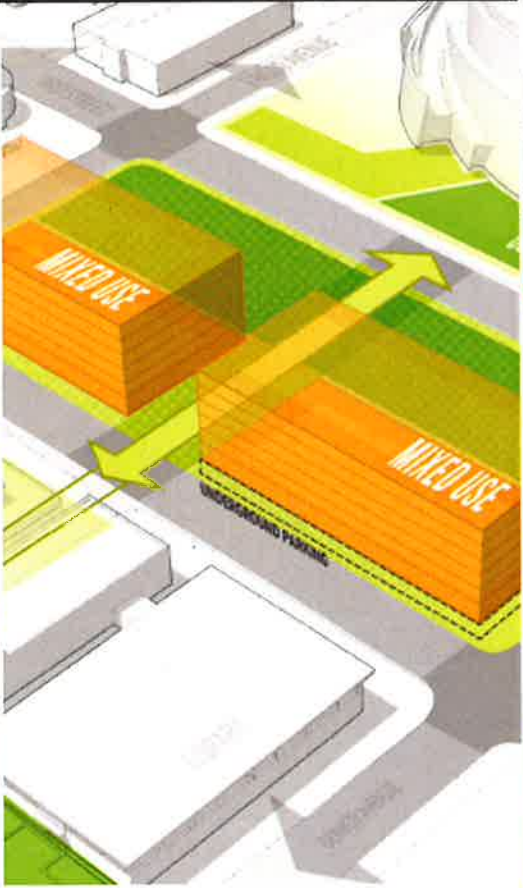
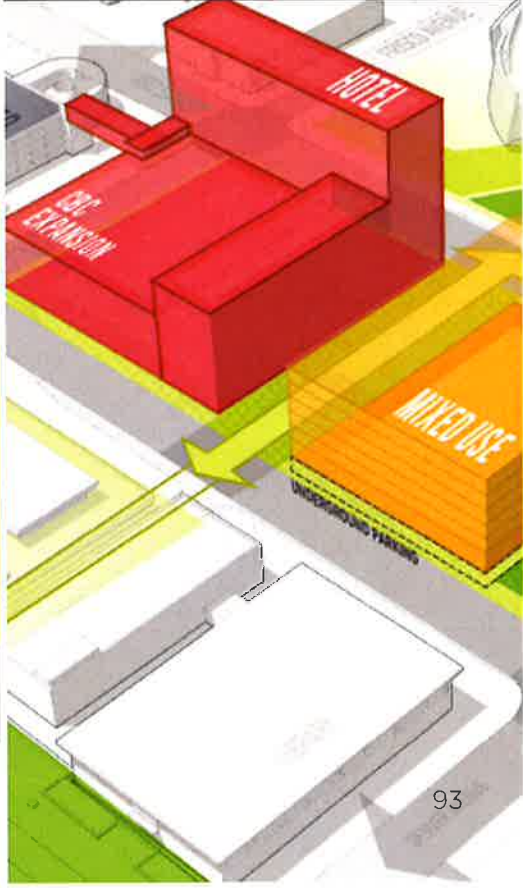


Figure 6.13  
**CBC EXPANSION + FULL-SERVICE HOTEL - OPTION 3**





## TRANSIT CENTER BLOCK REDEVELOPMENT + TRANSIT INTEGRATION

During the public engagement portion of this plan, the community ranked the Denver Transit Station as one of the top weaknesses of the entire district. Upon further discussion, respondents often stated that they were not opposed to transit downtown, but felt that the activities occurring around the transit center — both real and perceived — negatively affected the entire district.

From this plan's perspective, transit is a critical component of successful 21st Century downtowns. However, this transit center site is underdeveloped for such a critical location within the district along Denver Avenue between 3rd and 4th Streets. With the improvements proposed by this plan to the surrounding blocks, this is a prime location for activating the core of the neighborhood in a way that ties the Arena District east-west to downtown and north-to-south along Denver Avenue.

At the same time, the Metropolitan Tulsa Transit Authority (MTTA) has indicated that the current Denver Avenue transit facility is inefficient and does not effectively meet their current needs. There have been discussions as to whether the current transit hub system should be more decentralized. Furthermore, there is current city funding allocated for use toward transit improvements, including potentially an updated transit center. For these reasons, the MTTA and the City of Tulsa should determine the preferred future system and hub location(s) for transit and whether this location should be repurposed.

After consideration of multiple conceptual options, as illustrated on the following page, this plan recommends that the transit center site be redeveloped as a mixed-use, multi-story development that would include a public garage and a new transit center and multi-modal hub on the first

floor. Such a development would provide comfortable conditioned space, amenities, and security for patrons of Tulsa Transit and the MTTA. This is the type of modern facility that riders deserve and could make transit more attractive to Tulsans, particularly with the planned addition of new Bus Rapid Transit (BRT) routes.

The illustration on the opposite page highlights how a potential site plan could layout for redevelopment of the block. The public garage should be designed and sized to support redevelopment on this block and surrounding blocks. Redevelopment of surrounding surface parking lots by private owners will further stitch the urban fabric of the Arena District back together with downtown.

If relocating the transit station is determined to be the best solution for the system as a whole, this site becomes full infill, mixed-use development. Regardless, it is critically important to create transparent and activated first floors along Denver Avenue and 3rd Street.

Recommended implementation steps and phasing for land acquisition and redevelopment are detailed in the implementation and phasing section of this report.



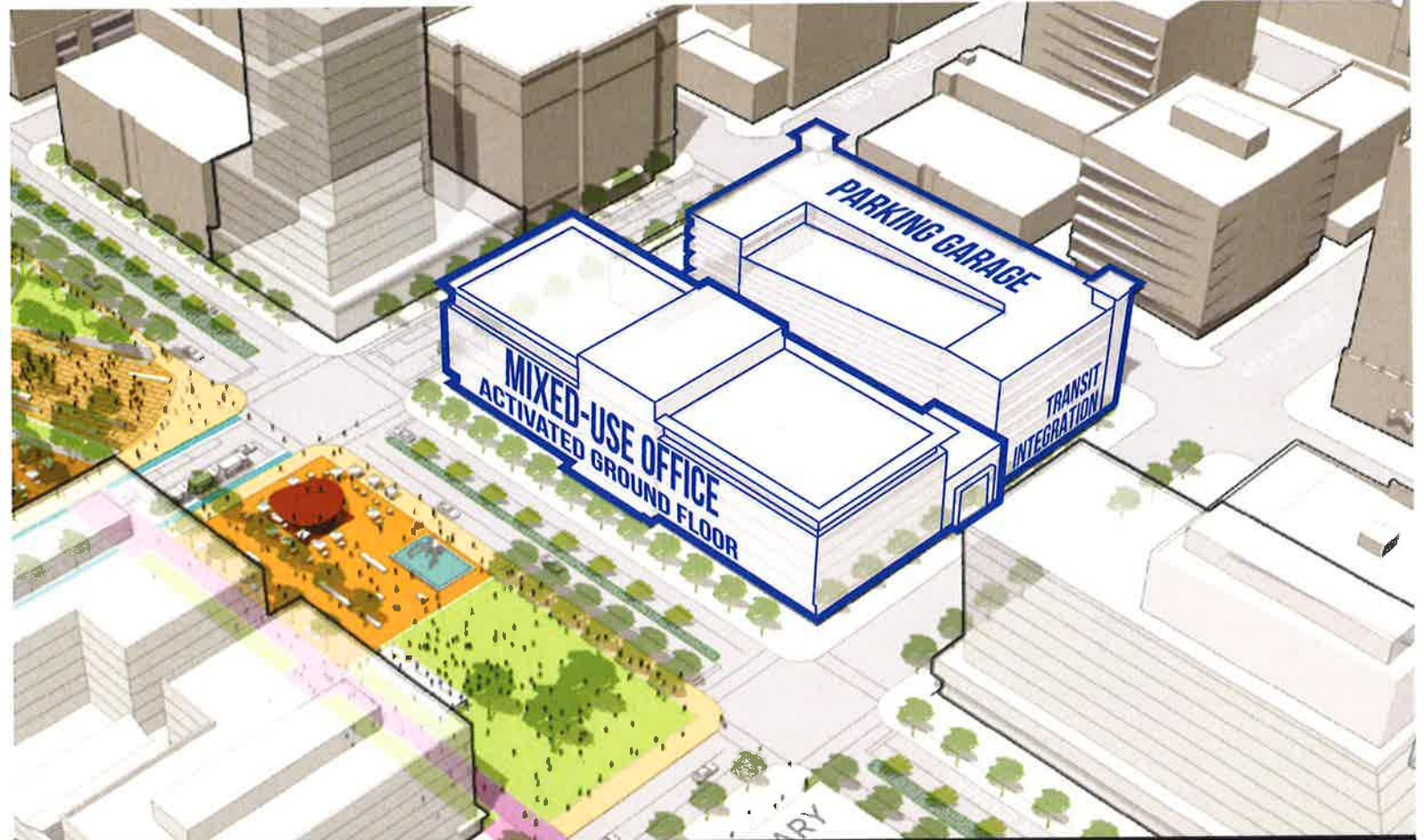


Figure 6.14

**MIXED-USE REDEVELOPMENT + PARKING GARAGE WITH TRANSIT INTEGRATION - PREFERRED OPTION**

Figure 6.15

**EXISTING CONDITION - OPTION 1**

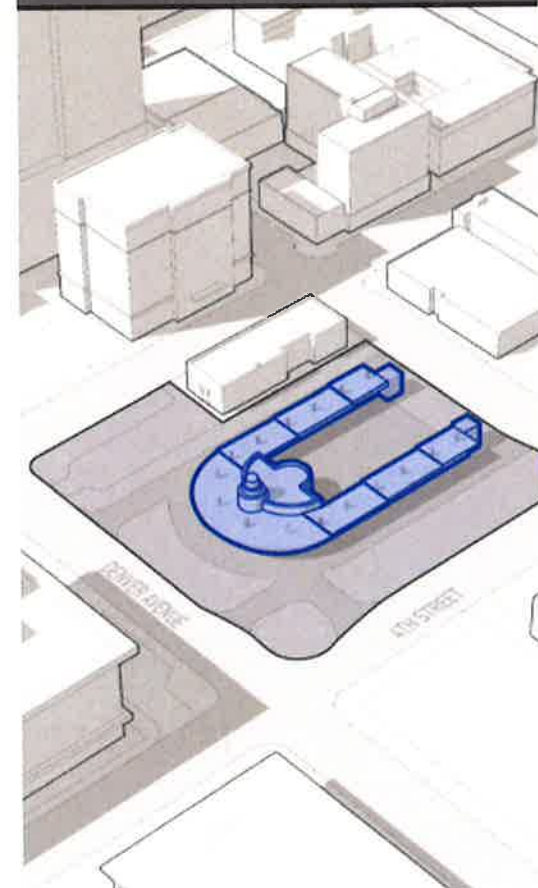


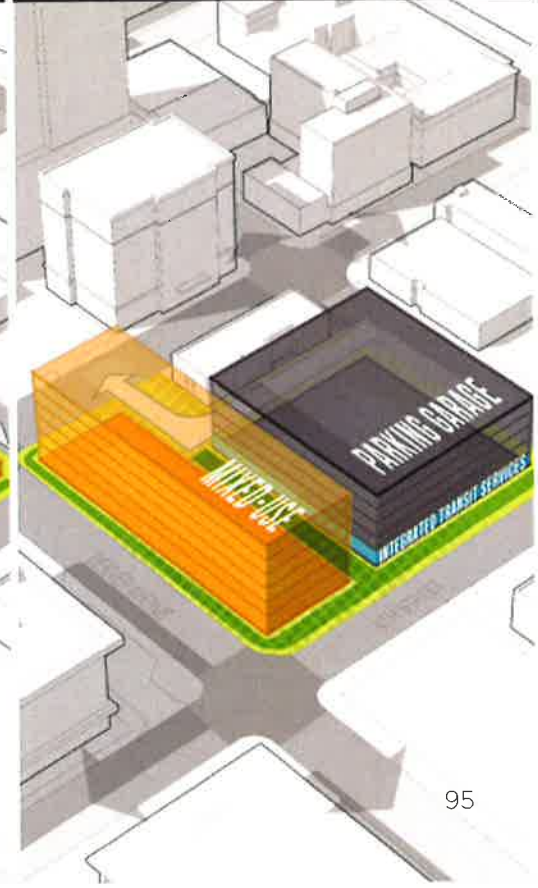
Figure 6.16

**WORLD CLASS TRANSIT CENTER - OPTION 2**



Figure 6.17

**MIXED-USE + PARKING STRUCTURE - OPTION 3**





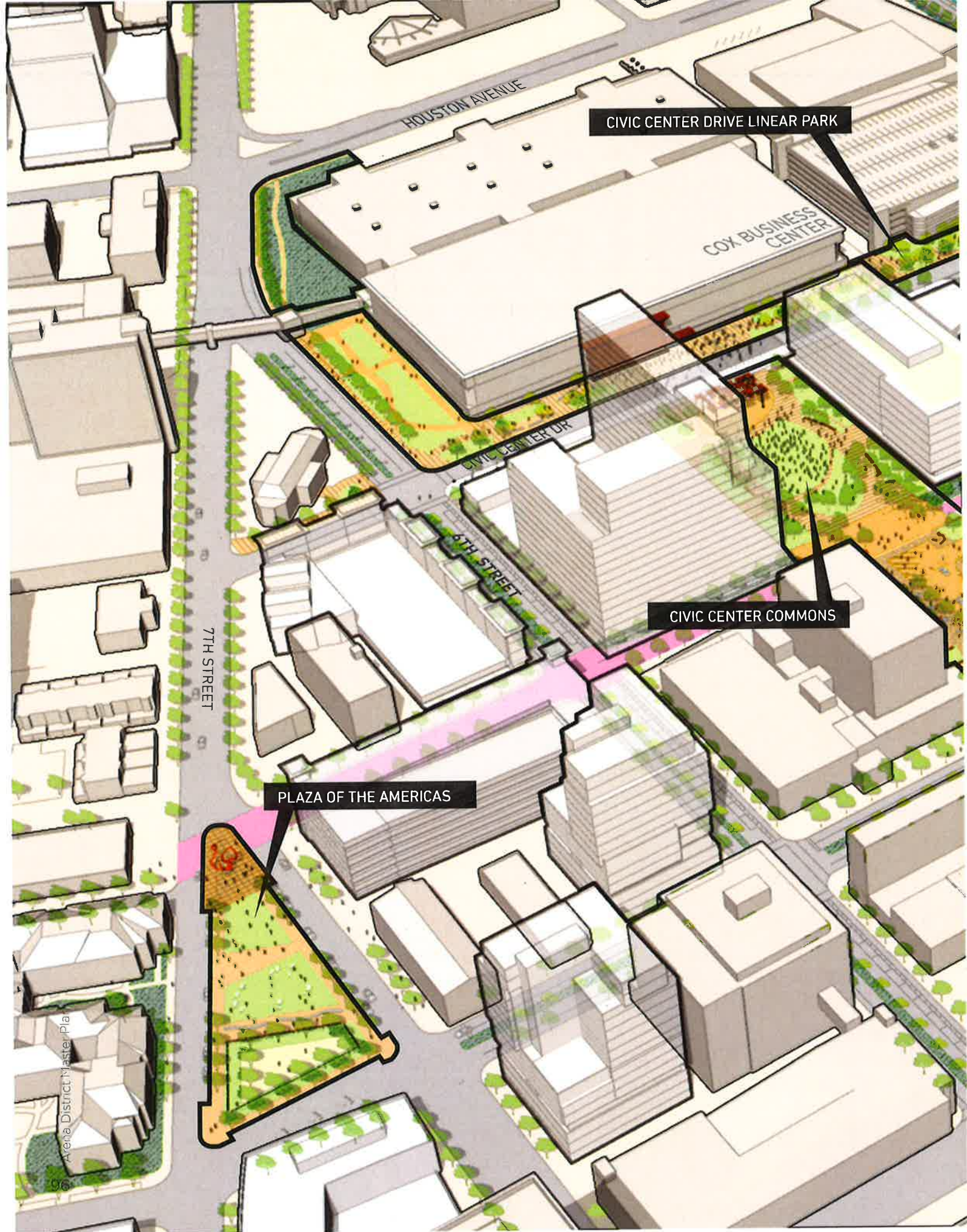






Figure 6.18

## PUBLIC REALM PROJECTS

- ☐ BOK Center in the Park
- ☐ Convention Center Linear Park
- ☐ Civic Center Commons
- ☐ Denver Avenue Park
- ☐ Plaza of the Americas Enhancement



## BOK CENTER IN THE PARK

Today, the BOK Center is one of the primary attractions downtown and draws almost one million visitors each year. Designed by world-renown architect Cesar Pelli, the BOK Center is a prominent icon of Tulsa and the Arena District. It serves as an architectural gateway on the west side of the IDL and makes an important first impression for new visitors arriving in the district. While the arena sits prominently on a grass hillock, the surrounding lawn and plazas are vacant and empty during the majority of time when events are not occurring there. Herein lies an important opportunity — an underutilized, but critically located district asset.

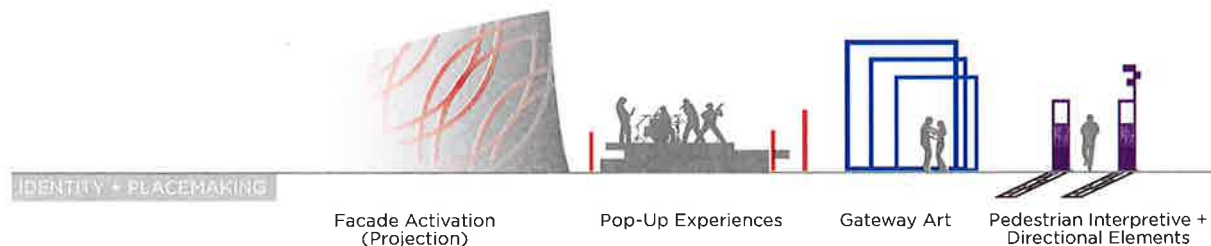
This plan envisions the BOK Center located in a park — a new destination park surrounding the BOK Center and anchored along 3rd Street. This park would activate the neighborhood and downtown with innovative programming and activities that encourage residents, workers, conventioners, and tourists alike to congregate during non-event days, enlivening the surrounding area. This park would also serve event attendees both before and after an event — all while celebrating and highlighting the magnificent BOK Center itself.

Investing in such a well-designed park space is not only an achievable and logical early initiative for the city, it has a ready operational partner in SMG, the current events and venue manager for the BOK and CBC. Such a project would signal to developers that the city is committed to investing in catalytic change within the district.

Design elements of this space should include making the corners and entry points at 1st Street and along 3rd Street, as well as the lawn spaces between, more flexible and inviting so that they can not only accommodate crowds during events, but also function as activated and programmed public space that draws people to the district on non-event days. The design of this space should focus on pedestrian scale elements such as seating, shade, lighting, and careful consideration of grading, ramps, and event spaces. Such elements would not take away from the BOK's iconic architecture.

Energizing this lawn could be accomplished through a variety of strategic interventions, including adult playground/swings, lawn games, interactive historic & cultural markers, public art & music installations, seasonal live music, and concessions. The desired level of activation and impact should be determined through close collaboration with SMG, and potentially with Visit Tulsa and other tourism and event interests, including possibly a community process, to ensure that design concepts meet community needs, build upon existing resources, and serve as an amenity and anchor for revitalization of the Arena District.

Improving the public realm space surrounding the BOK Center and creating a downtown park amenity can serve as an early win for the city and is an achievable short term project that would begin to add programmed activity to the neighborhood.





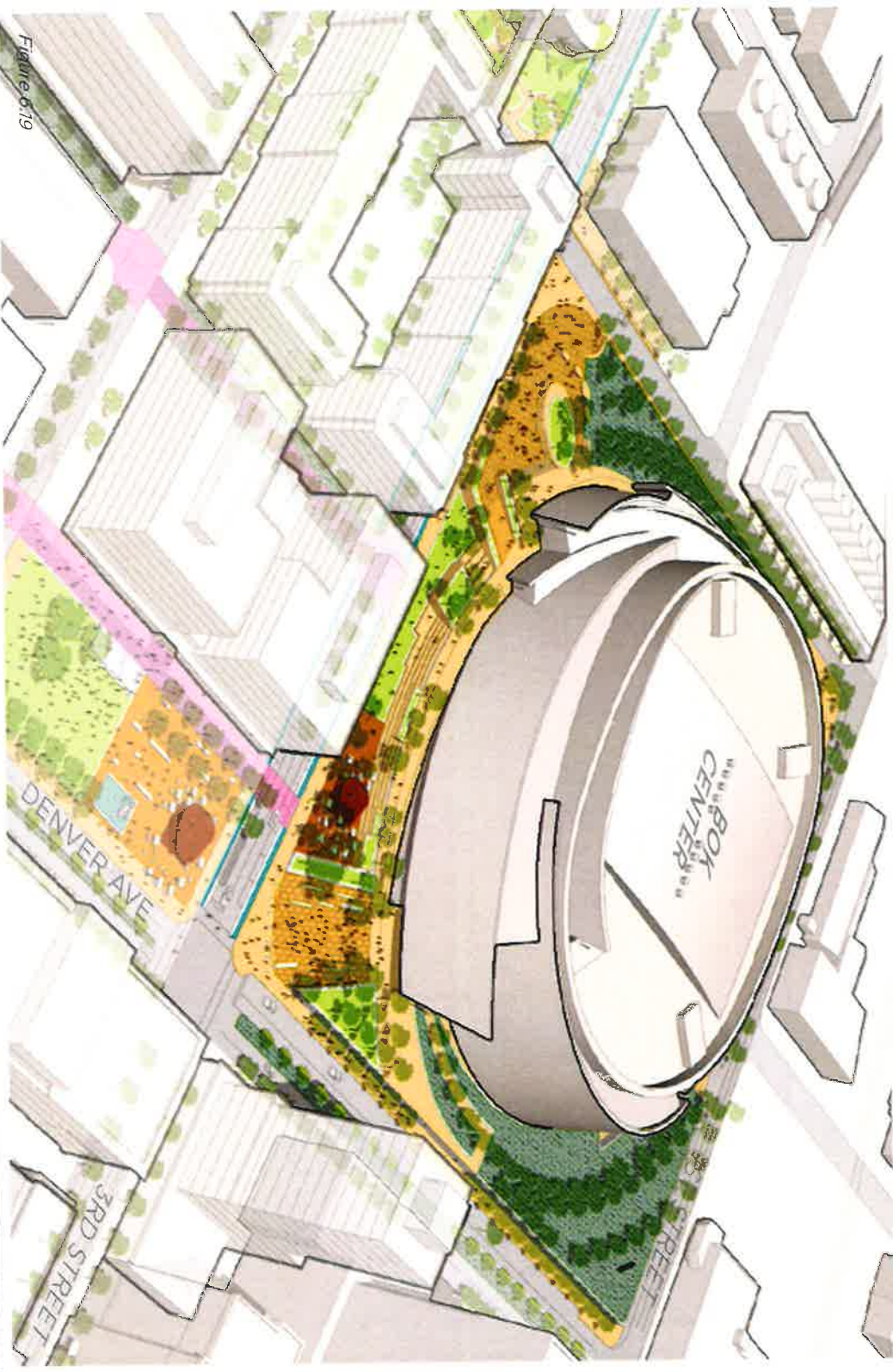


Figure 6.19





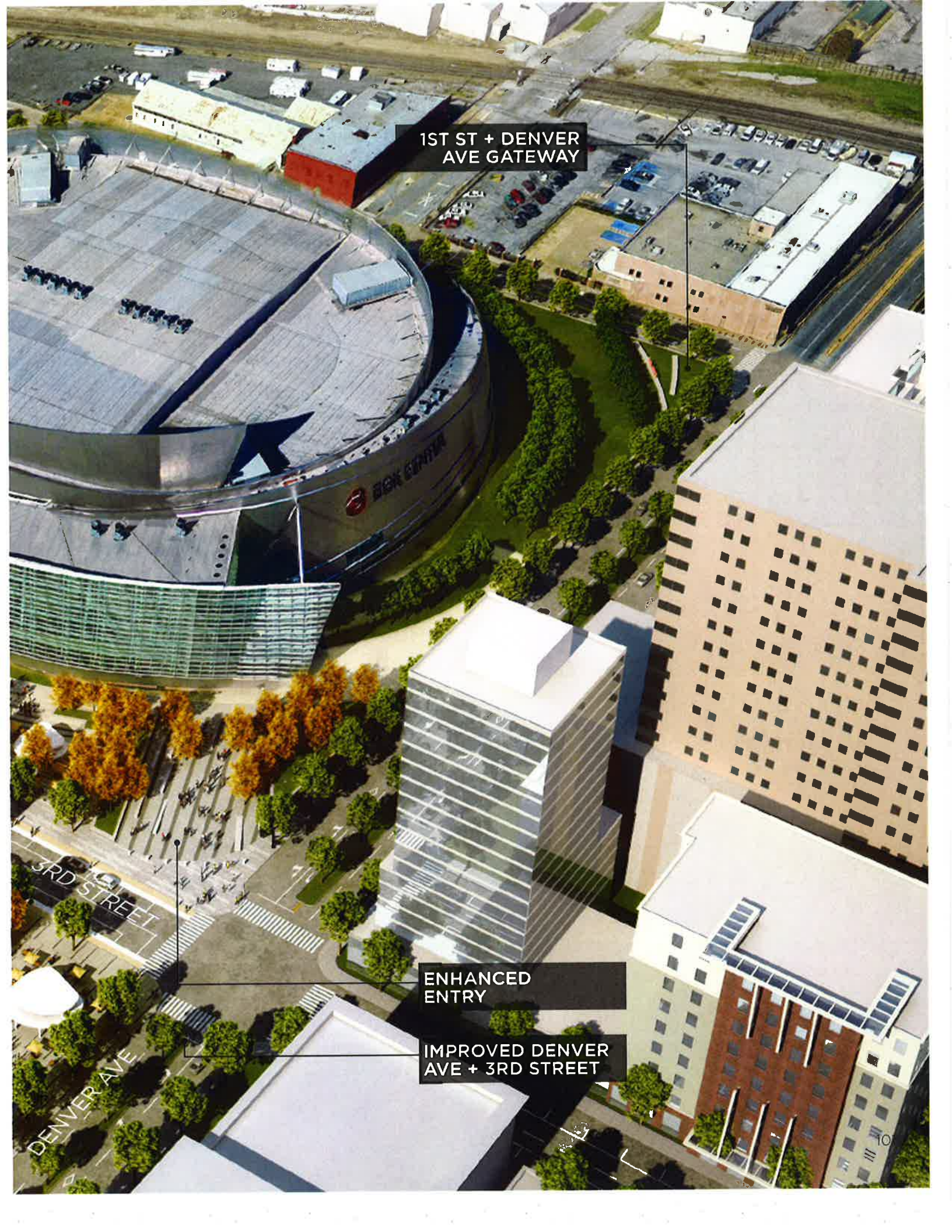
# BOK CENTER IN THE PARK

ENHANCED  
ENTRY

NEW ACTIVATED  
GATHERING SPACE

Figure 6.21





1ST ST + DENVER  
AVE GATEWAY

This aerial rendering depicts a proposed urban development. On the left is a large, circular arena with a metallic, segmented roof and a glass facade at its base. To its right is a tall, modern glass skyscraper. The surrounding area includes various commercial buildings, parking lots, and streets. A line from the '1ST ST + DENVER AVE GATEWAY' label points to a specific area near the arena. Another line from the 'IMPROVED DENVER AVE + 3RD STREET' label points to a street intersection. The scene is populated with trees, some with autumn foliage, and small figures of people to provide a sense of scale.

ENHANCED  
ENTRY

IMPROVED DENVER  
AVE + 3RD STREET



## CONVENTION CENTER LINEAR PARK

In July 2018, the COX Business Center, Tulsa's convention center, began to undergo \$55 million in renovations and improvements to enhance its competitiveness. These improvements include a new ballroom/multi-purpose space that will become the largest flexible space in the State of Oklahoma, a new glass entrance on the east side of the facility including an improved drop-off along Civic Center Drive, new meeting spaces, and possible retrofits of existing meeting rooms, common areas, and an upgraded kitchen for event food service.

These improvements are based on the 2017 Crossroads Consulting Services report that outlined limitations of existing facilities and opportunities for renovated/expanded facilities from a market perspective. One area that was not addressed was outdoor space and a contextual environment. Increasingly, convention center improvements nationally are including attractive and inviting outdoor spaces adjacent to the facility's meeting spaces. These range from small outdoor seating, eating, breakout, and relaxation spaces to fully activated parks.

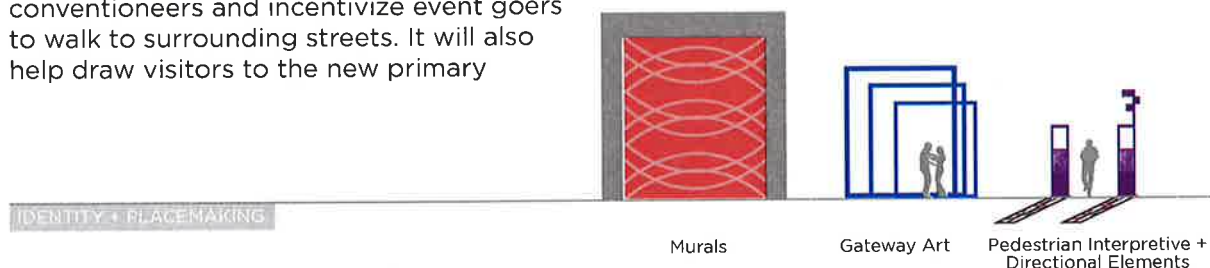
This plan envisions an opportunity for the COX Business Center and the city to expand on the convention center improvements and the new east side entry by creating a linear park fronting Civic Center Drive and 6th Street along the entire east and south faces of the CBC. Rather than a grass lawn (6th Street) and wide street and concrete sidewalk, an amenitized plaza, park, and seating space will provide areas of outdoor respite for conventioners and incentivize event goers to walk to surrounding streets. It will also help draw visitors to the new primary

entrance both walking and for drop-off/pick-up (an important consideration in the age of Uber and autonomous vehicles). This is another way to turn a forgotten and underutilized space into an asset for the district and the CBC.

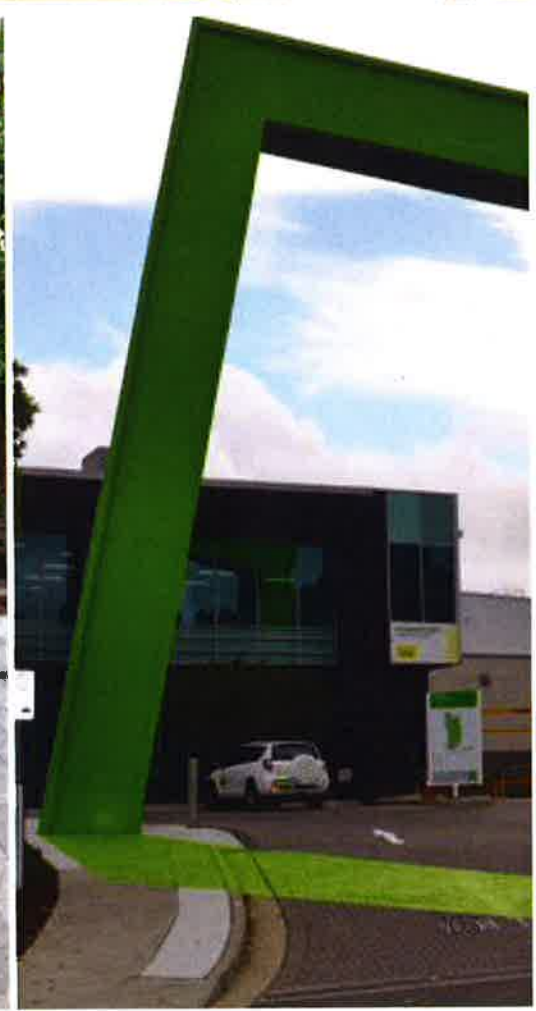
Improvements along Civic Center Drive could happen in phases as sites east of the CBC redevelop and Civic Center Drive is able to realign to provide a more efficient, two-way connection from 6th Street to 3rd Street, and an improved pedestrian connection from the DoubleTree Hotel north to the BOK Center. Streetscape and outdoor space improvements can continue along the 6th Street face of the CBC to serve as a visual gateway to visitors entering downtown from Interstate 244.

A linear park along Civic Center Drive is a placemaking opportunity to welcome the almost 350,000 visitors per year to the COX Business Center and an opportunity to educate visitors about Tulsa and the other districts within the IDL. Design elements should include wide walkways, seating, landscape dividers, planters, pedestrian scale lighting, public art, and murals and architectural lighting along the CBC facade and parking garage. The corridor can be integrated into a themed, city-wide network of interpretive heritage signage, art, and placemaking that educates about Tulsa's past, present, and future.

As with the BOK Center Lawn, the city should work with SMG as the operating entity for this new, welcoming public space.









An architectural rendering of a city development project. The scene is viewed from an elevated perspective. On the left, a large, modern building with a stepped, cantilevered facade is shown. A glass-enclosed pedestrian bridge spans across the middle of the image, connecting the left building to a structure on the right. Below the bridge, a wide street named 'CIVIC CENTER DRIVE' runs horizontally. The street has multiple lanes, including a green-painted section, and is populated with cars and pedestrians. To the right of the street, there are landscaped areas with trees, grass, and public art elements, including a red sculpture. In the background, a tall, cylindrical skyscraper is visible, labeled 'COX BUSINESS CENTER'. The sky is blue with scattered white clouds.

**NEW CONVENTION  
CENTER HOTEL +  
EXPANSION**

**PUBLIC ART  
ELEMENTS**

CIVIC CENTER DRIVE

**NEW MIXED-USE  
DEVELOPMENT**

**CREATE A PARK EDGE  
ALONG CIVIC CENTER DRIVE**





ENHANCED  
GARAGE RAMP

3RD ST. GATEWAY  
ELEMENT

Figure 6.23



## CIVIC CENTER COMMONS

As described in the *Existing Conditions Analysis* section of the report, Civic Center Plaza is in poor condition and in need of major repairs and complete replacement in most areas. From a design and pedestrian standpoint, the space is inefficient, uninviting and lacks amenities and programming. It is not a welcoming front door for visitors of the CBC.

It is possible to rebuild the plaza in a similar manner to its current design, but a reimagined Civic Center Plaza could serve as a catalyst for future neighborhood development. Concurrent with the redevelopment of the Municipal Courts block, the Civic Center Commons could serve as a new front door to the CBC, new development, and existing users around the space.

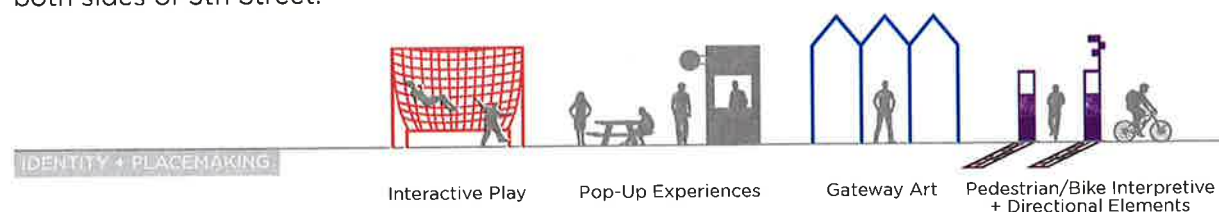
Civic Center Commons needs to continue to serve the access needs of existing users, including the City-County Library and Aloft hotel, but could contribute to enhancement of the Aloft site in the short term or future redevelopment in the long term. A revamped Civic Center Plaza could incentivize improvements to the existing buildings and blocks adjacent to the plaza through reuse, redevelopment, or enhancement of existing uses.

Civic Center Commons is the linchpin between the core of the CBD and the new front door to the CBC. Improvements are already underway to the 5th Street corridor and Civic Center Commons is the signature space needed to complete the 5th Street promenade from the CBC to Main Street. In addition to the sites adjacent to Civic Center Commons, a completed 5th Street promenade would incentivize infill development east of Denver Avenue along both sides of 5th Street.

Within the district, Civic Center Commons would serve as the heart of the public realm, providing a vital connection to all new and existing public spaces north/south through the neighborhood. The commons would provide great space for daytime employees and evening residents from the adjacent blocks, as well as a large, centralized gathering space for programmed events.

Multiple design opportunities exist for this space due to an existing grade change with Denver Avenue being the high point sloping down to Civic Center Drive. A redesigned hardscape plaza along Denver Avenue should continue to allow both pedestrian and vehicular access to the City-County Library and garage. The library is a great contributing user in the district from a use and aesthetic standpoint, so care should be put into creating a new southern entry space for the existing building. The lower space along Civic Center Drive should provide opportunities for formal gathering and programmed events, with both lawn and hardscape areas. Pedestrian scale seating, lighting, plantings and shade should be provided throughout the space. With the potential for a high user count there could also be opportunities for temporary installations during large events.

Some existing parking could be rebuilt underneath with additional parking built into redevelopments on adjacent blocks.





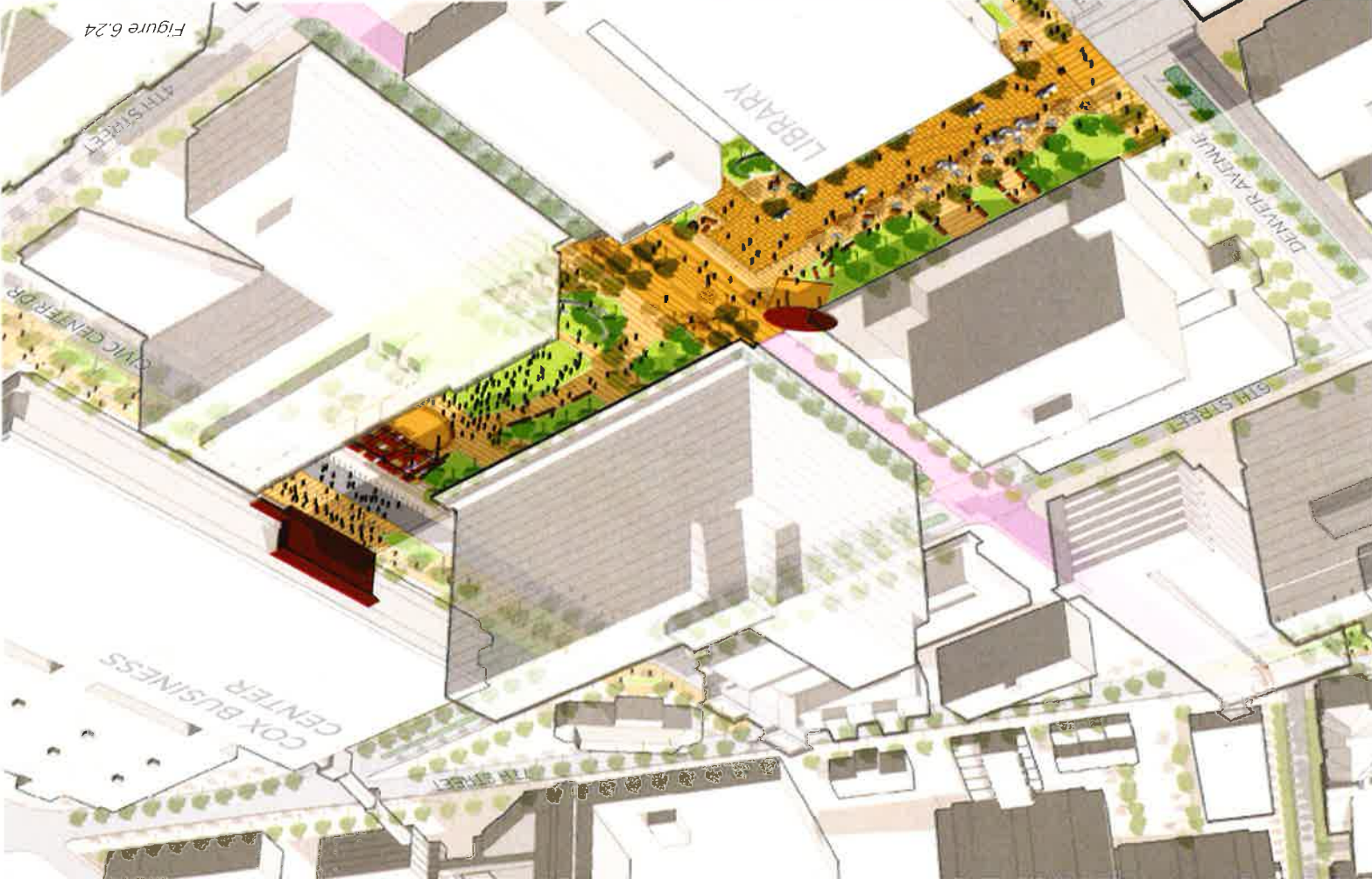


Figure 6.24







Figure 6.25



An aerial architectural rendering of a modern urban development. The scene features a large, multi-level building with a prominent white, cantilevered upper section. Below this, a series of wide, light-colored steps lead down to a lower terrace. The terrace is a large, open plaza paved with light-colored tiles, populated with numerous small figures of people walking and standing. The plaza is bordered by lush green trees and landscaping. In the background, other modern buildings with glass facades and balconies are visible. The overall atmosphere is bright and sunny, with clear shadows cast by the buildings and trees.

**NEW SIGNATURE  
GATHERING SPACE**

**STEPS TO LOWER  
TERRACE**

**IMPROVED VEHICULAR  
+ PEDESTRIAN PLAZA**

# **CIVIC CENTER COMMONS**



## DENVER AVENUE PARK

Due to the large scale of the block, the redevelopment of the Page Belcher Federal Building site would create the opportunity to add new park space to a district that currently contains only 3.5% public park space.

The size of the block, bordered by 3rd Street, Denver Avenue, 4th Street, and Civic Center Drive, allows for flexibility in both location and size of new park space within the development, while still providing an ample amount of space for desirable redevelopment. Coinciding with the idea of a centralized, north-south public access corridor through the block, new park space could be designed in a linear fashion along 3rd Street or in a large, more traditional manner along Denver Avenue.

Framed by the active ground floors of a redeveloped Page Belcher Federal Building site and new mixed-use redevelopment on the existing transit center block, this plan suggests that there is an opportunity to create a new, signature park space along Denver Avenue. This park would help anchor the prime Denver Avenue/3rd Street intersection while visually and physically connecting the BOK Center with the City-County Library.

The space, activated throughout the day and evenings by employees and residents of the neighborhood, could serve as a major neighborhood amenity during non-event days and provide pre and post-event spillover space from the BOK Center and

surrounding, revitalized park.

A new Denver Avenue Park could contribute to filling the gap of park space within the Arena District while being additive to the enhancement of Denver Avenue as a primary connector between the Arena District and existing neighborhoods to the north and south.

Design elements of this new park would include pedestrian scale lighting, seating, shade, and a wide north-south walkway in front of the new building that provides outdoor dining space for restaurants located there. The signature park could include a programmed hardscape plaza with shade trees, tables, and chairs; a restaurant; a gathering lawn; and a well-designed children's playground that provides synergy with the adjacent City-County Library and growing residential neighborhood envisioned in the district. There are also opportunities for pop-up experiences, signature art, and interactive play features such as a splash pad.







Figure 6.26





An aerial architectural rendering of a city park and surrounding buildings. The park is a large green space with many trees, a paved walkway, and a white tent. A fountain is visible in the lower right corner. The surrounding buildings are modern, with large windows and flat roofs. The text "NEW DENVER + 3RD PARK" is at the bottom. The text "ACTIVATED RETAIL STOREFRONTS + OUTDOOR DINING" is in the top left. The text "CONNECTION TO BOK + LIBRARY" is in the top center. The text "NEW SIGNATURE PARK + GATHERING SPACE" is in the center.

**ACTIVATED RETAIL  
STOREFRONTS +  
OUTDOOR DINING**

**CONNECTION TO  
BOK + LIBRARY**

**NEW SIGNATURE PARK +  
GATHERING SPACE**

**NEW DENVER + 3RD PARK**



An aerial architectural rendering of a proposed urban development. The central feature is a large, white, L-shaped building with a flat roof. The long arm of the 'L' has a series of horizontal glass balconies on its upper floors, each populated with small figures of people. To the left of the building is a large, paved plaza with a grid pattern. It is lined with trees, some with bright orange autumn foliage and others with green leaves. A small, white, curved structure is situated in the plaza. To the right of the plaza is a street labeled '3RD STREET' with a double yellow line and several cars. Further right is another sidewalk with more trees and a few people. In the bottom left corner, a street labeled 'VER AVENUE' is partially visible. Two black text boxes with white text are overlaid on the image: one at the top right pointing to the building, and one at the bottom center pointing to the plaza area. The scene is brightly lit, casting long shadows from the building and trees.

NEW MIXED-USE  
DEVELOPMENT

NEW PLAZA +  
RESTAURANT



## PLAZA OF THE AMERICAS

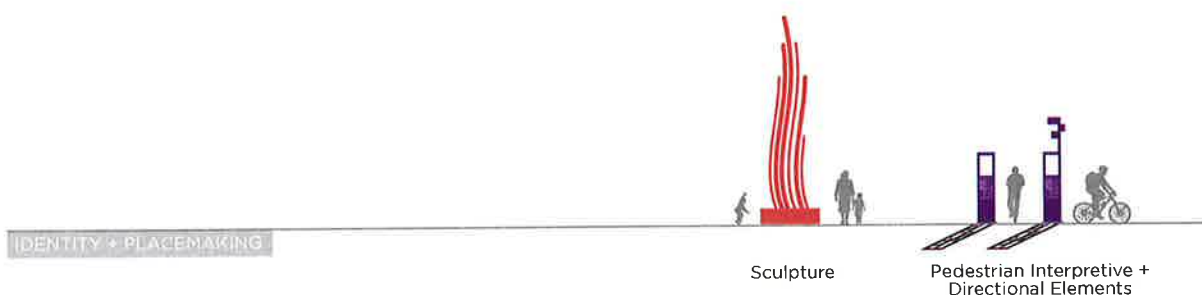
The existing Plaza of the Americas along Denver Avenue is a large, barren hardscape plaza secluded between overly-wide 7th and 8th Streets. The existing space is outdated, unkempt, uninviting, and unprogrammed. It does not properly serve the adjacent south residential area of the district. Furthermore, the name of the park represents a corporate donation related to a long-removed statue of Simon Bolivar. As a result, the park does not have meaning to current Tulsans and is seeking a new purpose.

During the public engagement portion of this plan, the community identified the Plaza of Americas as both a key weakness and a potential opportunity for the district. This plan seeks to create a mixed-use, 18-hour neighborhood that activates the district, and this park is located in the heart of what could be a vibrant, connected residential neighborhood anchoring the southern end of this district along Denver Avenue.

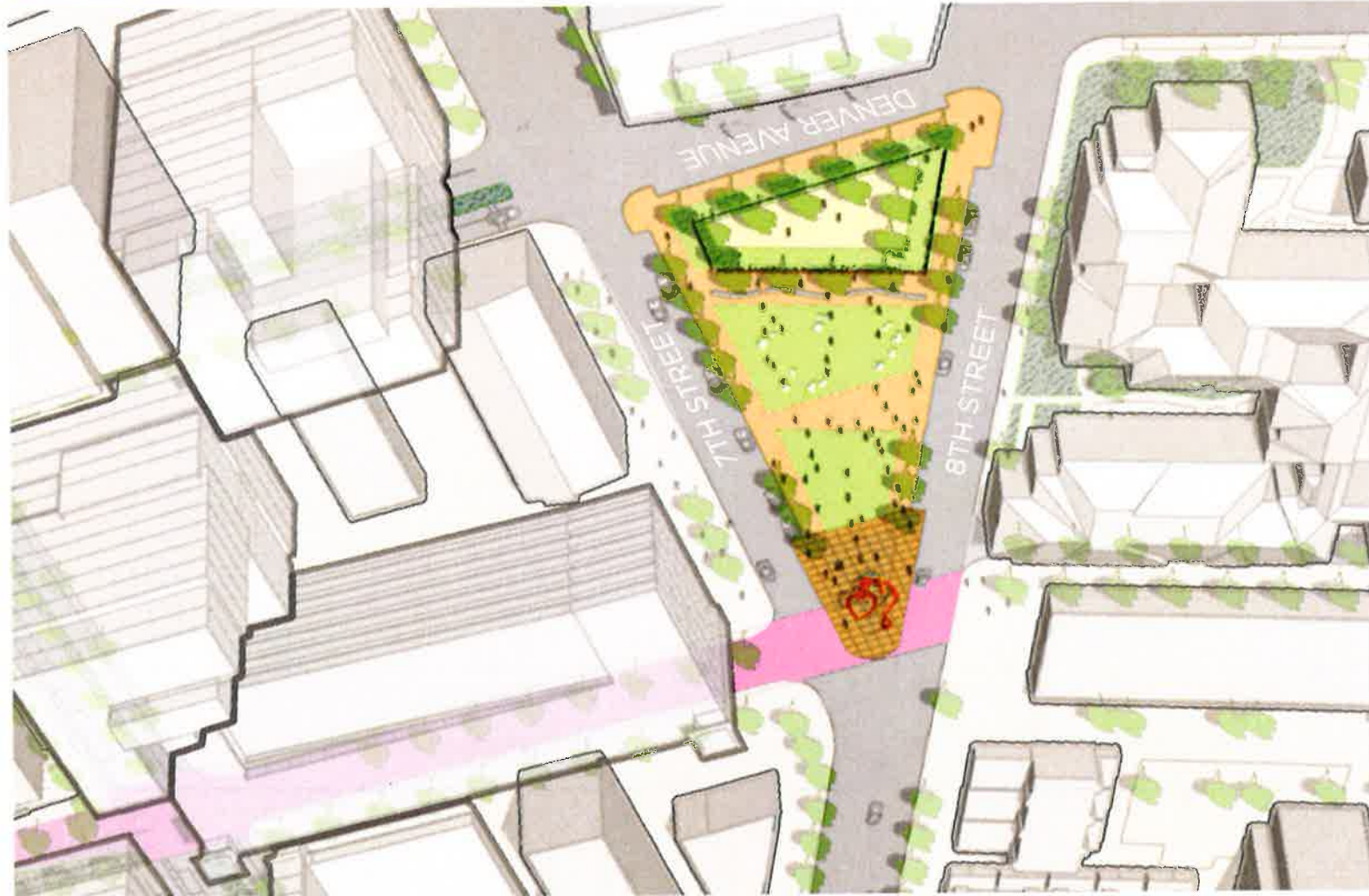
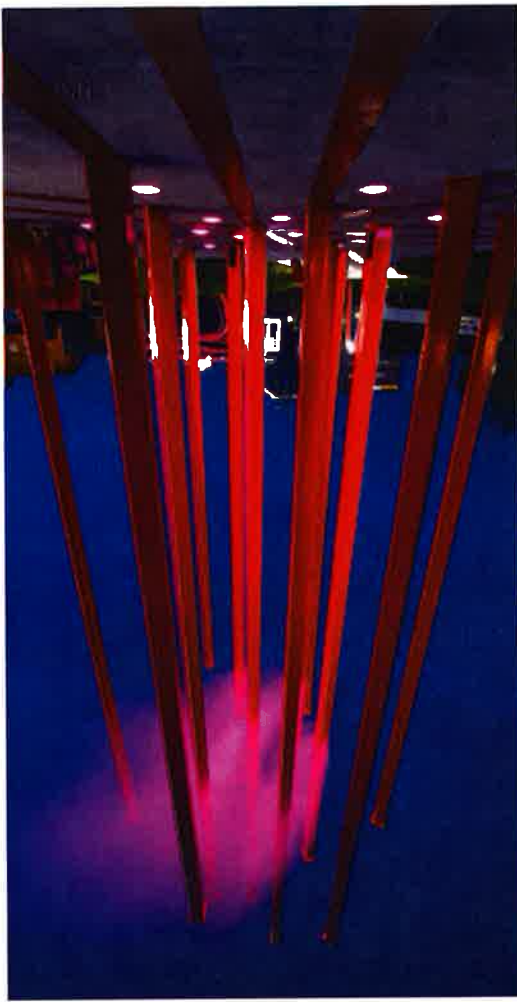
This plan recommends that the existing Plaza of the Americas space be redesigned into a gateway park that serves the needs of the existing and future residents living on the adjacent blocks. It has the potential to be a primary connection between the existing residents south of 8th Street and a future mixed-use core to the north. This park could be renamed something more authentic to Tulsa and its history and aspirations.

7th and 8th Streets should be considered for road diets (lane reductions) to allow for additional on-street parking around the plaza and a slight expansion of the plaza where possible. This allows for visitors and overnight parking in the neighborhood.

In addition to integrating existing residents with future residents this space also has the ability to serve as a primary gateway for visitors heading east into the CBD from I-244 or north into the district along Denver Avenue. As such, design elements could include gateway art or a sculptural element. To make the park more attractive to urban residents, a dog park could be incorporated, as well as interactive play areas, lawn and gathering spaces, and pedestrian scale lighting, seating, and shade trees and structures.









# TRANSFORMED PLAZA OF THE AMERICAS

NEW SHARED  
PARKING GARAGE

OPPORTUNITY FOR  
PUBLIC ART ELEMENT

7TH STREET



An aerial architectural rendering of a city block development. The scene shows a mix of modern and traditional architecture. A new residential development is planned at the top, featuring a modern building with a glass facade. A dog park is located in the upper center, adjacent to a street. A large active play area with a green lawn and scattered rocks is in the lower left. A paved gathering space with trees and walkways is in the center. The streets are labeled 'DENVER AVENUE' and '8TH STREET'. The foreground shows the rooftops of existing houses.

NEW RESIDENTIAL  
DEVELOPMENT

DOG PARK

DENVER AVENUE

8TH STREET

ACTIVE PLAY AREA +  
GATHERING SPACES



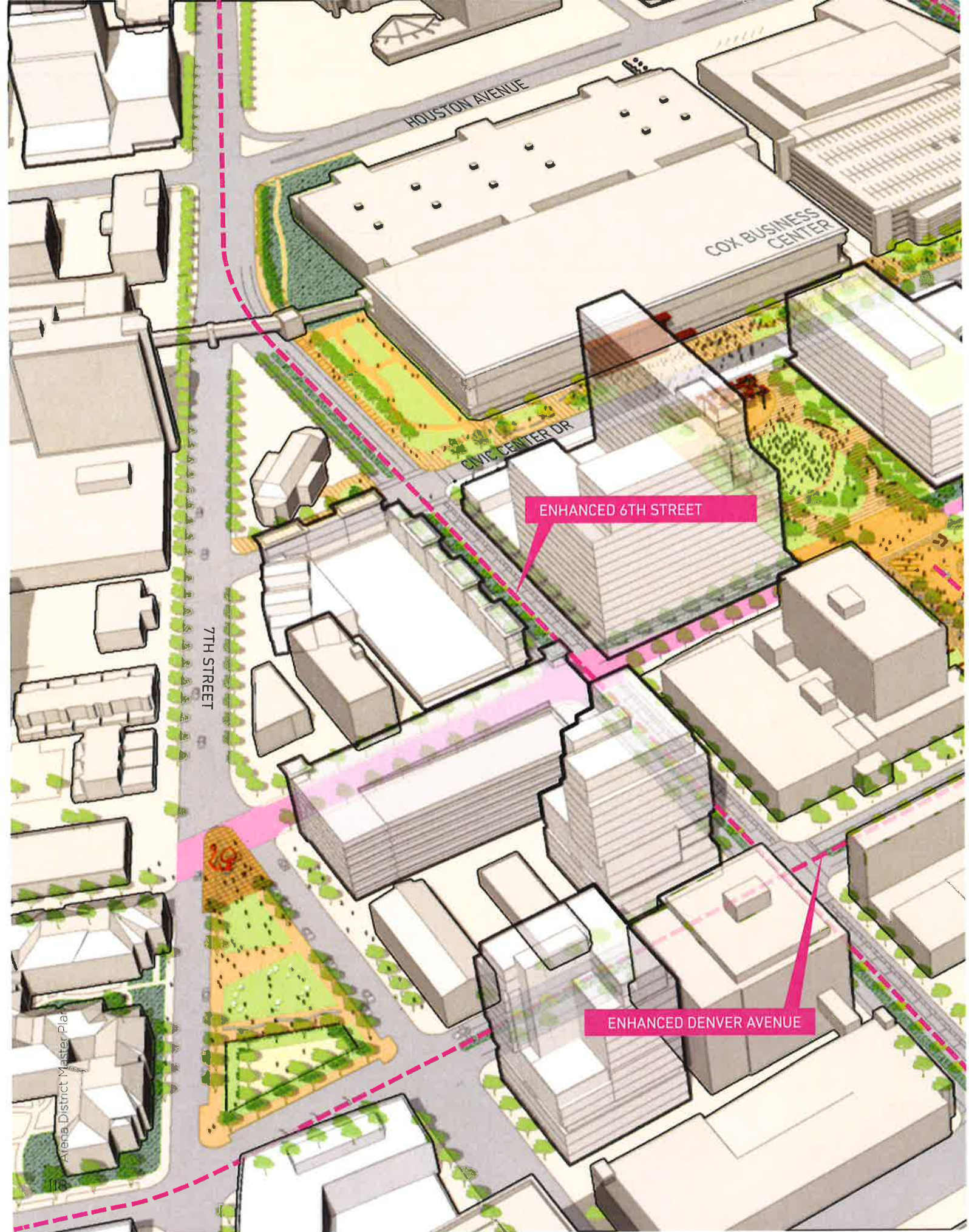






Figure 6.31

## STREETS + CONNECTIONS PROJECTS

- 3rd Street
- 5th Street Promenade
- 6th Street
- Denver Avenue



## STREETS + CONNECTIONS

One of the defining characteristics of vibrant downtowns and districts are great streets. Streets are the public realm – where people travel and explore a place, whether by transit, vehicle, bike, or foot. How streets appear and function – are they safe, comfortable, and inviting? – says a lot about how a community values the people using the streets and the places located along them. To welcome people to the Arena District and to Downtown Tulsa, great streets are a necessity.

What makes a great street? Great streets are designed for people. They should be designed to accommodate all modes, but great streets start by emphasizing the pedestrian. This means designing for people walking on sidewalks and crossing at intersections. They should be safe – including pedestrian-scale lighting; they should be comfortable – with wide sidewalks, street furnishings, and shade from street trees; and they should be inviting and interesting – with active and transparent first floors, outdoor seating, and pedestrian-scale details and aesthetic materials.

Great streets demonstrate the city's confidence in and support of a place – sending physical, psychological, and market signals to the community that Tulsa is dedicated to its success. The city's investment in the Arena District's streets and public spaces directly supports existing civic assets and sets the stage for additional private development investment.

When transforming a place, streets are a good place for the city to begin, because the city controls what streets look like and how they function. The City of Tulsa is already working on improving its downtown street system with multiple efforts, including the recently completed Downtown Walkability Analysis (2017). This plan strongly supports these efforts and recommends enhancing downtown streets. This is a long-term effort, requiring resources and dedication. The Arena District Master Plan prioritizes improving

Denver Avenue as the primary north-south spine, as well as 3rd Street and 6th Street as primary east-west connectors that help bind the Arena District and downtown together. The 5th Street promenade is critically important as a complete street with pedestrian emphasis to link both ends of downtown, including the new front door to the convention center, with the downtown core and Main Street. Boulder Avenue is an important connector for foot traffic between the Arena District and the Tulsa Arts District. Finally, 2nd Street and 4th Streets are important pending ODOT and City improvements to 1st Street and the freeway ramp system (see following pages).

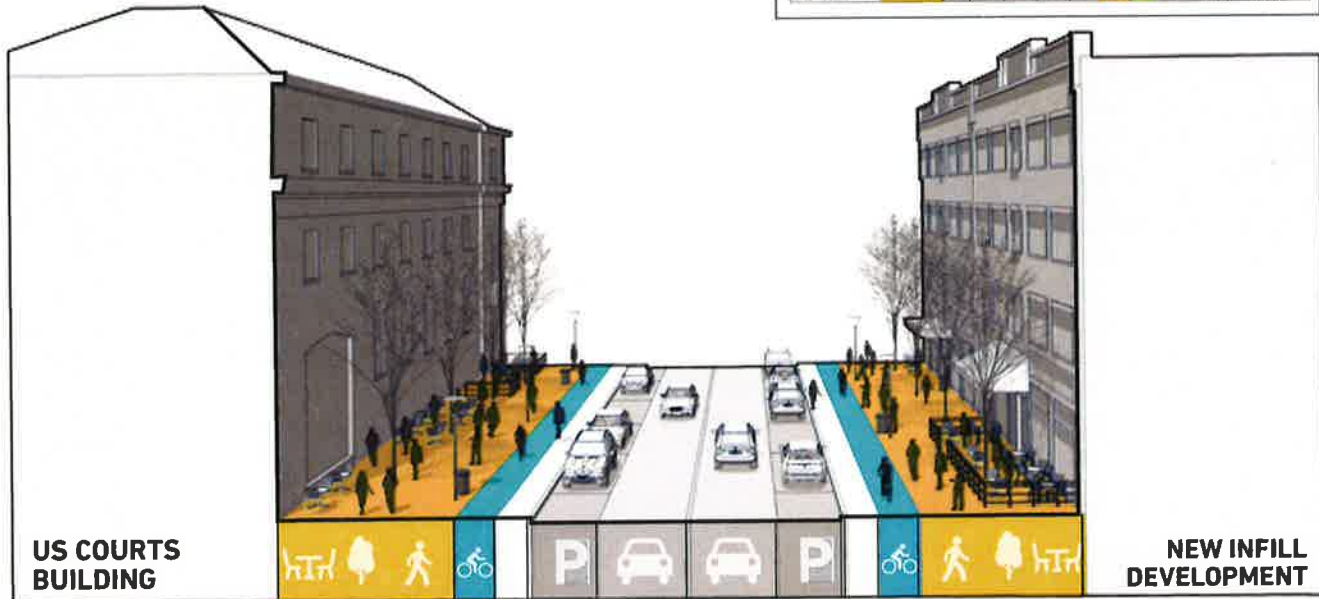
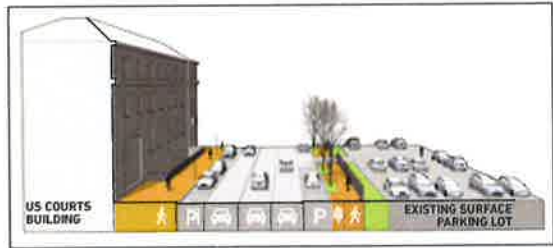




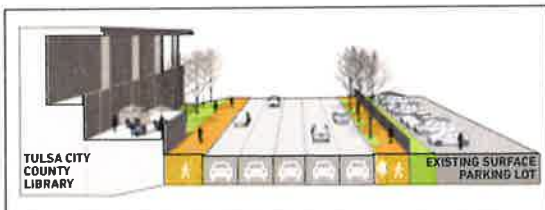
### 3RD STREET

- New bike lanes
- Flexible sidewalk space for on-street dining
- Street trees on both sides of the street

### 3rd Street Today



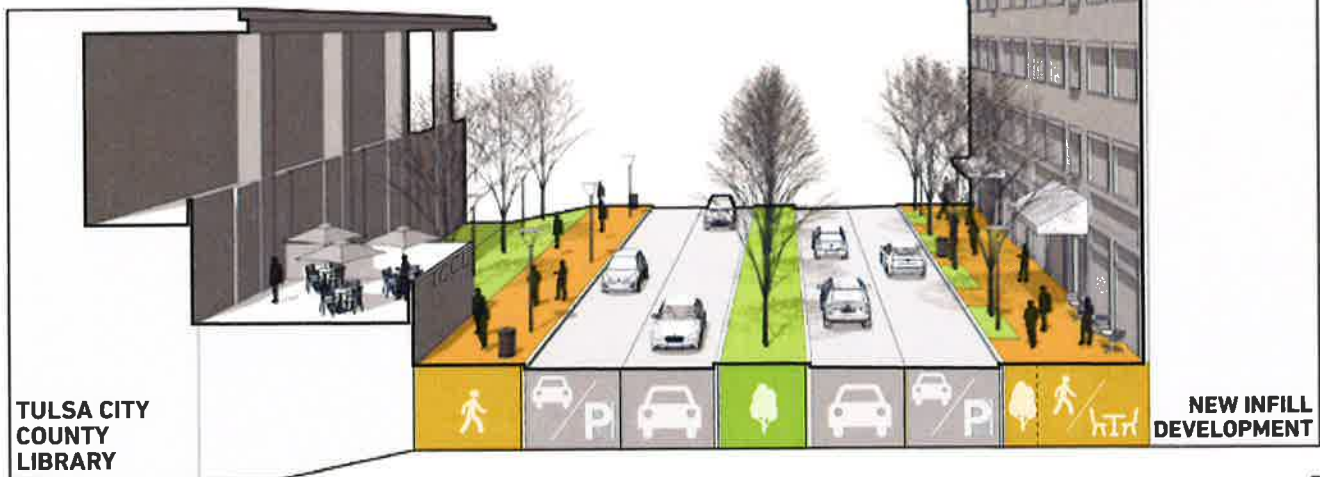
## 3rd Street Improved



### Denver Avenue Today

### DENVER AVENUE

- New median with street trees
- New streetscape
- On-street parking lanes added where appropriate



## Denver Avenue Improved

Figure 6.32



## ODOT OPPORTUNITIES

There are a number of opportunities to work with the Oklahoma Department of Transportation to improve connectivity, multi-modal safety, accessibility, and gateways to the Arena District Study Area. This includes the potential to improve access into downtown from Interstate 244 and reducing the overall impact of automobiles in the district, while providing for a stronger gateway. Other opportunities exist to enhance the bridge crossing from 3rd Street to Charles Page Boulevard, the S. Houston Avenue underpass and interchange, and the Southwest Boulevard/S. Lawton Avenue intersection with W. 7th Street with improved pedestrian and bike connectivity to surrounding neighborhoods, the Centennial Plaza/Route 66 and access to the River Parks Trail.

### I-244 Ramp Realignment

Originally, the ramps to and from downtown to I-244 connected to the one-way street pairs of W. 1st Street and W. 2nd Street. The I-244 exit ramp to downtown connected to 2nd Street one-way east-bound, and one-way west-bound 1st Street connected to the on-ramp to I-244. When the BOK Center was built, 2nd Street was disconnected to make the site large enough for the Arena. The result is that traffic exiting I-244 to downtown now takes the orphaned part of 2nd Street and turns south onto Frisco Avenue and then either turns on 3rd Street or takes the path of least resistance and follows Frisco Avenue around the curve to W. 4th Street, which is one-way east-bound into downtown.

This has created several impacts to the Arena District and downtown. First, it has created a substantial curve and wide 4th Street road section by the COX Business Center Garage and Federal Building that is unappealing for people walking in the area. It has also limited the potential of the mix of buildings west of the BOK Center with the high-speed ramp dividing them. Perhaps most importantly to downtown, this arrangement directs heavy traffic through the heart of downtown, rather than on 1st and 2nd Streets as originally designed.



Figure 6.33

From a physical arrangement and downtown-functionality point-of-view, 1st Street serves as the major vehicular access to and from downtown's parking system. Structured parking lots and surface lots line the BNSF railroad tracks on both sides. This is a good location for parking reservoirs, because they back up to the railroad tracks. We believe there is an opportunity for the City to convert 1st Street into a two-way street that is designed to primarily serve vehicles coming to and leaving from downtown parking. This will allow 2nd Street to develop more fully as a mixed use, multimodal street.

An enabling project for this to occur is the realignment of the ODOT I-244 east-bound exit ramp from its current landing spot on W. 2nd Street to W. 1st Street. Such a reconfiguration would likely require some additional ROW from the cold storage site along its west and north sides, with the new exit ramp landing at Frisco Avenue. This would direct traffic to the parking garages rather than into the heart of downtown and allow 4th Street to undergo a road-diet, because traffic there would drop. Such a transformation of 4th Street would help facilitate the catalytic re-imagining of the Federal Building site and improve the experience of visitors to the Cox Business Center.



### Connectivity to the Neighborhood and Riverfront

An important concern of numerous community and stakeholder participants in this planning process is improved connectivity between the Arena District, surrounding neighborhoods, and the Arkansas River. This need is heightened by the investments made to the Route 66 Centennial Plaza, the potential bike/ped bridge connections to the west bank, and the opening of one of Tulsa's new crown jewels – the Gathering Place. Providing safe, inviting connections from the Arena District for people walking, jogging, biking, and exploring is critical. Such connectivity is essential for attracting residents to the Arena District and is an increasingly important amenity to provide to convention visitors.

Today the IDL and related vehicular-oriented infrastructure create a significant divide. Houston Avenue is a natural connection between the Arena District and the riverfront because it weaves through the neighborhoods south of US 75. This makes it attractive to pedestrians and is not as intimidating as S. Denver Avenue or Southwest Boulevard. Part of improving this experience is improving the built environment along Houston Avenue north of 11th Street. But equally important is creating a safer and more inviting underpass crossing experience between 11th and 12th Streets. This should involve working with ODOT to add pedestrian-scale lighting through this area, improved/wider sidewalks (ideally behind the bridge support columns by benching back the retaining walls), improved crossings, landscape/street trees, and gateway design improvements.

Similarly, an improved pedestrian/bicycle experience along Southwest Boulevard would be a major improvement. Today, a sidewalk is threaded along the east side of the street against the curb. However, the community has already invested in the start of a multi-use path extending

north from the Route 66 Centennial Plaza that stops just short of the terminus of 12th Street. Working with ODOT to extend this path north along the west side of Southwest Boulevard, through the existing ROW greenspace, will greatly improve this experience for walkers, joggers, and bicyclists. Again, enhancements such as pedestrian-scale lighting, improved crossings, landscape/street trees, and gateways should all be part of the design. This will be a complementary improvement to extending the Newblock Park Trail north to Heavy Traffic Way.

Finally, the connection between Crosbie Heights and the Arena District should be improved. Enhanced lighting and landscaping along with better pedestrian and bicycle facilities would give the neighborhood better access to both the Arena District and Downtown Tulsa.

Figure 6.34





# TULSA ARENA DISTRICT MASTER PLAN PROJECTS

## A. SIGNATURE PROJECT PUBLIC-PRIVATE INVESTMENT

- A1** Convention Center Expansion + Full-Service Hotel.
- A2** Page Belcher Federal Building Redevelopment.
- A3** Transit Center Block Redevelopment + Transit Center Integration.

## B. PUBLIC REALM INVESTMENT

- B1** BOK Center in the Park.
- B2** Convention Center Linear Park.
- B3** Civic Center Commons Reimagining.
- B4** New Denver & 3rd Park to anchor new mixed-use development.
- B5** Enhanced Plaza of the Americas Park to support south residential area.

## C. STREETS + CONNECTIONS INVESTMENT

- C1** 3rd Street Enhancement.
- C2** 5th Street Promenade.
- C3** 6th Street Enhancement.
- C4** Denver Avenue Enhancement.
- C5** Boulder Avenue Enhancement.

## D. OKLAHOMA DEPARTMENT OF TRANSPORTATION (ODOT) INVESTMENT

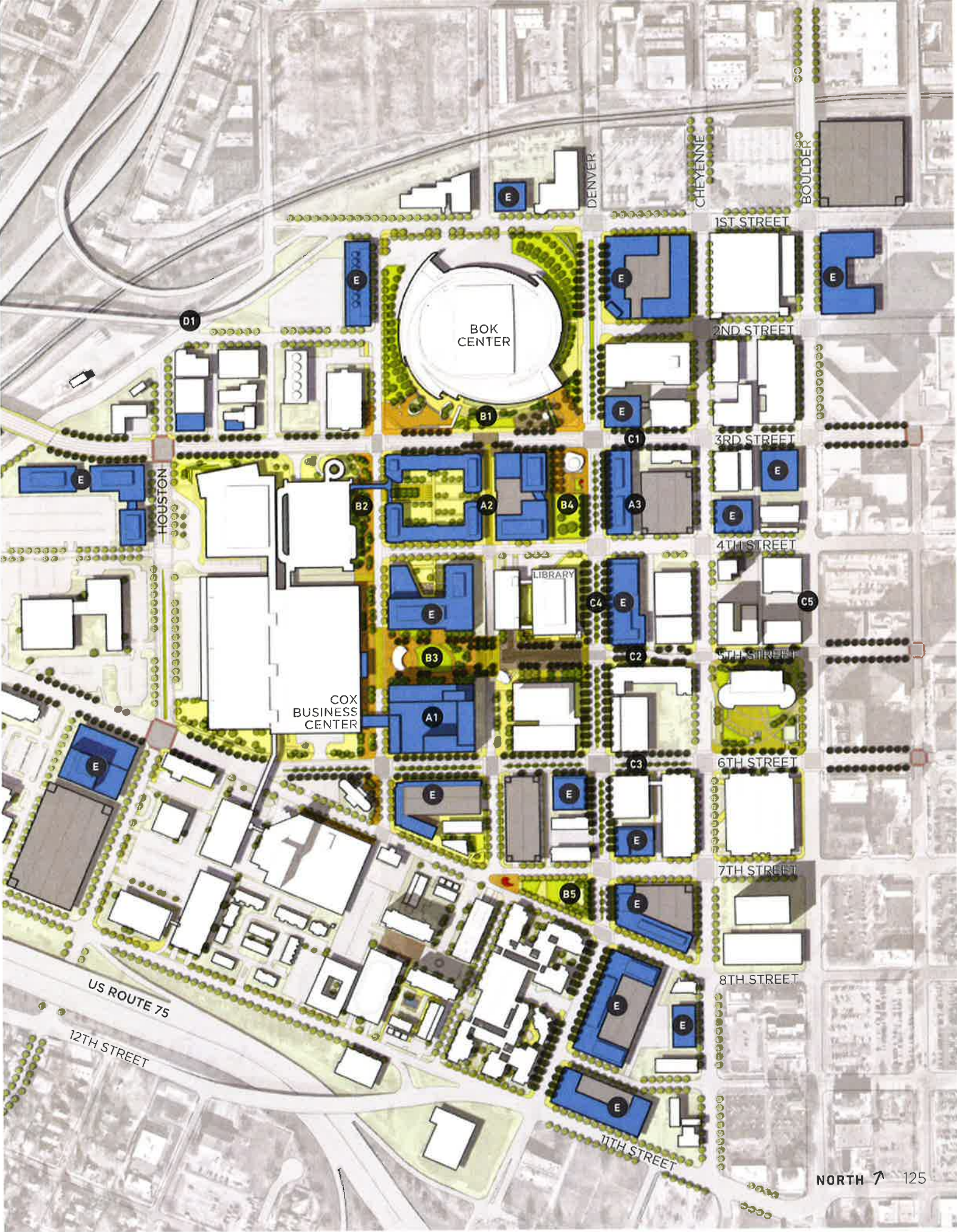
- D1** Realigned I-244 ramps and 1st Street 2-Way Conversion.
- D2** Southwest Boulevard Enhancement to Route 66.

## E. POTENTIAL PRIVATE INVESTMENT AS A RESULT OF PUBLIC CATALYTIC INVESTMENTS



Figure 6.35











# **PHASING + IMPLEMENTATION**



# IMPLEMENTATION STRATEGY

## INTRODUCTION

This section describes an implementation framework that includes phasing, policy, funding, and governance recommendations to achieve the vision for future development and programming in the Arena District.

This includes:

- **Financing mechanisms**, both at the district and priority action level.
- **Priority actions** related to temporary activation, public realm improvements, enhanced clean and safe and supportive service strategies, near term development proposals, and longer term catalytic site development, by the following phases:
  - Short-term: within 5-years;
  - Intermediate-term: in 5-10 years; and
  - Long-term: in 10-15 years.
- **District-wide recommendations**, focusing on:
  - Retail tenanting and activation strategies;
  - A convention center hotel strategy; and
  - A governance plan.










## RECOMMENDATIONS FOR PUBLIC PROJECTS

One of the important goals of this Arena District Master Plan is identifying potential public projects that would help improve and transform this district. Many important public projects in Downtown Tulsa have been funded through such mechanisms as Capital Bonds (Vision 2025, Improve Our Tulsa), Tax Increment Financing (TIF) Districts, and special assessments.

In the case of the Arena District, the City is awaiting this plan before establishing a TIF District for this area. This includes important public infrastructure projects that could be supported by resulting TIF revenues. At the same time, the City is preparing the next round of Improve Our Tulsa projects for consideration by the community. Identified on the opposite page are priority public projects recommended for future TIF, bond, and capital expenditures to assist the Arena District in achieving the vision of this plan. These projects have been described more fully in preceding sections.

The estimates of probable preliminary cost ranges (“cost estimates”) on the opposite page were calculated in 2018 dollars. Escalation for project year has not been included.



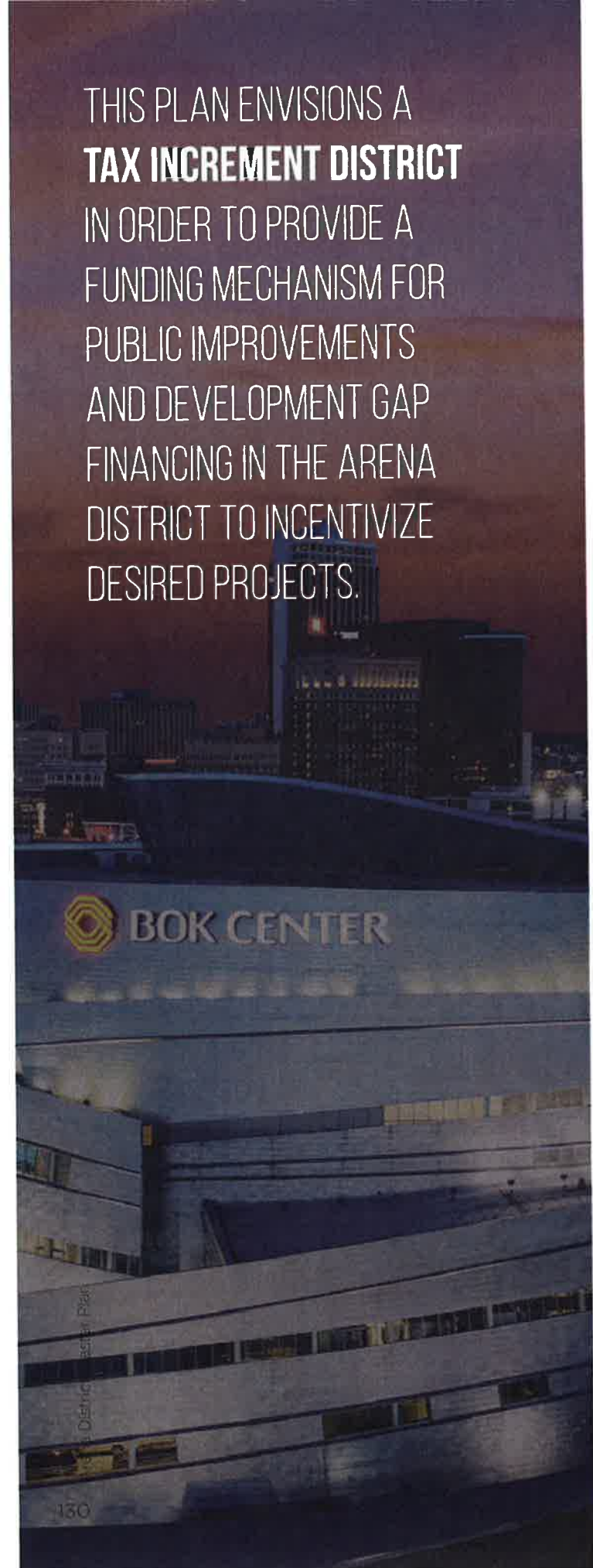
PROJECT	PROJECT AREA*		PRELIMINARY ESTIMATE OF PROBABLE COSTS**	NOTES
At a conceptual level, project budget provided is a total project cost; including engineering, design, and construction of the infrastructure, utilities, and all landscape and hardscape site amenities for the project in 2018 dollars.				
STREETS				
	A. Denver Street Streetscape	3,170 LF	<b>\$6.5-9.5M</b> (@\$2-3k/LF)	Does not include roadbed or significant utility relocation.
	B. 3rd Street Streetscape	3,000 LF	<b>\$6-9M</b> (@\$2-3k/LF)	Does not include roadbed or significant utility relocation.
	C. Boulder Avenue Streetscape	2,700 LF	<b>\$5.5-8M</b> (@\$2-3k/LF)	Does not include roadbed or significant utility relocation.
	D1. 6th Street	2,400 LF	<b>\$3.5-6M</b>	Does not include roadbed or significant utility relocation.
	D2. 7th Street	2,800 LF	<b>\$4-7M</b>	
	D3. 8th Street	950 LF	<b>\$1.5-2.5M</b>	Cost calculated at \$1.5-2.5/LF.
	D4. Houston Ave.	1,050 LF	<b>\$1.5-3M</b>	
PUBLIC PARK SPACES				
	E. Cox Business Center Linear Park	73,000 SF	<b>\$5.5-7.5M Park</b> <b>+\$1.5M For Public Art</b> (@\$75-100/SF)	Public art included as a line item and can vary based on desired amount and type of art.
	F. Civic Center Commons Reconstruction	134,000 SF	<b>\$12-16M</b> (@\$90-120/SF)	Includes minor architectural component.  Does not include demolition or any potential reconstructed parking.
	G. BOK Center Park	167,700 SF	<b>\$10-12M</b> (@\$70-100/SF)	Includes landscape enhancement costs for east+west edges.
	H. New Denver Avenue + 3rd Street Park	42,600 SF	<b>\$6-7.5M</b> (@\$90-120/SF)	Includes restaurant building and water feature.
	I. Plaza of the Americas Reconstruction	92,000 SF	<b>\$3.5-4.5M Park</b> <b>+\$1M For Public Art</b> (@\$25-35/SF)	Includes road dieting.  Public art included as a line item and can vary based on desired amount and type of art.

\* Refer to Figure A for project extents.

\*\* The estimates of probable preliminary cost ranges ("cost estimates") on this page were calculated in 2018 dollars. Escalation for project year has not been included.

Figure 71





THIS PLAN ENVISIONS A  
**TAX INCREMENT DISTRICT**  
IN ORDER TO PROVIDE A  
FUNDING MECHANISM FOR  
PUBLIC IMPROVEMENTS  
AND DEVELOPMENT GAP  
FINANCING IN THE ARENA  
DISTRICT TO INCENTIVIZE  
DESIRED PROJECTS.

## FINANCING MECHANISMS

All recommendations within this implementation framework plan are predicated on the assumption that tax increment financing (TIF), capital funding programs such as a municipal bond issuance akin to Improve Our Tulsa and Vision 2025 or an extension of the City's Third Penny Sales tax, and the fee collected through the Tulsa Stadium Improvement District are the primary public funding mechanisms to deliver public improvements and provide gap financing to priority projects in the district.

First and foremost, this plan envisions that a new Tax Increment Financing project and increment area be proposed, established, and enacted by City Council in order to provide an enhanced funding mechanism for public improvements and development gap financing in the Arena District. Tax increment from increased property values, however, will only start to accrue following completion of other district level or catalytic investments, suggesting it may take years to generate funds that can be deployed for improvements. Tax increment generated in other Downtown Districts within the current Project Area (TIFs "A" through "H") can be deployed within the Arena District. However, there are other calls on tax increment generated in these districts, and it could be difficult to leverage these funds to support the Arena District. TIF C, which is immediately adjacent to the Arena District and could experience direct benefits from investments made in the District, is the existing TIF District for which there could be a particularly strong rationale for utilizing a portion of tax increment generated to support the Arena District.



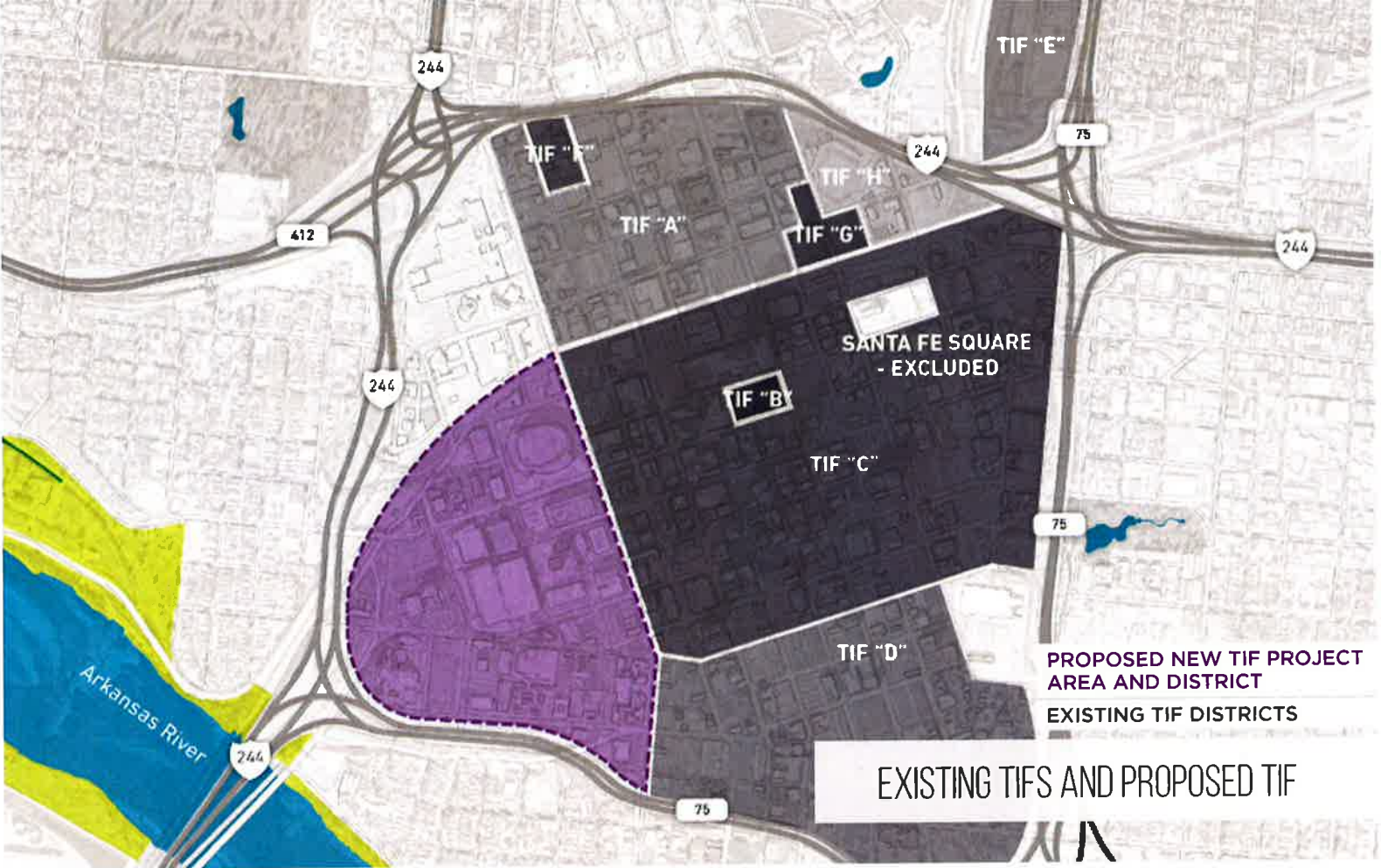


Figure 7.2

In the meantime, the reauthorization of the City's capital program is anticipated to include \$427 million in general obligation bonds for street repairs throughout the City\* and \$160 million from an extension of the Third Penny Sales Tax for other capital projects.

In addition, the city can consider leveraging the special assessment revenues associated with the Tulsa Stadium Improvement District (TSID), which expires in 2039 and is comprised of properties located within the Inner Dispersal Loop (IDL), to fund near-term improvements. These properties are assessed an additional charge with a portion of the TSID fee paying bonds on the ONEOK Field. The other portion collected from this charge, which is managed by the Downtown Coordinating Council, generates approximately \$1 million annually for downtown improvements and pays for services such as maintenance, marketing, and management of improvements. However, at its current rate, the Downtown Coordinating Council (DCC) is challenged to provide its current obligations and meet existing expectations.

*\* An advantage of funding capital improvements through long-term municipal financing is that general obligation bonds are backed by the full faith and credit of the city, resulting in lower interest rates. Additionally, a reserve fund or capitalized interest is not required (as would be for a revenue bond), resulting in a lower bond principal.*



## PRIORITY RECOMMENDATIONS

This implementation framework aims to create an actionable plan to guide public and private sector investment that will spur redevelopment and transform the district into a mixed-use neighborhood that complements surrounding neighborhoods and serves as a gateway to downtown. Investments should focus on programmed spaces in the public realm, public infrastructure, re-imagining publicly-owned buildings, and supporting catalytic private development.

These investments should be generally be phased in around the core of the district, focusing around 3rd Street and Denver Avenue to leverage the existing strength of the BOK Center and current private development interest in the northern portion of the District as well as in the vicinity of the Cox Business Center to leverage the investment in the renovation and expansion of the CBC and build upon this district asset.

## SHORT-TERM RECOMMENDATIONS (0 - 5 YEARS):

Activate the BOK Center Lawn.

Renovate the Cox Business Center.

Implement streetscaping and wayfinding improvements.

Enhance the district's clean and safe program.

Encourage the private development of soft sites to create a node of activity surrounding 3rd Street and Denver Avenue.

## INTERMEDIATE-TERM RECOMMENDATIONS (5 - 10 YEARS):

Complete the build-out of parcels south of 4th Street that will further establish the core of the Arena District and transform it into a vibrant entertainment and mixed-use neighborhood.

Design a revitalized Civic Center Plaza that ties into the convention center's new entrance.

## LONG-TERM RECOMMENDATIONS (10 - 15 YEARS):

Redevelop the Page Belcher Federal Building block and the Denver Avenue Transit Station site to form a new mixed-use center of gravity in the Arena District.

Create a new signature destination park that fronts Denver Avenue and incentivizes private mixed-use redevelopment and first-floor retail activation.



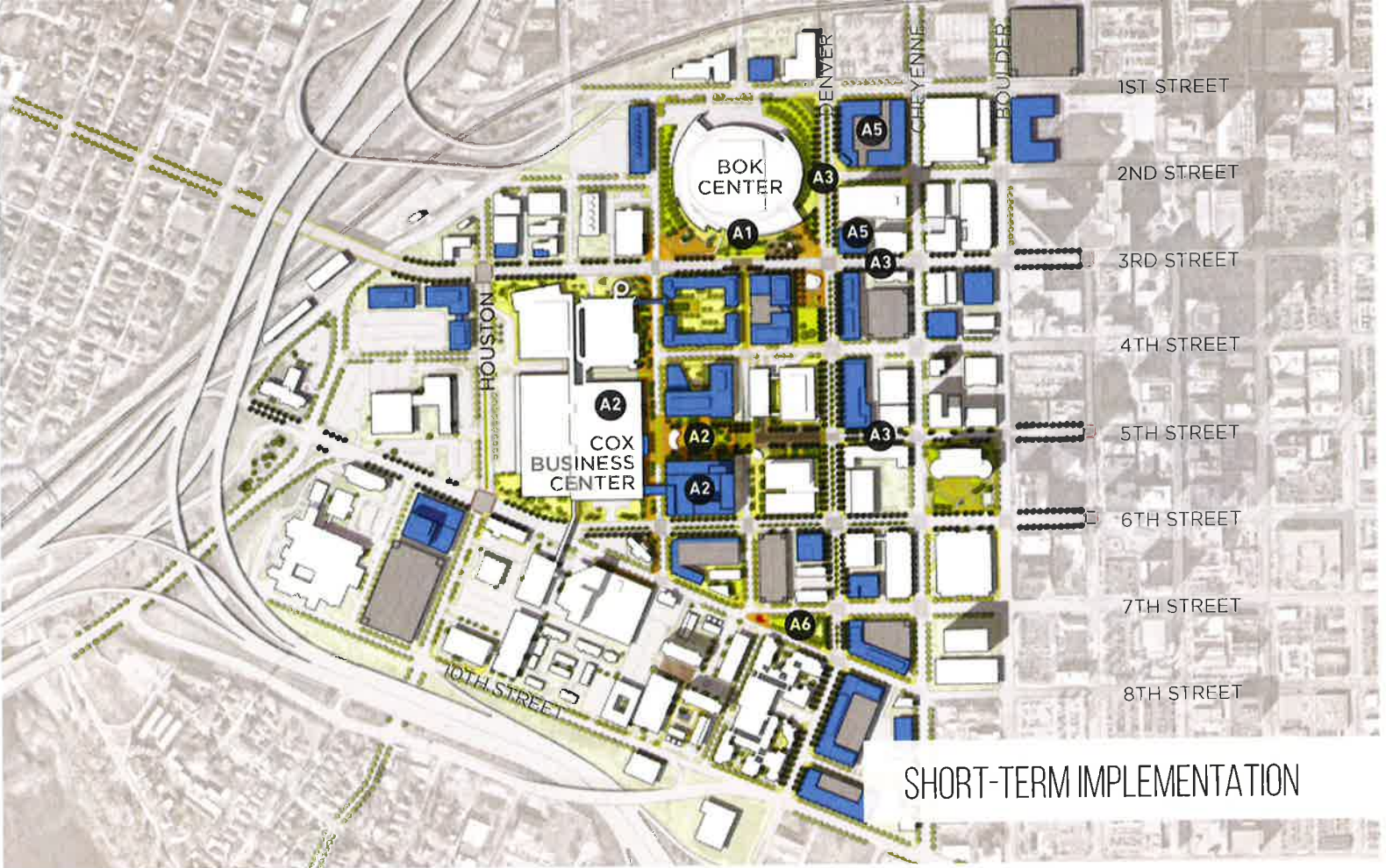


Figure 7.3

## SHORT-TERM RECOMMENDATIONS (0 - 5 YEARS)

These recommendations guide public and private sector investments in “early wins” and set the stage for long-term revitalization by building upon the strength of the BOK Center and relying on public-private partnerships. These steps include:

- A1** Activating the BOK Center Lawn;
- A2** Renovating the Cox Business Center and activating the Civic Center Plaza;
- A3** Improving the public realm through streetscaping and wayfinding;
- A4** Enhancing the City’s clean and safe strategies; and
- A5** Leveraging existing development proposals.

### A1. ACTIVATE THE BOK CENTER LAWN

#### Funding

The final intensity of programming and desired character of the BOK lawn will impact both the upfront capital costs and the ongoing operations and maintenance. Several avenues for funding are available for both costs.

#### Capital Cost Funding

The cost to construct the BOK Center Lawn should fall within an order of magnitude of the \$1.4 million construction cost of the 2.7-acre Lawn on D in Boston. Potential funding sources include funding from the upcoming bond package and developer or corporate/philanthropic contributions.





These potential funding streams are further detailed below:

- **Capital Programs** – Park capital improvements could be dedicated as part of the anticipated reauthorization of the City's Third Penny Sales Tax.
- **Corporate Grants and Individual Philanthropic Contributions** – Capital improvements could also be funded by grants from downtown businesses and interested residents. SMG, as the existing events and venue manager for the BOK Center and the Cox Business Center, should be engaged early to discuss a public-private partnership. Bank of Oklahoma should also be engaged in naming rights discussions.
- **Developer Contributions** – The two parking lots east of the BOK Center could contribute to park improvements as part of the negotiation for their approval. A developer may not be deterred by such a contribution to the extent that a revitalized park will serve as an anchor that enhances the value of the surrounding real estate.\*

### Operational Cost Funding

Nationwide, park operations and maintenance budgets vary widely due to differences in park size, location, the intensity of programming, the quality of landscape maintenance, and the proportion of naturalized space contained within the park. For example, Boston's Lawn on D has spent \$3.2 million in operational costs over 2.5 years, with expenditures split between project management, public art, public relations, production, and events while Fountain Square in Cincinnati spends \$1.2 million annually on programming, which includes ice rink operations, equipment, event expenses, seasonal staffing, and food and beverage. Broad ranges of funding mechanisms exist to operate urban open spaces, running along a spectrum from direct public contributions to private funding.

Different funding mechanisms are better suited depending on the open space's governing entity. Based on SMG's role as the existing events and venue manager for the BOK Center, the planning team recommends that the city explore the potential for SMG to serve as the park's operator, managing day-to-day operations.

*\*In Oklahoma City, parks development fees are only charged for residential development. The fee is determined by multiplying the total building square footage (excluding porches, garages and patios) by 37 cents.  
Source: <https://www.okc.gov/departments/development-services/development-impact-fees>*





Figure 7.4

This approach would capitalize on synergies with its programming for the BOK Center and Cox Business Center. SMG could receive oversight from Tulsa's Park and Recreation Department, but would be responsible for programming, fundraising, planning, and capital maintenance. Given this governance structure, relevant funding streams, in order of priority, are listed below:

- **Contributed Income** – Revenue in the form of corporate event sponsorship, experiential marketing, and individual philanthropy could be a key funding source. With SMG as operating partner and their experience in event management, marketing, and development, they are well positioned to leverage this revenue source.
- **Earned Income** – Revenues from food and beverage concessions, private events, and other leases could be used to support the Lawn's operations.
- **Baseline City Parks Funding** – An increase in the existing Parks Department budget could provide the foundation of the BOK Center Lawn's operation and maintenance budget. The increase should reflect the quality of design and required maintenance at the BOK Center Lawn.
- **Other Support** – The Downtown Coordinating Council can forge additional private partnerships to increase its revenue streams and capacity to fund programming costs.

### Short-Term / Temporary Activation

Temporary enhancements can be made to the existing plaza and lawn, as illustrated above, to allow for year-round programmed activities to further activate the district. Through a reimagining of the grounds around the BOK, the park can be a platform for performances, local food and beverage pop-up activations, experiential art installations and passive public space for visitors and Tulsans. Seasonal programming experiences can extend into the streets, connecting seasonal programming along 3rd Street and extending beyond through the city's public assets.

### BOK LAWN: SUMMARY OF KEY RECOMMENDATIONS

Target municipal bonds and corporate grants to cover the capital costs of the BOK Center Lawn.

Recruit SMG to serve as the operating entity of the BOK Center Lawn.

Pursue contributed income and earned income strategies while relying on in-kind city contributions such as landscape management to cover operational expenses.



## **A2. RENOVATE THE COX BUSINESS CENTER & CIVIC CENTER PLAZA ACTIVATION**

### **Funding**

Funding has already been secured for the capital renovations to the Cox Business Center. As part of Vision Tulsa, \$55 million has been allocated to expand the current convention center and create the Arena District Master Plan.

Different funding streams are available for the ongoing maintenance of the proposed linear park and Civic Center activation. These funding sources, which are similar to the sources listed for the BOK Center Lawn, include contributed income from corporate sponsorships and/or Cox Business Center memberships, earned income from events on-site, and City funding in the form of either in-kind services or monetary contributions.

### **Short-Term / Temporary Activation**

The portion of the Civic Center Plaza in front of the Municipal Courts building and former City Hall was not improved as part of the City-County Library improvements, nor will it be substantially improved as part of the upcoming Cox Business Center renovations and new entrance. A Civic Center Plaza activation here would help improve and enliven this leftover area

during the interim pending the necessary full reconstruction/reimagining of this section of the Civic Center Plaza.

Through adaptive reuse of the plaza, as shown on the following page, activation elements such as creative/interactive art installations for children and adults, unique local food and beverage offerings, public space programming and integration of greenery will bring new life to the plaza, encouraging visitors and Tulsans to pause and spend time in the public space. These placemaking or activation strategies not only are a rebirth to public spaces, but they also become incubator space for up-coming vendors within Tulsa, giving them a low cost opportunity, before becoming a potential brick and mortar tenant in the district. These activations can change and evolve seasonally in how they are programmed to make for a four-season experience.

### **COX BUSINESS CENTER: SUMMARY OF KEY RECOMMENDATIONS**

Continue to advance Cox Business Center renovations utilizing Vision Tulsa funds.

Recruit SMG to serve as the operating entity of the Cox Business Center Linear Park.

Pursue contributed income and earned income while relying on in-kind city contributions to cover operational expenses.





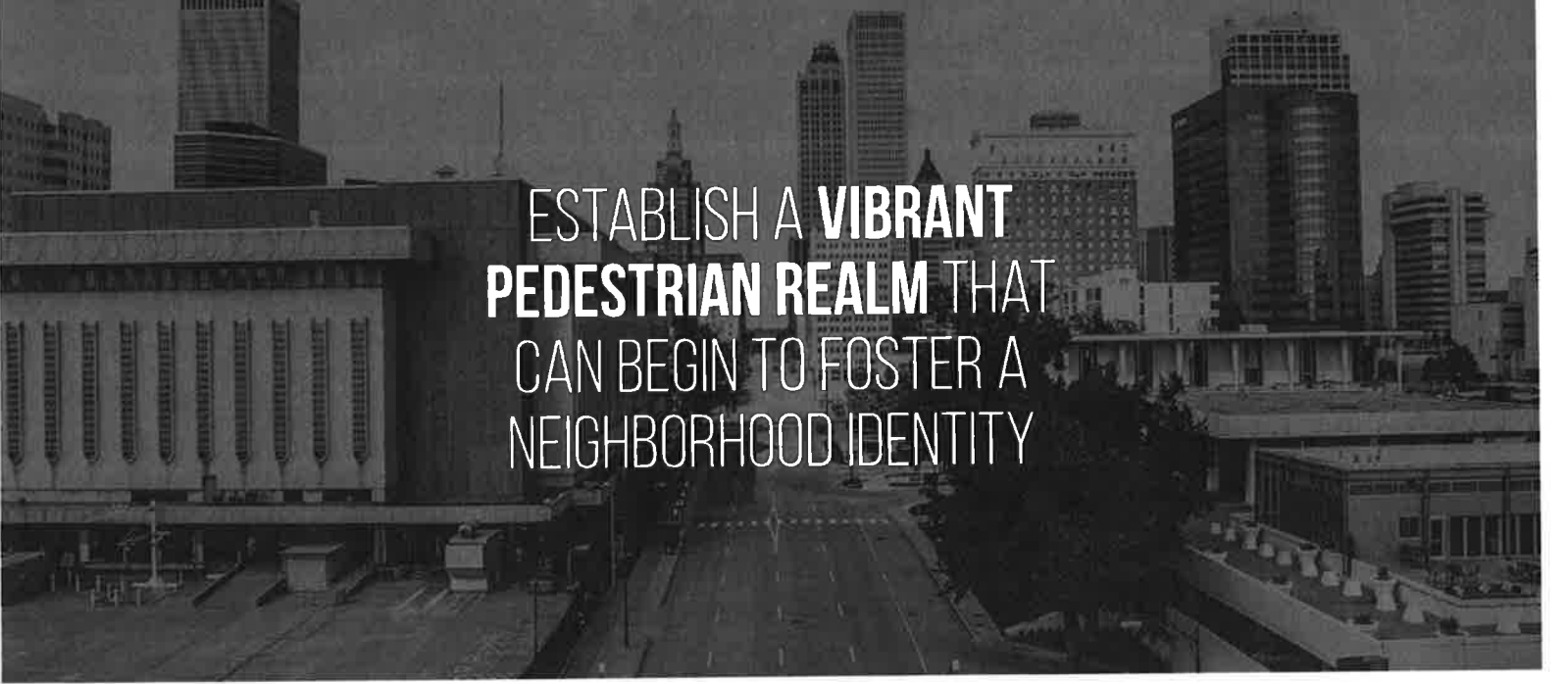
Figure 7.5



Figure 7.6







# ESTABLISH A **VIBRANT** **PEDESTRIAN REALM** THAT CAN BEGIN TO FOSTER A NEIGHBORHOOD IDENTITY

## A3. IMPROVE THE PUBLIC REALM

### Targeting Locations for Public Realm Improvements

Improvements should focus first on existing strengths such as Third Street and Denver Avenue, and then on projects that have the greatest potential to transform the neighborhood:

- Improvements along **Denver Avenue** will increase accessibility to existing retail fronting the BOK Center and raise the market value of the soft sites that are primed for development.
- Similar enhancements along **Third Street** and **Fifth Street** will better establish the connection to Downtown and Blue Dome District, and further enliven the BOK Center & CBC outdoor spaces, creating an environment for workers and visitors to gather in the Arena District after work and events, rather than going home.
- Upgrades to **Boulder Avenue** will create a key connection between the Arena District and other thriving neighborhoods in the city including the Tulsa Arts and Greenwood Districts.

### Funding

Tulsa is well positioned to finance streetscape and other transportation-related improvements through its capital programs. As described in the Financing

Mechanisms section above, GO bonds and an extension of the Third Penny Sales tax are the city's primary funding mechanisms to support street repairs and improvements. Through the Fix Our Streets program, Tulsa voters approved approximately \$450 million in GO bonds and Third Penny Sales Tax funds in 2008, all of which was dedicated to street projects. In 2013, voters passed the Improve Our Tulsa bond package, which included issuance of \$355 million in GO bonds for street and bridge improvements and a \$565 million extension of the Third Penny Sales Tax, of which \$270 million went to fund street and transportation projects. Combined, these sources have spurred the upgrades of over 200 projects.

### PUBLIC REALM: SUMMARY OF KEY RECOMMENDATIONS

Direct streetscape and wayfinding improvements to Denver Avenue and Third Street to improve walking conditions in the district.

Implement streetscaping on Boulder Avenue to build a connection to the thriving Arts District.

Finance these improvements through the proposed 2019 bond issuance.



#### **A4. ENHANCE CLEAN & SAFE STRATEGIES AND SUPPORTIVE SERVICES**

Public safety is another major concern in the Arena District. These perceptions of safety issues lead residents and visitors to drive from Downtown to the Doubletree and/or the Cox Business Center rather than walking, further exacerbating the Arena District's isolation.

Today, the City of Tulsa sweeps its arterial streets eight (8) times a year and curbed residential streets (4) four times a year to improve the aesthetic value and keep the streets clear of trash and debris. For Downtown, the City of Tulsa established the four-member Downtown Tulsa Public Safety Ambassador (PSA) Program in 2011 to: 1) communicate and educate owners and merchants about safety best practices, 2) reduce or eliminate sites that individuals use to house inappropriate activity, and 3) discourage loitering through PSA presence.

In addition, Tulsans are focusing efforts on supportive services, to meet the needs of a diverse population working to break the cycles of homelessness, addiction, and criminal recidivism. These efforts can assist the transient population in the Arena District. For example, the University of Tulsa in partnership with the Anne and Henry Arrow Foundation recently released a report on mental health and provided four goals to assist residents with mental illnesses. Tulsa opinion-makers are rallying around the report's findings, but the City faces an uphill battle with mental health budget cuts at the State level. Furthermore, while the City oversees public safety measures, efforts are handled by individual agencies such as the Fire Department and the Police Department. As a result, coordinating clean and safe efforts with supportive services will be necessary to address safety concerns and ensure that public spaces feel safe for all.



#### **Develop Framework for Clean and Safe and Supportive Services**

To entice more residents, workers, and visitors, the Arena District needs vibrant, inviting, and well cared-for public spaces. The city can take the following steps to ensure the safety and cleanliness of the Arena District:

- **Create a public safety commission.** As requested by stakeholders, a Public Safety Commission could champion public safety policies. They could serve as an advisor to the Downtown Coordinating Council on all budgetary and policy matters concerning public safety, including matters related to the police department, fire department, and emergency medical services department. Such a committee would reinforce to private developers that the city is actively working to mitigate barriers to downtown's vitality, which could spur additional private investment.
- **Increase police presence and/or expand the ambassador program.** With a law enforcement presence, residents and tourists know they can easily find and rely on authorities who are dedicated to service, crime prevention, and law enforcement. An expanded ambassador program can serve also be leveraged to deter criminal activity in addition to meeting with business owners to





discuss issues, assisting mental health organizations in making contact with transient residents who may require assistance, and providing public relations and tourism materials.

- **Prioritize cleanliness.** A focus on cleanliness will improve the Arena District's appearance and enhance perceptions of public safety. Efforts should include additional sidewalk sweeping days; trash and debris removal; power-washing sidewalks; landscaping and tree planting; mid-block lighting; gum and sticker removal; and doggie bag station installation and maintenance.
- **Strengthen A Way Home for Tulsa (AWH4T), the City's comprehensive homeless outreach program.** A Way Home for Tulsa is a collective impact of 24 voting organizations that exists to plan and implement strategies that support a system of outreach, engagement, assessment, prevention, and evaluation for those experiencing homelessness, or those persons at risk of homelessness within Tulsa City and County. Bolstering this program can further minimize perceptions of safety issues

- **Pilot "Healthy Places" place-based initiatives.** As identified in the 100 Resilient Cities report, the City can consider piloting the "Healthy Places" initiative in the Arena District, which aims to accelerate coordinated investments to address housing affordability, placemaking, walkability, transit access, food access, crime, and economic and workforce development in high-need neighborhoods with strong community involvement.

### Funding

A few City and private sources exist to fund Clean and Safe policies and supportive services:

- **The TSID** - Many Downtown Business Improvement Districts (BIDs) prioritize Clean and Safe policies and contribute a significant portion of their budgets to funding these services. The Downtown Coordinating Council should consider allocating additional funds from the TSID fee and/or increase the fee to improve the cleanliness and safety of Downtown Tulsa and the Arena District.
- **Philanthropic Sponsors** - To cover other costs, the City can explore partnerships with foundations specializing in homelessness and mental health such as the Anne and Henry Zarrow Foundation to garner funding to design and deploy pilot programs.

### CLEAN AND SAFE STRATEGIES AND SUPPORTIVE SERVICES: SUMMARY OF KEY RECOMMENDATIONS

Improve clean and safe policies to address the safety perception issues and entice private developers to the district. The city should consider forming a new Public Safety Commission to lead coordinated efforts.

Explore allocating funding from the TSID special assessment and pursue funding from foundations and others in the philanthropic community. Leverage as much state funding as possible to develop mental health and homeless programs.



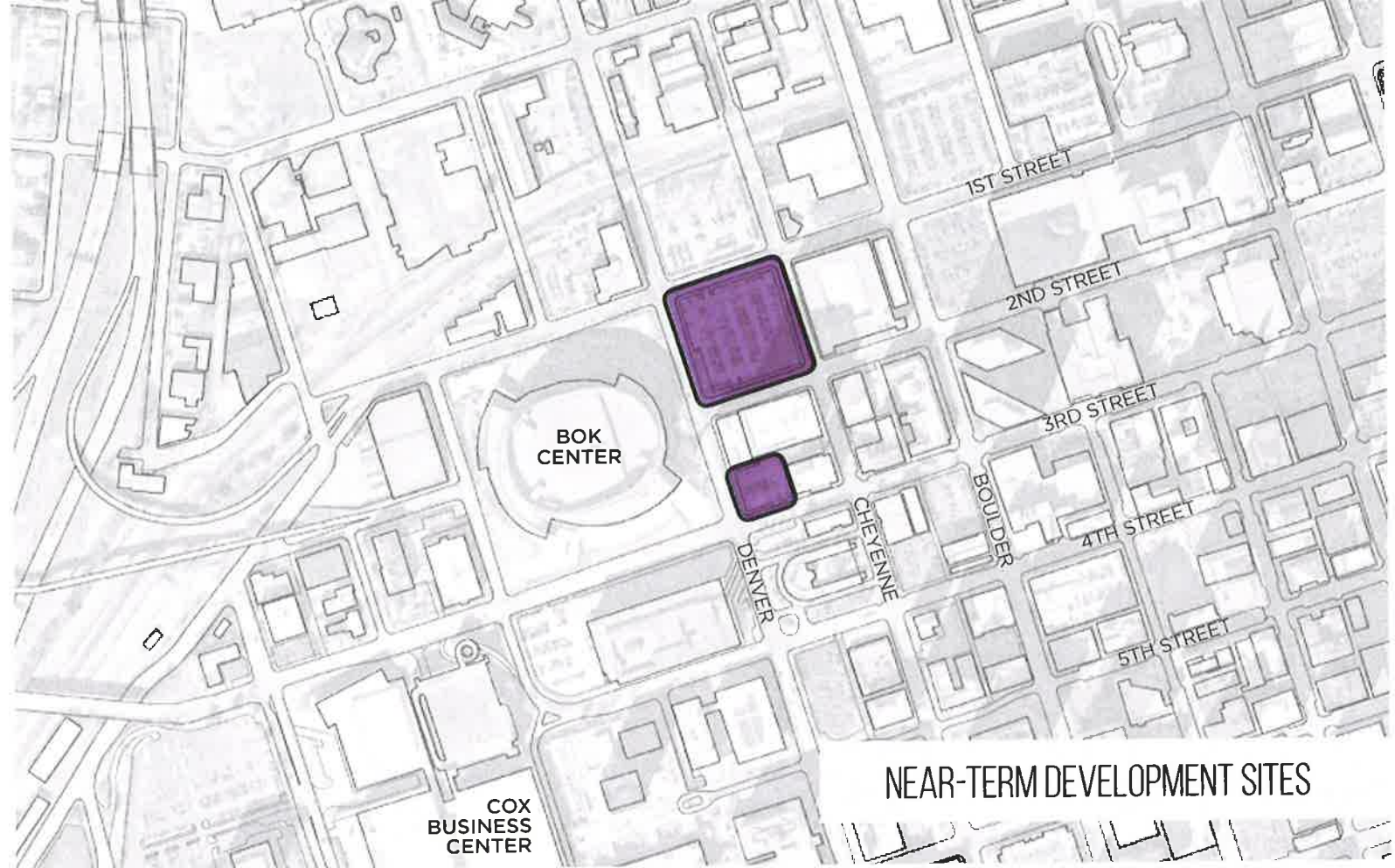


Figure 7.7

#### **A5. LEVERAGE NEAR-TERM DEVELOPMENT PROPOSALS**

Opportunities exist to convert two surface parking lots adjacent to the BOK Center into mixed-use vertical developments. The first site, located at the block between 1st and 2nd Streets and Denver and Cheyenne Avenues, could become a mixed-use entertainment development which requires special permission for development. The second site at the corner of 3rd Street and Denver Avenue has plans that call for a full-service hotel that would include a bar and restaurant and limited conference room space.

#### **Confirm Development Vision**

Building upon the strength of the BOK Center that attracts workers, residents, and tourists alike, development on these sites should enliven the district through improved perceptions of safety for pedestrians from infill development, increased density, first-floor and corner activation, and new amenities. To capitalize on these opportunities, development must complement the vision and existing conditions of the Arena District, and should be thoroughly reviewed by the City of Tulsa's Development Services Department prior to approval of the project.



A mixed-use entertainment development in the Arena District would be the first of its kind in Downtown Tulsa. These types of developments tend to internalize programming that results in limiting rather than enhancing street level activity, so it is important that the city leverage its approval granting power to require active ground floor uses that are accessible from Denver Avenue.

The full-service hotel would add a differentiated product to downtown's hotel market. With five out of the 10 existing hotels, and four out of the six hotels in the pipeline, offering select services, the market has stagnated in recent years. Demand and revenue per available room have flattened since 2014 while occupancy has fallen. A full-service hotel though could become the flagship hotel for the Cox Business Center until a decision is made on a dedicated convention center hotel, as the next closest full-service hotels, DoubleTree by Hilton and Hyatt Regency, can only reserve a limited number of their rooms for group room blocks.

#### **Determine Development Framework**

A coordinated strategy to expedite development on these sites adjacent to the BOK Center will enable Tulsa to revitalize the Arena District by maximizing land proceeds and future tax revenues, attracting additional businesses and conventions to Downtown Tulsa, and adding vibrancy and amenities to the Downtown. In addition, near-term private development will begin to generate revenue for the newly enacted TIF through an enhanced property tax base supported by these improvements.



#### **NEAR-TERM DEVELOPMENT PROPOSALS: SUMMARY OF KEY RECOMMENDATIONS**

Leverage the permitting approval process to require a significant Denver Avenue-fronting retail space as part of a mixed-use entertainment project on the superblock between 1st and 2nd Streets and Denver and Cheyenne Avenues.

Pursue redevelopment of the surface parking lot on the corner of 3rd Street and Denver Avenue. Combined, these private investments will increase the tax base and generate revenue through the TIF to be used for other projects.



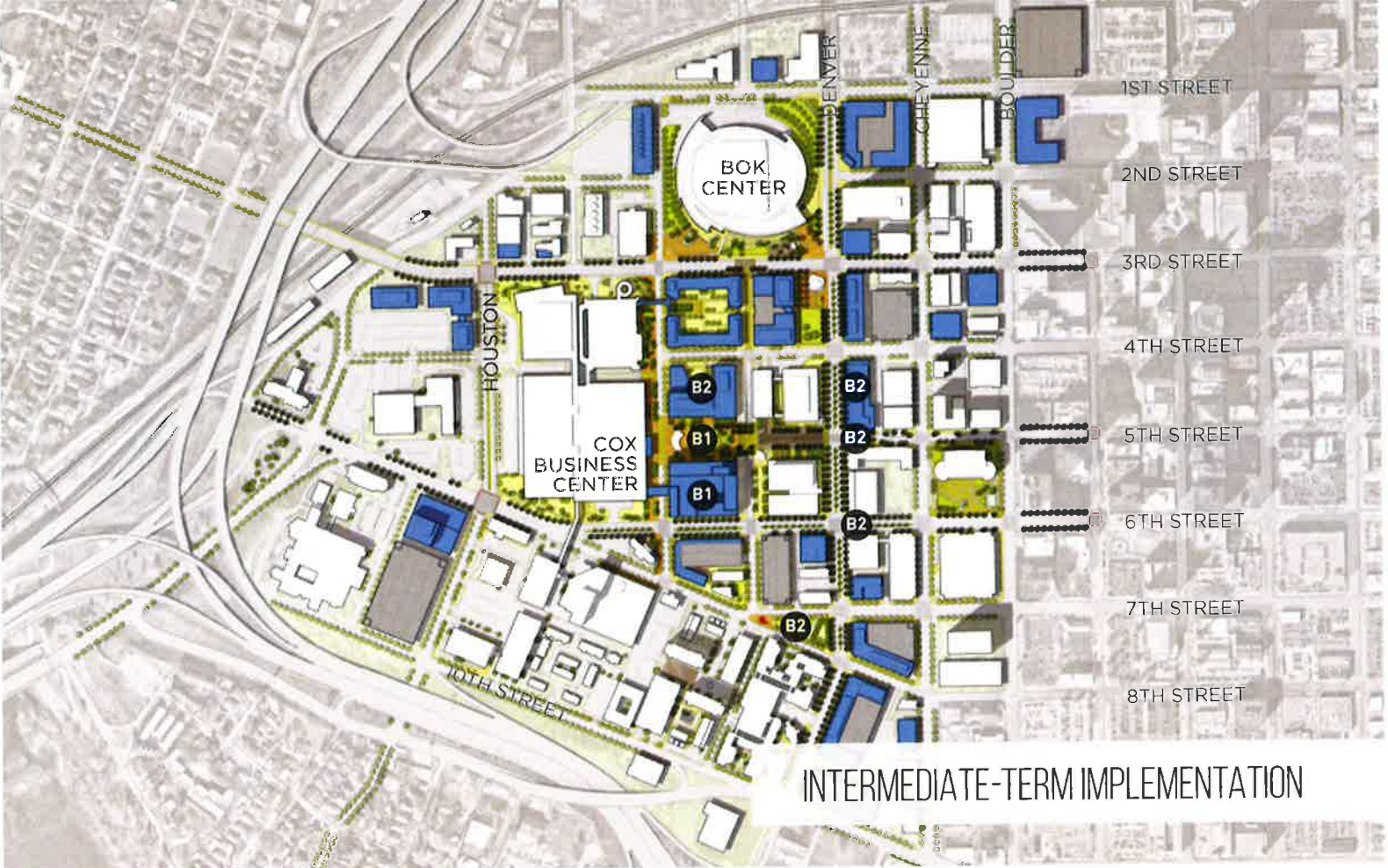


Figure 7.8

## INTERMEDIATE-TERM RECOMMENDATIONS (5 - 10 YEARS)

The recommendations for intermediate-term implementation guide public and private sector investment that will further establish the core of the Arena District and transform it into a vibrant entertainment neighborhood set up for long-term success. Priority actions during this phase\* include:

- B1** Designing a reimagined Civic Center Commons; and
- B2** Completing the build-out and public realm improvements of other parcels south of 4th Street.

*\* Note, this plan is designed to be flexible to respond to opportunities that arise and changing priorities. Deterioration of Civic Center Plaza or municipal buildings and/or prioritization of a full-service convention center hotel could advance these recommendations to the short term.*

### SITE REDEVELOPMENT

Given the challenging infrastructure coupled with the existing public uses that would need to be relocated, redevelopment in the “southern” portion of the Arena District core should be targeted as intermediate-term opportunities. This approach will allow the TIF to generate revenue that can then be used for infrastructure and gap financing. It will also allow the district’s real estate market to expand, at which point more targeted recommendations based on the demand for different uses can be explored. For example, office development is not recommended in the near term given an oversupplied market, but it may become feasible in time and with changing perceptions of the desirability of the district.



# A REIMAGINED CIVIC CENTER COMMONS WILL ENLIVEN THE NEIGHBORHOOD

## B1. Reimagined Civic Center Commons and Public Realm Improvements

Similar to the proposed BOK Center Lawn, the Cox Business Center Linear Park, and the signature park on the current Page Belcher site, a reimagined Civic Center Commons will enliven the neighborhood through a new public open space for residents, workers, tourists, and convention goers to congregate. As with the other parks, the Commons must be innovatively programmed to ensure successful activation.

To minimize disruption to the neighborhood and maximize efficiencies, construction on the Commons should occur concurrently with the development of the 5th Street Promenade and 6th Street as a secondary East/West Connector. These public realm improvements will further improve the pedestrian experience that bolster activation, and provide more accessible connections to downtown that will allow the Arena District to fulfill its goal of serving as a gateway to downtown.

## Build-Out of Development Parcels

The later phases of the Arena District Master Plan will be the build out of remaining soft sites and the redevelopment of other lots in the “southern” portion of the District core. As the city controls most of these sites, Tulsa is well positioned to exert its influence through a similar 2-step RFQ and RFP process described above and steer new development to align with its vision. Current proposals call for an office project with a Food Hall along Denver Avenue between 4th and 5th Streets and the conversion of the Aloft into a signature office building supported by a re-imagined Civic Center Commons, but the highest and best use should be reconsidered in the future as the market matures.

## Infrastructure Funding

Because of challenging existing infrastructure in the Arena District core, the most appropriate funding sources to tackle these improvements include:

- **Capital Programs** – The City should target funding through either GO bonds or the Third Penny Sales Tax once the 2019 proposal is approved by voters.
- **Proposed TIF** – The Arena District’s TIF should have a similar funding methodology to the other Downtown TIFs. Typically, one-third of the funds are used for public projects and two-thirds are available for private development assistance. In relation to individual projects, developers might expect to see 35%-58% of the ad valorem collections assuming the project meets the requirements of the adopted project plan.

## Vertical Development Funding

Similar to funding for the catalytic sites, sources exist should subsidy be necessary to encourage the preferred proposals. These sources include:

- The City of Tulsa’s new TIF can serve as a public-private financing tool that would be repaid by incremental property tax from development. Typically, one-third of TIF funds are used for public projects and two-thirds are available for private development assistance.
- The Downtown Development and Redevelopment Fund that supports quality development proposals with a clearly delineated development plan.

## SITE REDEVELOPMENT: SUMMARY OF KEY RECOMMENDATIONS

Redevelopment and revitalization of the Southern portion of the Arena District should be prioritized only when the market begins to mature. Leverage the TIF to cover costs associated with significant infrastructure improvements and facilitate desired development.



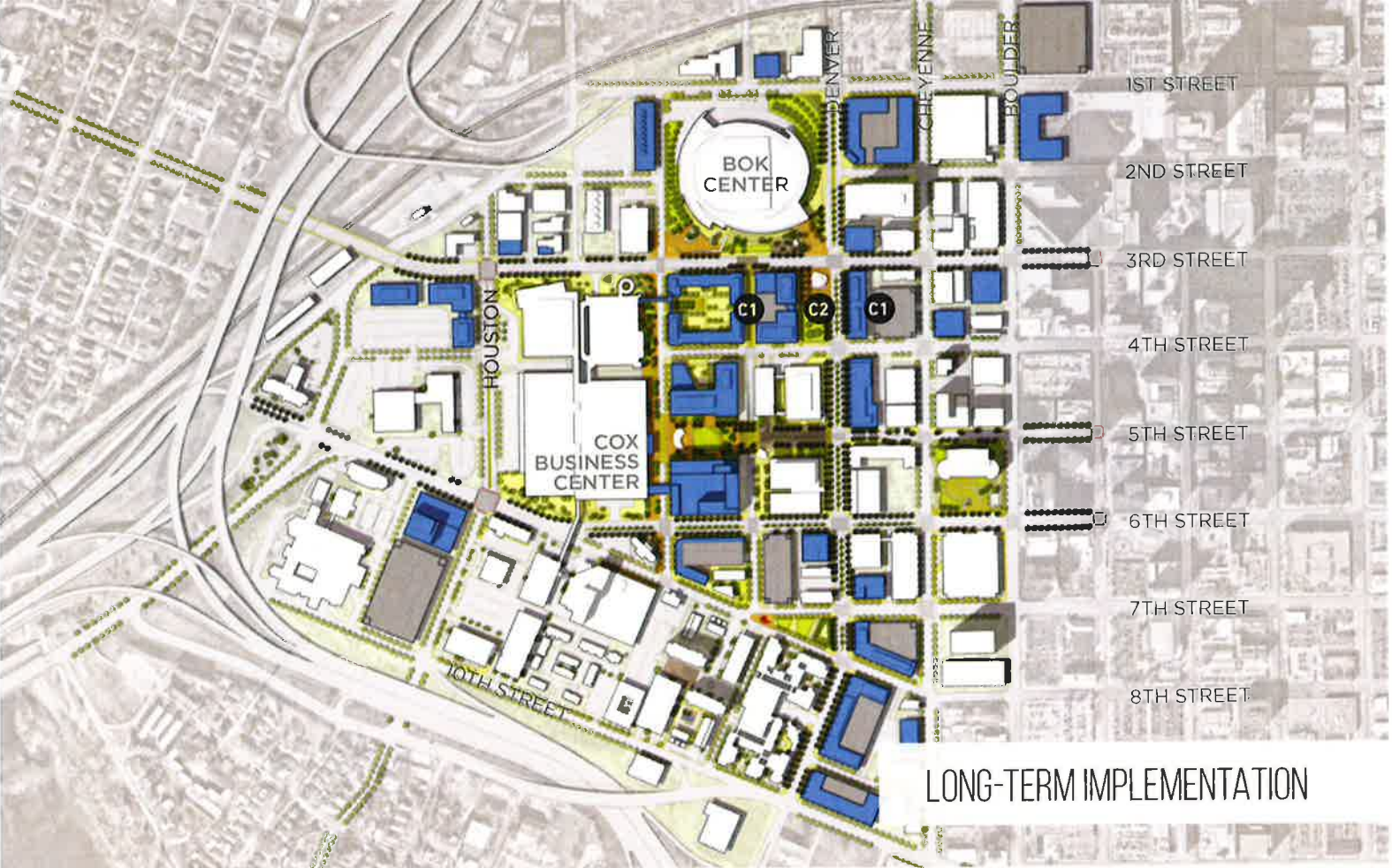


Figure 7.9

## LONG-TERM RECOMMENDATIONS (10 - 15 YEARS)

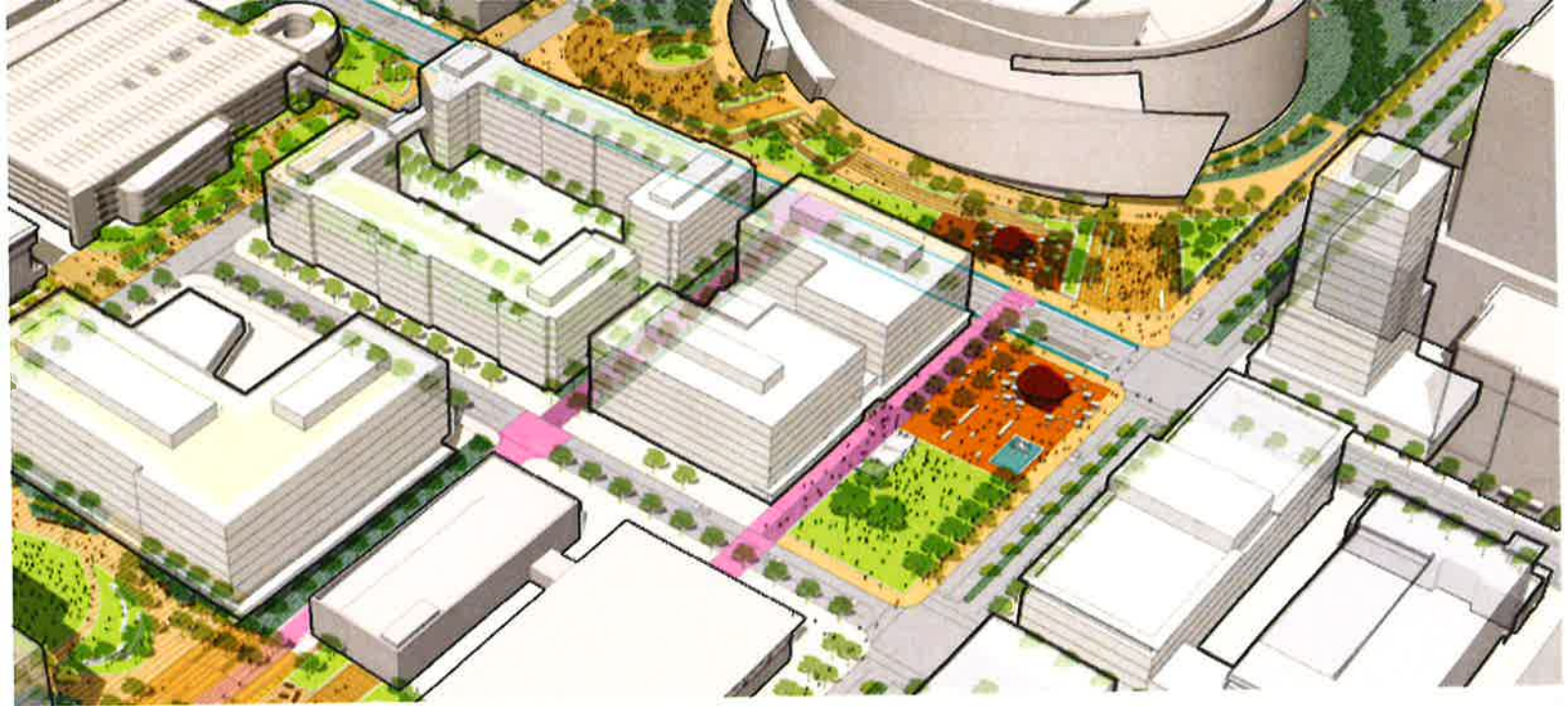
The recommendations for long-term implementation focus on private and public sector investment that catalyzes the district's activation. Priority actions during this phase aim to transform underutilized public properties on superblocks that hinder the district's ability to connect seamlessly with downtown into a positively contributing new mixed-use center of gravity with ground-floor activation. These recommendations include:

- C1** Redeveloping the Page Belcher Building block and the Denver Avenue Transit Station site; and
- C2** Creating a signature park on the current Page Belcher lot fronting Denver Avenue.

### **C1 & C2. CATALYTIC SITE REDEVELOPMENT: PAGE BELCHER BUILDING, DENVER AVENUE TRANSIT STATION, NEW SIGNATURE PARK**

Catalytic sites can be leveraged to facilitate large-scale investment in concentrated, walkable urban areas. This layout presents an opportunity to leverage existing momentum from private development to redevelop the Page Belcher Federal Building block and the Denver Avenue Transit Station — two sites which have been perceived as a hurdle to establishing a vibrant Arena District — to create a new mixed-use core.





- **The Page Belcher Building.** Development recommendations call for the removal of the Page Belcher Building in favor of residential product on top of ground floor retail with an adjacent signature park. Residential is a compatible use given its proximity to retail and entertainment near the BOK Center, and the proposed signature park on site. Given the timeline for development which will not begin until at least 2024 when the GSA lease expires, the current Downtown pipeline of nearly 1,000 residential units will be absorbed. Development at the Page Belcher site, however, is centered on the premise that the United States Postal Service will relinquish control of the Page Belcher Building once the GSA lease expires, adding a layer of complexity.
- **The Denver Avenue Transit Station.** Development at the Denver Avenue Transit Station, which would include an operational Transit Station on the ground floor, can occur in step with development at the Page Belcher Building although development will be dependent on the maturity of the market. Prior to redevelopment, the Denver Avenue Transit Station should undergo near-term aesthetic improvements to address safety concerns.

- **The Signature Park.** Signature parks create a brand value for Downtown attracting residents, workers, and tourists who in turn activate the surrounding area. In addition, signature parks generate quantifiable economic benefits from increases in the value of existing real estate assets, new real estate development, and new visitor spending as well as non-monetary benefits such as neighborhood connectivity and mobility, public health, and environmental benefits.

#### **Determine Development Framework**

Development of federally-owned and City-owned parcels in the Arena District represents a significant opportunity that will require a wide variety of actions. Some of these tasks include planning, financing and executing entitlements, in addition to vertical development. In the redevelopment of publicly-owned land, the public sector's level of responsibility and control in each role will be tied to its disposition strategy. The city can, for instance, phase the disposition of its parcels in a sequential strategy to individual developers, or can arrange a single disposition to a Master Developer to undertake the entire project.

Disposing of the blocks in phases to individual developers will allow the City greater control in the timing of



An aerial photograph of a park area. In the center, there is a large, multi-tiered fountain with water spraying upwards. To the left of the fountain is a green lawn with several groups of people standing or walking. To the right of the fountain is a paved walkway lined with young trees. In the background, there are more trees and some buildings. The overall scene is a vibrant, urban park setting.

## SIGNATURE PARKS CREATE A BRAND VALUE FOR DOWNTOWN ATTRACTING RESIDENTS, WORKERS, AND TOURISTS

development and provide greater flexibility in shifting the program of subsequent sites as circumstances change over time. This strategy would enable a more significant return on the land after initial parcels are redeveloped and land values increase in the surrounding area. In this scenario, the city is effectively acting as the Master Developer for the district.

Alternatively, coordinating disposition of municipal and privately-owned land to a Master Developer, offers potential advantages in that it would greatly incentivize the development partner to contribute to improving the public realm and infrastructure of the Arena District. Also, the transition of all parcels at once better entices a developer to engage in an emerging market by providing greater control over longer term development outcomes, and thus a stake in the upside. On the other hand, both the Page Belcher site and Transit Center will be projects of significant complexity which could be deterrent to a master developer. One opportunity to make the Page Belcher site more appealing to development partners is to pair the redevelopment opportunity in the Arena District with the opportunity to deliver a new federal facility for relocated workers from the Page Belcher Building. The city can help identify alternate sites for this facility in advance of the disposition process.

Regardless of a final decision on process, the city should engage a non-profit development authority to lead the disposition process with private developers. The benefit of having a non-profit development authority, such as the Tulsa Development Authority or the Tulsa Industrial Authority, take the lead is that these entities engage in these transactions as part of their core functions, have greater flexibility, and can move faster than the city itself.

### **Determine Disposition Strategy**

The city must then determine the method for disposing the coordinated parcels. It is recommended that Tulsa engage in a 2-stage Request for Qualifications (RFQ) and Request for Proposals (RFP) process to engage private developers for development of the parcels.

This design allows the city to set clear expectations for the character of development in the Arena District, in addition to formulating a public-private development structure. Through this process, the city is also able to outline capital improvement funding requirements for the signature park to ensure that the development contributes to the funding of park infrastructure.



A high-quality RFP process should begin with a Request for Qualifications (RFQ) that establishes clear criteria for evaluation and selection of a development partner, and should include the following key components:

- A detailed summary of the project outlining progress to date as well as site-specific information and other key development considerations;
- Clear delineation of the city's development goals and guidelines for the site, including programming, workforce housing, historic preservation, and open space preferences;
- Submission requirements including each development team's past experience with public-sector partnerships, and mixed-used development; key personnel experience and availability; financial position of the team; and initial thoughts on building program mix of uses, coordination with the BOK Center and Cox Business Center, and integration of public space.
- A solicitation schedule;
- Information on the evaluation criteria and selection process and next steps for shortlisted teams; and
- Other requirements and respondent instructions.

Once a short-list has been determined from respondents to the RFQ, a Request for Proposals (RFP) should be released including the following key components:

- Clear development guidelines outlining the City of Tulsa's preferred financial structure and other goals for the site;
- Submission requirements focused on development proposals that provide a development concept, a phasing plan, a live financial pro forma, and a financial plan;
- Information on the selection process and key scoring criteria; and
- Other requirements and respondent instructions.

## Funding

While the market should begin to improve with the build out of existing proposed and approved projects, additional subsidy will most likely be required to achieve the desired proposals for both the Page Belcher and Denver Avenue Transit Station site. Subsidies can come from the following funding sources:

- **Proposed TIF** – The City of Tulsa's new TIF can serve as a public-private financing tool that would be repaid by incremental property tax from development. Typically, one-third of TIF funds are used for public projects and two-thirds are available for private development assistance.
- **The Downtown Development and Redevelopment Fund** – This fund is a 6-year zero-interest revolving loan used to support quality development proposals with a clearly delineated development plan.

### CATALYTIC SITE REDEVELOPMENT: SUMMARY OF KEY RECOMMENDATIONS

Coordinate the disposal of municipal and privately-owned land to development partner(s) capable of executing critical mixed-use development projects in the core of the Arena District.

Pursue a 2-stage RFQ and RFP process to identify the appropriate developer for catalytic revitalization.



## DISTRICT WIDE RECOMMENDATIONS

These location-specific priorities must be supplemented by districtwide strategies to truly transform the Arena District into a gateway for downtown. These district strategies include:

- **A set of urban design guidelines** to ensure that new private development adds value to existing civic assets and protects planned community investments in the public realm;
- **A retail and tenanting strategy** to strengthen the competitiveness of retail in Downtown Tulsa through targeted investment tools and strategic recruitment;
- **A convention center hotel strategy**, to address the fact that Tulsa is losing conventions due to its dispersed hotel stock; and
- **A governance plan** to provide a formal structure with clear direction for implementing the District's Master Plan.

### URBAN DESIGN GUIDELINES

The Arena District Master Plan recommends significant community investment in the public realm to complement existing civic assets and incentivize private development. This private development must consider and respond to the Cox Business Center, the BOK Center and the City-County Library and match the high level of urban design for the proposed streetscape, park and plaza spaces. Urban Design Guidelines should be established early on to protect current and future community investment and to guide appropriate private development of adjacent buildings and sites. It is worth noting that while this is a critical need for the Arena District, it is likely equally true for much of downtown.

The guidelines should cover general urban design elements that are desired as part



Buildings Should Contribute to the Public Realm



Active Ground Floors



Appropriate Scale + Massing



Four Sided Architecture



Parking Internal to Blocks

of a development program. These should address, but not be limited to:

- Building program and use
- Building scale and massing
- Building architecture and character
- Transparency and active ground floors
- Interaction with the public realm and streets
- Access and service
- Parking location and design

These guidelines should be established and adopted by the Tulsa Metropolitan Area Planning Commission as part of an early implementation item of this plan.






# 20,000

Square Feet  
FOOD & BEVERAGE  
OPPORTUNITY



# 15,000

Square Feet  
CONVENIENCE GOODS &  
SERVICES OPPORTUNITY



## TENANTING CRITERIA

Appeal to a wide customer base  
Focus on mid- to upper-range concepts  
Include an experienced owner/management team  
Form a mix of locally established operators and national market makers

## RETAIL STRATEGY

Retail can quickly bolster a neighborhood and activate the streetscape, creating cascading benefits for residents ranging from access to healthy food and convenient services to increased property values and safer streets. New retail projects can also facilitate further public and private development by improving the perception of an area, and provide entrepreneurship opportunities and create jobs for local residents.

To date, retail is limited in the Arena District with food and beverage (F&B) establishments as the only visible retail storefronts. Retail is slightly more diversified in the rest of downtown with innovative new concepts such as The Boxyard serving as a catalyst for the return of hard and soft goods to downtown. Any new retail in the Arena District must complement this existing retail rather than compete with it and should be developed in conjunction with targeted streetscape improvements to create connections that further activate adjacent neighborhoods.

## Understanding the Context

To understand what types of retail will contribute to the revitalization of the Arena District, it is important to identify the retail customers. Demand for retail will derive from the following four consumer groups: (1) 515,000 residents within a 20-minute drive from Downtown Tulsa, (2) 32,000 workers in Downtown Tulsa, (3) 190,000 total annual visitors including conventioners, and (4) 45,000 new residents, workers, and visitors. The growing segments of these residents and workers include students aged 20-24, millennials, and empty nesters, so retail must be catered to these user groups.

A deeper dive into market dynamics indicates that Downtown Tulsa could hypothetically support over 150,000 square feet of retail. Because the minimum concentration for some of these retail types is larger than the amount of square feet supported, some retail typologies would likely not be feasible in Downtown Tulsa or the Arena District. As a result, the planning team estimates that there is 128,000 square feet of retail demand in Downtown Tulsa consisting of unmet potential for convenience goods throughout Downtown and F&B specifically within the Arena District.



### Tenancing Recommendations

It is estimated that the Arena District can support approximately 35,000 square feet of retail programming: 15,000 square feet of convenience goods and 20,000 square feet of F&B. For this retail to be successful, it must:

- Appeal to a wide customer base (at least two of the three primary groups of residents, workers, and event/convention attendees);
- Be first-to-market in Tulsa or at least in downtown;
- Focus on mid-to-upper range concepts (no discount stores or luxury brands);
- Include an experienced owner/management team; and
- Collectively form a mix of locally established operators and national market makers with strong customer loyalty.

Given these characteristics and the existing unmet retail demand, the planning team recommends that the retail program in the Arena District consist of five categories:

- **Convenience Services.** Convenience offerings that provide for everyday essentials, including a pharmacy and banking services.
- **Dining/Entertainment.** Entertainment venue with a restaurant component and a beer garden. Entertainment should include live music, multiple high-definition TVs, and games such as virtual golf, skee ball, air hockey, and a mechanical bull.
- **Food Hall.** Food hall with multiple vendors within the same footprint to leverage existing food and beverage strengths. These vendors should primarily include local vendors that have existing brick and mortar stores or food trucks in other neighborhoods around Downtown in order to entice food hall visitors to dine at their other locations.
- **Full-Service Restaurant.** A restaurant that attracts patrons of all ages, including families with young children, to capture BOK Center attendees.
- **Future Infill Concept.** Retail for remaining storefronts in future development once anchors are

established. Infill concept can either be large-format, small-format, or a mix depending on the demand.

Additional information on each category is listed below:

#### Convenience Services:

The biggest gap in retail in Downtown Tulsa is for convenience goods and services, with no existing convenience goods and services in the Arena District. Opening this type of retail will make the area more attractive for residents and can draw event goers at the Cox Business Center. Types of convenience goods to pursue include convenience stores (e.g., CVS, Walgreens, etc.), and other service-related retail storefronts such as banks and gyms. To capitalize on this unmet demand, convenience retail should:

- Include 5,000 – 10,000 square feet of ground floor space for a convenience store/pharmacy
- Contain smaller footprints for other service-related retail storefronts such as banks and gyms/yoga studios
- Be located near residential development

#### Dining/Entertainment:

This component of the retail program is key to creating a vibrant entertainment district. The goal with this concept is to encourage BOK Center attendees to come before an event or remain after one has concluded. The experience should be unique to the area to encourage patrons to return even when no event is happening. Potential tenants include Dave and Busters and Alamo Draft House and should adhere to the following criteria:

- 10,000 square feet of ground floor space
- Include a restaurant/indoor bar open for lunch and dinner (10 hours a day) and a beer garden
- Be a comfortable place for all ages and should not focus on low price points, student discounts, or low-quality décor
- Present a mix of games and activities with demonstrated staying power or otherwise offer a variety of flexible, popular activities
- Consider hosting live music with a mix of local and national acts





### **Food Hall:**

Food halls complement event centers as each draws foot traffic that can increase sales at the other place. The benefit of a food hall in the Arena District is two-fold: first, it can attract Tulsans to the area prior to or after an event at the BOK Center by offering a quick bite to eat of beloved local restaurants, and second, it provides visitors with a first taste of local options and then encourages them to dine at other locations of preferred concepts. For the food hall to be most successful, it should:

- Emphasize design to elevate the experience beyond a grab-and-go
- Create a destination complete with an experiential hook and interactive atmosphere
- Predominantly feature local vendors
- Remain open all day to attract =workers for breakfast and lunch, and residents and event goers for dinner
- Include seating

### **Full-Service Restaurant**

An all-ages, family-friendly restaurant is necessary to provide options and appeal to the broad audiences that come to the Arena District for events at the BOK Center. For this retail to be successful, it should:

- Be open for lunch and dinner
- Include a play-area for children
- Offer both kid-friendly options and more refined food
- Offer a combination of local craft beer, artisanal cocktails, and wine

### **Future Infill Concept**

As the market matures, there will be additional opportunities to complement the anchor retailers and provide a more robust retail offering. When the market is ready, targeted retail opportunities include:

- National chains with strong customer loyalty and "it" factor
- Local tenants to represent the best of the greater Tulsa area
- Brands that have synergies with established anchor tenants
- Incubator space to attract local businesses in their infancy



### Targeting Locations

Retail in the Arena District should be located to capitalize on existing strengths. As a result, retail is best suited along 3rd Street and Denver Avenue in the near term as both face the BOK Center, expanding to Boulder Avenue over time as infill opportunities become a reality.

Retail is also dependent on the timing of the build-out in the Arena District. Therefore, the most immediate opportunity is at the mixed-use entertainment development as the city has leverage to negotiate retail. At this site, the city should target a ground floor entertainment venue and full-service restaurant that is visible from Denver Avenue. As additional mixed-use development opportunities come online, the city should target convenience retail, a food hall, and other infill retail opportunities based on remaining unmet demand.

### Retail Incentives

To encourage the development and attract the desired tenants that will transform the Arena District into Tulsa's entertainment district, the city must retool its existing retail incentives to encourage Downtown retail. Rather than focus exclusively on large, new-to-market tenants, the retail incentive can be positioned to provide up-front support to local businesses and restaurants in Downtown Tulsa. The incentive could take several forms, including:

- **Fee Waivers or Reductions.** Waiving or reducing building or permit fees, which requires no direct outlay of funds and is used as a signal of the city's desire for economic development.
- **Sales Tax Rebate.** For this incentive, a city typically agrees to rebate a portion of sales taxes collected for a specified number of years.
- **Tenant Upfit Grants.** Providing funding support for initial tenant improvements needed to create compelling retail and restaurant spaces.

# RETAIL INCENTIVES

THE CITY SHOULD RETOOL ITS  
RETAIL INCENTIVE PROGRAM TO  
CATALYZE DOWNTOWN RETAIL

FEE WAIVERS OR  
REDUCTIONS

SALES TAX  
REBATE

TENANT UPFIT  
GRANTS





## CONVENTION CENTER HOTEL STRATEGY

Downtown Tulsa's hotel market has experienced a wave of new development since 2009, increasing the hotel room stock by approximately 40%. Hotel rooms sold also increased by approximately 40% since 2012, yet the biggest jump took place between 2012 and 2014 with minimal growth since. Similarly, revenue per available room (RevPAR) increased by nearly 30% since 2012, but the majority of this increase had occurred by 2014. Since then, RevPAR has grown only 5%. Belying this trend, occupancy increased each year from 2012-2014, but has since declined, falling to 61% in 2017. The falling occupancy rate in particular indicates that the market is becoming saturated.

Evidence from other markets indicate that it is possible to absorb a convention hotel without sacrificing overall occupancy, provided convention business increases in tandem. However, given increasingly competitive convention and meeting dynamics in the state and nation, independent analysis of the potential for expanded convention center activity will be necessary to confirm that a convention hotel can induce additional demand that grows the market.

### Targeting Locations for Convention Center Hotel Development

Should the independent analysis confirm the feasibility and profitability of a convention center hotel based on the city's preferred level of investment, the city should target the following two locations for development, in order of priority:

**1 Site 1 - The block immediately to the South of the Aloft Hotel.** This site is city-controlled and can be targeted for a later intervention providing the city with additional time to develop a comprehensive strategy for convention center upgrades in conjunction with the delivery of this new hotel. In addition, the city could include funds for the development of this hotel in a future bond issuance, giving it more time to understand the full financial needs of the hotel, but this site would require the relocation of existing users to new facilities.

**2 Site 2 - The block immediately to the North of the Aloft Hotel.** This site's main advantage comes from its centralized location between the Convention Center and the BOK Center, which would further contribute to the new core of the Arena District. This site, however, will not be ready for redevelopment until at least 2024 when the GSA's lease in the Pager Belcher Federal Building expires. The city would then need to include funds for development in a future bond issuance, which could potentially lead to the site sitting empty for a few years while funding and then a developer is secured.





Figure 7.11

### Funding

The financing gap for a convention center hotel will most likely total more than \$50 million based on financing of successful convention center hotels in aspirational and peer cities. There are a variety of avenues to cover this gap and fund the development of a convention center hotel. For example, the Convention Center Authority in Nashville provided the hotel operator with \$128 million from tourism taxes over 20 years while the City of Indianapolis covered 13% of construction costs in exchange for a percentage of future profit. For a convention center hotel in Tulsa, the City has a diverse set of financing tools including TIF districts, GO bonds, and property tax abatements among others. Given the significant size of the potential gap, Tulsa should explore a revenue bond as one potential source.

### CONVENTION CENTER HOTEL: SUMMARY OF KEY RECOMMENDATIONS

Analyze the potential for expanded convention center activity to confirm that a convention hotel can induce additional demand that grows the market.

Target the block that currently houses the Tulsa Police Department and Municipal Court for a convention center hotel since the site is City-controlled so it can be targeted for a later intervention once the City has a clear strategy for Convention Center and other upgrades.

Fund a convention center hotel through a bond issuance.





## GOVERNANCE PLAN

The City of Tulsa should take the lead in facilitating the development and growth of the Arena District.

### Governance Framework

The planning team identified the key responsibilities necessary to foster transformation that achieves the goals for the district.

The planning team also identified the multiple public, private, and institutional entities within the IDL and the Arena District that are well-positioned to participate in the implementation of these roles and responsibilities. In addition to the city, core stakeholders include the Downtown Coordinating Council, the Tulsa Development Authority, SMG, Visit Tulsa and the Tulsa Industrial Authority. Coordinated participation and support from these entities will be instrumental to ensure the district's future success.

### Governance Recommendation

Mobilization of the appropriate partners and resources to undertake these responsibilities requires a governance structure for implementation that accomplishes the following goals:

- **Maximize Resources by Leveraging Existing Capacities:** Where possible, avoid duplicating strong capacities that exist within established public or private entities.
- **Achieve Both Accountability and Focus:** Provide collaborative decision making, along with clear lines of focused leadership to executive responsibilities to ensure that growth of the Arena District does not come at the expense of another neighborhood.
- **Secure Diverse Funding Streams:** Secure creative public and private funding mechanisms from new and existing sources.
- **Support Brand and Ecosystem Development:** Maintain a high-quality brand attractive to the private sector, conventioners, and residents and provide supportive resources that are essential to drive growth.

This plan recommends that the City of Tulsa manage implementation of the Arena District Master Plan in coordination with contributing partners such as SMG and the Downtown Coordinating Council, as seen in the graphic in the following page. This structure is advantageous as the city is able to secure public funding commitments, apply institutional knowledge, and engage and leverage the existing capacity of essential local partners.



## ARENA DISTRICT NEEDS

<b>REAL ESTATE DEVELOPMENT</b>  Developing a mix of uses that supports the needs of the Arena District and considers public and private site control	<b>Land Use &amp; Planning</b>
	Program guidance (density & mix of uses)
	Phasing (timing of development opportunities)
	<b>Infrastructure Financing</b>
	Capital funding/financing
	Construction (open space, streets)
	<b>Vertical Development Funding</b>
	Incentives
	<b>Ongoing Management &amp; Stewardship</b>
	Vision stewardship
<b>VISION IMPLEMENTATION</b>  Implementing a sustainable vision for the master plan requires coordination with the broader public	Programming of open space
	Routine maintenance
	Special events
	Public safety
	Operating funding
	Revenue generation
	<b>Marketing &amp; Branding</b>
	District brand development
	District marketing
	Employer, resident, and tourist recruitment

## RECOMMENDED GOVERNANCE STRUCTURE

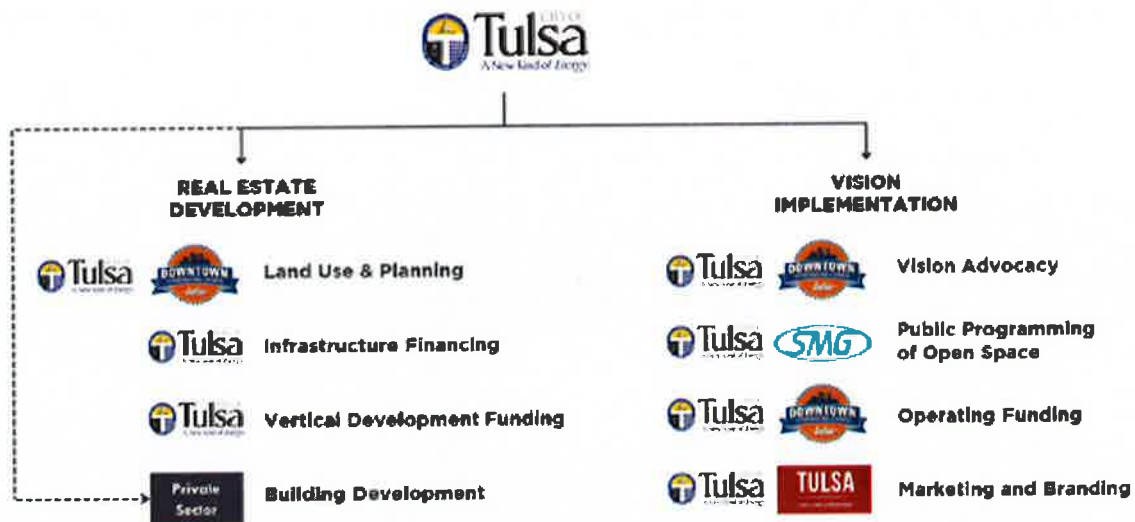
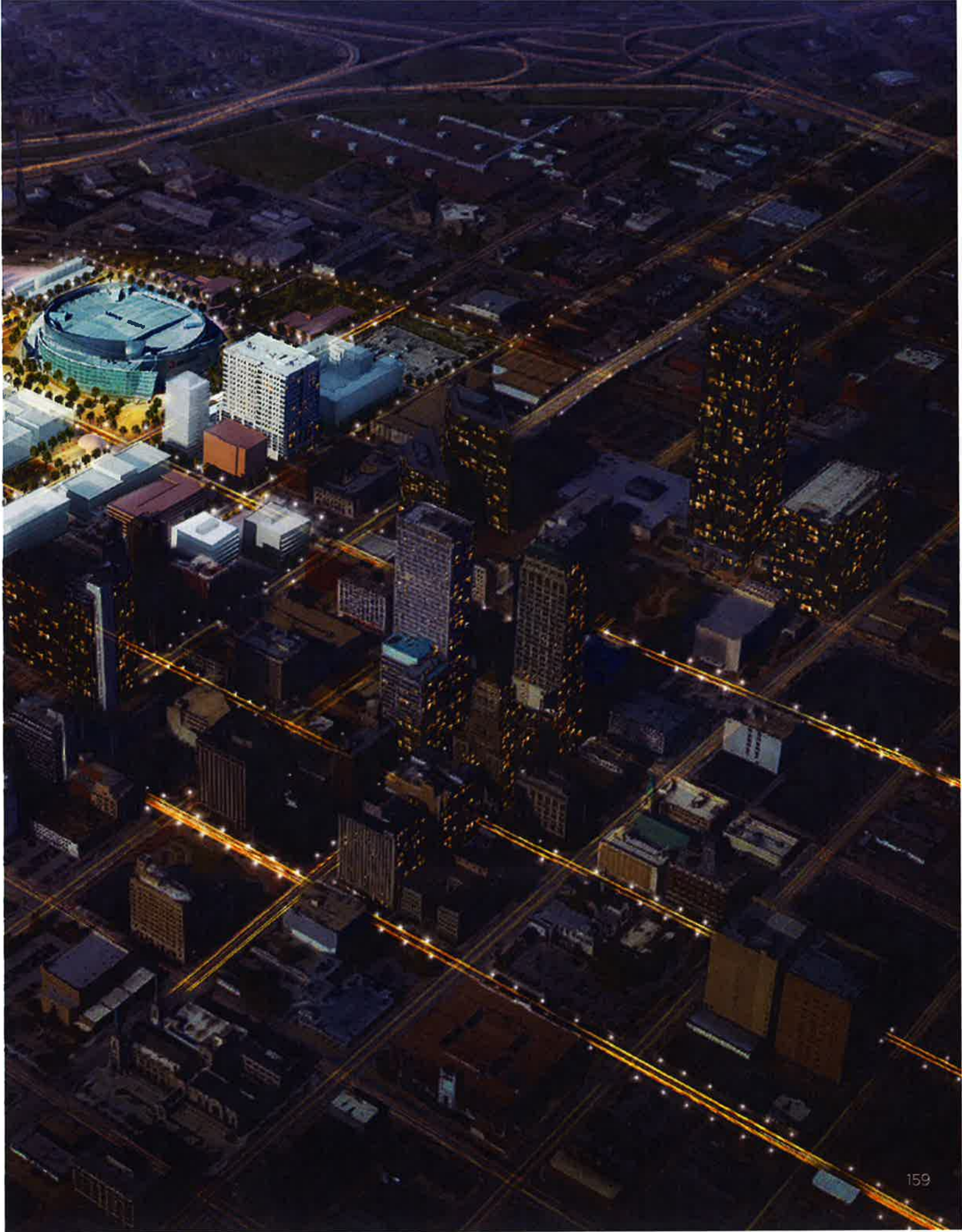


Figure 7.12

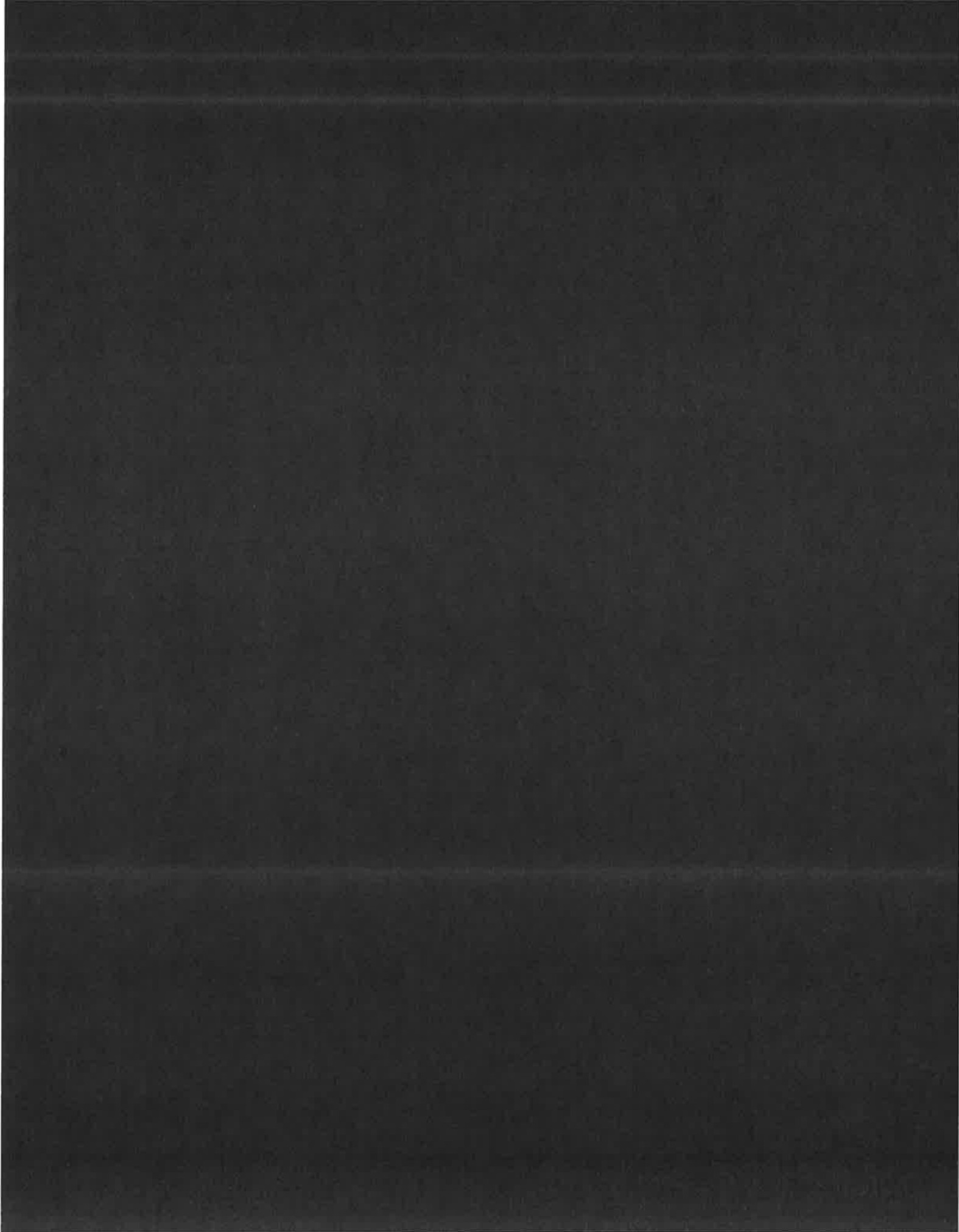














TULSA  
**ARENA DISTRICT**  
MASTER PLAN

**APPENDIX I**

ADMP ASSESSMENT REPORT:  
ADDITIONAL MATERIALS



# INTRODUCTION

## PURPOSE OF THIS DOCUMENT

This series of assessments catalogs the planning team's additional analysis and observations of existing conditions and presents a framework for preliminary concepts and strategies. We have been guided through this process by input from the Working Group, Steering Committee, stakeholders, and the general public.

There are six sections:

### **01 Plan Alignment**

#### **02 Economic Assessment**

Summarizes the findings and recommendations from the real estate market analysis.

#### **03 Identity Assessment**

Reviews the existing identity within the study area and surrounding downtown districts to provide a direction for the future positioning of the Arena District.

#### **04 Land Use Assessment**

Examines the existing land use conditions, highlights key opportunities and recommends future land uses to support a more active Arena District.

#### **05 Connections Assessment**

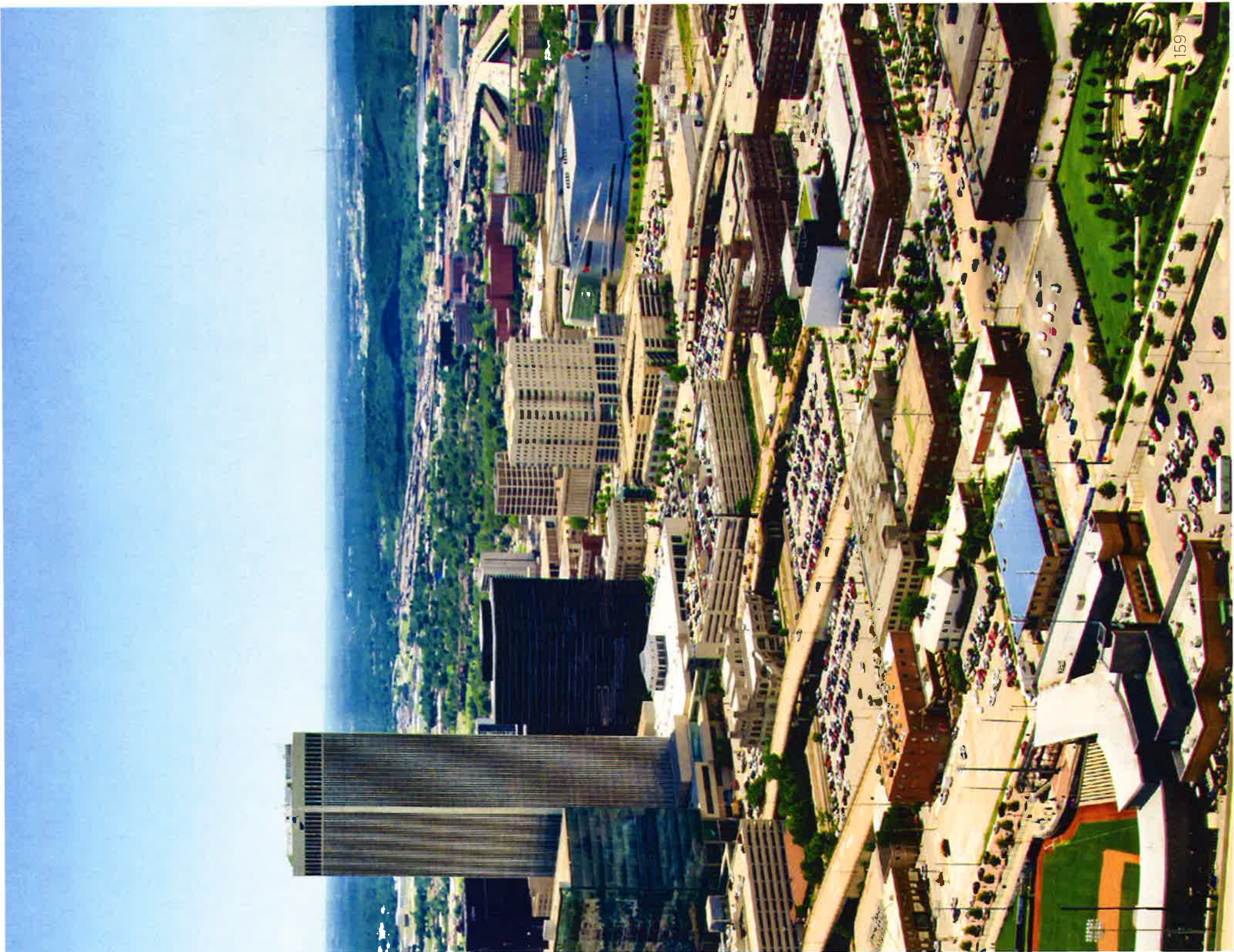
Evaluates the current pedestrian, vehicular and transit environment and suggests methods for improving district-level connectivity, walkability and multi-modality.

#### **06 Preliminary Concepts and Strategies**

The assessments above contribute to preliminary concepts and strategies that form a framework for the potential physical improvements within the Arena District.

Taken together, these assessments address the five planning principles identified at the start of this Master Plan and set the stage for the next phase of work that will explore these concepts, strategies and recommendations in greater detail.







## ABOUT THIS PLAN

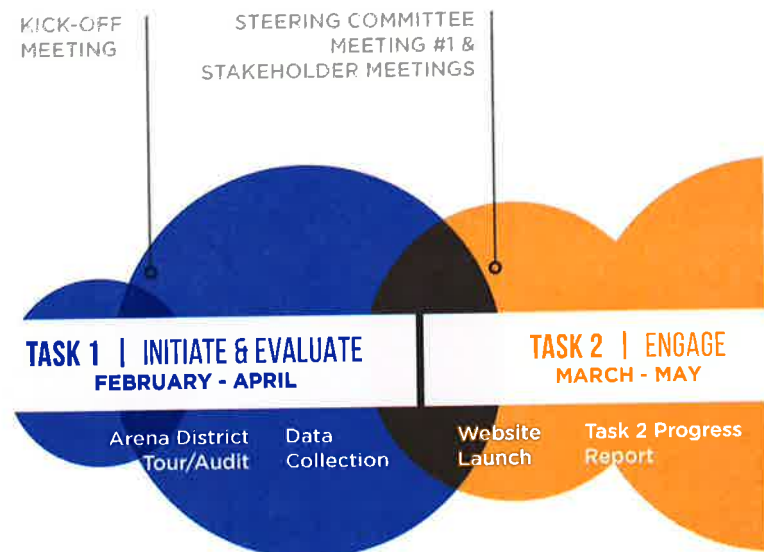
The Arena District Master Plan effort will help guide the City and its partners in developing improvements to the District's public realm. This master planning process will assess the current state of the District, evaluate the potential of public infrastructure investments, identify opportunities for private development, and provide a phased roadmap for future decisions.

Launched in February of 2018, the plan is led by a City of Tulsa staff, members of the Tulsa community, and a consultant team. The study is being undertaken in coordination with a Working Group, a Steering Committee and project stakeholders representing a spectrum of interests and organizations.

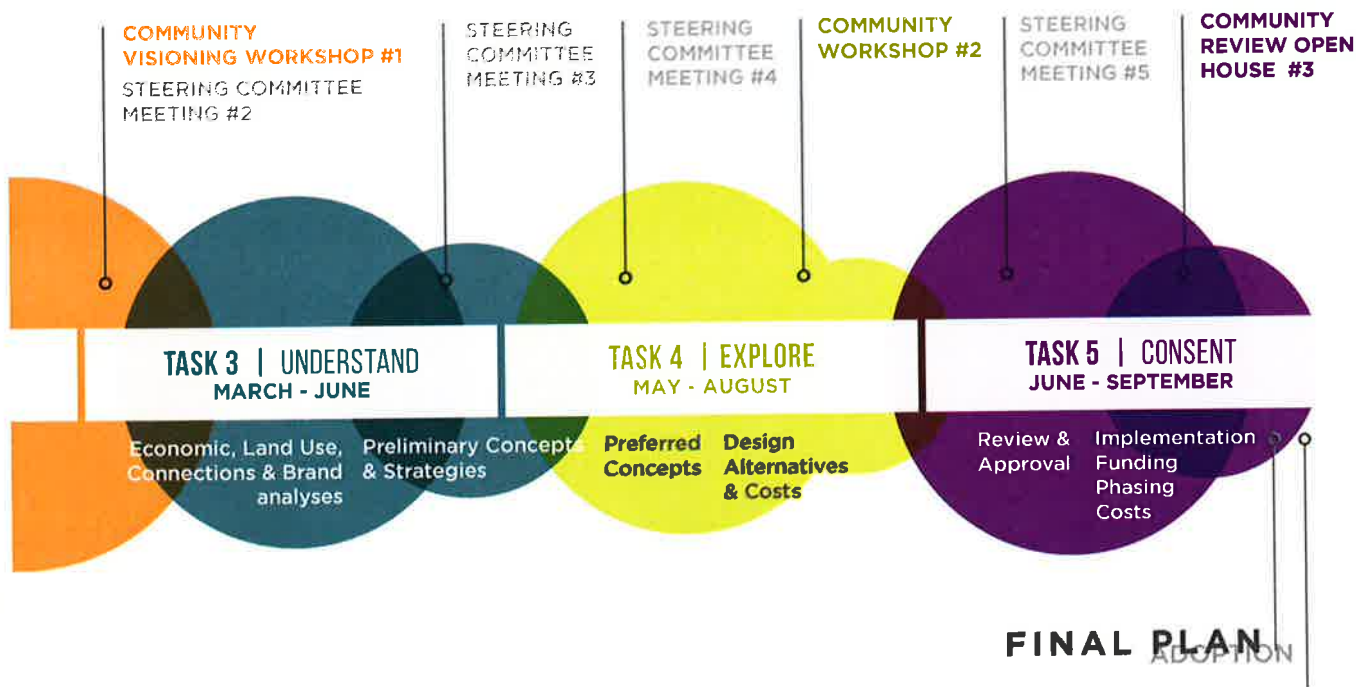
## PROJECT SCHEDULE

As seen in the graphic below, this planning effort will be completed within 8 months. The process is divided into five tasks, and includes three public workshops open to the Tulsa community.

During each task, the planning team will meet with the Steering Committee to provide updates and gather feedback on next steps.













# PLAN ALIGNMENT



## 2010 DOWNTOWN AREA MASTER PLAN

Undertaken in 2010 as a collaboration between the City of Tulsa and the Tulsa Comprehensive Plan effort (PLANiTULSA), the Downtown Area Master Plan is a small-area plan that aims to revitalize Downtown Tulsa and better connect it to the river and the region. The plan studied all areas within the "Inner Dispersal Loop" (IDL) and its surrounding edges with nearby neighborhoods. The ADMP boundary falls within this area of study, as seen in the map on the following page.

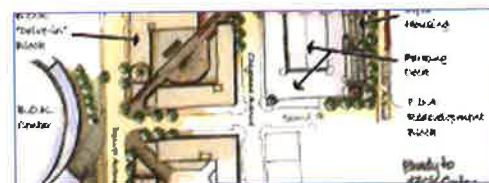
The plan's major recommendations include one-way to two-way conversions of all downtown streets, creating pedestrian-friendly environments and encouraging mixed-use development. The plan recommended moving civic uses out of the Arena District into a new development north of the BOK Center, anchored by a transit center. This relocation was viewed as setting the stage for the potential adaptive-reuse of several Arena District buildings, such as the Page Belcher Federal Building. In addition, the plan envisioned an expanded Cox Business Center with an enhanced 5th Street Plaza. The plan suggested a Hall of Fame building on the northeast corner of the BOK Center block, located near various sites suitable for mixed-use development.



Federal Building adaptive-reuse & 6-story hotel with parking lot



DoubleTree Hotel expansion & bridge



BOK Drive-In Block mixed-use development



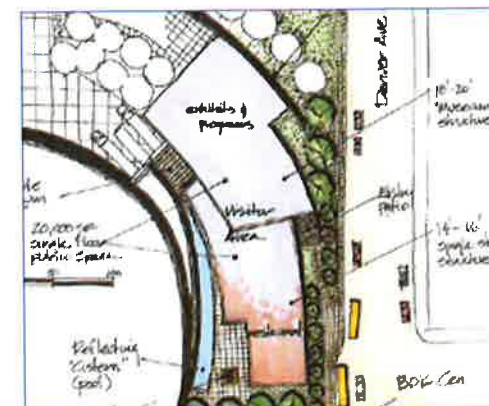
Building adaptive-reuse for convention center exhibit hall



5th Street Plaza expansion, new hotel, library adaptive-reuse & convention center expansion

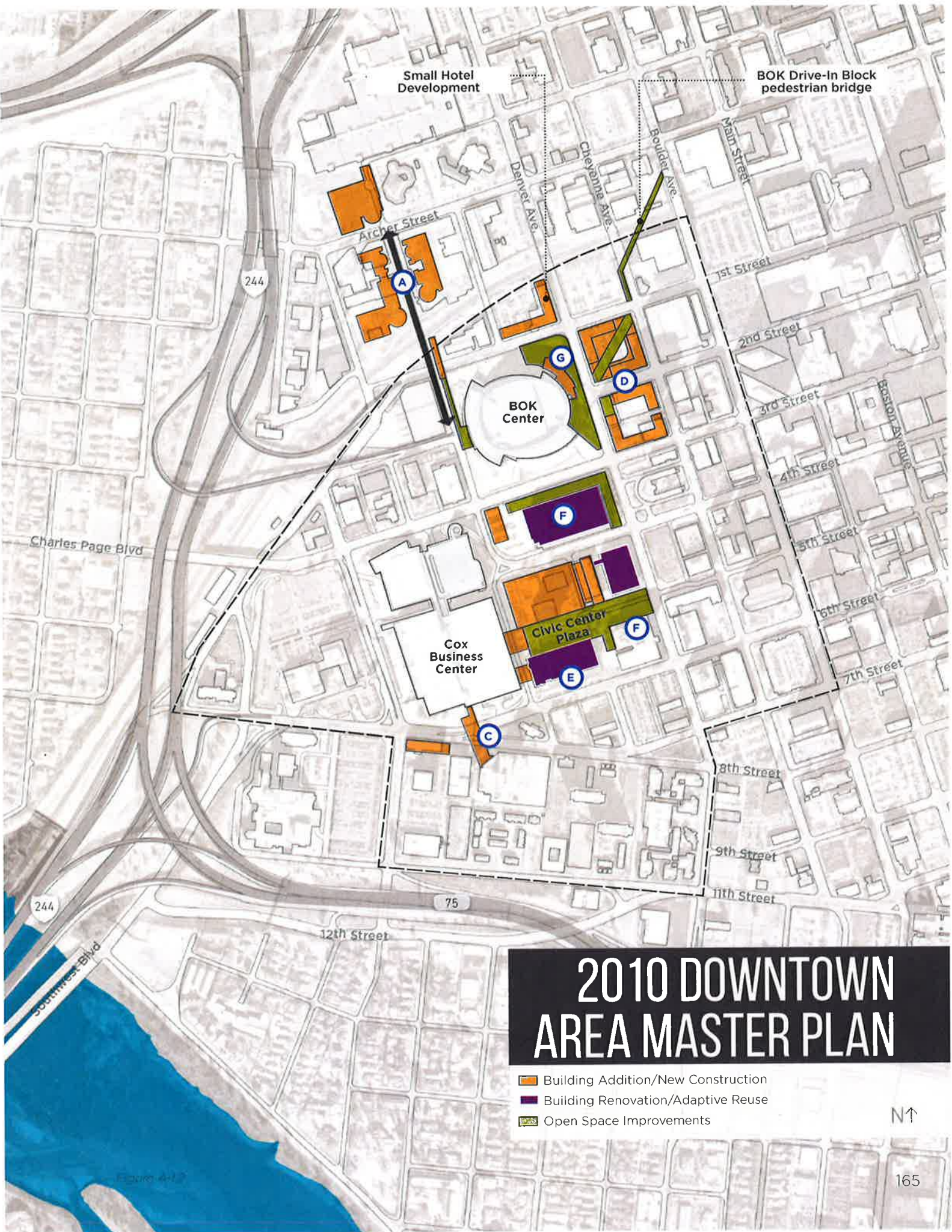


Justice Center, Transit Station, Frisco Bridge and Archer Street to 2nd Street connection



Hall of Fame Facility at the BOK Center





# 2010 DOWNTOWN AREA MASTER PLAN

- Building Addition/New Construction
- Building Renovation/Adaptive Reuse
- Open Space Improvements





## BOK CENTER MASTER PLAN

The BOK Center engaged an architectural firm to create a private master planning effort for the city blocks immediately surrounding the arena. The resulting vision included both short-term and long-term strategies for activating and revitalizing portions of the Arena District.

Short-term improvements focused on temporary activation of the open spaces surrounding the BOK Center, such as a winter ice rink, summer outdoor concerts, and a splash pad. Long-term improvements included both streetscape enhancements and new development. As seen in the map on the following page, the BOK Center Master Plan proposed pedestrian malls for 5th and 3rd Streets, as well as streetscape and intersection improvements for various Arena District Streets. The plan recommended an adaptive-reuse of the Federal Building with a hotel expansion, new commercial development northeast of the BOK Center, and a new restaurant located on the northeast corner of the BOK Center block.



3rd Street Pedestrian Mall

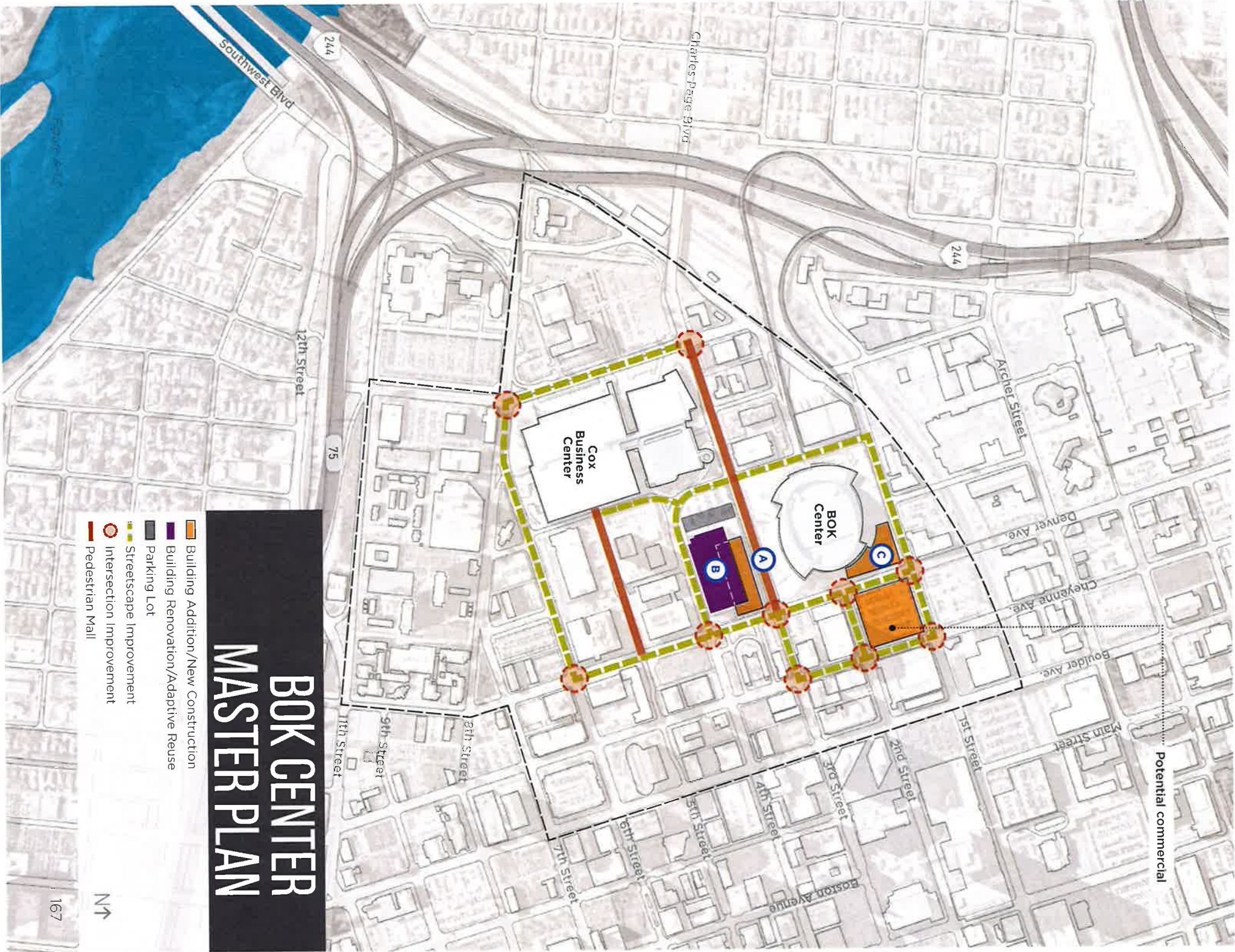


Hotel addition and Federal Building adaptive-reuse



Potential restaurant





# BOK CENTER MASTER PLAN

- Building Addition/New Construction
- Building Renovation/Adaptive Reuse
- Parking Lot
- Streetscape Improvement
- Intersection Improvement
- Pedestrian Mall





## COX BUSINESS CENTER IMPROVEMENTS

The 2017 Schematic Design Facility Modernization Program is a private planning effort undertaken by the Cox Business Center in an effort to renovate its facilities and make Tulsa more competitive with other Tier II convention cities. The proposals illustrated in the map located on the following page aim to update the 1960's facility and better integrate it with its surroundings.

Interior renovations include a new 41,000 square foot ballroom, the largest of its kind in Oklahoma. Exterior improvements will transform the 5th Street-facing facade of the facility by creating a street-grade entry with enhanced pedestrian access to an improved 5th Street Plaza. The new entry and pedestrian ramps will require restricting vehicular access to the north side of the Municipal Court Building from Civic Center Drive.



Existing Cox Business Center & 5th Street Plaza



A

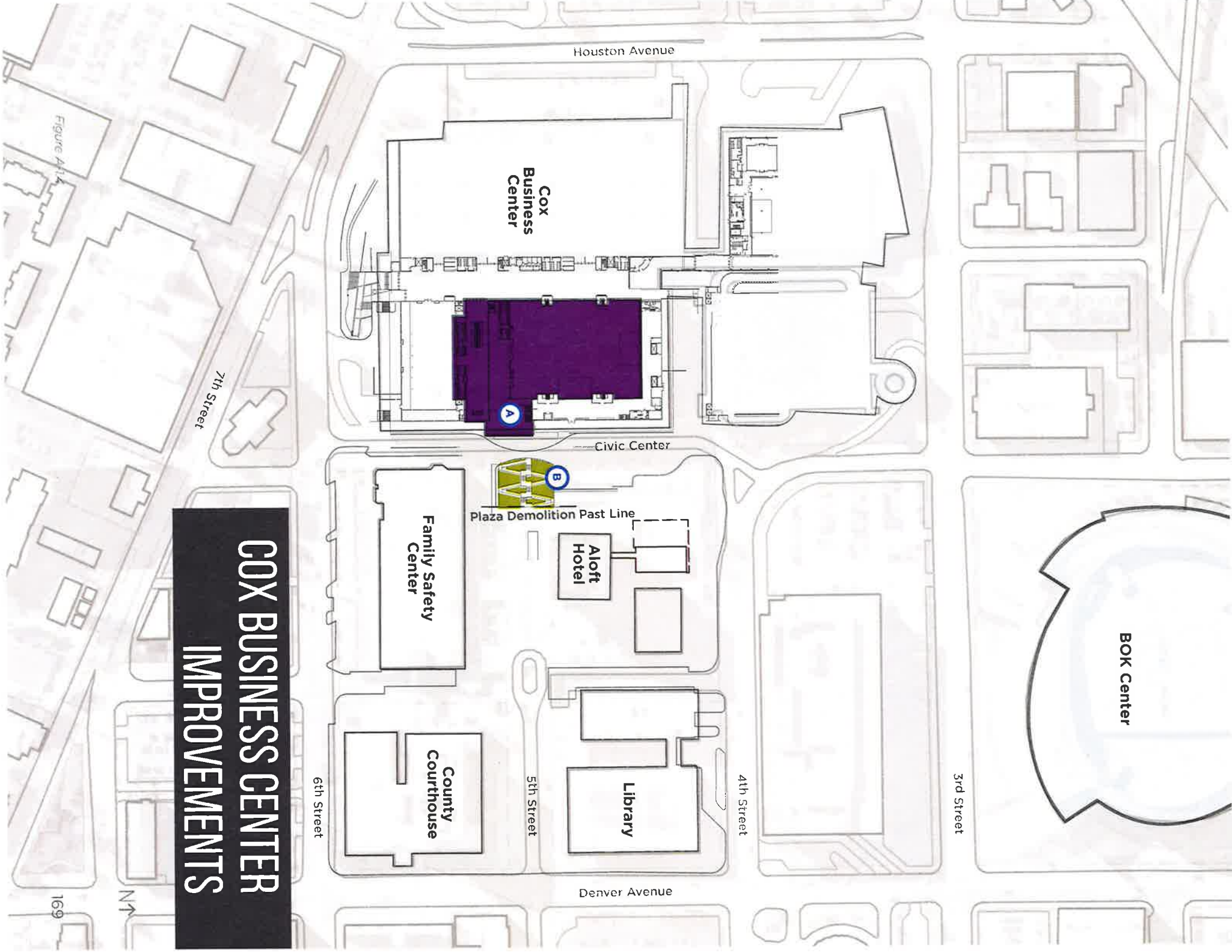
Facility modernization: Building interior renovation



B

Facility modernization: New entryway





# COX BUSINESS CENTER IMPROVEMENTS



## IMPROVE OUR TULSA: STREET IMPROVEMENTS

Improve our Tulsa is a \$625 million tax package approved by Tulsa voters in 2014 as an extension of the 2008 Fix Our Streets package. Improvements to downtown streets, as shown in the map on the following page, focus on pedestrian safety and enhancing vehicular travel through the conversion of one-way roads to two-way travel. The Capital Improvements Projects through this package recommend two-way conversion for 5th Street, Cheyenne Avenue, and Boulder Avenue. In 2018, enhancements to 5th Street west of Denver Avenue added safety bollards, pedestrian crossings, and access to parking. The planned two-way conversions for Boulder Avenue and Cheyenne Avenue begin in 2018 and 2020, respectively.

Also included in the map is the two-mile route for the Centennial Walk, an initiative from Vision 2025 connecting downtown institutions through historical markers and wayfinding elements. Planning for the Centennial Walk dates to 2003, when it was awarded \$10.4 million of funding.



Centennial Walk Marker

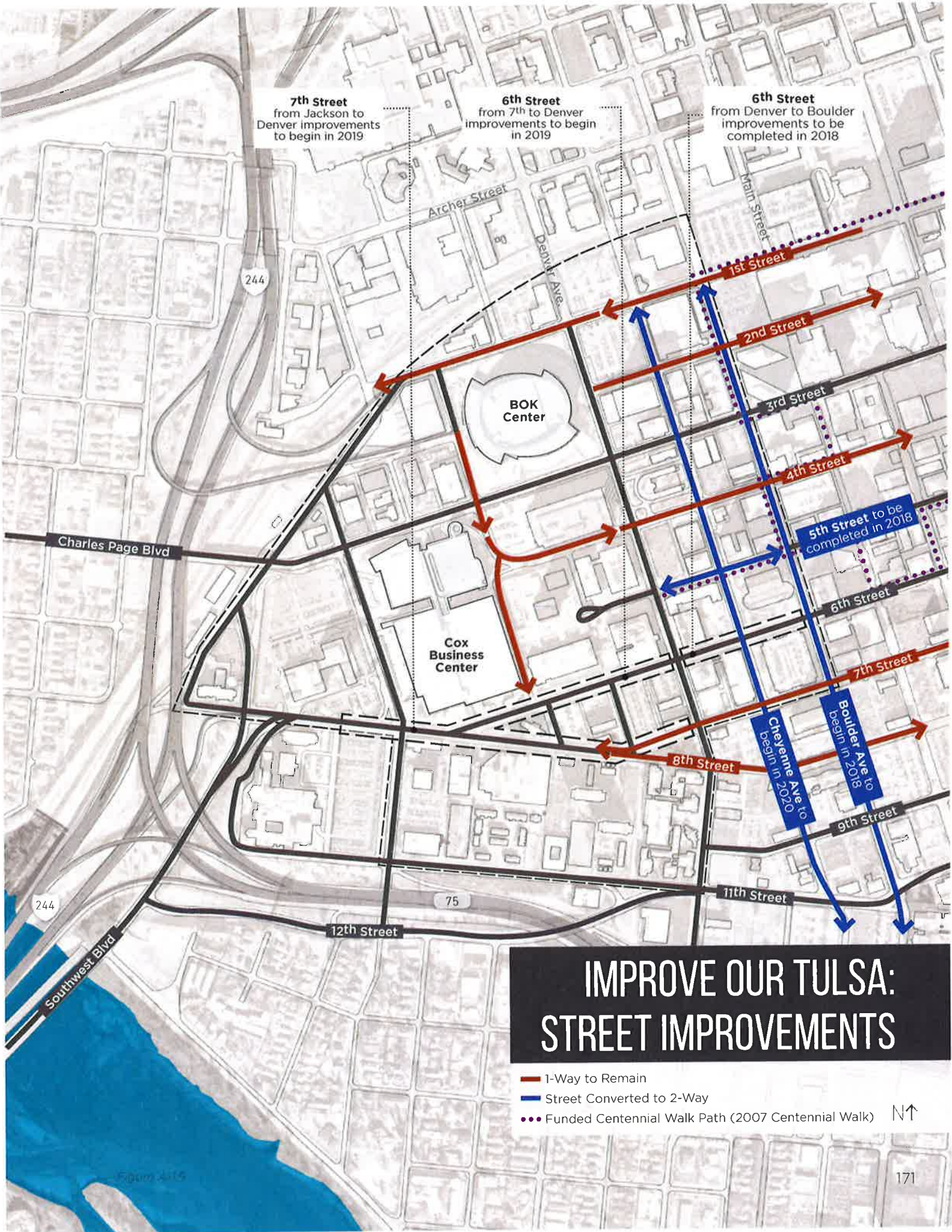


Existing Conditions: Boulder Avenue



Existing Conditions: Cheyenne Avenue





# IMPROVE OUR TULSA: STREET IMPROVEMENTS

- 1-Way to Remain
  - Street Converted to 2-Way
  - ... Funded Centennial Walk Path (2007 Centennial Walk)
- N↑



## CAPITAL IMPROVEMENTS: BICYCLE FACILITIES

The Arkansas River is home to an interconnected trail network along both sides of the river. Though a 10-minute bicycle ride separates the river trails from the Arena District, existing facilities make this trip inadequate and cumbersome. As seen in the map on the following page, planned bicycle facilities for downtown will better connect downtown riders with nearby trails, the river, and surrounding neighborhoods. These bicycle facility improvements are part of IDS Capital Improvement Projects.

The proposed facilities for downtown streets were first identified in the 2015 GoPlan, a bicycle and pedestrian master plan for the Tulsa Region. This plan identified potential facilities along Boulder Avenue, 3rd Street, 6th Street, 10th/12th Streets, Archer Street, and improved connections to the river. The proposed facilities will enhance both east-west and north-south travel through downtown, connecting trails that currently end at downtown's edges.



Detroit Avenue bike lane



Arkansas River and trail south of downtown



Arkansas River with BOK Center in background





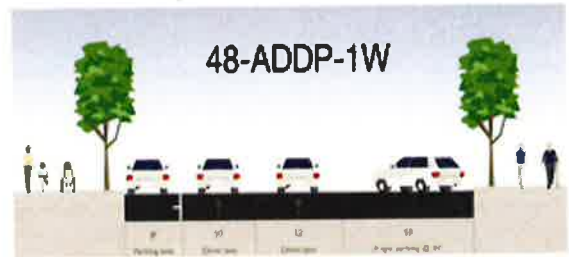


## 2017 WALKABILITY ANALYSIS

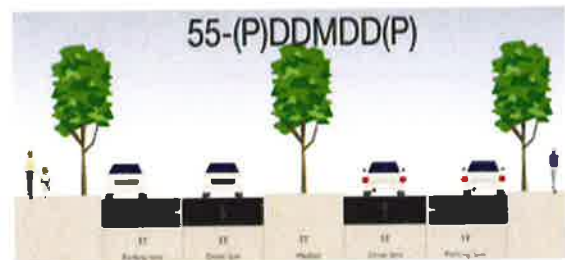
The 2017 Downtown Walkability Analysis is a comprehensive study that aims to identify pedestrian and bicycle improvements for downtown streets. In addition to downtown-wide recommendations addressing pedestrian enhancements, such as improved crosswalks, lighting and ground-level active uses, the study provides a wide array of potential street typologies.

Like other previous planning efforts for downtown, the walkability analysis recommends converting one-way streets to two-way travel, and removing all one-way pairs within downtown. With Boulder and Cheyenne Avenue already planned to revert to two-way travel, the plan recommends going further and making all east-west streets two-way.

In addition to directionality, the walkability study looked at whether downtown streets are overbuilt for the amount of vehicles they carry on average. The results conclude that several downtown streets have more lanes than needed by current average annual daily traffic (AADT) numbers. The study thus recommends potential street sections, a portion of which are shown to the right and in the following page, better suited to encourage a pedestrian-friendly environment. Proposed street sections generally right-size the roadway to add street trees, widen sidewalks, add bicycle infrastructure, include on-street parking and reduce travel lane widths to 10 feet.



8th Street Between Boulder Avenue and Denver Avenue

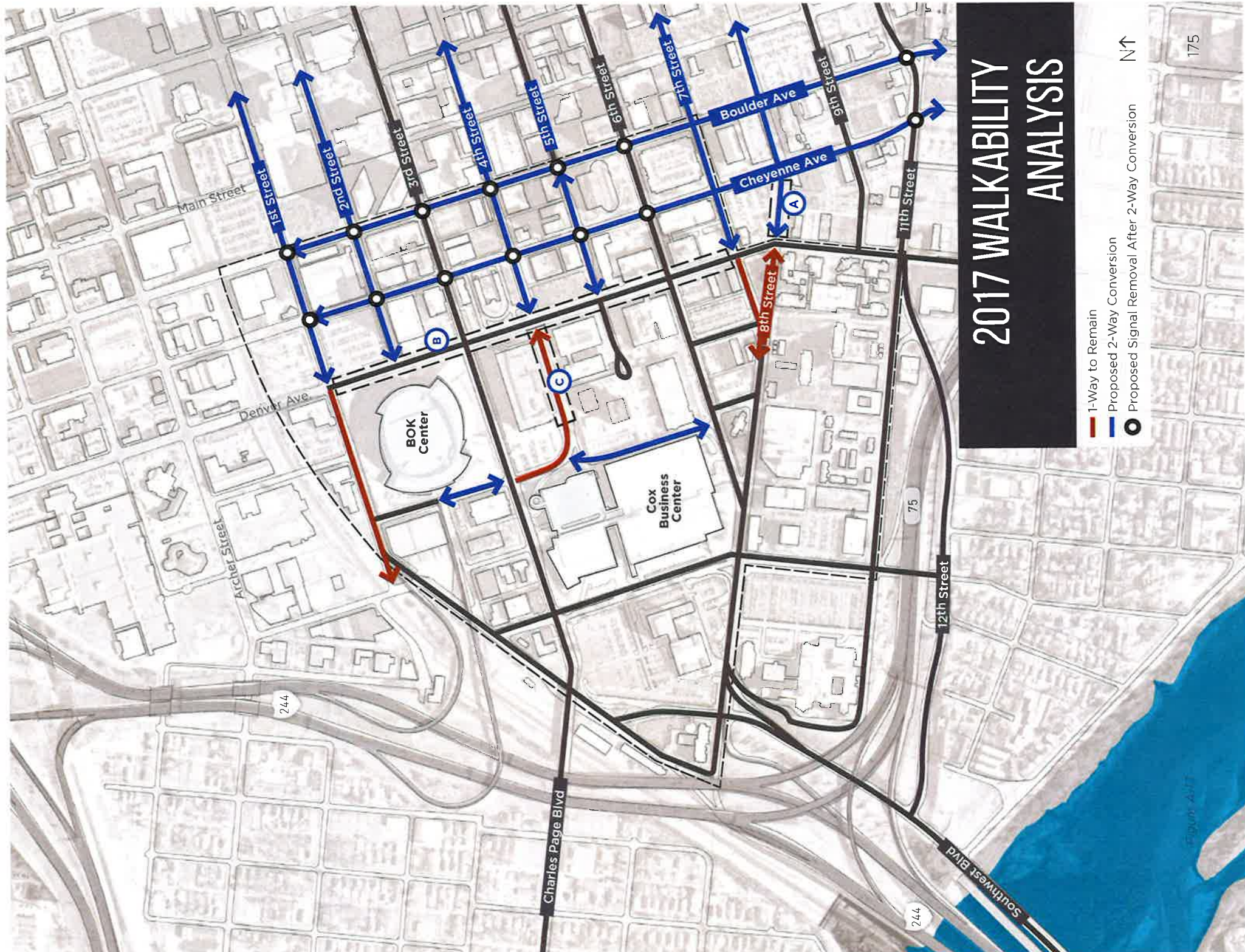


Denver Avenue Between 1st Street and 7th Street



8th Street Between Denver Avenue and Boulder Avenue





# 2017 WALKABILITY ANALYSIS

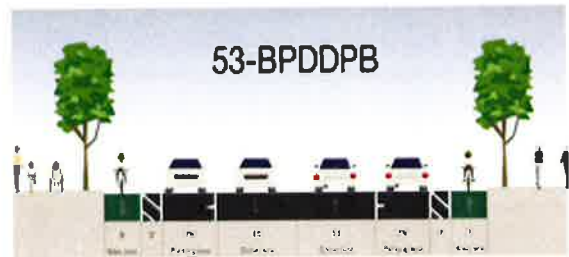
- 1-Way to Remain
- Proposed 2-Way Conversion
- Proposed Signal Removal After 2-Way Conversion





## 2017 WALKABILITY ANALYSIS CONTINUED

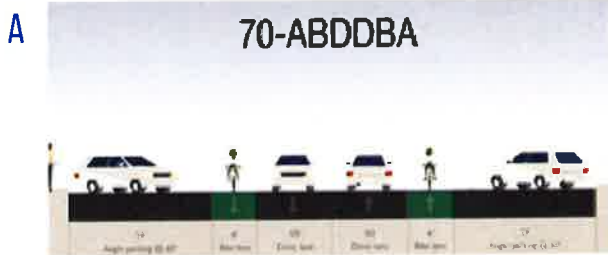
Building on recommendations for bicycle facilities by the 2015 Go Plan, the walkability analysis establishes a downtown-wide network of bike lanes and cycletracks. The potential facilities are designed for bicyclist safety and enjoyment, and are part of a potential downtown network that allows for both east-west and north-south travel spanning all of the downtown area. The addition of these facilities within current rights-of-way follow the right-sizing of downtown streets by re-allocating parts of the roadway to bicyclists when the street is overbuilt for current AADT. The proposed network is shown on the map located in the following page, with corresponding street sections showing these facilities on this page.



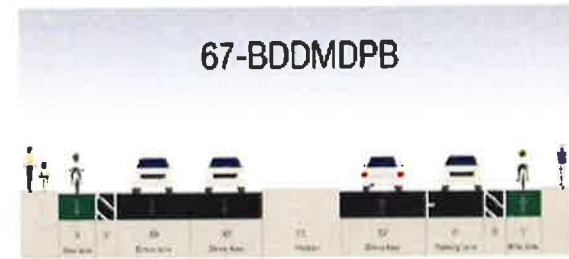
11th Street Between Denver Avenue and Boulder Avenue



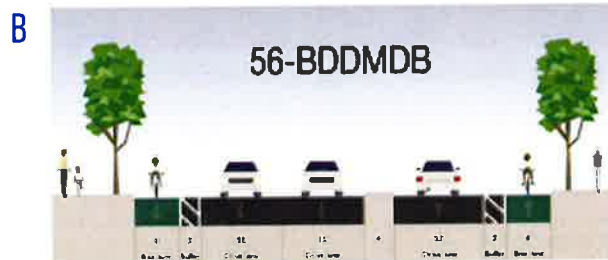
Houston Avenue Between 3rd and 4th Street



6th Street From Civic Center Drive, East to Elwood Avenue



Houston Avenue Between 4th and 7th Street

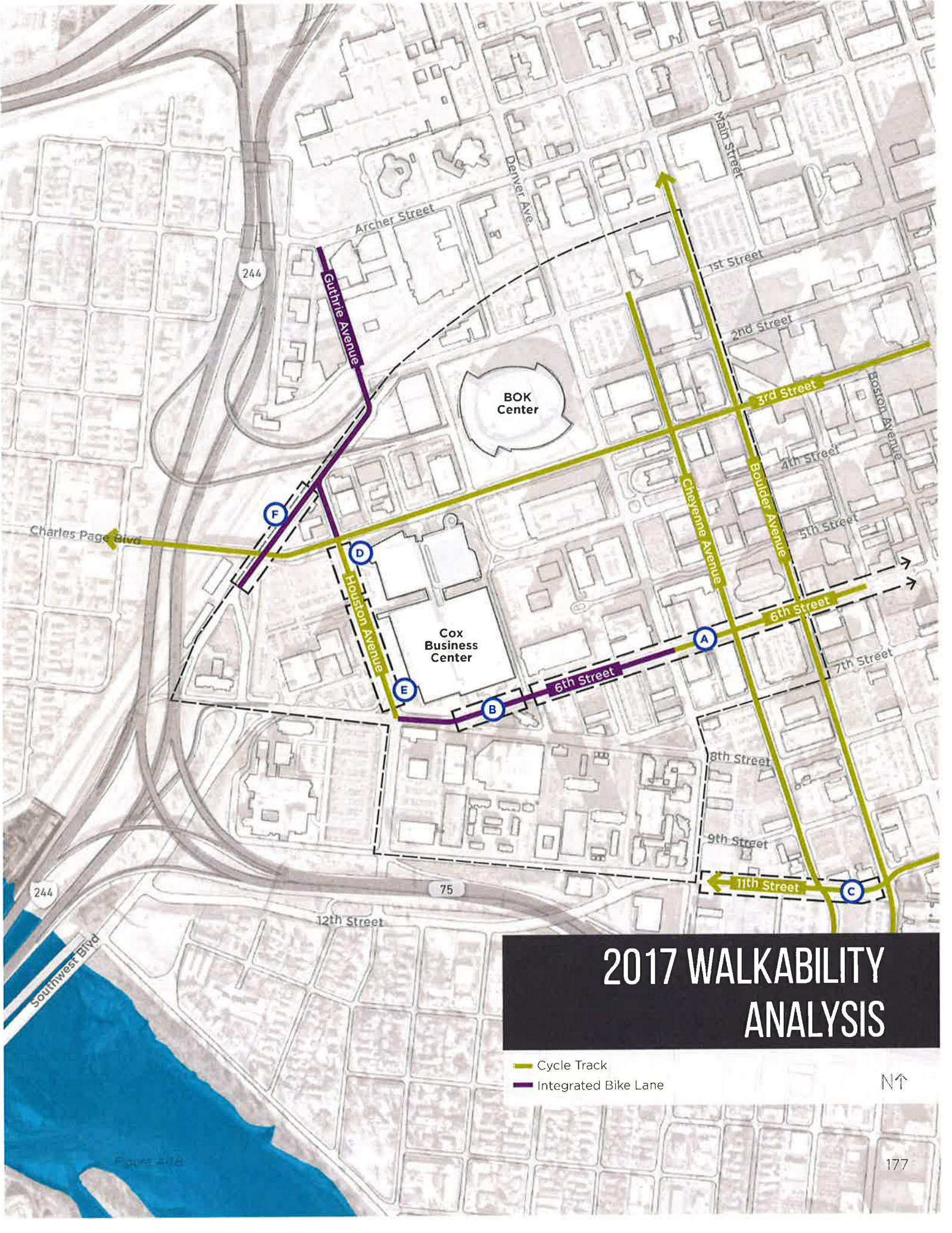


6th Street Between 7th Street and Civic Center Drive



Heavy Traffic Way Between Houston Avenue and Lawton Avenue





# 2017 WALKABILITY ANALYSIS

- Cycle Track
- Integrated Bike Lane

N↑



## ALIGNMENT MATRIX

The following matrix identifies recommendations from each plan and study that are important to the Arena District and highlights those that are directly relevant. Some of these themes address specific improvements for buildings and facilities within the district

(CBC expansion or the need for a full-service hotel), general items that need to be considered as district master planning commences (transit, parking, streetscape improvements, connectivity), and potential new development.

	ADOPTED PLANS					VISION PROJECTS	
	2016	2011	2015	2017	2017	2017	2017
	Tulsa Comprehensive Plan	Downtown Streetscape Master Plan	GO Tulsa Regional Bicycle and Pedestrian Master Plan	Downtown Walkability Analysis	Peoria Avenue BRT Land Use Framework	Cox Business Center Market and Program Assessment	Cox Business Center Schematic Design Facility
General Downtown Planning	Enable adaptive reuse and historic preservation of buildings that are currently vacant; Designate Nat'l Register districts, enlarge TIF area; Offer tax abatements on historic bldgs.		Five goals of the plan: (1) Implement & maintain network of pedestrian and bike facilities, (2) Improve safety & security for all users, (3) Increase local bike and ped mode share goals, (4) Develop public education campaigns and programs, (5) Make Tulsa a recognized walk and bike friendly community, (6) Pursue funding	Provides specific recommended design improvements for multiple cross sections throughout downtown, including the Arena District			
Arena District						Identifies insufficient meeting and event space under one roof as a challenge; Recommends adding square feet (40k-100k sf) to the CBC as well as loading docks and creating improved entrance	Renovated CBC will be connected to the Arena District Master Plan; Design Improvements to the CBC to create an improved entrance/ped experience on 5th Ave; Creation of a plaza/garden outside the new entrance

Figure A-1.1



 Directly Relevant to the Study Area





	CIP	REPORTS + ANALYSIS				OF NOTE
	2017	2014	2015	2015	2009	2013
	2017/2018 City of Tulsa Engineering Streets Projects	The Quality of Life Report	Destination Tulsa2025 Development Strategy Report	Tulsa's Future III Analysis	Downtown Tulsa Wayfinding and Signage Design Standards Manual	BOK Center Master Plan
General Downtown Planning			Improve center city planning & development	Recommends implementing a downtown Tulsa strategic action plan to further positive perceptions of downtown's resurgence		
			Recommends fostering Downtown/Arena Entertainment District		Prioritize vehicular and pedestrian directional signage within "Super Destinations," which includes the Convention Center, BOK Center, and Performing Arts Center	Proposed improvements to BOK Center and surrounding site, including Convention Center expansion, decorative paving, streetscape improvements, and a pedestrian mall.



	ADOPTED PLANS					VISION PROJECTS	
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	2016	2011	2015	2017	2017	2017	2017
	Tulsa Comprehensive Plan	Downtown Streetscape Master Plan	GO Tulsa Regional Bicycle and Pedestrian Master Plan	Downtown Walkability Analysis	Peoria Avenue BRT Land Use Framework	Cox Business Center Market and Program Assessment	Cox Business Center Schematic Design Facility
General Downtown Planning	Enable adaptive reuse and historic preservation of buildings that are currently vacant; Designate Nat'l Register districts, enlarge TIF area; Offer tax abatements on historic bldgs.		Five goals of the plan: (1) Implement & maintain network of pedestrian and bike facilities, (2) Improve safety & security for all users, (3) Increase local bike and ped mode share goals, (4) Develop public education campaigns and programs, (5) Make Tulsa a recognized walk and bike friendly community, (6) Pursue funding	Provides specific recommended design improvements for multiple cross sections throughout downtown, including the Arena District			
Arena District						Identifies insufficient meeting and event space under one roof as a challenge; Recommends adding square feet (40k-100k sf) to the CBC as well as loading docks and creating improved entrance	Renovated CBC will be connected to the Arena District Master Plan; Design Improvements to the CBC to create an improved entrance/ped experience on 5th Ave; Creation of a plaza/garden outside the new entrance



 Directly Relevant to the Study Area

	CIP	REPORTS + ANALYSIS				OF NOTE
	2017	2014	2015	2015	2009	2013
	2017/2018 City of Tulsa Engineering Streets Projects	The Quality of Life Report	Destination Tulsa2025 Development Strategy Report	Tulsa's Future III Analysis	Downtown Tulsa Wayfinding and Signage Design Standards Manual	BOK Center Master Plan
General Downtown Planning			Improve center city planning & development	Recommends implementing a downtown Tulsa strategic action plan to further positive perceptions of downtown's resurgence		
Arena District			Recommends fostering Downtown/Arena Entertainment District		Prioritize vehicular and pedestrian directional signage within "Super Destinations," which includes the Convention Center, BOK Center, and Performing Arts Center	Proposed improvements to BOK Center and surrounding site, including Convention Center expansion, decorative paving, streetscape improvements, and a pedestrian mall.



	ADOPTED PLANS					VISION PROJECTS	
	2016	2011	2015	2017	2017	2017	2017
	Tulsa Comprehensive Plan	Downtown Streetscape Master Plan	GO Tulsa Regional Bicycle and Pedestrian Master Plan	Downtown Walkability Analysis	Peoria Avenue BRT Land Use Framework	Cox Business Center Market and Program Assessment	Cox Business Center Schematic Design Facility
General Downtown Planning	Enable adaptive reuse and historic preservation of buildings that are currently vacant; Designate Nat'l Register districts, enlarge TIF area; Offer tax abatements on historic bldgs.		Five goals of the plan: (1) Implement & maintain network of pedestrian and bike facilities, (2) Improve safety & security for all users, (3) Increase local bike and ped mode share goals, (4) Develop public education campaigns and programs, (5) Make Tulsa a recognized walk and bike friendly community, (6) Pursue funding	Provides specific recommended design improvements for multiple cross sections throughout downtown, including the Arena District			
Arena District						Identifies insufficient meeting and event space under one roof as a challenge; Recommends adding square feet (40k-100k sf) to the CBC as well as loading docks and creating improved entrance	Renovated CBC will be connected to the Arena District Master Plan; Design Improvements to the CBC to create an improved entrance/ped experience on 5th Ave; Creation of a plaza/garden outside the new entrance



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Arena District						







# **ECONOMIC ASSESSMENT FULL REPORT**



# EXECUTIVE SUMMARY

## PROCESS

The Arena District is an eclectic neighborhood within Downtown Tulsa that the City hopes to position as a vibrant entertainment district and mixed-use neighborhood. The District has experienced recent investments sparked by the passage of a public funding package – most notably the 19,000 seat multi-purpose arena the BOK Center – yet it faces structural barriers that prevent it from realizing the organic growth occurring in other downtown districts.

This market and economic assessment identifies demand drivers and offers guidance on the feasibility of different real estate uses within the Arena District, with a particular focus on retail opportunities. The assessment draws upon findings from a series of conversations with Downtown stakeholders including developers and retailers; evaluation of third party socioeconomic and real estate market data for Downtown Tulsa along with the city and region; and comparisons to market and economic trends in peer cities.

As the project moves forward into the Explore – Concepts & Strategies phase,

HR&A will recommend the types of retail and entertainment tenants that can help the District develop a compelling niche and identity; evaluate development opportunities for catalytic sites; and produce an implementation strategy for activating the Arena District that both articulates potential funding sources for key initiatives and identifies the roles and responsibilities required to advance short- and long-term strategies.

## STUDY AREA

HR&A examined socioeconomic and market conditions at both the local and regional level to develop a contextual understanding of the competitiveness of Downtown Tulsa and the Arena District. The primary study area is Downtown Tulsa, defined to encompass the majority of the area within the Inner-Dispersal Loop (IDL). Select data is also collected for the Arena District. To frame market dynamics relevant to Downtown, our analysis also includes comparisons to the City and the Tulsa MSA.









## RESIDENTIAL + OFFICE FINDINGS

### RESIDENTIAL

**Population Growth:** Downtown Tulsa has grown at a slower rate than both the City and the MSA in recent years. Moreover, counter to trends in many American cities the millennial cohort in Downtown Tulsa is growing slower than in the broader City and MSA slower growth rate compared to the City and MSA. These trends highlight that for many potential residents, the current value proposition of downtown living does not justify the higher cost.

**Rental Market:** The rental market in Downtown Tulsa is enjoying moderate growth, led by adaptive re-use and conversion opportunities. While Tulsa had limited downtown multifamily rental stock prior to 2012, the multifamily growth rate of 67% in the past decade is aligned with growth rates in peer cities. The pipeline is even more robust with nearly 1,000 units proposed or under construction, indicating Downtown may be reaching an inflection point in its trajectory.

**Arena District Opportunity:** The strategic provision of multifamily residential units in the Arena District could provide a key activating element for the district. While residential development requires subsidy to pencil, the value that multifamily housing brings, namely new residents and rooftop space, is vital to the success of retail and overall district vitality. Offering smaller units that are more affordable is an important strategy for providing urban living options at price points that are attainable for would-be Downtown residents including young workers in entry-level jobs and workers in the service-sector. Developers indicate that providing workforce housing should be a top priority for further revitalizing Downtown Tulsa.

### OFFICE

**Jobs:** Job growth is a fundamental indicator of the potential for future office development, and jobs are growing at a slower pace in the State of Oklahoma and the Tulsa MSA compared to the United States. Jobs in Downtown have similarly grown at a slower pace than the nation, but recently have fared well compared to the State and MSA. Employment in Downtown Tulsa is concentrated in knowledge industries with a base of high paying jobs, mostly in energy-related fields.

**Market Performance:** The Downtown Tulsa office market has been oversupplied, leading to limited growth over the last decade. These conditions are similar to many of Tulsa's peers, which have also generally experienced less office development relative to residential development. Since 2009, five office buildings comprising 3% of Downtown's total office space were delivered, with four buildings having converted to other uses. In addition, rents in Downtown Tulsa do not command a premium over suburban locations, where new construction does not necessarily require structured parking.

**Arena District Opportunity:** Office development likely represents a longer term opportunity for incorporation into the Arena District, after the District's mixed-use character and amenity base are established.



## HOTEL + RETAIL FINDINGS

### HOTEL

**Stagnant Market:** Ten hotels containing nearly 1,850 rooms are located in Downtown Tulsa. Approximately 40% of these rooms came online over the past 10 years. Despite this pace of new hotel room deliveries, there has been minimal growth in room nights sold since 2014. In addition, revenue per available room (RevPAR) has flattened out while the occupancy rate has declined over the past few years. While these indicators suggest that the market is oversupplied, six new projects are in the pipeline.

**Abundance of Select Service Hotels:**

Downtown Tulsa has a large presence of select service hotels that have catered to an event-driven market. Given this robust existing supply and four additional select service properties in the pipeline, the market is likely saturated for this product type. Future hotel offerings that should be explored should include alternative products that are currently lacking in the market, such as full-service hotels or a convention center hotel.

**Arena District Opportunity:** One missing product to earnestly consider is a large convention center hotel. As experienced in other cities, convention center hotels have the capacity to revitalize a market and spur development if there is a business case to grow convention and meeting booking in tandem. The experience of other markets indicates that a compelling urban environment is key to the success of convention centers and hotels, so significant investments in place-making efforts will be critical to facilitate success around such an offering in the Arena District.

### RETAIL

**Existing and Proposed Retail:** Existing inventory in Downtown Tulsa is clustered in a few emerging restaurant and nightlife districts, including the Blue Dome, Arts, and Greenwood Districts. Innovative and funky retail, such as The Boxyard, which opened in 2016 and utilizes a new model of small retail floorplates in cool space, has begun to catalyze the return of retail to downtown with the introduction of hard and soft goods. The proposed Santa Fe Square project and grocery store should further help enhance retail in Downtown, and create a walkable retail experience.

**Retail Needs:** There is no concentrated shopping district in Downtown Tulsa, and national and regional chains are concentrated in shopping centers and districts in South Tulsa. Further, there is a lack of convenience services for Downtown residents, workers, and visitors. To date, the density of rooftops and activity in Downtown Tulsa has not justified a more significant retail presence.

**Arena District Opportunity:** Retail space in the Arena District could distinguish itself from other Downtown retail clusters by providing a collection of convenience retail offerings meeting basic everyday needs along with a food and beverage component potentially including a food hall.



## PEER CITIES ANALYSIS

To further contextualize socioeconomic and real estate trends relevant to Downtown Tulsa, our analysis includes comparisons to a set of peer cities, which are aspirational in the sense that each is located in a metropolitan area larger than the Tulsa region. These cities provide a benchmark against which to measure Tulsa's existing conditions, and key metrics in Tulsa are compared to this peer city group throughout the briefing book to better understand Tulsa's competitive positioning and provide context for Tulsa's ongoing Downtown revitalization.





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# RESIDENTIAL

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## POPULATION GROWTH

Downtown Tulsa's population is growing at a somewhat slower rate than both the City and the MSA. Since 2010, the population has grown by 6%, equivalent to a 0.86% annual growth rate, placing Downtown on par with the United States as a whole. According to 2017 population estimates from ESRI Business Analyst, 4,200 residents live Downtown compared to 420,000 in the City and over one million in the MSA. The Arena District, by virtue of having a lower initial base population and absorbing two new residential projects since 2010, grew at the fastest rate of any of the studied geographies at 13%. The Arena District comprises 25% of Downtown's population with just over 1,000 residents.

## YOUNG ADULT POPULATION GROWTH

The young professional cohort has similarly grown at a slower rate in Downtown Tulsa than in both the City and the MSA, which contrasts with growth trends seen in Oklahoma City - a city that is undergoing recent Downtown activation. Conversations with developers highlight that for many potential residents, the current amenity base in Downtown Tulsa is insufficient to justify the "urban premium" on cost of living downtown compared to the suburbs. These findings indicate that while Downtown Tulsa is growing, it has not reached its full potential as a residential destination for cohorts that are typically drawn to downtown living options.

FIGURE A-2.3 | 2010-2017 Population Growth Rate

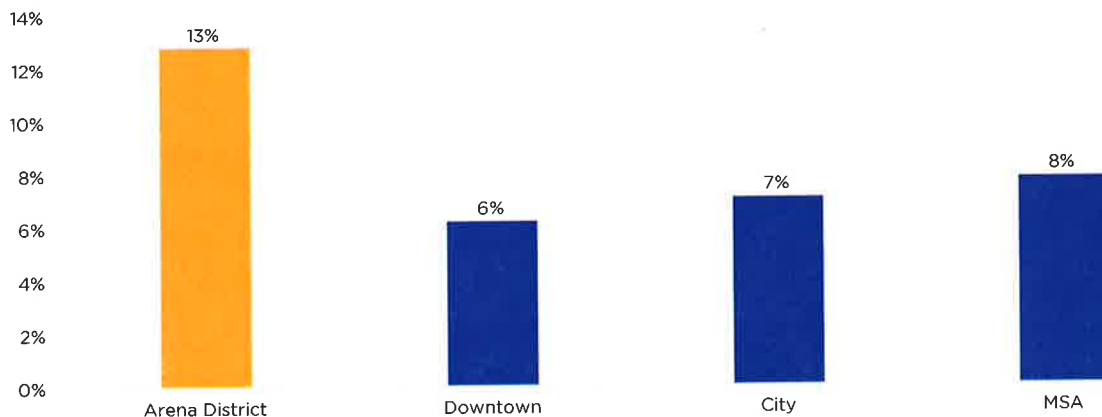
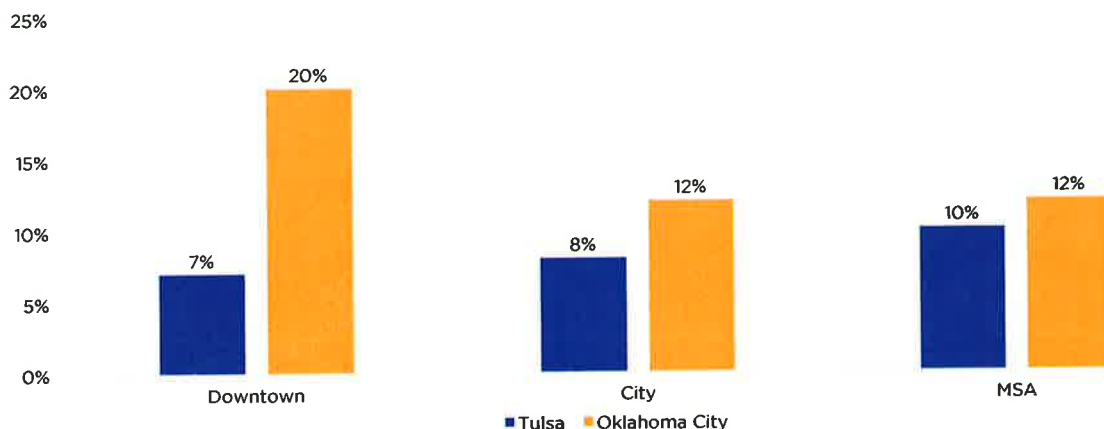


FIGURE A-2.4 | 2010-2017 Young Professional Cohort (Age 25-34)



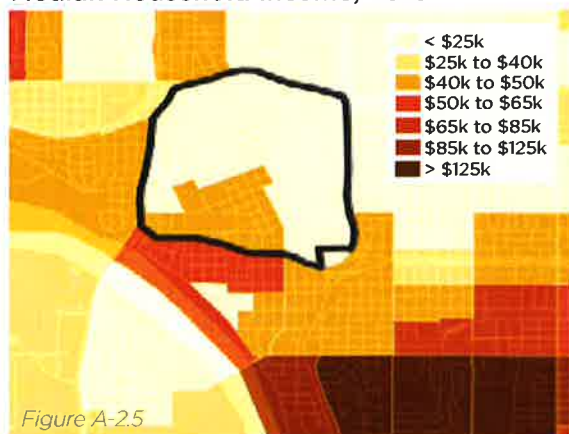
Source: ESRI



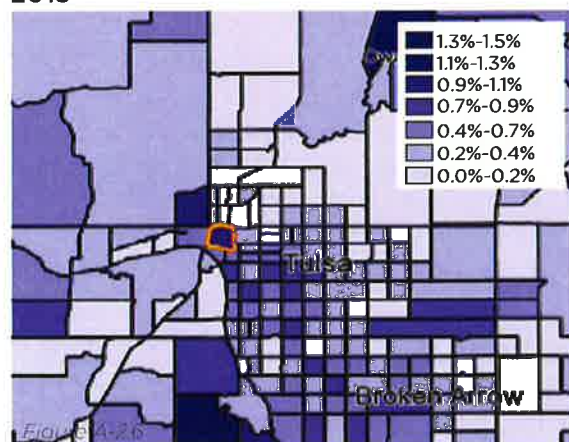
## MEDIAN INCOME

Higher-income areas in Tulsa are concentrated south of Downtown. The median household income in Downtown Tulsa is only \$35,000, substantially lower than the nation's median household income of approximately \$60,000, and also lower than the City's median household income of \$43,000. Just south of Downtown, the median household income jumps to over \$50,000, rising up to \$160,000 in the Maple Ridge, Woodward Park, and Bryn Mawr neighborhoods. The per capita income in Downtown Tulsa is approximately \$28,700, close to the City's overall per capita income of \$29,200. This smaller disparity in per capita incomes reflects that the majority of households in Downtown Tulsa are one person households, in contrast to the City as a whole.

Median Household Income, 2016



Where Downtown Tulsa Employees Live, 2015



Source: U.S. Census Bureau, Longitudinal Household-Employer Dynamics

## WHERE DOWNTOWN EMPLOYEES LIVE

Few employees working Downtown also live there, indicating a need to enhance Downtown as an appealing residential destination. Downtown Tulsa has a daytime worker population of nearly 28,000 people employed in the area, yet only 1% of these employees (approximately 300 people) reside within the area. The plurality of workers commute from the City of Tulsa (43% of employees) with 10% coming from Broken Arrow. The remaining 47% of employees commute from across the region and beyond.

**\$35K**

Median Household Income in Downtown Tulsa

**\$43K**

Median Household Income in the City of Tulsa

**Up to \$160K**

Median Household Income in South Tulsa

**27,500+**

Jobs in Downtown Tulsa

**1%**

of Downtown Tulsa's 27,500 employees also live Downtown

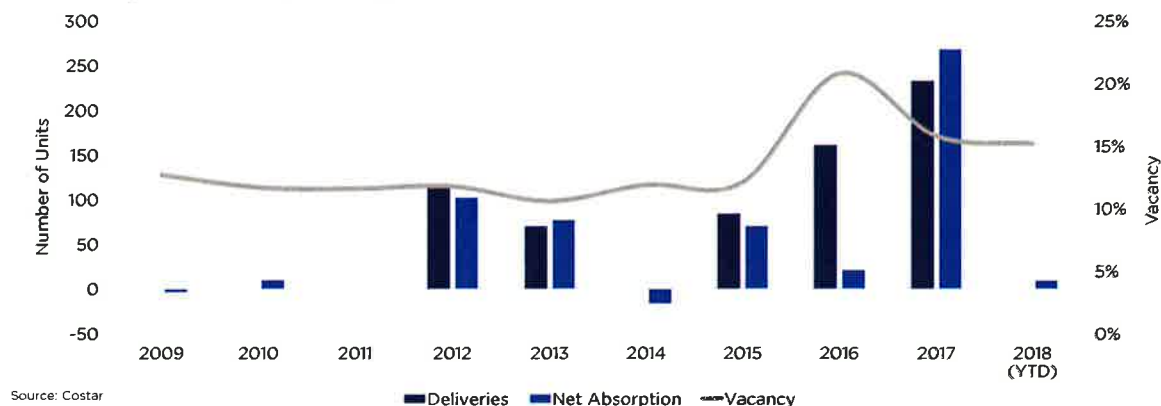


## MARKET OVERVIEW

Prior to 2012, Downtown Tulsa did not have a significant stock of multifamily residential product, with only about 990 units Downtown. Since then, the market has delivered 665 units to this small base of existing housing, growing steadily to nearly 1,650 units in 37 buildings. Not all of this new product has been fully absorbed

though. As a result, the vacancy rate has increased to around 15% for the past two years, a further indication that Downtown has not reached its full potential as a living destination. Developers have shared that this finding is the result of Downtown's relatively high cost of living that is prohibitive for some would-be-residents.

FIGURE A-2.7 | Multifamily Activity, All Classes



## RENTAL OVERVIEW: DOWNTOWN

Most of the recently delivered apartment buildings in Downtown Tulsa are the result of adaptive reuse rather than new-build, ground-up development. Moving forward, this dynamic may shift as developers indicate that there are fewer remaining opportunities for conversions. For the most competitive product, multifamily rents tend to range between \$1.30 to \$1.70 per square foot, but can go as low as under \$1.00 per square foot, even for recently

delivered product. Smaller units offered at lower price points are in especially high demand, as they can be affordable to a single person working on an entry or mid-level salary. Yet even at the higher end of this rent range, rents can be insufficient for the financial feasibility of new ground-up residential product in Downtown Tulsa given rising construction costs, and many of these projects have required subsidy in order to move forward.



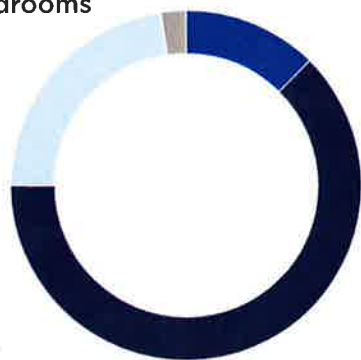


There is a clear dominance of one and two bedroom units in Downtown Tulsa, with studios that cater to non-family populations increasing as part of proportion of recent development projects. Only two of the recent eight deliveries for which data was available had any three bedroom units (Y Lofts and The Meridia). The average square footage of units in Downtown multifamily projects is trending downwards, with all projects since 2015 delivering units at an average of

less than 1,000 square feet. These smaller units come at a more affordable price point for residents and can help improve the feasibility of projects by accelerating lease-up. For instance, the reported asking rents for studios and one-bedrooms at the Palace Building are \$935 to \$950 per month, price points that are more palatable for many renters seeking a Downtown living experience. The project reports having no vacant units.

Multifamily Inventory by Number of Bedrooms

Figure A-2.9



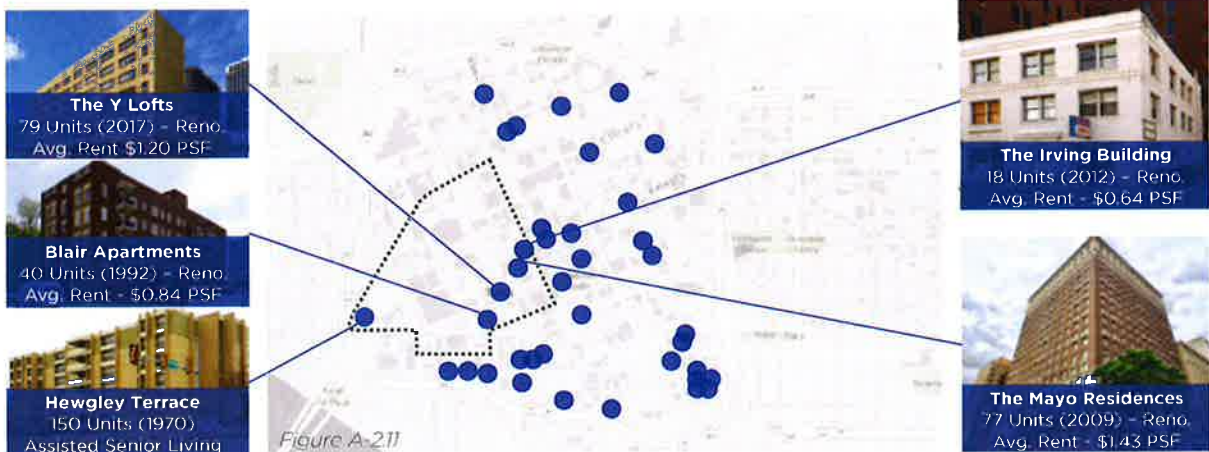
■ Studios ■ 1 BR ■ 2 BR ■ 3 BR  
Source: Costar

	Total Units	Avg Unit (SF)	Studio	1BR	2BR	3BR
Riverbend Gardens (2012)	40	1,129 SF	0%	0%	100%	0%
Metro @ Brady Arts (2012)	75	1,039 SF	0%	47%	53%	0%
GreenArch Apts (2013)	70	1,018 SF	29%	17%	54%	0%
Edge - East Village (2015)	161	887 SF	0%	80%	20%	0%
The Meridia (2017)	93	909 SF	0%	83%	9%	8%
Y Lofts (2017)	79	993 SF	0%	25%	51%	24%
Palace Building (2017)	60	669 SF	30%	57%	13%	0%
Flats on Archer (2018)	62	939 SF	0%	71%	29%	0%

## RENTAL OVERVIEW: ARENA DISTRICT

The renovation of The Mayo Hotel into a luxury hotel and apartment complex in 2009 kickstarted the revitalization of the residential market in the Arena District, which currently includes 364 multifamily rental units across 5 buildings. Since 2012, two additional residential conversions have come online adding 97 units at an average price of \$1.10 PSF, a rate that is lower than

other renovated buildings in Downtown. Prior to these recent additions, there was no new construction since 1992 and the overall multifamily market in the Arena District remains limited with the assisted senior living facility in the Southwest corner of the District housing nearly half of all units.



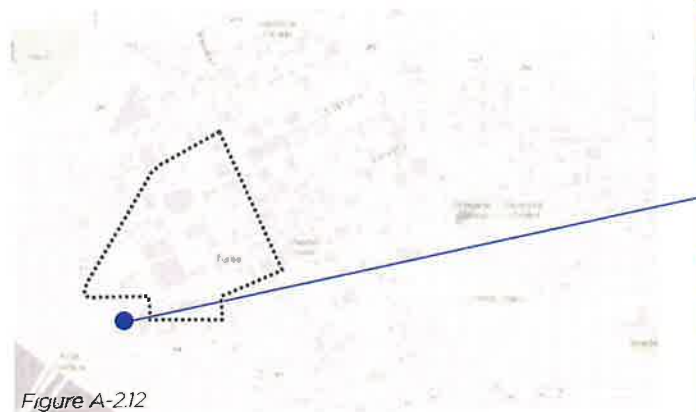
Source: Costar, Tulsa World, Mayo Residences, Apartments.com



## MEDICAL CENTER HOUSING OPPORTUNITY

There could be an opportunity to deliver a residential product in the Arena District to meet the needs of the residents and fellows at Oklahoma State University (OSU) Medical Center, which is located just south of the District. There are 11 residency programs and 9 fellowship programs at OSU Medical Center that train more than 150 residents on an annual basis. These types of tenants tend to prefer to live close to where they work to cut down on

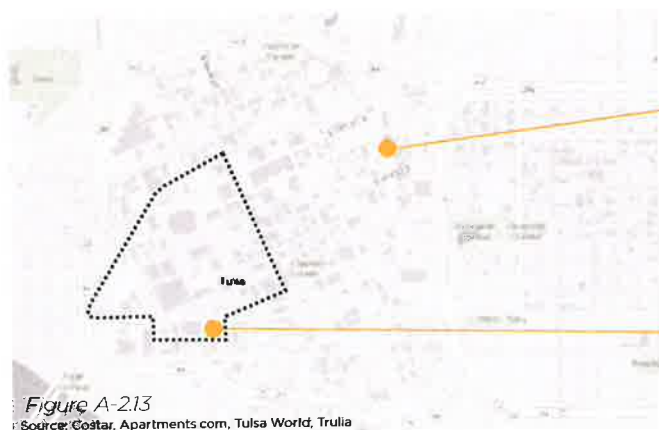
their commute time given their constantly fluctuating schedules with early mornings and late nights. There are many examples of multifamily projects around the country that have intentionally located adjacent to teaching hospitals, which market and price their units to attract students, residents, and fellows. One example is Trinity Commons in Durham, North Carolina, which delivered top-of-market units across the street from Duke University Hospital.



## CONDO OVERVIEW: DOWNTOWN

The condo market in Downtown Tulsa is small in comparison to the rental market with only two existing developments. Tulsa's first condo complex, located in the Arena District, offers over 400 units ranging from studio to two-bedroom units with sales prices - \$50,000 for a studio up to \$126,000 for a two-bedroom unit - in line with the Tulsa-wide

median home value. The newer condo development (Urban8 Condos) is angling toward attracting families by providing 3-bedroom units, a product type previously nonexistent in Downtown Tulsa, but sales have been slow and prices were dropped from \$900,000 for the four story, three-bedroom fully-customizable townhome to as low as \$650,000.





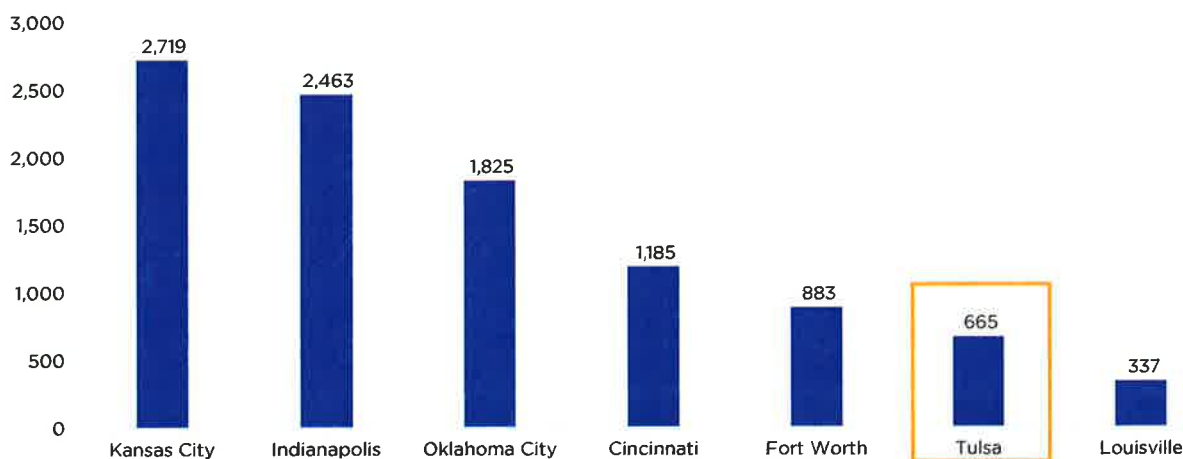
## PEER CITY MULTIFAMILY DELIVERIES

Downtown Tulsa's multifamily market lags behind most of its larger peers in terms of nominal deliveries in the past decade. Tulsa has delivered more units than only Downtown Louisville, and its 665 delivered units are less than 30% of the total number of units delivered in Downtown Kansas City (2,719) and Downtown Indianapolis (2,463). Tulsa also trails nearby Oklahoma City, delivering only about a third of the product that Downtown Oklahoma City has brought online within the past 10 years (1,825 units).

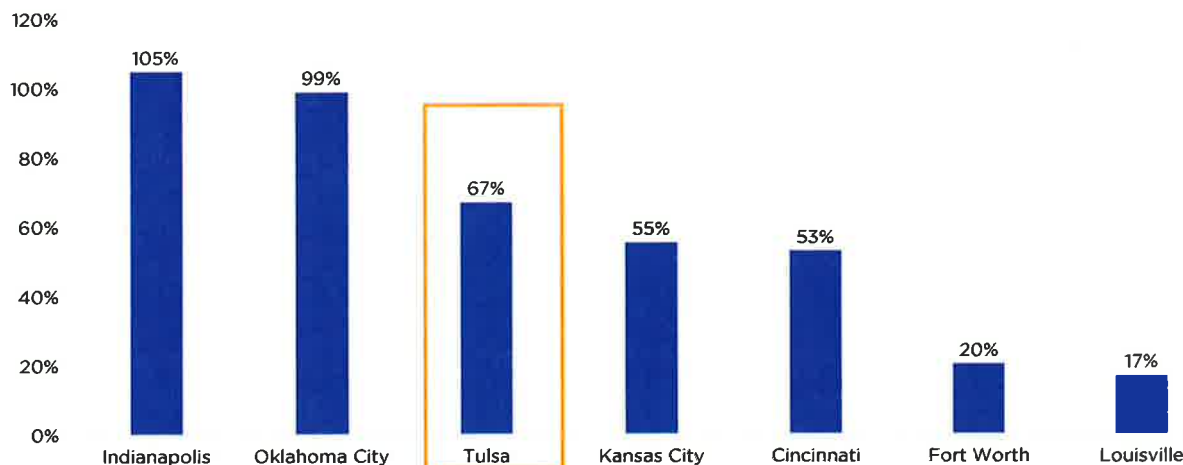
Deliveries in Downtown Tulsa, however, represent a significant percentage increase

for Tulsa since its base downtown housing stock was low relative to the other downtowns prior to 2009. Downtown Tulsa's multifamily stock has grown 67% over the past decade, a percentage higher than all peers except Downtown Indianapolis and Downtown Oklahoma City. This growth has enabled Downtown Tulsa's housing stock to reach nearly 1,650 units, a number that is generally less than half of the number of downtown multifamily units across Tulsa's peer cities, highlighting that Tulsa has the potential to absorb more residential product as Downtown Tulsa becomes more amenity-rich.

**FIGURE A-2.14 | Multifamily Deliveries (Units), 2009-2018**



**FIGURE A-2.15 | Multifamily Deliveries (Percent Growth), 2009-2018**



Source: Costar

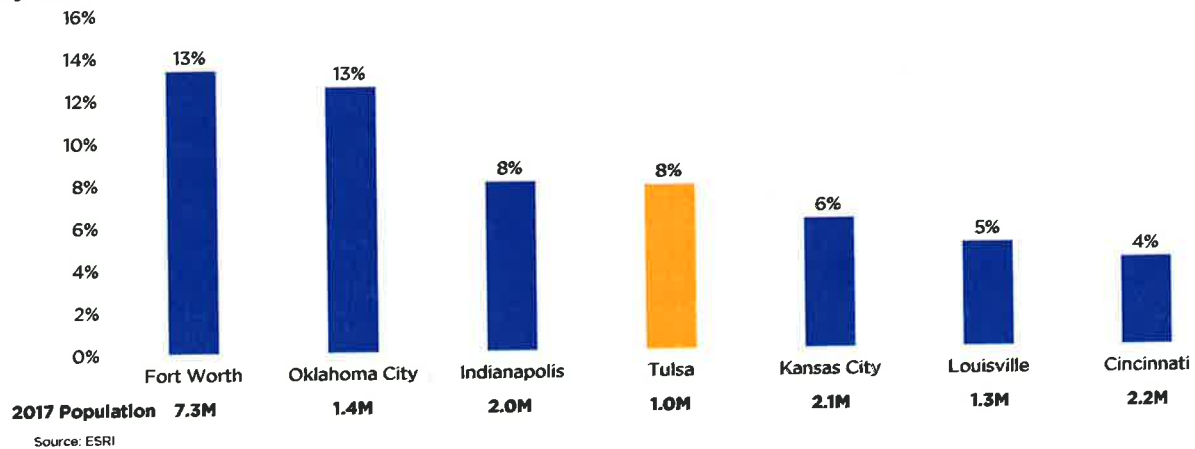


## PEER CITY REGIONAL POPULATION GROWTH

While the Tulsa MSA is not the fastest growing MSA among its peers, it is keeping pace with many, growing by 8% since 2010. The fact that many of these aspirational cities have experienced only moderate overall regional growth, but substantial

recent downtown multifamily deliveries, highlights that a city such as Tulsa with similar moderate regional growth can support additional downtown investment with the right strategies and tools to grow population.

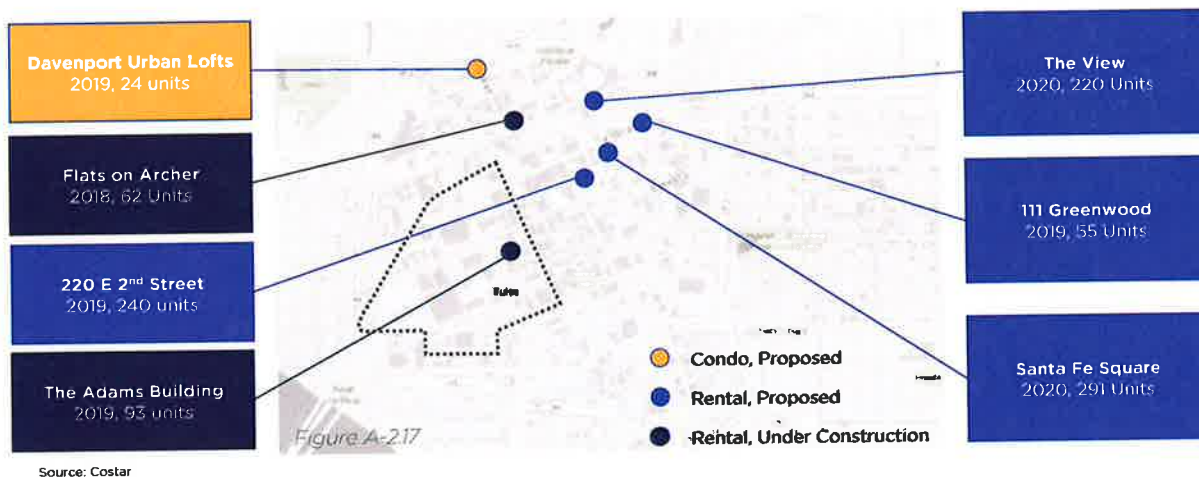
FIGURE A-2.16 | 2010-2017 Population Growth by MSA



## PIPELINE

The recent residential growth in Downtown Tulsa is expected to continue with six new residential developments in the pipeline, totaling 985 units. Should all of these products deliver, Downtown Tulsa's multifamily inventory would increase by 67%. One new project is slated to deliver within the Arena District: The

Adams Building renovation, which will introduce 93 new units in 2019. The delivery of the full pipeline may saturate the Downtown market in the near term, but these deliveries will help build further critical mass and add crucial rooftops that can support additional retail in the intermediate-term.





## PROJECTED POPULATION GROWTH

The Tulsa MSA is expected to grow by 11% between 2018 and 2030. Should Downtown Tulsa grow at the same rate, Downtown would expect to add approximately 450 residents by 2030 as 4,226 residents currently live Downtown. Based on just the pipeline of 985 units slated to come online Downtown in the next few years, Downtown is positioned to grow by much more than its fair share of 11%. If 1.5 people were to live in each unit, the IDL would see an addition of nearly 1,500 residents, highlighting a potential inflection point in Downtown's trajectory.

# +110K

Projected increase in population in Tulsa MSA (2018-2030)

# 985

Residential units in the Downtown pipeline

# 450

Projected new Downtown residents by 2030 based on Downtown capturing a consistent share of MSA population

# 1,477

Projected new Downtown residents associated with multifamily pipeline\*

Source: Oklahoma Department of Commerce – "Oklahoma State and County Population Projections Through 2075" (2012)  
\* Assumes 1.5 people per unit



## RESIDENTIAL KEY FINDINGS & IMPLICATIONS

### LIMITED POPULATION GROWTH

Recently, Downtown Tulsa's population has grown at a slower rate than the City and MSA, but Downtown was starting from a very low population basis. Downtown Tulsa's rate of multifamily apartment growth has been comparable to aspirational peer cities.



The City should focus on adding general amenities for urban living and further improving perceptions of safety in Downtown Tulsa to attract potential new residents. Subsidies for workforce housing, which could be located in the Arena District as an activating element, should also be considered.

### ROBUST PIPELINE

Over 900 residential units are slated to come online within the next few years, which could help substantially increase the population of Downtown Tulsa.



These deliveries will help build further critical mass and add rooftops that can support additional retail. Future residential in the Arena District could be timed to deliver after the majority of this pipeline so as to avoid direct competition and allow for place-making investments and amenities to be put in place.

### FOCUS ON ADAPTIVE REUSE

Most multifamily development has occurred as a result of conversions of historic stock as opposed to ground-up development, but there are dwindling opportunities for conversions.



Developers indicate that it is difficult to make ground-up development financially feasible at currently achievable rents of \$1.70 per square foot on the high end. Delivering smaller unit typologies in addition to providing targeted subsidies will likely be required to catalyze new multifamily development in the Arena District.

### LIMITED FOR-SALE DEVELOPMENT

Condo construction has been limited to date in Downtown Tulsa, with only one small project in recent years.



The development of for-sale products that are currently scarce within Downtown Tulsa, like townhomes, should be considered in appropriate locations in the Arena District as the market continues to mature.



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# OFFICE

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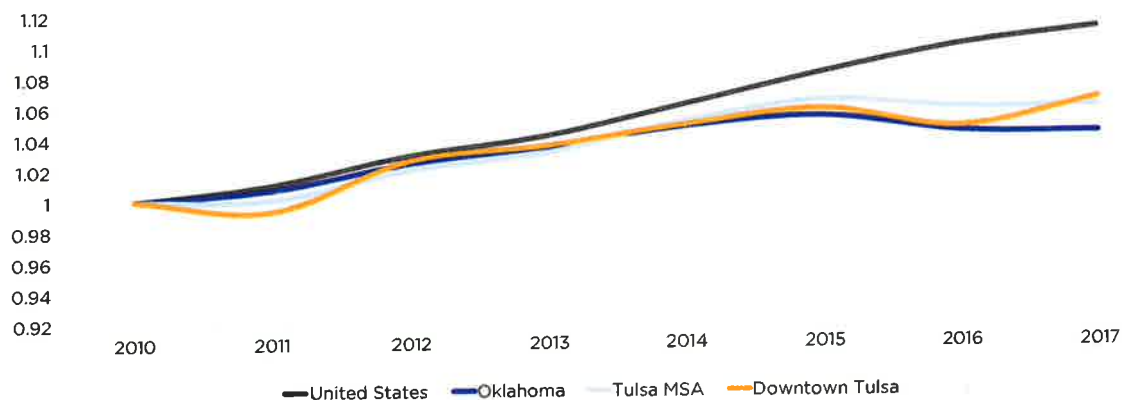


## JOB GROWTH

Job growth is a fundamental indicator of the potential for future commercial development, and jobs are growing at a slower pace in the State of Oklahoma and the Tulsa MSA compared to the United States. Overall US job growth has increased 11% since 2010, while it has only

increased 6% in the Tulsa MSA and 4% in the State of Oklahoma. Jobs in Downtown have similarly grown at a slower pace than the nation, but recently have fared well compared to the State and MSA, experiencing an uptick in jobs in 2017.

FIGURE A-2.18 | Job Growth Indexed to 2010  
Employment Levels, 2010-2017

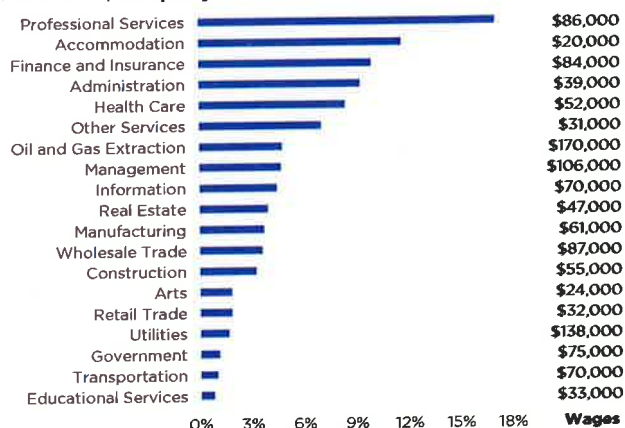


## DOWNTOWN EMPLOYMENT COMPOSITION

Employment in Downtown Tulsa is concentrated in knowledge industries with high average wages, such as Professional Services with an average income of \$86,000 and Finance and Insurance with an average income of \$84,000. While knowledge industries comprise a large

share of total employment, energy-related industries are the highest paying, with average wages of upwards of \$170,000. Employees in these sectors represent significant retail spending potential in addition to future targets for downtown residential product.

FIGURE A-2.19 | Employment Share Industry (2017)



Source: ESRI

**32,000+**  
Jobs in Downtown Tulsa

**42%**  
of Downtown workers are in industries with average annual salaries of \$80K+

**0.89%**  
annual job growth rate in Downtown Tulsa

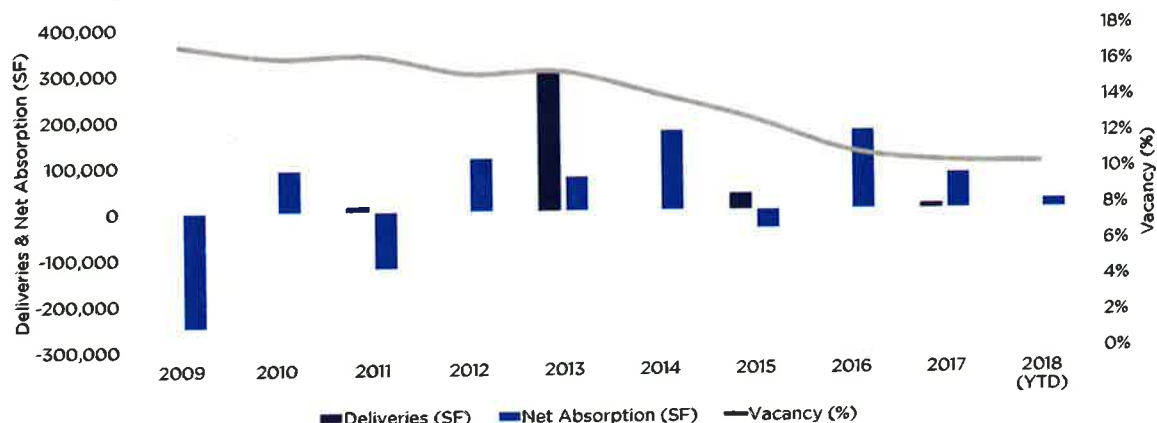


## MARKET OVERVIEW

The Downtown Tulsa office market has been oversupplied, leading to limited growth over the last decade. Since 2009, five office buildings comprising 3% of Downtown's total office space were delivered, with the majority of space coming online in 2013 with 300,000 square feet at One Place Tower. During

the same time, four office buildings were converted to other uses. As the new space was absorbed and other space was taken offline, vacancy fell from its high of 17.0% in 2009 to a stabilized rate of 10.5%. This rate, however, is still fairly high and indicates limited opportunities for new speculative office product.

FIGURE A-2.21 | Office Activity, All Classes

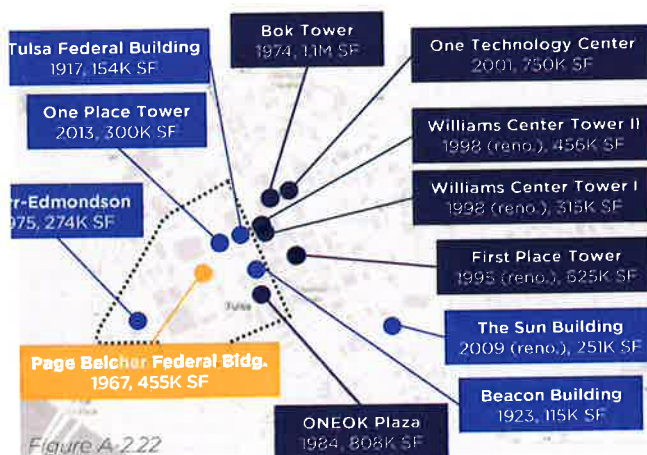


Source: Costar

## DOWNTOWN SNAPSHOT

The Downtown skyline is dominated by high-rise office buildings punctuated by the 52-story BOK Tower. Downtown Tulsa has nearly 13 million square feet of office space, although less than half of this space is comprised of Class A product. Most of these buildings were delivered between 1950-1980 with some undergoing renovations over the past

two decades. Rents range from \$15-\$19 PSF for Class A and B spaces with newer deliveries commanding the highest rents. Unlike the majority of Downtown with large skyscrapers, the Arena District is dominated by lower-scale public office buildings, such as the Page Belcher Federal Building.



Source: Costar

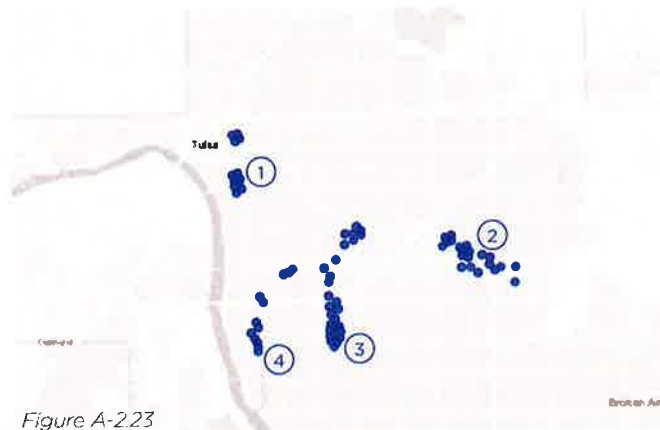




## MARKET OVERVIEW: SOUTH TULSA

While Downtown Tulsa offers an urban setting for companies, there are suburban office nodes accessibly located along major thoroughfares, primarily south of Downtown close to the City's highest income residential areas. These office nodes range from medical campuses

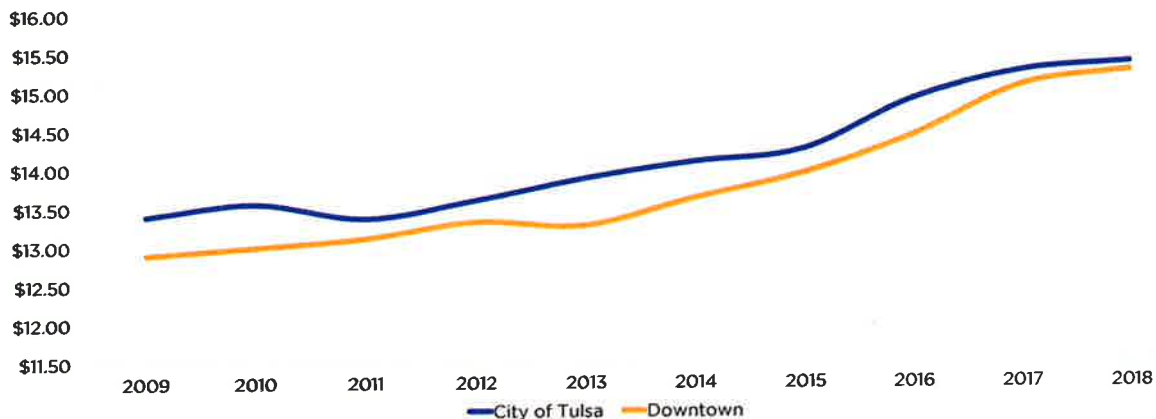
to medium-scale office parks and contain mostly Class B and C buildings. Competitive buildings in these submarkets achieve rents in line with Downtown Tulsa, indicating that South Tulsa's office market is just as strong as Downtown's market.



## RENTS

Further highlighting the competitiveness of non-Downtown office districts, office rents in the City of Tulsa as a whole have been greater on a per square foot basis than in Downtown Tulsa every year since 2009, although Downtown has some of the highest quality buildings in the MSA. This finding demonstrates that there is no general "urban premium" for office space

in Downtown, as office nodes outside of Downtown offer excellent access to wealthy suburban neighborhoods. Moreover, the value of a Downtown location is diminished by the need to also pay for parking at many buildings. Parking comes at an additional expense that typically ranges between \$75-\$125 per space per month.



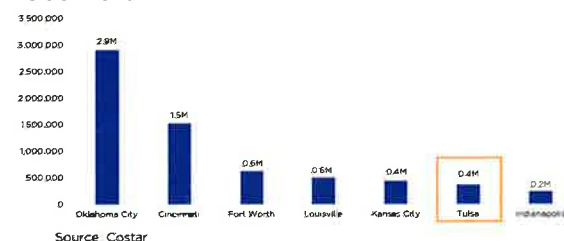


## PEER CITY OFFICE DELIVERIES & COMPARISON

Tulsa and many of its peer cities have experienced moderate downtown commercial deliveries in recent years. Four peer cities in addition to Tulsa have delivered less than 1M square feet in nominal office space in their downtowns, with only Oklahoma City and Cincinnati delivering greater than 1M square feet. This finding reflects that the recovery of the office market has generally been slower than the downtown residential market in many cities coming out of the Great Recession.

This sluggish pace of office delivery has resulted in single-digit or negative growth

FIGURE A-2.25 | Office Deliveries (SF), 2009-2018



in office space in the past decade in each peer city except for Oklahoma City. Kansas City and Indianapolis experienced negative growth indicating that while new office space came online over the past 10 years, other space was demolished or converted. Tulsa has experienced almost no growth in the office market when factoring in the conversion of space. These findings, juxtaposed against the strong growth of the multifamily residential market in the majority of these peer cities, highlight the critical role that adding residents and amenities has played in spurring downtown revitalization nationwide in the past decade.

FIGURE A-2.26 | Office Deliveries (Percent Growth), 2009-2018



## PIPELINE

As a result of the stagnant market, there are limited pipeline commercial developments in Downtown Tulsa, all located in the Greenwood or Blue Dome Districts. These projects are moving forward only after anchor tenants are secured, and some, such as Ross Group's development on Lot 44, are able to achieve pricing significantly above prevailing

market rents due to amenities like ballpark views and brand new space. Other pipeline projects, however, like the office component of Santa Fe Square are on hold as potential deals for office tenants have fallen through and new anchor tenants must be secured before proceeding with construction.





## OFFICE KEY FINDINGS & IMPLICATIONS

### OVERSUPPLIED MARKET

Downtown Tulsa's office market has been oversupplied for much of the past decade. Moderate absorption and conversion of space has helped to bring down vacancy, although it still remains above 10.5%.



Future office development will likely require committed anchor tenants and/or a stronger emphasis on new product types, such as entrepreneurial and co-working spaces that add a new dimension to the downtown offering and are aligned with nationwide trends towards flexible space for both established and nascent companies.

### LOW PREVAILING RENTS

Downtown Tulsa has not commanded higher office rents than South Tulsa, and currently prevailing market rents in the high teens to low twenties per square foot are not at a level that would justify new construction.



The City would likely need to subsidize new office development in the Arena District in order to make it feasible for a developer to undertake in the near-to intermediate-term.

### PREMIUM FOR MIX OF USES & AMENITIES

The amenity-rich Greenwood and Blue Dome districts are the only Downtown districts with an office pipeline, with anticipated rents for new product significantly above market averages for Downtown.



Office uses likely represent a longer-term opportunity for the Arena District as it becomes a mixed-use destination with amenities. Growing the number of visitors likely represents a stronger opportunity to build a day-time population in the District in the short-term.



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# HOTEL

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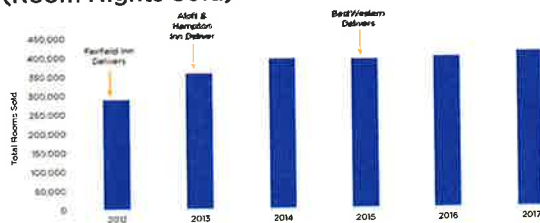


## TOTAL DOWNTOWN REVENUE & DEMAND

Hotel rooms sold have increased by 41% since 2012. The biggest jump (nearly 90% of this increase) took place between 2012-2014 in parallel with delivery of the Fairfield Inn, Aloft and Hampton Inn, with hotel rooms sold increasing from 288,000 in 2012 to 393,000 in 2014. This trend indicates that unmet demand that existed at the time of the delivery of these hotels was absorbed. Since then, there has been minimal growth in room nights sold, despite the addition of the Best Western, with room nights sold only jumping to 406,000 by 2017.

Similarly, revenue per available room (RevPAR) has increased by nearly 30%

FIGURE A-2.28 | Total Downtown Demand (Room Nights Sold)



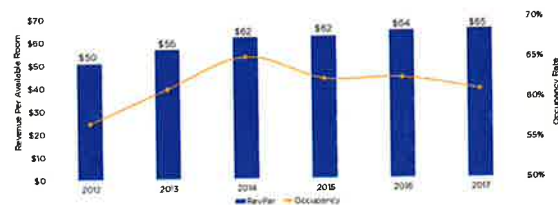
Source: STR

## PEER MARKET COMPARISON

Tulsa's overall hotel market also lags behind Visit Tulsa's peer cities in terms of RevPAR. These cities contain some overlap with the aspirational peer set identified by the City. According to Crossroads Consulting Services, these cities all have convention centers that typically compete with Tulsa for conventions, tradeshows, and meetings. Compared to these cities, Tulsa's market-wide (as opposed to just Downtown) hotel market ranks last in terms of RevPAR for the most recent

month at \$46.67, well below the average of \$69.33 for the peer set. Tulsa ranks last in terms of ADR at \$78.19 and third to last in terms of occupancy with a rate of 59.7%, indicating a relative lack of strength in the Tulsa hotel market.

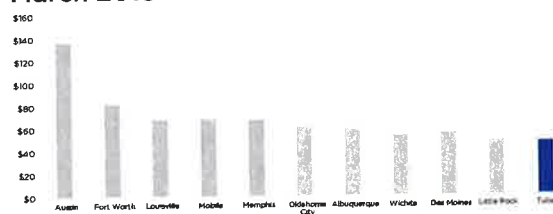
FIGURE A-2.29 | Year-Over-Year Comparison, Downtown RevPAR & Occupancy Rate



Source: STR

month at \$46.67, well below the average of \$69.33 for the peer set. Tulsa ranks last in terms of ADR at \$78.19 and third to last in terms of occupancy with a rate of 59.7%, indicating a relative lack of strength in the Tulsa hotel market.

FIGURE A-2.31 | Market-Wide RevPAR, March 2018



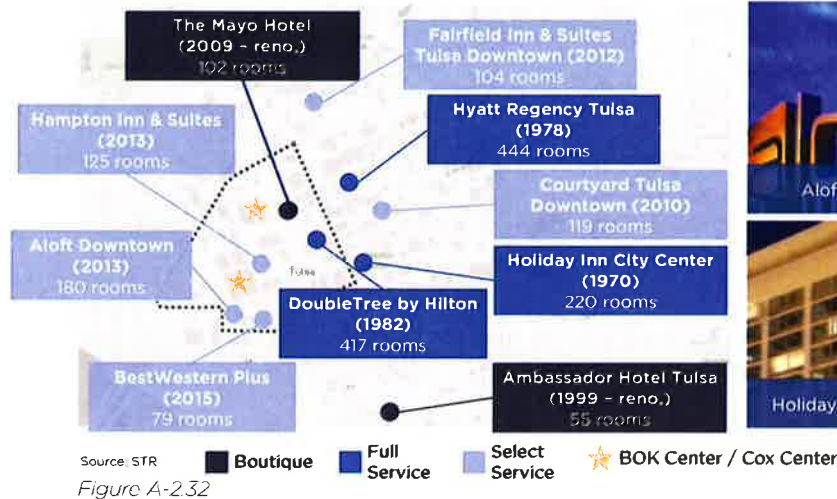
Source: STR



## DOWNTOWN SNAPSHOT

Downtown Tulsa's hotel market has experienced a wave of new development since 2009, more than doubling the number of hotels. As a result of this new product coming online, the total stock of hotel rooms increased by approximately 40% from 1,136 rooms to 1,845 rooms. All of these newer hotels, with the exception of The Mayo Hotel in 2009, are select service

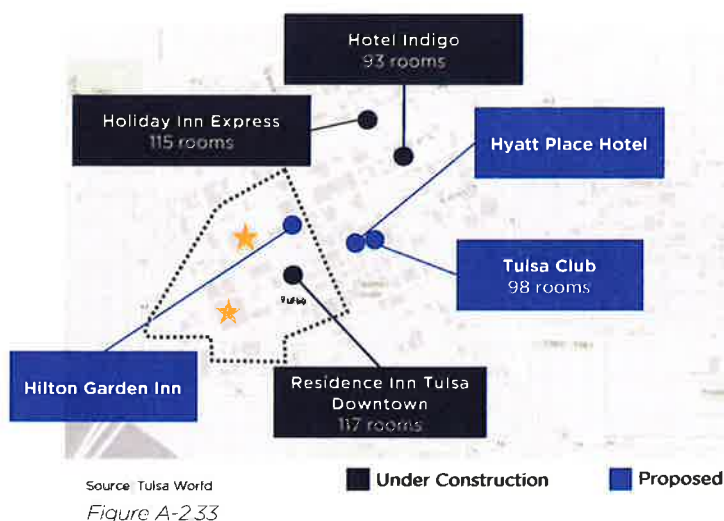
options. By contrast, Downtown's larger full-service options – the Hyatt Regency, DoubleTree by Hilton, and Holiday Inn – are each several decades old. Almost all of the hotels are located within walking distance to the BOK and Cox Centers, which are draws for tourists from Oklahoma and surrounding states.



## PIPELINE

While indicators suggest that the market is oversupplied, six new projects are in the pipeline: three hotels comprising 325 rooms are under construction while another three hotels have been proposed. Similar to the recent product that has

been delivered in Downtown Tulsa, many of these projects are smaller select service hotels, which add additional national brands to Downtown but do not address the perceived need for large hotel room blocks to accommodate conventions.





## CONVENTION CENTER EXPANSION

As of 2018, \$7.5 billion in convention center expansion is currently underway or proposed in major US markets. Many of these markets are leading national destination locations for conventions and leisure travelers. In addition, Oklahoma

City's new convention center, currently under construction, poses direct competition to convention center upgrades and associated hotel development in the Arena District.

### Oklahoma City

New build convention center  
\$194 million

### Miami

Expansion of existing facility  
\$620 million

### Seattle

Proposed addition to existing facility  
\$1.6 billion

### Los Angeles

Proposed expansion + anchor hotel  
\$1.2 billion

### Louisville

Renovation and expansion  
\$207 million

### Fort Lauderdale

Expansion project + anchor hotel  
\$550 million

### San Francisco

Rebuild of existing facility  
\$500 million

### Kansas City

Convention Center Hotel Expansion  
\$320 million

### Orlando

Expansion of existing facility  
\$500 million

### Denver

Expansion and redesign of facility  
\$233 million

### Las Vegas

Expansion of existing facility  
\$860 million

### San Diego

Proposed addition to existing facility  
\$685 million

## NASHVILLE OMNI HOTEL

The 2013 opening of the Omni Hotel, the city's largest hotel, enabled Nashville to enhance its convention business. This outcome has been a boon to both the tourism industry and the hotel industry as demand for hotel rooms has remained high despite the major influx of supply. Nashville's Omni Hotel has helped the Music City Center flourish, and catalyzed development in Nashville's SoBro district, an area once dominated by empty

buildings and streets. Today, trendy hotels, bars, restaurants, and retail outlets populate the district with 64 retailers announcing openings in 2017 (a 56% increase from 2016). The total economic impact of the Music City Center & Omni Hotel to the City of Nashville since 2013 is estimated to be \$1.5 billion.



Date Opened: September 2013

Total Rooms: 800 rooms

Funding: Omni financed the construction; however, the Convention Center Authority is providing Omni with \$128 million from tourism taxes over 20 years

Source: Downtown Nashville Omni Hotel, CBRE Hotel Report (2015), The Tennessean, Nashville Music City Center Authority Reports, Nashville Downtown Partnership Annual Report, Nashville Business Journal

**+70%**

Increase in Nashville tourism visitation between 2008 to 2017

**+43%**

Increase in hotel room nights sold in 2014, the first year of operations

**+38%**

Increase in convention attendance in 2014, the first year of operations

**+4%**

Increase in occupancy rate from 2013 to 2014, indicating the spike in inventory after the Omni opened was absorbed

**5,000+**

Hotel rooms under construction in Nashville as of January 2018

Source: JW Marriott Indianapolis, IndyStar, HVS Indianapolis Hotel Market Report (2017), Visit Indy Annual Report (2017), Downtown Indy, Source: Sheraton Phoenix Downtown, The Republic, CHM Warnick Phoenix Hotel Market Report, KJZZ - Arizona NPR Affiliate, HVS Phoenix Hotel Report (2008)



## JW MARRIOTT INDIANAPOLIS

Boosted by the success of the 2012 Super Bowl and the \$275 million expansion to its existing convention center, Indianapolis' 1,005-room JW Marriott helped reignite the downtown hotel market. Prior to 2011, the hotel market was reeling from the aftermath of the Great Recession. Since the opening, the market has recovered substantially with occupancy on the rise and 11 new projects with 2,500 new rooms



**Date Opened:** February 2011

**Total Rooms:** 1,005 rooms

**Funding:** Indy provided 13% of construction costs (\$60M) in exchange for a percentage of future profit

in the pipeline. In addition, the delivery of the JW Marriott spurred the redesign of Georgia Street into a shared space with one lane of traffic in each direction to host the City's outdoor events. Downtown Indianapolis is now flourishing as the mixed-use center of the region with approximately 500 eating and drinking establishments and retail businesses.

**+24%**

Increase in annual economic impact from visitors and convention attendees since the JW Marriott opened

**+14%**

Increase in convention attendance during the first five years of operations

**+39%**

Increase in hotel room nights booked during the first five years of operations

**+11%**

Increase in occupancy rate from 2011 to 2016, indicating the market absorbed the spike in inventory

**1.2M+**

Square feet of commercial space will be added to the Downtown District

## SHERATON GRAND PHOENIX

In part a victim of the financial crisis, the Sheraton Grand Phoenix (formerly the Sheraton Downtown Phoenix) did not catalyze the same level of benefit in response to the City's investment in the hotel that was experienced in both Nashville and Indianapolis. Immediately upon opening in the midst of the Great Recession, hotel occupancy rates in the region plummeted and Phoenix's



**Date Opened:** September 2008

**Total Rooms:** 1,000 rooms

**Funding:** The City of Phoenix spent \$350 million of taxpayer money to fund the construction of the Sheraton Phoenix Downtown

convention bookings decreased significantly. After years of fewer bookings, the convention and tourism market began to recover in 2015, but it was too late for the City to be willing to continue to operate the hotel. In early 2018, after operating the hotel at a loss for nearly a decade, the City sold the hotel to a private owner for \$255 million, costing the taxpayers an estimated \$87 million.

**-55%**

Decrease in hotel room nights sold in the first four years of the Sheraton's operations

**-62%**

Decrease in convention attendance in the first four years of the Sheraton's operations

**-7%**

Decrease in occupancy rate from 2008 to 2009, indicating the market struggled to absorb the influx of supply

**+43%**

Increase in hotel room nights sold from 2014-2016, coupled with a similar increase in convention attendance

**32**

New retailers, anchored by a large mixed-use project within walking distance of the hotel, slated for delivery in 2019



## HOTEL KEY FINDINGS & IMPLICATIONS

### STAGNANT MARKET

Most metrics indicate a sluggish hotel market. Although ADR is increasing, demand and RevPAR have flattened since 2014, and occupancy is falling.



These metrics suggest that the potential for traditional hotel products is limited in the near- to intermediate-term. These trends will be important to consider in determining the mix of uses to encourage in the Arena District.

### FOCUS ON SELECT SERVICE

Five out of the 10 existing hotels, and four out of the six hotels in the pipeline, offer select services. The prevalence of this hotel typology does not meet the needs of the Cox Business Center for large room blocks.



The select service hotel market is likely to become increasingly competitive in the coming years without a boost in demand to meet supply gains. Incentivizing additional select service hotel product in the Arena District could weaken existing hotels in the market.

### FEAR OF CANNIBALIZATION

Hoteliers are concerned that a convention center hotel would reduce viability of existing hotels. Evidence from other markets indicates it is possible to absorb a convention hotel without sacrificing overall occupancy, provided convention business increases in tandem.



The continued proliferation of similar select service offerings may do more to harm existing hotels than a convention hotel. However, given increasingly competitive convention and meeting dynamics in the state and nation, independent analysis of the potential for expanded convention center activity will be necessary to confirm that a convention hotel can induce additional demand that grows the market.

### CREATING A DESTINATION

Evidence from other markets indicates that creating a compelling environment is key to the success of convention centers and hotels.



Significant place-making efforts will be required to boost demand and facilitate success around a convention center hotel. These elements should include improved connections to Tulsa's most compelling and authentic Downtown districts, as well as the introduction of complementary uses in the Arena District.



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# RETAIL

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## CATEGORIES EXAMINED

Retail offerings can generally be divided into four broad categories, each falling into Convenience (Convenience Goods and Grocery) or Comparison retail (Comparison Goods and Food & Beverage). Customers are likely to frequent Convenience retail – such as pharmacies, grocery stores,

and dry cleaners – that are closest to their homes or work places. In contrast, customers are more willing to be likely to travel further for Comparison goods, such as destination restaurants, apparel, electronics, or furniture.

**Convenience Retail**



**Convenience Goods**

- Health and Personal Care Stores
- Florists
- Newspaper and Magazine
- Office Supplies
- General Merchandise

**Grocery**

- Grocery Stores

**Comparison Retail**



**Comparison Goods**

- Furniture
- Electronics and Appliances
- Clothing
- Sporting and Hobby Goods
- Books and Music

**Food & Beverage**

- Drinking Places
- Restaurants

## TRADE AREAS

HR&A developed three trade areas for the Arena District: the Immediate, Convenience, and Comparison Trade Areas. Customer groups within the Arena District (Immediate Trade Area) will support both Convenience and Comparison retail. Those within the IDL (Convenience Trade

Area) are also assumed to be drawn by Convenience and Comparison retail, while those living outside these areas but still within 20 minutes by car (Comparison Trade Area) will only be drawn by Comparison retail.

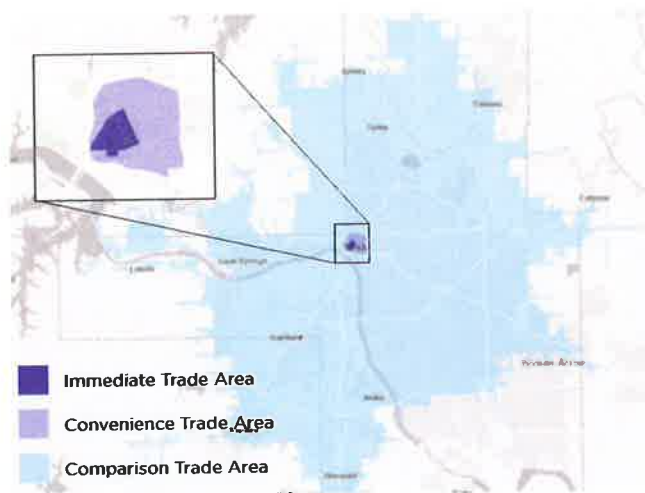


Figure A-234

Retail Type	Relevant Customer Base		
	Immediate Trade Area (Arena District)	Convenience Trade Area (IDL)	Comparison Trade Area (20 min. drive)
Convenience Goods	X	X	
Grocery	X	X	
Food & Beverage	X	X	X
Comparison Goods	X	X	X



## IMMEDIATE TRADE AREA

At the moment, retail is limited in the Arena District. The only visible retail storefronts within the Immediate Trade Area are food and beverage establishments. These bars and restaurants include a mixture of quick service and sit-down local, regional, and

national brands, and attract day-time employees, such as nearby government employees, as well as attendees to events at the BOK Center and Cox Business Center.



## CONVENIENCE TRADE AREA

Retail in the Primary Trade Area, clustered in the Blue Dome District and Arts District, is focused on food and beverage establishments. Innovative and funky retail like The Boxyard, which opened in 2016 and utilizes a new model of small retail floorplates, has begun to serve as a catalyst for the return of retail to downtown with the introduction of hard and soft goods. Rents at The Boxyard are much higher on a per square foot basis

than average rents in Downtown given its smaller stalls, and leases are also shorter providing tenants the opportunity to experiment with new concepts on flexible terms. A proposed grocery store and new mixed-use retail planned at Santa Fe Square and 111 Greenwood, including a food hall with six to eight independent food vendors, should help to further enhance the walkable retail experience available Downtown.





## COMPARISON TRADE AREA

Across the Comparison Trade Area, there is an abundant supply of regional shopping centers featuring major national and regional brands, with a concentration in South Tulsa near wealthier residential areas. The competitive supply includes super-regional malls such as Woodland Hills Mall, which features over 165 stores including destination retailers like Apple

and Macy's, and the nearby Peoria Avenue Shopping District, a shopping district in proximity to Downtown containing boutique and national retailers such as Urban Outfitters and Whole Foods. With the exception of Peoria Avenue, which will benefit from the proposed bus rapid transit line, these shopping centers are auto-oriented.

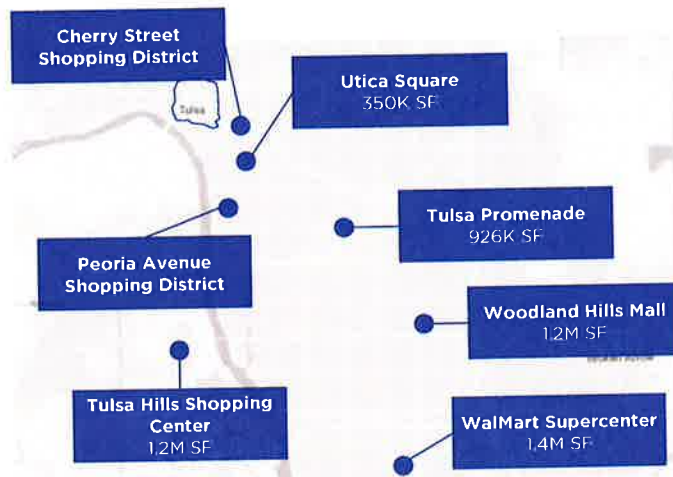


Figure A-2.35

## IMMEDIATE TRADE AREA DYNAMICS

The Immediate Trade Area, which is lacking in current retail offerings with only limited food and beverage options, contains an estimated total unmet spending potential of \$41 million. The largest unmet spending potential is in the convenience retail category with over \$18 million in unmet spending. This finding aligns with developers' feedback that

the Arena District needs a pharmacy and convenience offerings. Food and beverage has the second highest unmet spending potential, with over \$10 million in unmet spending. There is no retail in the pipeline, highlighting an unrealized opportunity to meet burgeoning demand in the Arena District.

	Current Demand	Future Demand	Current Sales	Pipeline Sales	Unmet Spending Potential
Convenience Goods	\$22,840,000	\$1,720,000	\$6,520,000	\$0	\$18,040,000
Grocery	\$7,910,000	\$220,000	\$1,390,000	\$0	\$6,740,000
Food & Beverage	\$18,250,000	\$1,530,000	\$9,560,000	\$0	\$10,230,000
Comparison Goods	\$8,780,000	\$680,000	\$3,900,000	\$0	\$5,990,000
<b>Total, All Retail</b>	<b>\$57,780,000</b>	<b>\$4,150,000</b>	<b>\$21,370,000</b>	<b>\$0</b>	<b>\$41,000,000</b>

Source: ESRI

Figure A-2.36



## GAP METHODOLOGY

### I. IDENTIFY CUSTOMER GROUPS

HR&A identified the primary customer groups who will likely make up the base of retail spending in the area: Current Residents, Current Workers, Current Visitors, and nearby Future Residents, Visitors, and Workers.

### II. ESTIMATE SPENDING POTENTIAL

Using multiple sources including the U.S. Census Bureau, ESRI Business Analyst, International Council of Shopping Centers (ICSC), and Visit Tulsa, HR&A estimated the total spending potential of current residents, employees, and visitors within the Immediate, Convenience, and Comparison trade areas. HR&A then projected these spending patterns for new residents, employees, and visitors within Downtown Tulsa.

### III. DETERMINE RETAIL SUPPLY

HR&A leveraged data from ESRI Business Analyst on current retail sales in the Immediate, Convenience, and Comparison trade areas by retail segment.

### IV. UNMET SPENDING POTENTIAL

Based on the interplay between existing retail sales and estimated spending potential within each of the retail categories, HR&A estimated unmet spending potential for each retail category within each trade area.

### V. SUPPORTABLE RETAIL SQUARE FOOTAGE

To estimate the amount of retail space that could feasibly be absorbed within the Arena District, HR&A leveraged metrics on retail sales per square foot taking pipeline retail sales into account to translate unmet retail spending potential into associated square footage. HR&A then applied realistic capture rates to these estimates in order to project the amount of square footage within each category that could be supported in the Arena District.

## CUSTOMER GROUPS FOR ARENA DISTRICT RETAIL

Demand for potential retail at the Arena District will derive from four primary consumer groups:



Source: ESRI, Visit Tulsa, Tulsaworld.com



## CONVENIENCE TRADE AREA DYNAMICS

The Convenience Trade Area contains an estimated total unmet spending potential of \$15 million, with the demand exclusively coming from convenience needs. Existing retail for all other retail categories, including food and beverage, meets the entire demand for the trade area, which predominately comes from existing workers. That current food & beverage spending exceeds current demand for

food & beverage from existing downtown customer groups indicates that Downtown is already a food & beverage destination that attracts customers from outside its boundaries. While there is currently unmet demand for convenience retail of upwards of \$15 million, over 110,000 square feet of retail across a variety of retail types is in the pipeline, which can help address Downtown's unmet spending potential.

	Current Demand	Future Demand	Current Sales	Pipeline Sales	Unmet Spending Potential
Convenience Goods	\$34,560,000	\$5,150,000	\$31,720,000	\$3,210,000	\$15,430,000
Grocery	\$12,670,000	\$1,840,000	\$3,070,000	\$16,000,000	\$0
Food & Beverage	\$30,680,000	\$3,380,000	\$39,430,000	\$34,160,000	\$0
Comparison Goods	\$12,240,000	\$2,170,000	\$19,470,000	\$0	\$0
<b>Total, All Retail</b>	<b>\$90,150,000</b>	<b>\$12,540,000</b>	<b>\$93,690,000</b>	<b>\$53,370,000</b>	<b>\$15,430,000</b>

Source: ESRI  
Figure A-2.37

## COMPARISON TRADE AREA DYNAMICS

The Comparison Trade Area, which contains 5+ million square feet of retail space, is well-served by existing retail with no obvious unmet spending potential for the Arena District to capture. This finding does not indicate that suburban residents

will not shop at Downtown retailers, but does suggest that Downtown retail must be that much more compelling to attract these shoppers away from existing auto-oriented shopping centers in South Tulsa that currently meet their needs.

	Current Resident Demand	Current Sales	Unmet Spending Potential
Food & Beverage	\$635,740,000	\$970,840,000	\$0
Comparison Goods	\$812,750,000	\$1,436,790,000	\$0
<b>Total, All Retail</b>	<b>\$1,448,490,000</b>	<b>\$2,407,630,000</b>	<b>\$0</b>

Figure A-2.38



## CAPTURABLE SPENDING POTENTIAL

Based on average sales per square feet for different retail types, Downtown Tulsa could hypothetically support over 140,000 square feet of retail. Because the minimum concentration for some of these retail types is larger than the amount of square feet supported, however, these retail typologies would likely not be feasible in Downtown Tulsa. Therefore, HR&A estimates that there is 116,000 square feet of retail demanded in the Immediate and Convenience Trade Area that could potentially be fulfilled, consisting of unmet potential for convenience goods throughout Downtown and food and beverage establishments specifically in the Arena District.

HR&A estimates that the Arena District can support approximately 35,000 SF of retail

programming. This proposed program includes 15,000 SF of convenience goods, approximately 15% of the future gap, to support residents, workers, and visitors who attend events in the District. The remainder of unmet demand for convenience retail will likely be met closer to existing office and retail nodes in the Deco, Arts, Blue Dome, and Greenwood Districts. The proposed program also recommends filling the full F&B gap as this gap is localized with unmet spending potential only in the Arena District, but not other neighborhoods in Downtown. This F&B must be correctly positioned for success, including proper sizing and location.

	Unmet Spending	Sales PSF	Hypothetical Maximum SF Supported	Minimum Size Demanded	Adjusted Maximum SF Supported	Feasible Arena District Retail Program (SF)
Convenience Goods	\$37,860,000	\$350	108,000	3,000	108,000	15,000
Grocery	\$6,660,000	\$500	13,000	30,000	0	
Food & Beverage	\$10,040,000	\$500	20,000	5,000	20,000	20,000
Comparison Goods	\$5,930,000	\$500	12,000	50,000	0	
<b>Total, All Retail</b>	<b>\$60,490,000</b>		<b>153,000</b>		<b>128,000</b>	<b>35,000</b>

Figure A-2.39



## PROGRAM RECOMMENDATIONS

### FOOD & BEVERAGE OUTLETS

The Arena District can support up to 20,000 SF of food and beverage space, some of which can be positioned as a food hall to leverage existing strengths and entice visitors to dine at vendors' brick and mortar stores. Additional food and beverage offerings beyond this amount will require building true critical mass that attracts suburban residents to the District.



## NASHVILLE'S MUSIC CITY CONVENTION CENTER

Nashville's Music City Convention Center did not include any retail space when it opened in 2013. In 2017, Nashville approved a \$20 million expansion that will introduce 4,350 SF of retail space in the form of a "retail market," with a food and beverage outlet, kitchen spaces, and a place for patrons to buy convenience goods.



### CONVENIENCE GOODS & SERVICES

Approximately 15,000 SF of convenience retail and services can be supported in the Arena District, based on the unmet demand of residents, workers, and visitors. Per conversations with developers, this retail could include a pharmacy and other service-related retail storefronts, such as banks and gyms, in centrally located, accessible areas.



Although the Convention Center did not initially include retail space, its recent funding package highlights that even the most successful convention centers are recognizing the importance of enhancing food and beverage options and providing convenience goods to entice attendees to stay and spend money.

**4,350**

planned SF of retail connected to the Music City Convention Center



## RETAIL KEY FINDINGS & IMPLICATIONS

### DOWNTOWN CONCENTRATED IN F&B

The majority of existing retailers in Downtown Tulsa are F&B, and nearly 70% of retail product in the pipeline will also be F&B establishments. The Arena District, however, is underserved by all retail including F&B.



There is an opportunity to deliver a food and beverage program that leverages successful local restaurants/food trucks by opening a food hall that allows these retailers to showcase their product. This flexible food hall concept could be complemented by additional sit down and fast casual offerings that build critical mass.

### LACKING CONVENIENCE GOODS

There are limited convenience goods in Downtown Tulsa like pharmacies, general merchandise stores, and everyday services that supply the infrastructure of living and working.



Convenience retail and services can attract and enhance the desirability of Downtown for potential new residents. This new product should include services such as banks, gyms, yoga studios, and retail like general merchandise stores and pharmacies. Introducing these amenities within or close to the Arena District will enhance its appeal to both residents and visitors.

### NEW RETAIL MODELS

The Boxyard is providing a new model for supplying hard and soft goods, an undersupplied retail need Downtown.



Should the nascent retail space prove itself, a similar concept offering small, flexible retail spaces could be considered for the Arena District in the long-term.

### GROCERY NEED

There is unmet spending potential in Downtown Tulsa for a grocery store, which is a key amenity to entice potential residents.



A proposed grocery store in East Downtown is positioned to capture the majority of the unmet demand. Therefore, there is likely not an opportunity to deliver a grocery store in the Arena District in the near- or intermediate-term.







# **IDENTITY ASSESSMENT ADDITIONAL MATERIALS**



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# BUILDING A CIVIC IDENTITY

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*"Cities have the capability of providing something for everybody, only because, and only when, they are created by everybody." — Jane Jacobs*



# CIVIC IDENTITY BUILDING STRATEGY

## IDENTITY FRAMEWORK

**2D** - graphic "kit of parts",  
print communication,  
promotional materials,  
stationery systems

**3D** - place identity,  
gateways, district  
identifiers, architecture,  
signage and wayfinding,  
environmental graphics,  
placemaking, public art,  
events and programming

**VIRTUAL** - dynamic web,  
app, social media, and  
presentation solutions



## IDENTITY BUILDING STRATEGY

Although Downtown Tulsa's civic identity has evolved into an eclectic mix of vibrant districts, the physical audit and engagement sessions that we have performed reveal that the project focus area suffers from a lack of distinct identity. Given its location adjacent to highways and railroad infrastructure, the entry arrival experience and connectivity to other vibrant downtown districts is also of key concern.

Building a comprehensive civic identity for the project focus area will require a strategic and holistic framework that considers all brand touchpoints (2D, 3D and Virtual) in the user experience journey.

In addition, the identity building platform will be informed by the physical audit findings, extensive stakeholder and community engagement workshops, feedback Tulsa surveys, and outcomes of the 2016 Resonance Report.

Our goal for this project area is to address these key concerns by developing a comprehensive civic brand strategy and recommendations that:

- **ENHANCE** the civic identity of the project focus area
- **CREATE** a best-in-class visitor and entry arrival experience
- **CONNECT + WELCOME** local, regional, and international visitors to unique downtown Tulsa amenities and attractions
- **ENGAGE** visitors in an authentic Tulsa experience rooted in history culture, art, and placemaking



# CIVIC IDENTITY BUILDING PROCESS

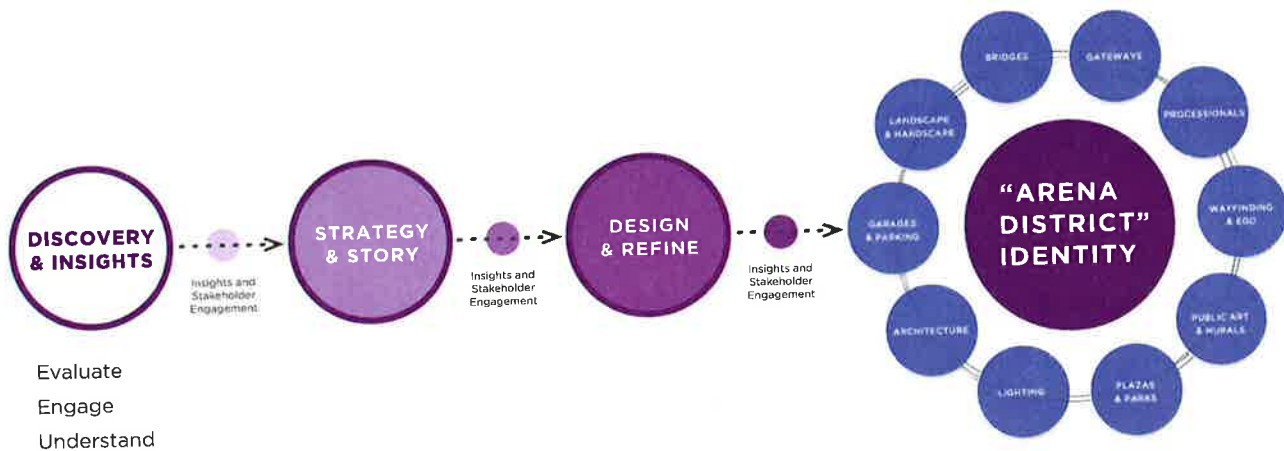


Figure A-3.1

## IDENTITY BUILDING PROCESS

To be successful, the civic identity building process requires significant buy-in and participation from the stakeholders and community to assure project goals are being met and the resulting identity reflects an authentic Tulsa story and sense of place.

In our process, we utilize Discovery, Insights, Strategy and Design methodologies to create an implementation plan that will achieve your city's goals.

Each phase in the process heavily references our discovery and insights findings. The strategy phase will then guide the design and recommendations moving forward.

### • DISCOVERY + INSIGHTS

Evaluate, Engage, Understand

### • STRATEGY + STORY

Civic Identity Framework Development  
Wayfinding + Placemaking Programming  
Story/Narrative Building Framework  
Place Naming Strategy

### • DESIGN + REFINE

Design + Recommendations



# IDENTITY VOICE & DESIRED ATTRIBUTES

This project provides an opportunity to transition the current Arena and Convention Center destination-based experience into a thriving district and/or downtown urban neighborhood that engages prospective visitors and attracts talent and economic development.

## REGION/DOWNTOWN



## DISTRICT/NEIGHBORHOOD

"A vibrant district during the **day and night** for its community."

"This should be different than the other areas of downtown and more **colorful**."

"The district should have a village character that is **connected to Downtown Tulsa** and surrounding areas."

"The district should develop a **unique sense of place**...complementary to [its surroundings]."

"**Connectivity** to the surrounding neighborhoods and districts..."

"The district has the potential to have a **meaningful and convenient connection to the riverfront**."

MSK WORKSHOPS

FEEDBACK TULSA

## IDENTITY VOICE + DESIRED ATTRIBUTES

As stated, our Discovery and Insights gathering process has included an extensive brand and physical audit of Downtown Tulsa and benchmark cities; facilitation of stakeholder and community engagements sessions; and review/analysis of feedback Tulsa surveys, and the 2016 Resonance Report.

The results of this thorough discovery phase have revealed key insights and desired attributes that we will continue to reference and build from. The goal of the strategy and design recommendation phases is to provide a civic identity framework that truly reflects the voice and desired outcomes of the stakeholder, local residents, and regional/international visitors to Downtown Tulsa and this project focus area.

Key identity building insights for this project area include:

- There is a lack of a cohesive identity and unique sense of place.
- The identity should provide an authentic Tulsa experience, but should not infringe upon the success of current districts.
- The BOK Center, Library, and Cox Business Center are recognized as important regional anchors, but the area lacks connectivity to other vibrant downtown destinations and amenities.
- Tulsans do not see this project area as a "district" rather an opportunity to build a vibrant neighborhood identity and regional entertainment destination that engages visitors, attracts talent, and generates economic development.
- The entry experience into the CBD is lacking and has no true front door. Because of its location, this project area can become a GATEWAY for downtown that connects and welcomes regional and international visitors to Downtown Tulsa and the region as a whole.



# IDENTITY POSITIONING | EXISTING



## IDENTITY POSITIONING

Successful civic identities are built on an interconnected and consistent visual and verbal communication strategy (2D, 3D, and Virtual) that enhances the visitor experience from the “digital highway” to the “front door” of the city.

### TULSA BRAND POSITIONING

#### City of Tulsa

local, formal, corporate honoring the past, enriching the experience of the present

#### Tulsa (Up Close + Personal)

regional, bold, welcoming  
join us - we have a story to tell

#### Districts

local, eclectic, vibrant  
individually unique, yet connected in culture and local authenticity

### Website: Highlighting Regional Tulsa Attractions



### Social Media: Highlighting Regional/District Based Attractions





# GATEWAY TULSA: Kit of Parts

## Color Palette

Inspired by BOK Center materials, city seal colors, deco, and Native American art.



## Typeface

Inspired by narrow Art Deco fonts and creates a visual tie to the Tulsa CVB logo.

**DIN CONDENSED**

## Line Elements + Patterns

Inspired by Art Deco cues



Inspired by Native American forms and patterns



Inspired by BOK Center architecture and modern technology



## Brand Mark



## Gateway Art

Connecting the city through Gateway Art elements. Each downtown district could be represented in a unique way by a local artist.





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# **IS TULSA BUILDING A DISTRICT OR A NEIGHBORHOOD**

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# TULSA | BENCHMARKING



## DISTRICT OR NEIGHBORHOOD?

The project focus area spans 30-blocks and is positioned on the western edge of downtown bordered by railroad tracks to the north, Boulder Avenue to the east, 11th Street to the south, and the railroad tracks along the west.

Although the BOK Center, Library, and Cox Business Center provide consistent activity in the area, there is a lack of distinct identity and cohesive connectivity to other vibrant and revitalized districts in the CBD. It has also been identified that the entry experience into CBD is lacking — there is no true front door to welcome visitors to the city.

Utilizing our comprehensive civic identity building framework and process, we have identified the challenges as well as the key opportunities to strengthen the place identity of the project area, create opportunities for connection, and establish a best-in-class visitor arrival experience.

As identified through the Discovery

and Insights process, Tulsans do not see this project area as a “district” rather an opportunity to build a vibrant neighborhood identity and regional entertainment destination that engages visitors, attracts talent, and generates economic development

Because of its location, this project area has the opportunity serve as the GATEWAY for Downtown Tulsa, connecting and welcoming regional and international visitors into downtown and the region.

Working collaboratively with the project design team, city working group, and project stakeholders will bring the vision to life with a strategic implementation plan that includes:

- Civic Identity Framework Development
- Wayfinding + Placemaking Programming
- Story/Narrative Building Framework
- Place Naming Strategy



## GATEWAY: DOWNTOWN TULSA'S FRONT DOOR

This diagram illustrates the opportunity to position the project area as the "Gateway" to Downtown Tulsa. Building on the metaphor of "Gateway," the civic identity will be framed around the concept of this area serving as a "front door" - welcoming local, regional, and international visitors into downtown. The civic identity of the project area will come to life through a network of connected typologies, narratives, and local amenities.



# GATEWAY TULSA: arrival experience

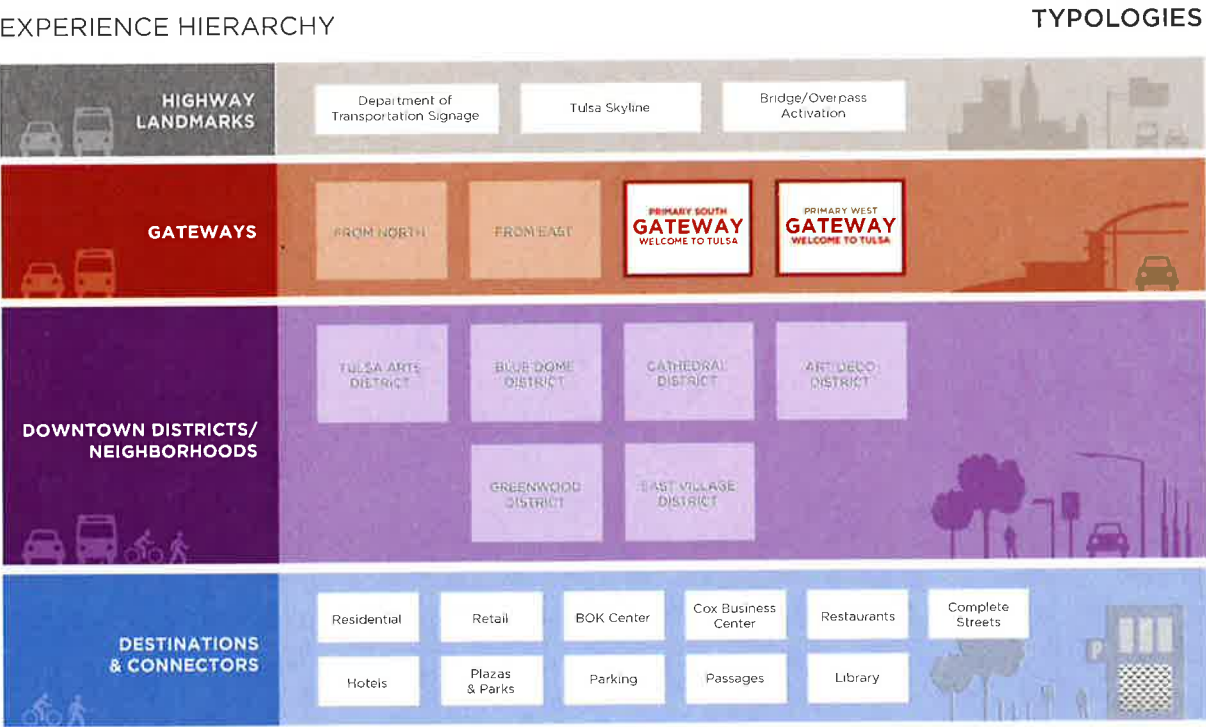
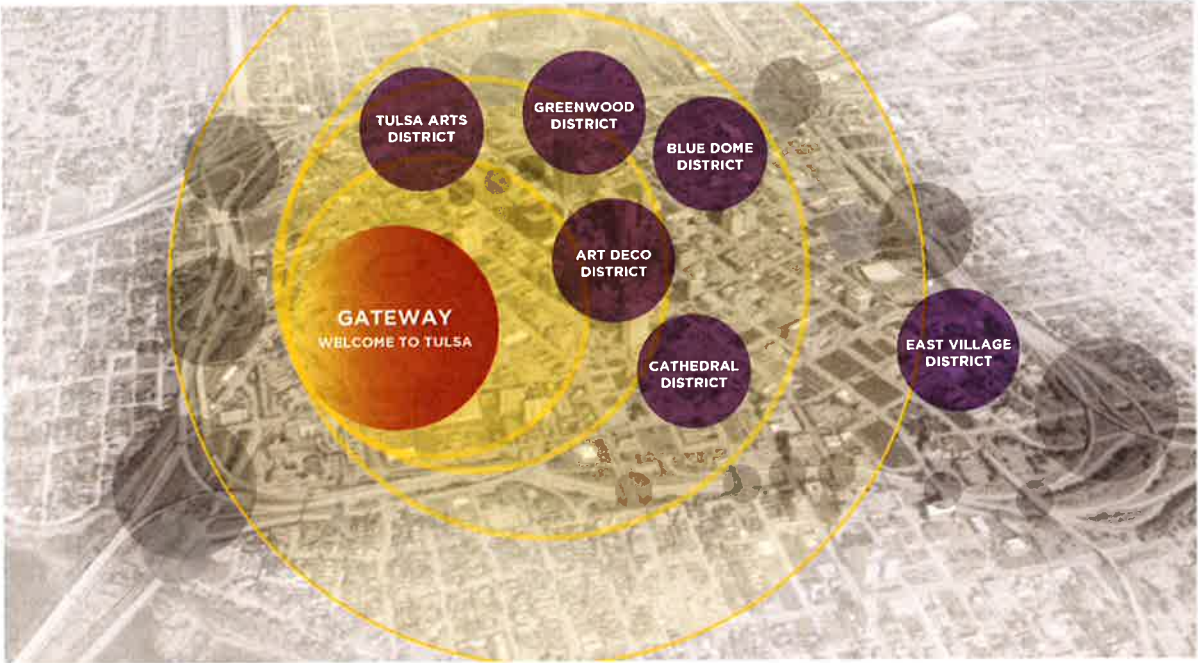


Figure A-3.2



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# BENCHMARKING

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# EXPERIENCE AESTHETIC

## TRADITIONAL



## EXPERIENCE AESTHETIC

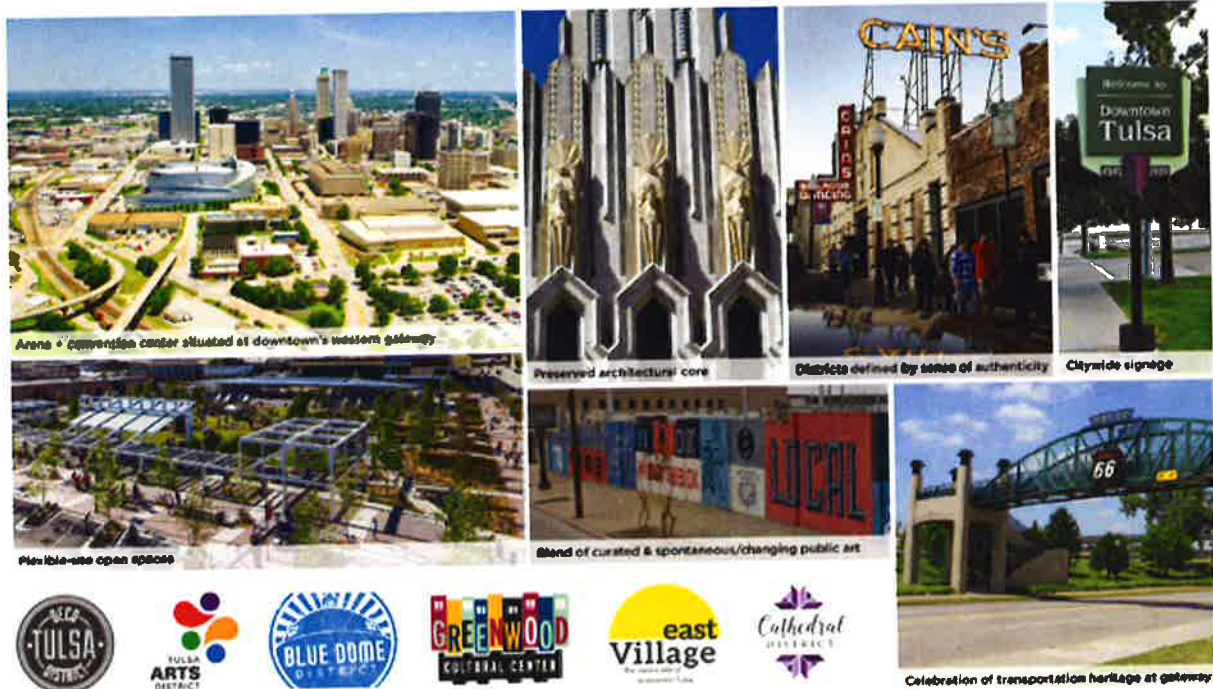
Civic identities have a range of personalities on a dial tone of traditional to highly dynamic and/or immersive.

Throughout future phases of work, the design criteria, aesthetic personality, voice and identity of the “Gateway” project area can begin to be established. This process will further validate the civic identity framework strategy, components, and narrative to create a truly authentic Tulsa experience.

We have also researched other benchmark cities as a method of comparison and evaluation or future phases of the process.



# TULSA | BENCHMARKING

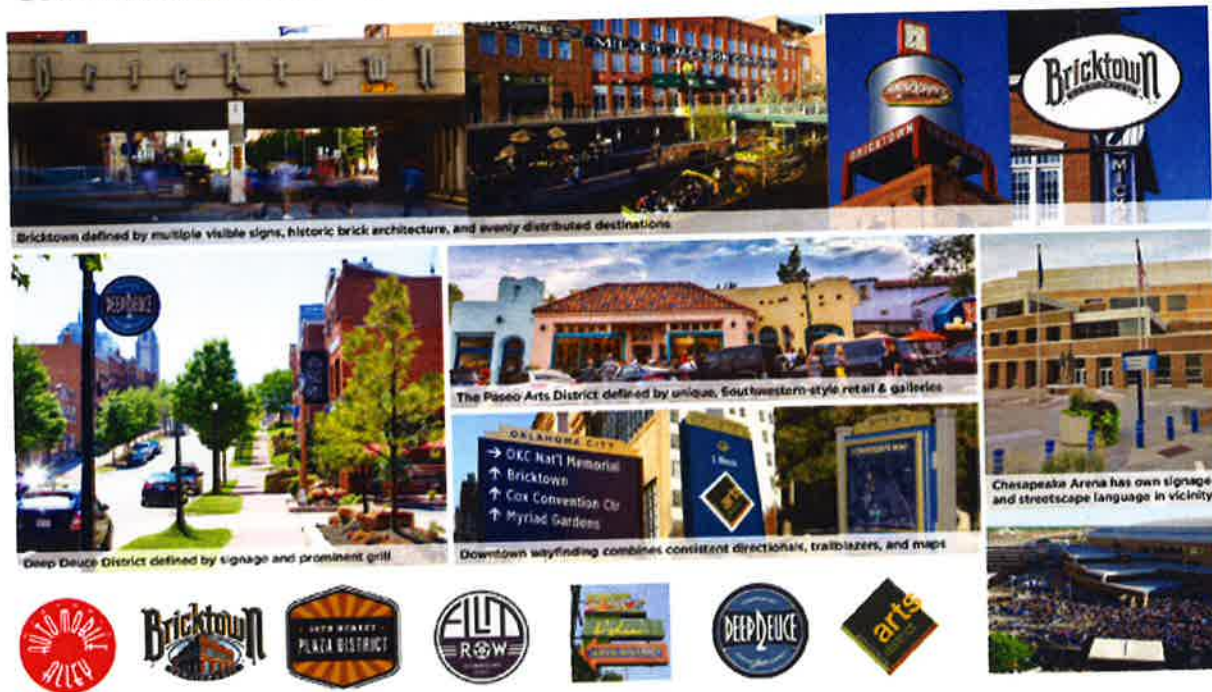


## “AUTHENTIC LOCAL VIBE”

- Established and emerging districts that have their own eclectic identities, reflect an authentic local vibe, and collectively tell the past and present Tulsa story.
- Direct-based wayfinding.
- Investment in new gateways, open spaces, public art and placemaking.



# OKLAHOMA CITY | BENCHMARKING



## “AUTHENTIC LOCAL VIBE”

- Districts have their own eclectic identities, that reflect a personality unique to place.
- Bricktown is a planned district that builds onto existing historic architecture.
- Destination-based multi-modal wayfinding strategy.



## FORT WORTH | BENCHMARKING



### “Pride in Heritage”

- Districts have unique identities, but reflect a common cowboy aesthetic.
- Destination-based wayfinding strategy.
- History reenacted in Stockyards.



# KANSAS CITY | BENCHMARKING



Digital signage and public plazas surround Sprint Center



Wayfinding w/district IDs



Modern and historic illuminated signage creates sense of place and vibrancy for Power & Light District



Kansas City mixes districts, neighborhoods, and major destinations equally to compose its downtown identity



Garment District public art



Conv. Center arch. placemaking

## “Composing Old with New”

- CVB/tourism equally represents districts, destinations, and neighborhoods to compose a downtown identity reflective of old and new.
- District-based wayfinding strategy with icon system.
- Power and Light feels equal parts vintage and forward-thinking.
- Public transit (streetcar) seen as a downtown connector and key to cross-town vibrancy.



# INDIANAPOLIS | BENCHMARKING



## “Curated Cultural Districts”

- Downtown Indy curates district identities with a common graphic “kit of parts” approach to create unity yet diversity within the system.
- District-based, quadrant-based, AND destination-based wayfinding strategy.
- Stadium/arena connected to convention center, but still feels like an island without enough surrounding amenities.



# CINCINNATI | BENCHMARKING

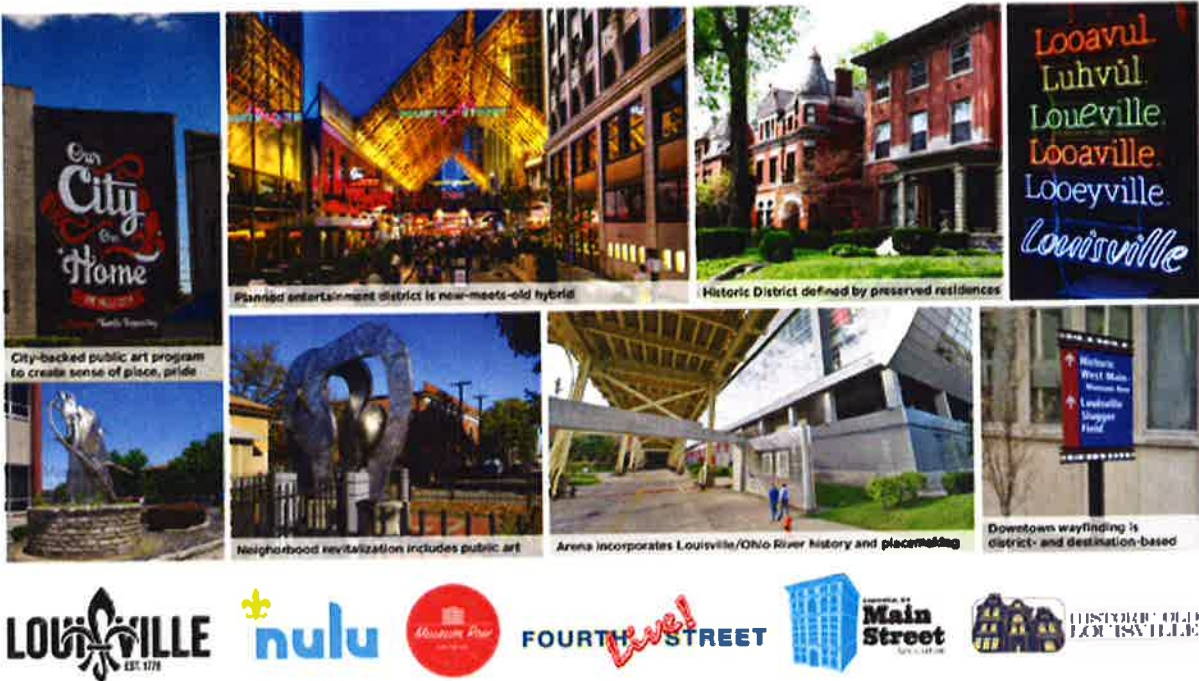


## “Complementary + Connected Urban Districts”

- District-based wayfinding strategy.
- Districts have their own eclectic identities, but build on the CVB brand color system and forms.
- The Banks (new) and OTR (historic) are distinctive districts linked by streetcar; other areas emerging (Pendleton, West End) or more destination-based.
- Riverfront stitches together stadiums, entertainment, museums, art, and parks.



## LOUISVILLE | BENCHMARKING

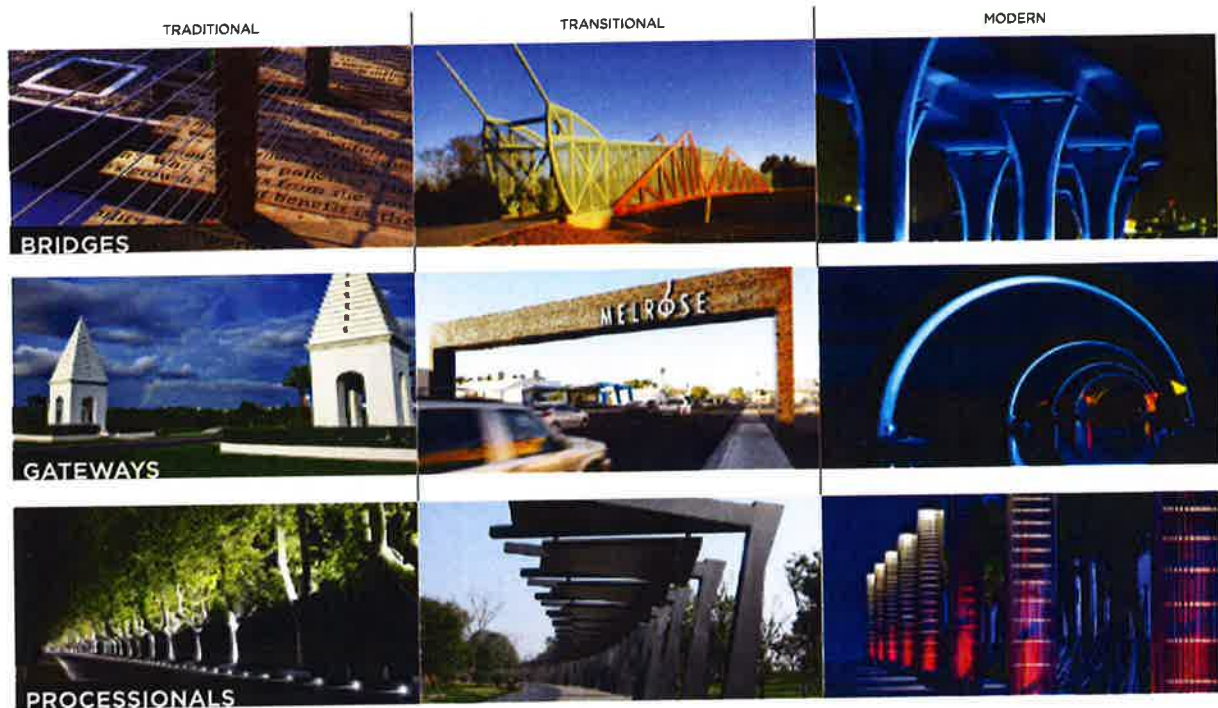


“Connecting the Dots - Riverfront, Arena, Convention Center, and Downtown Entertainment”

- Eclectic mix of district and destination-based identities unique to place.
- District and destination-based wayfinding strategy.
- Emerging outer neighborhoods.

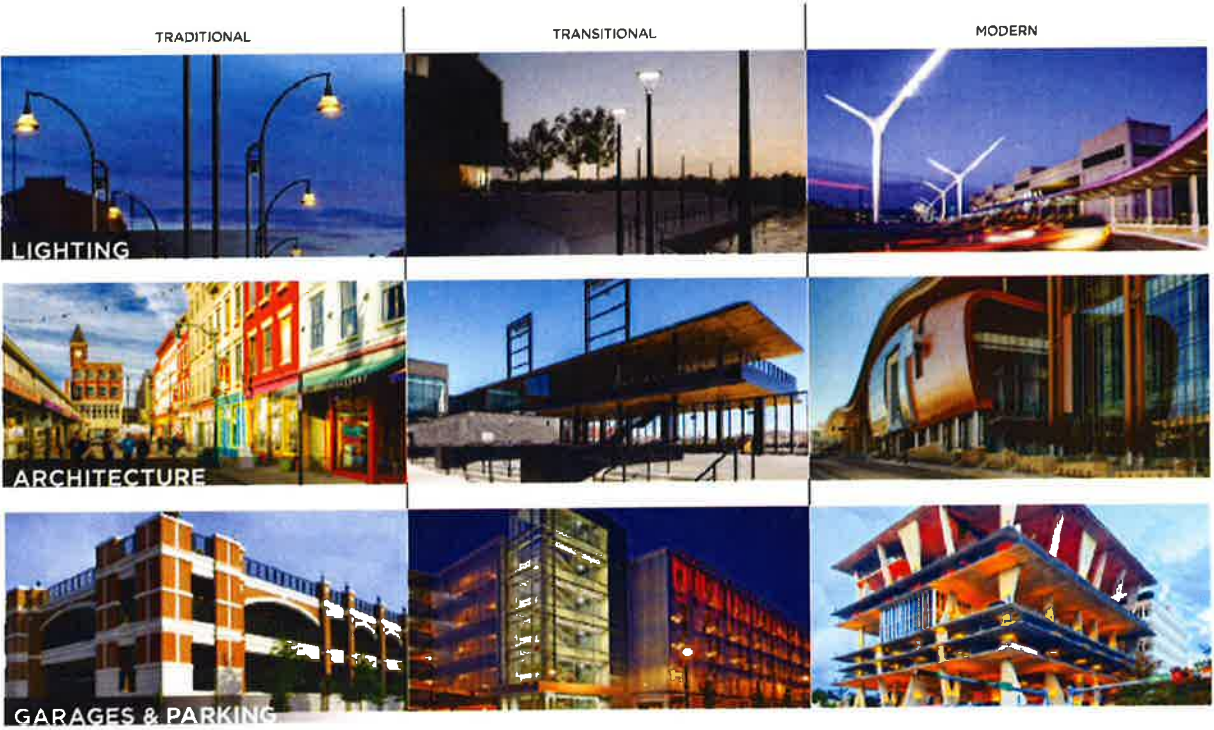


# EXPERIENCE TYPOLOGIES





# EXPERIENCE TYPOLOGIES





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## **COST ESTIMATE RANGE\***

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*\* The estimates of probable preliminary cost ranges ("cost estimates") on the following pages are the anticipated hard costs of the project in 2018 dollars. Soft costs such as design, contingency, and escalation for project year have not been included.*



## ARRIVAL FEATURES

Figure A-3.3



### DOT HIGHWAY SIGNAGE

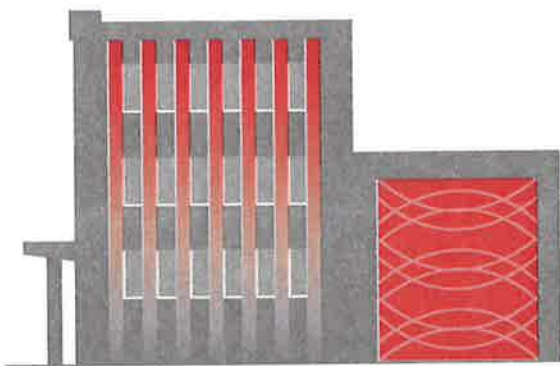
Coordinate with DOT on destinations eligible for recognition at this level.

### District Arrival

\$100-500K (non-digital)  
\$250-500K (digital)

## PLACEMAKING & PUBLIC ART

Figure A-3.4

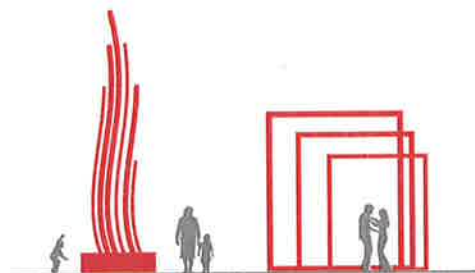


### Facade Lighting/Projection Mapping

\$10-25K (lighting only)  
\$25-250K (digital projection)

### Mural

\$20-250K (scale-dependent)



### Sculpture

\$50K-1M

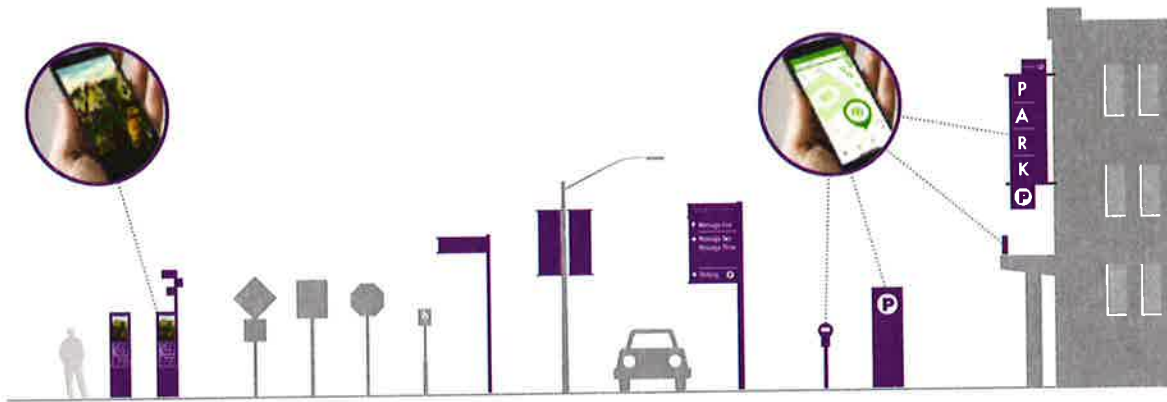
### Public Art (3D)

\$100-150K



# WAYFINDING

Figure A-3.5



## INTEGRATED STORYTELLING + WAYFINDING

### Story Extension

- scan QR codes at markers
- learn more about history and art landmarks
- digital scavenger hunts and events

### App with Beacon/Bluetooth

- app for Tulsa's points of interest
- near a POI = content pushes to device

## INTEGRATED PARKING SYSTEMS

### Parking App

- available parking ahead
- mobile payment options
- ParkMobile rolled out in Tulsa
- RFID
- LPR

### Digital Parking Meters

- credit card, mobile payment option

### Digital Counter Systems

- display available spaces entry to lot/garage
- available parking ahead

## Interpretive

\$10-20K (non-digital)

\$40-50K (digital)

## Street Sign

\$850K-1M (non-digital)

## Banners

\$250-500

## Vehicular Directional

\$7.5-8.5K

## Parking Pylon

\$10-20K

## Parking Marquee

\$40-100K







# **ADDITIONAL LAND USE + CIRCULATION ASSESSMENT MATERIALS**



## **SURROUNDING NEIGHBORHOODS & DISTRICTS**

The Arena District is located in the western edge of Downtown Tulsa between Interstate 244 and U.S. Route 75. The official district boundary includes the BNSF railroad tracks along the north, Denver Avenue to the east, 6th Street to the south, and Houston Avenue to the west. This boundary contains the core users and institutions within the district, including the BOK Center, Cox Business Center, and the Civic Center. The official district boundary differs from this master plan's larger study area boundary, which includes the western portions of the Technology and Deco Districts, as well as most of the River Overlook District.

Downtown Tulsa's central commercial business and office core is divided between the Deco District and the Technology District, with arts and entertainment clusters largely in the Blue Dome and Tulsa Arts Districts. These districts, though within walkable distances, are separated from the Arena District by railroad tracks, auto-centric roads, and blocks dominated by surface parking lots. South and west of the Arena District, the River Overlook District places large superblocks along the IDL highway edges, while the northern boundary with the Justice District is delineated by railroad tracks.

The district's location provides convenient highway access from the region, making it a first impression for many Tulsans coming into downtown and other IDL districts. This highway access nonetheless creates significant barriers with nearby western and southern neighborhoods and destinations, including Crosbie Heights, Riverview, and the Arkansas Riverfront.



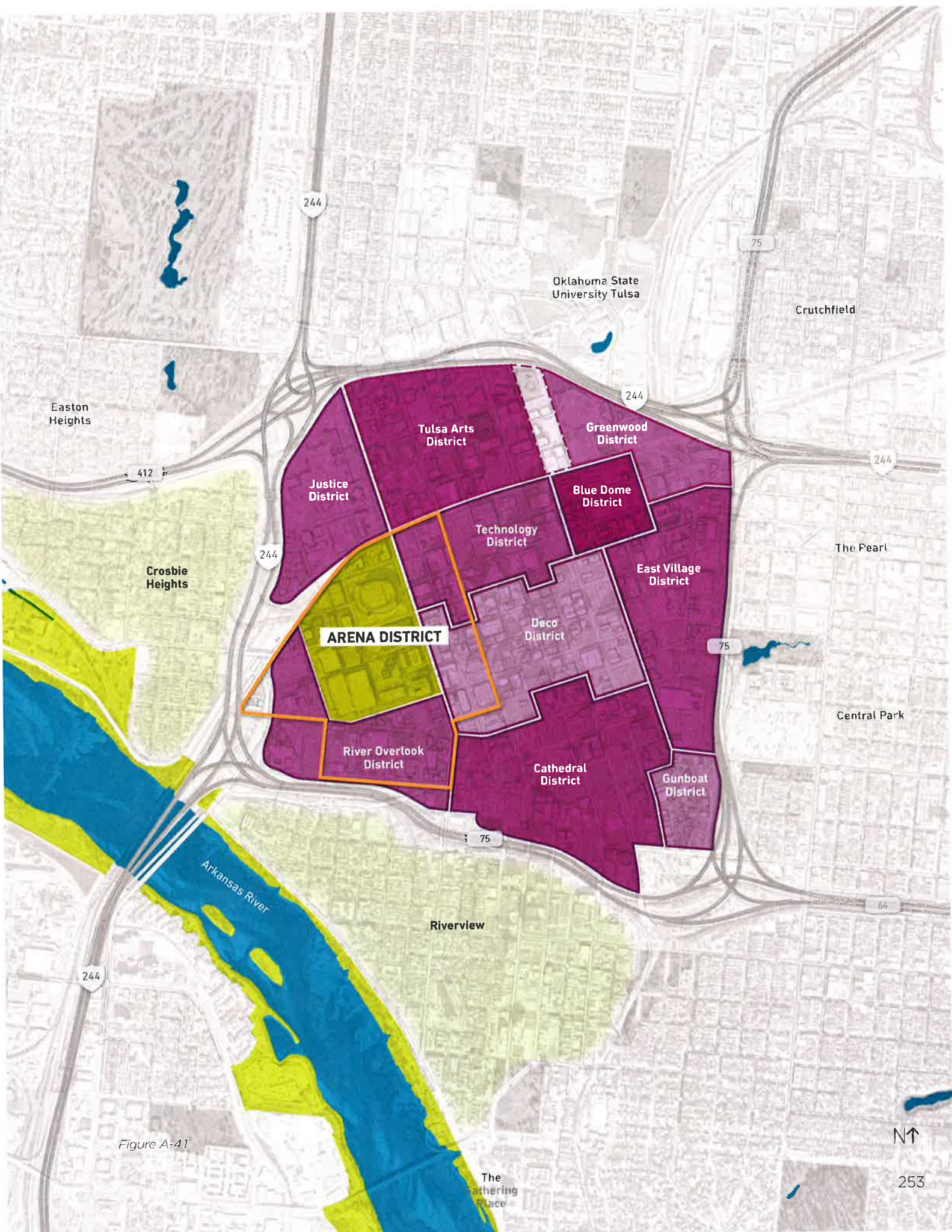


Figure A-41



## ATTRACTIONS & DESTINATIONS

The Arena District is home to destinations attracting Tulsans from the surrounding city, state, and region. For instance, the BOK Center draws nationally-recognized entertainment acts throughout the year, while the City-County Library offers a wide range of programming for people of all ages and backgrounds on a daily basis. Meanwhile, the Cox Business Center (CBC) is Tulsa's convention center and event space hosting meetings and events throughout the year. These three anchors draw in 1.8 Million visitors a year for concerts, conferences, events, and library services and programming. The Arena District and its businesses and hotels are thus heavily reliant on these anchors and their success, as is greater downtown.

There is market loss however. Based on conversations with area stakeholders, visitors coming into the district for events at the BOK Center generally drive and find parking near the facility, and tend to leave the district shortly after the event. The CBC, while bringing in more than 347,000 conventioners to the area on an annual basis, also relies on entertainment clusters outside of the district, such as the Blue Dome District, for restaurant and entertainment options. Consequently, the district struggles to provide quick meal options around events and does not attract visitors during non-event days and times. This is also due in part to a high concentration of civic uses that are only active during the workweek office hours, with the exception of the City-County Library. The latter attracts 2,000 users a day and is open for much of the workday and into the weekend, and offers valuable services and community gathering areas. It is also home to a Starbucks which is a popular and in-demand third place in the area.

Though benefiting from these strong anchors, the district also accommodates the supporting infrastructure necessary for these large users. As such, the district's

urban realm is characterized by surface parking, parking garages, and building support service and loading areas. These anchors offer some open spaces around their facilities, but they are largely decorative and under maintained with few activating uses during non-event times.

The number of events in the area has resulted in a robust hotel market, with recent and proposed hotels contributing 1,700 rooms within and near the district boundary. These include the Aloft Hotel, an adaptive-reuse project of the former City Hall Buildings, and the Hampton Inn and Suites, a new construction on a former parking lot block. The district is also home to the Mayo Hotel, a historic hotel closer to the central core featuring iconic art deco architecture. The two largest hotels are the DoubleTree - with 417 rooms, meeting space, garage, and connected to the Convention Center - and the Hyatt - with 444 rooms located in the Deco District. The hotel offerings in the district are therefore diverse, serving a variety of different visitor types within various price ranges. Additional hotel rooms are planned for this district, benefiting from strong destinations both within the district and within walking distance.



**±1.8M Visitors/Yr**

BOK, CBC, & Library

**±1,770 Rooms**

**BOK Center**  
810,200  
Visitors/Yr

**Library**  
2,000 Users/Day

**Cox Business Center**  
347,000  
Visitors/Yr

**Fairfield Inn & Suites**  
80 Rm

**Tulsa Arts District**

**Performance Arts Center**

**Hyatt**  
444 Rm

**Hampton**  
125 Rm

**Courtyard**  
119 Rm

**Bus Station**

**The Mayo**  
102 Rm

**Residence Inn**  
17 Rm

**Aloft**  
184 Rm

**Holiday Inn**  
220 Rm

**Best Western**  
79 Rm

**DoubleTree**  
417 Rm

## ATTRACTIONS & DESTINATIONS

■ Destination  
■ Hotel

N↑

255



## PARKING

Visitors, residents and employees in the Arena District have multiple options when deciding where to park. These options are often within a block of major destinations or where they work or live, and vary between on-street parking, surface lots, and garages. For downtown visitors, the Tulsa Parking Authority has garages with public parking, two of which are located within the district boundary. In addition, the Arena District has 383 on-street parking spaces, concentrated along the east side of the district. Most on-street spaces are currently along Cheyenne Avenue and Boulder Avenue and the east-west streets between these two corridors. On-street spaces are currently on timed meters, enforced during the workday (8:00 AM – 5:00 PM), and unenforced during weekday evenings, weekends and holidays. In January of 2018, city leadership proposed an overhaul of the on-street parking system, extending enforcement to 8:00 PM and charging for parking on Saturdays. Other upgrades will include converting all meters to multi-pay stations and adding a mobile pay technology.

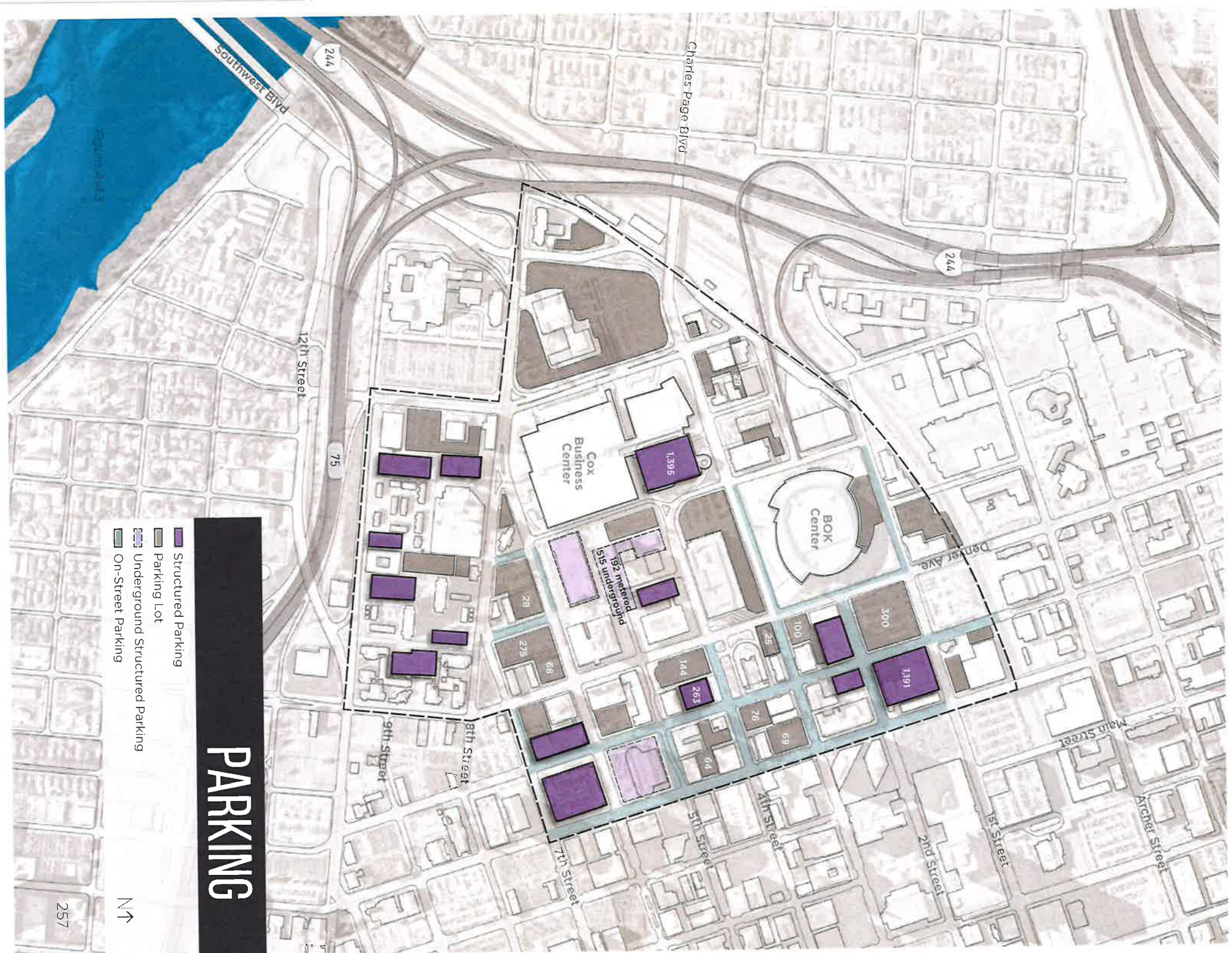
Structured parking is available throughout the entire district, with garages containing daily public parking, monthly parking, and

private parking. Operated by the Tulsa Parking Authority, the Civic Center Parkade and the 100 West Garage provide public parking near the BOK Center, CBC, and the Page-Belcher Federal Building. Other garages with daily parking include the City-County Library Garage and the ONEOK Garage. A parking study was conducted by Walker Parking Consultants in 2015, assessing utilization rates and determining a location for a future downtown garage. In September of 2017, a 500-space parking garage was proposed by the City for the southeastern corner of Fourth and Main Streets, including 3,000 square feet for restaurant space. This garage will be within four to five blocks of the CBC and the BOK Center.

Surface parking lots are scattered throughout the entire Arena District, representing barriers to walkability and interruptions in the urban fabric. The 2,803 surface spaces in the district are generally privately-owned, with many available for daily or event paid parking. These surface lots are often located near important intersections, destinations, and gateways, holding potential redevelopment sites.









## INFRASTRUCTURE

On May 9, the planning team met with city representatives of the City of Tulsa Engineering Services Department:

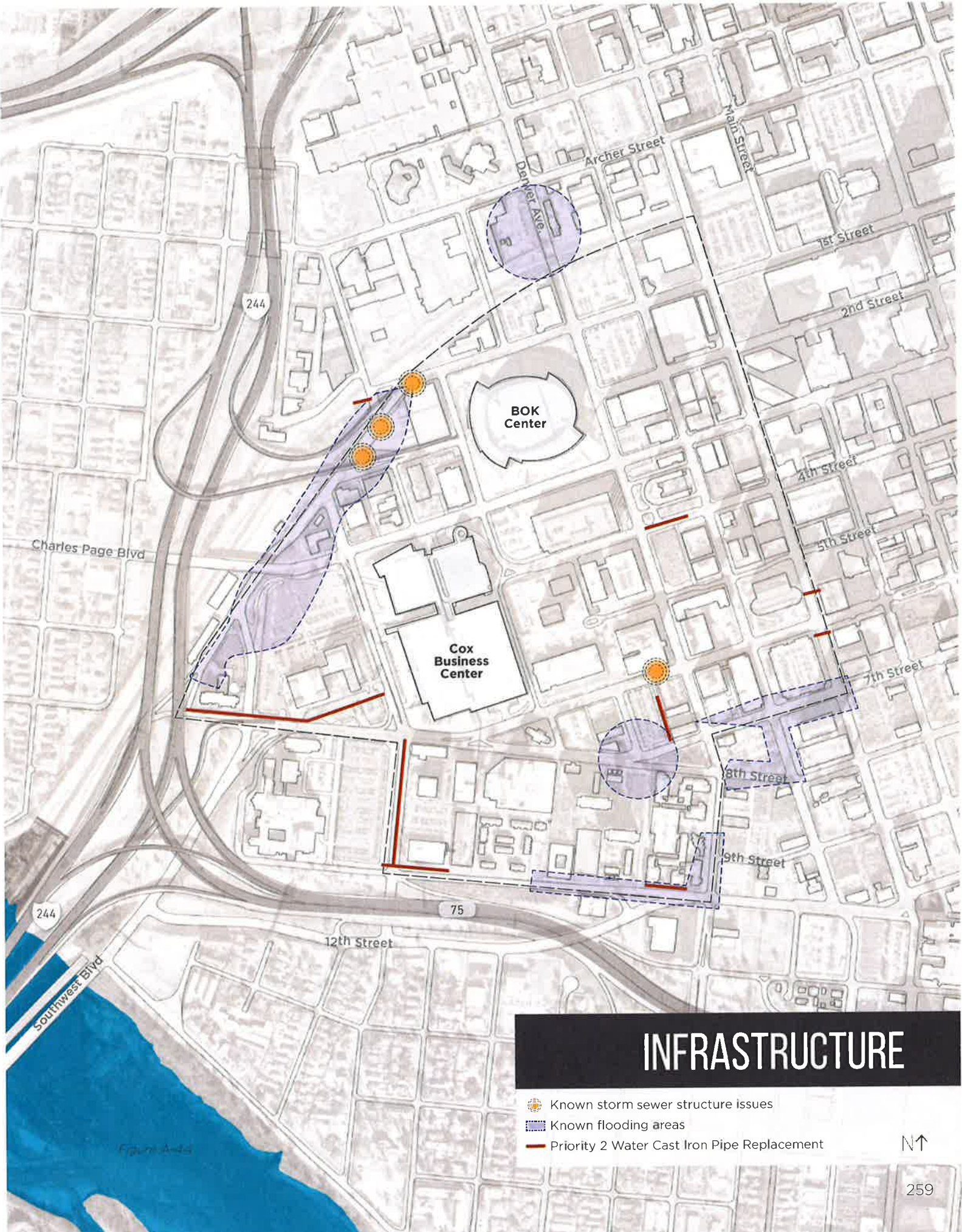
- **Matt Liechti**, Public Works Planning & Coordination Manager, City of Tulsa
- **Thomas Prag**, Sr. Special Projects Engineer, City of Tulsa
- **Anthony Wilkins**, Water Senior Special Projects, City of Tulsa
- **Brad Jackson**, Lead Engineer Stormwater Design, City of Tulsa
- **Brent Stout**, Transportation Planning, City of Tulsa

Items discussed are as follows:




- In regards to central water in the downtown area, the Capital Improvements Plan (CIP) shows replacement priorities mainly due to age of the pipes and not the pipe capacity. Fire flow requirements generally control the water demand for new development, which will be reviewed on a project-by-project basis.
- The current sanitary sewer system capacity is adequate based on existing uses, but may change depending on future development. The CIP highlights inflow and infiltration abatement areas as priority one within the study area. This is due to leaking pipes, structures, and improperly connected storm lines, and can be both stormwater and groundwater.
- A condition assessment of the storm sewer system is currently underway throughout the 2018 and 2019 fiscal years. The current system should be upgraded as development occurs, but this will be challenging due to undersized areas downstream. Typical flooding downtown is short and limited to the streets. The existing system is a two to five year system capacity.
- Generally, the group believes the district has adequate service to handle additional development.

The diagram on the following page highlights the minimal infrastructure issues that currently exist in the district. Along the west edge of the district boundary there are flooding and storm sewer structure issues, especially around the on and off ramps from 1st & 2nd Streets to Interstate 244. Minimal flooding areas also exist in the southeast corner of the district adjacent to the residential areas along the north side of US-75. There are currently prioritized plans to replace specific water cast iron pipes within the downtown area, with most of the Arena District being lower on the priority list (priority 3-5). The higher priority replacements are highlighted on the following page.





# INFRASTRUCTURE

-  Known storm sewer structure issues
-  Known flooding areas
-  Priority 2 Water Cast Iron Pipe Replacement





## EXISTING ZONING

Formally adopted in 2015 and effective January of 2016, the Tulsa Zoning Code regulates zoning and land division for the City of Tulsa. Parcels within the Arena District boundary are currently zoned "CBD: Central Business District." According to the Tulsa Zoning Code, the intent of this district is to encourage diverse, high-intensity uses within the boundaries of the Inner Dispersal Loop. The code encourages a mixed-use environment for downtown, in which uses mutually benefit from proximity to each other and the services and transportation system available in Downtown Tulsa.

The CBD District does not regulate building height, floor area, land coverage, or set parking requirements, though it does include use regulations. For parcels zoned CBD, most residential and commercial service uses are permitted, while most industrial uses are prohibited. Supplemental uses, i.e. those requiring additional compliance, include homeless or treatment centers, assembly and entertainment commercial facilities, and governmental services.

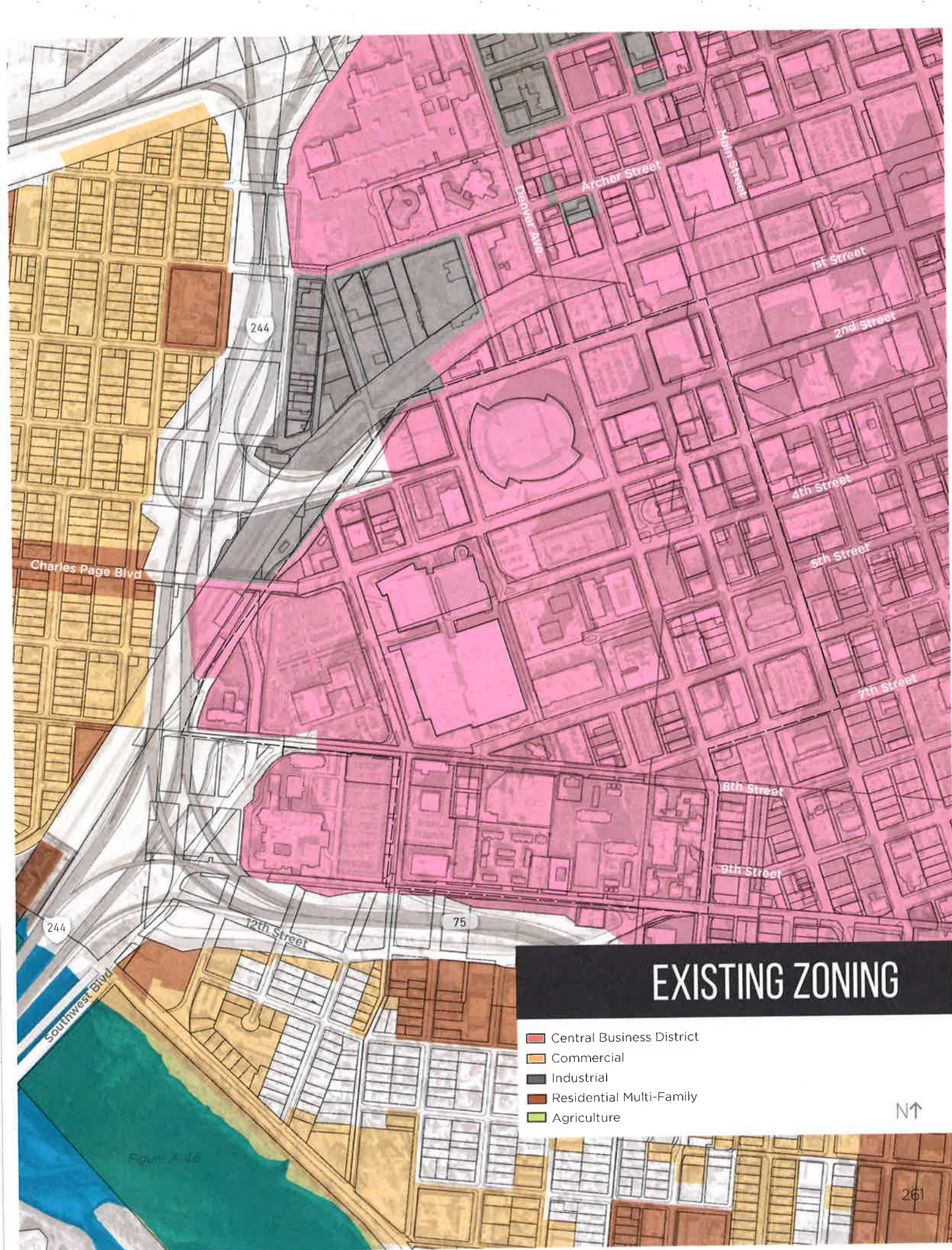
Development occurring in the Arena District, including new construction and renovations, goes through a basic two-step zoning review process. First, City of Tulsa Permitting verifies whether the proposal meets the zoning standards for the site. Second, if standards are met, the permit is issued. Because the CBD zoning requirements are so permissive, most applicants meet the zoning standards. Variances may be sought for items not in compliance, though these tend to consist largely of signage issues.

The Arena District, unlike six other areas in the city, is not under a Historic Preservation Overlay District. As a result, development occurring in the district does not have

to comply with design guidelines or requirements for public hearings. Historic structures within the district, even those on the National Register, are not protected from demolition as long as public money is not used.

Current land uses in the district are reflective of the existing zoning, with all parcels in the district having a "Downtown" land use designation, except for Plaza of the Americas, which is considered a "Park and Open Space." The land uses surrounding the district reflect the diverse neighborhoods located along the south and west sides of the district.







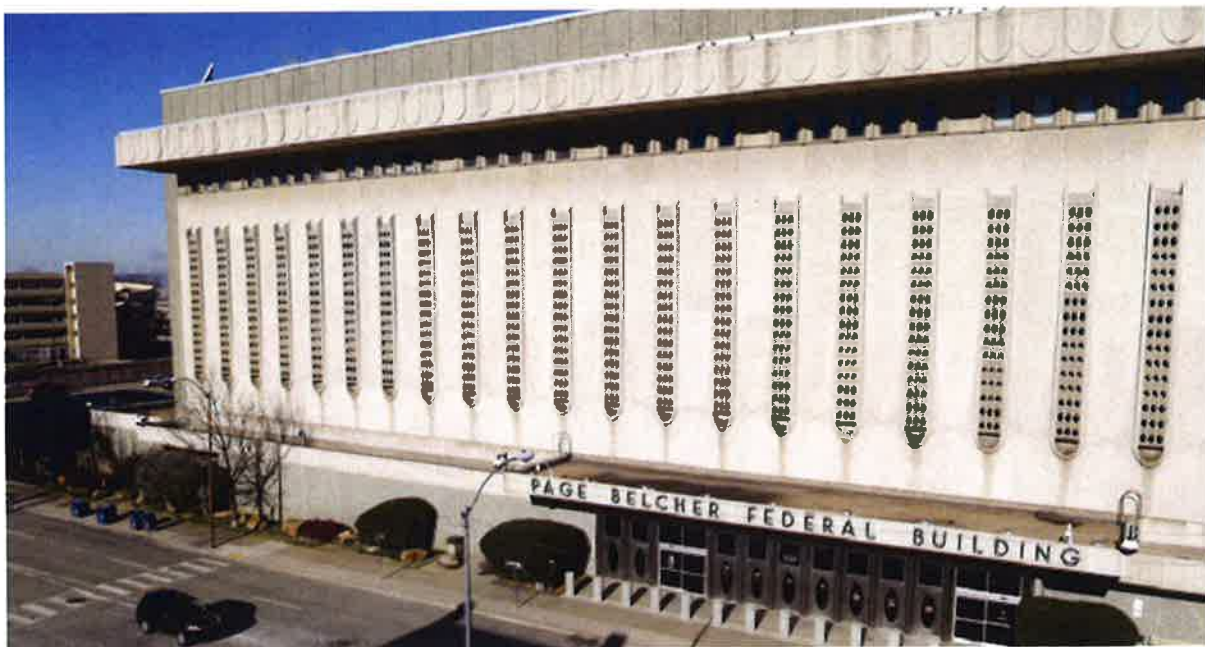
## LAND OWNERSHIP

A majority of the Arena District's parcel land acreage (excluding right-of-way) is currently owned by public institutions, such as the City of Tulsa, the State of Oklahoma, and the U.S. Federal Government. The remaining land area is owned by a variety of land owners, which include large companies, developers, and residential condo residents. As seen in the map on the following page, city and other public owners are currently in control of parcels in the core of the district, while private owners control the majority of land along the south and the eastern edge with the Deco and Technology Districts.

Due to the prevalence of civic uses in the district, the City of Tulsa is the single largest landowners in the Arena District. The city currently owns one third of parcel land acreage within the study area boundary, including key properties in the heart of the district. These include the BOK Center block, the CBC and municipal court buildings, and 5th Street Plaza. Other land owners include Tulsa County, which owns the City-County Library, and the Metropolitan Tulsa Transit Authority, which

owns the Denver Avenue Station. The Page-Belcher Federal Building and block is owned by General Services Administration of the U.S. Federal Government. When totaled, public land owners control 58% of the parcel land acreage in the district, though ownership ranged across multiple levels of government and various agencies within the same institution.

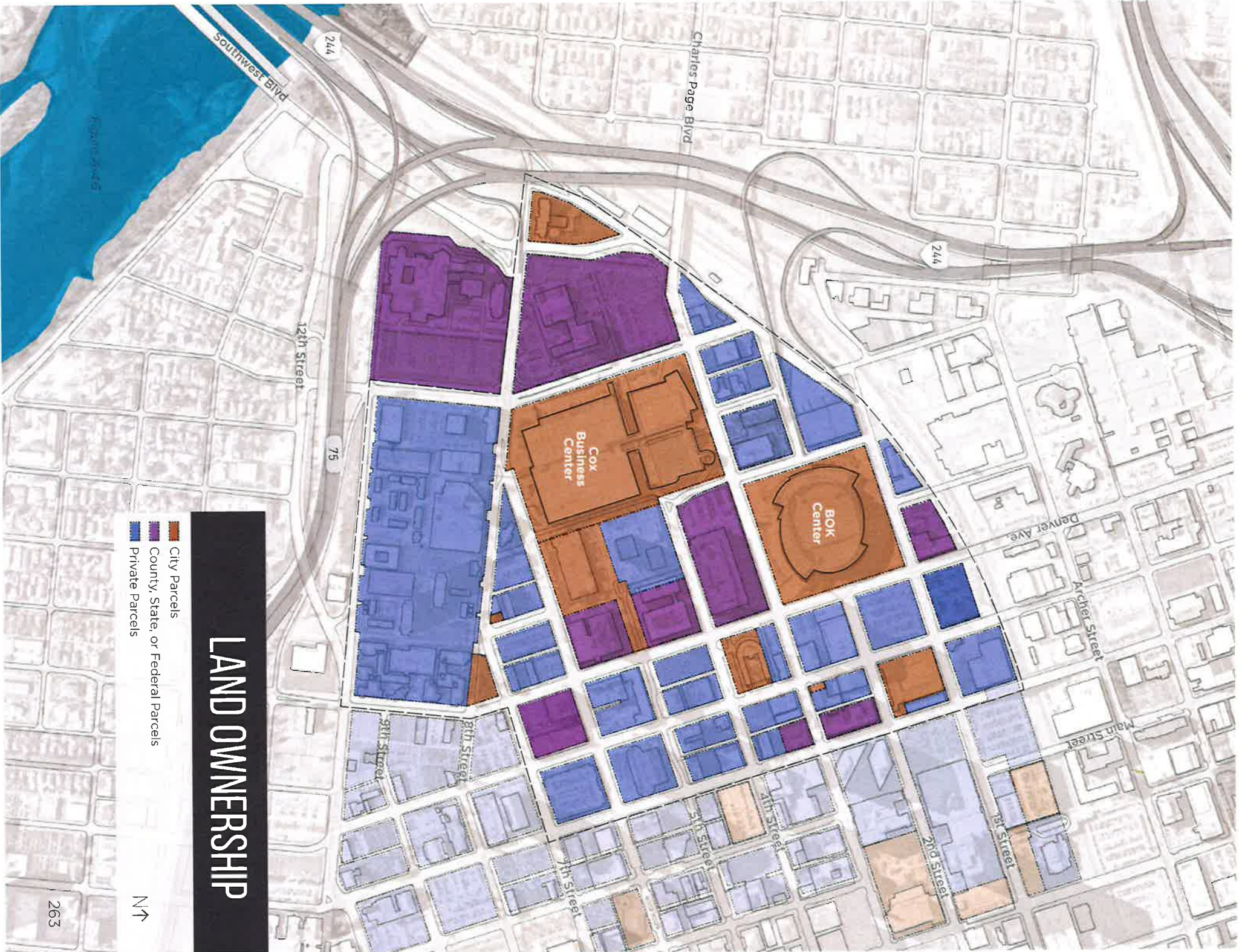
Private owners in the district range between large and mid-size limited liability companies to single-owner residential condos. For instance, the block south of 7th Street, between Houston and Denver Avenues, is owned by a variety of private ownership entities that include hotels, non-profits and condo owners. Aside from residential property owners, large private landowners in the district include ONEOK, which owns the ONEOK Headquarters block and parking garage, and the Bank of Oklahoma, which owns the block northeast of the BOK center.





- City Parcels
- County, State, or Federal Parcels
- Private Parcels

# LAND OWNERSHIP





## BLOCK SIZE & WALKABILITY

A key ingredient to success in any urban neighborhood is walkability. Walkability generally consists of two aspects: 1) Pedestrian scale, walkable block sizes that feel comfortable and safe, and 2) Amenities and destinations that people want to walk to.

Tulsa is fortunate enough to have great pedestrian scale, walkable block sizes throughout the CBD (320 ft. x 320 ft.). This size allows for active and intriguing ground-floor uses without creating an unreasonable amount of street crossings.

An important step in connecting the blocks west of Denver Avenue to the rest of downtown is creating that same type of pedestrian friendly block size, which does not necessarily require new vehicular connections. Currently, the area west of Denver Avenue mostly consists of large superblocks where walkability is hindered by large structures, private or fenced-in land, or large surface parking lots.

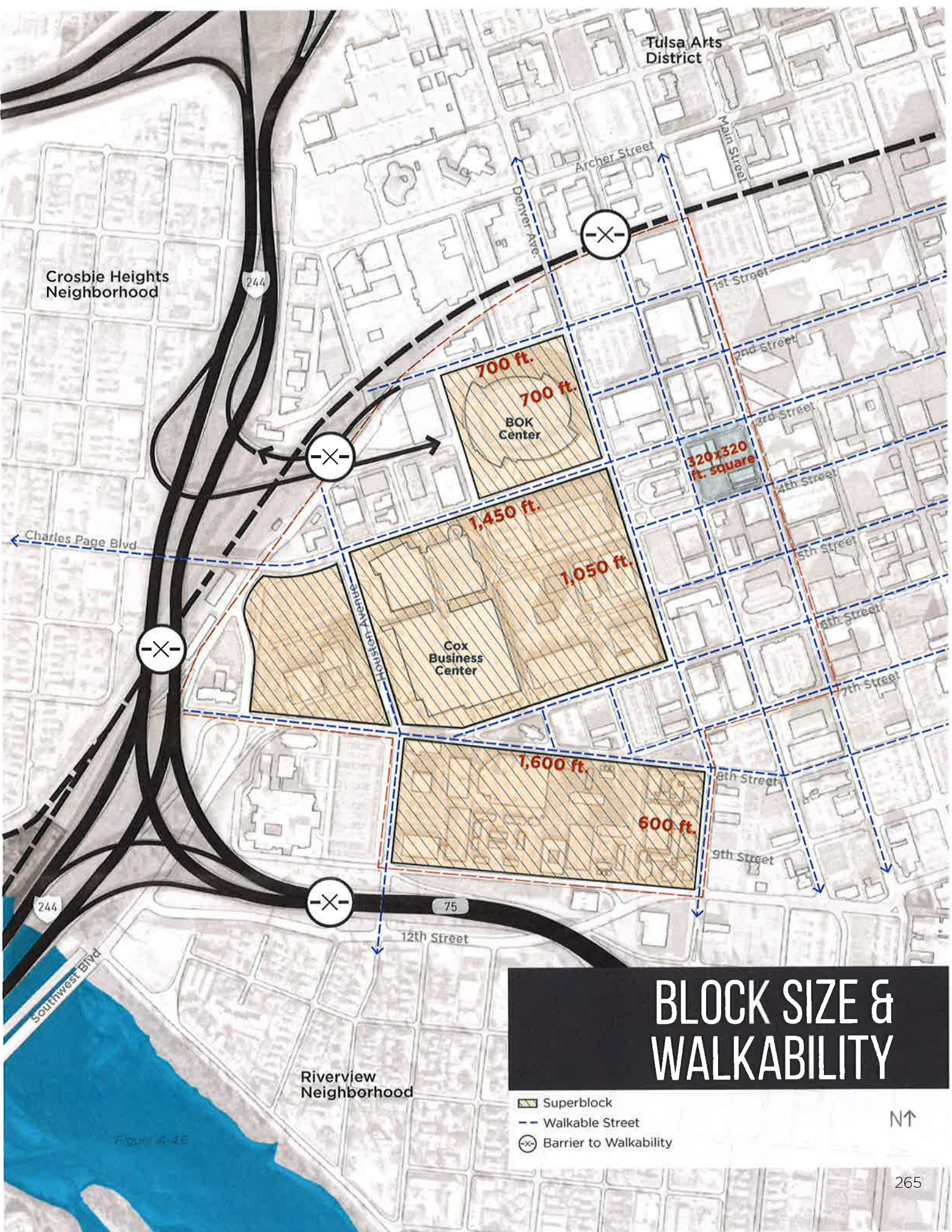
Along Denver Avenue, between 1st and 3rd Streets, the BOK Center occupies about 50% of a 490,000 SF block with no activated spaces around the block edges. Also along Denver Avenue, between 3rd and 6th Streets, a large superblock exists consisting almost entirely of civic uses and a 310,000 SF convention center along Houston Avenue. This block has limited pedestrian access points, various structural grade changes, limited wayfinding, and a fence around the large Page Belcher block. A large, 960,000 SF superblock makes up the south end of the district, containing hotel and residential uses. This block feels private in nature and does not provide any logical pedestrian access points between Denver and Houston Avenue.

The north, west, and south edges of the district are confined by Interstate 244, Highway 75, and the existing rail line. This existing infrastructure currently creates a physical and psychological barrier

between the district and the surrounding neighborhoods. Charles Page Boulevard provides the only pedestrian access point between the district and the Crosbie Heights neighborhood to the west, though this connection lacks active street frontage uses within the district and leads to a long vehicular bridge under Interstate 244. Houston Avenue and Southwest Boulevard provide the only access points from the district to the Riverview Neighborhood to the south. These connections are unactivated and don't feel safe or inviting to people walking or biking.

It is important to begin breaking these blocks up to extend the walkable, pedestrian friendly grid from the CBD into the district. This will establish the base for a walkable neighborhood and allow for more opportunities to activate the district through ground-floor uses and public open space.





# BLOCK SIZE & WALKABILITY

N↑



## WALKING DISTANCES

The second element of a walkable urban neighborhood, as previously mentioned, is providing destinations and amenities that people want to walk to. This includes destinations and amenities for both visitors and local residents.

Using the library as a central reference point, users in the district can walk to the core of the CBD in 5-minutes, and the adjacent Tulsa Arts & Blue Dome Districts are a 10-minute walk away. With this proximity and the opportunity to provide pedestrian scale blocks, active ground-floors with points of interest will give people a reason to walk through and from the Arena District to experience other areas of downtown. This is especially important for event attendees from the BOK Center and the Cox Business Center who would otherwise return to their cars and head back out of downtown.

The Tulsa Arts District and Blue Dome District are thriving urban neighborhoods in downtown Tulsa that offer unique experiences not found in the Arena District. Due to a lack of walkable connectivity in the current condition, it is easier for visitors to drive to these destination neighborhoods. For instance, visitors attending an event at the BOK Center often drive to the Tulsa Arts District for dinner, instead of parking once and walking between these two destinations. As seen on the map to the right, these two districts are within a walkable 10-minute walkshed, though this walk is impeded by auto-centric streets, railroad tracks, and lack of shade. The Arena District has an opportunity to tie into these areas while still serving as it's own neighborhood with large entertainment draws and points of interest.

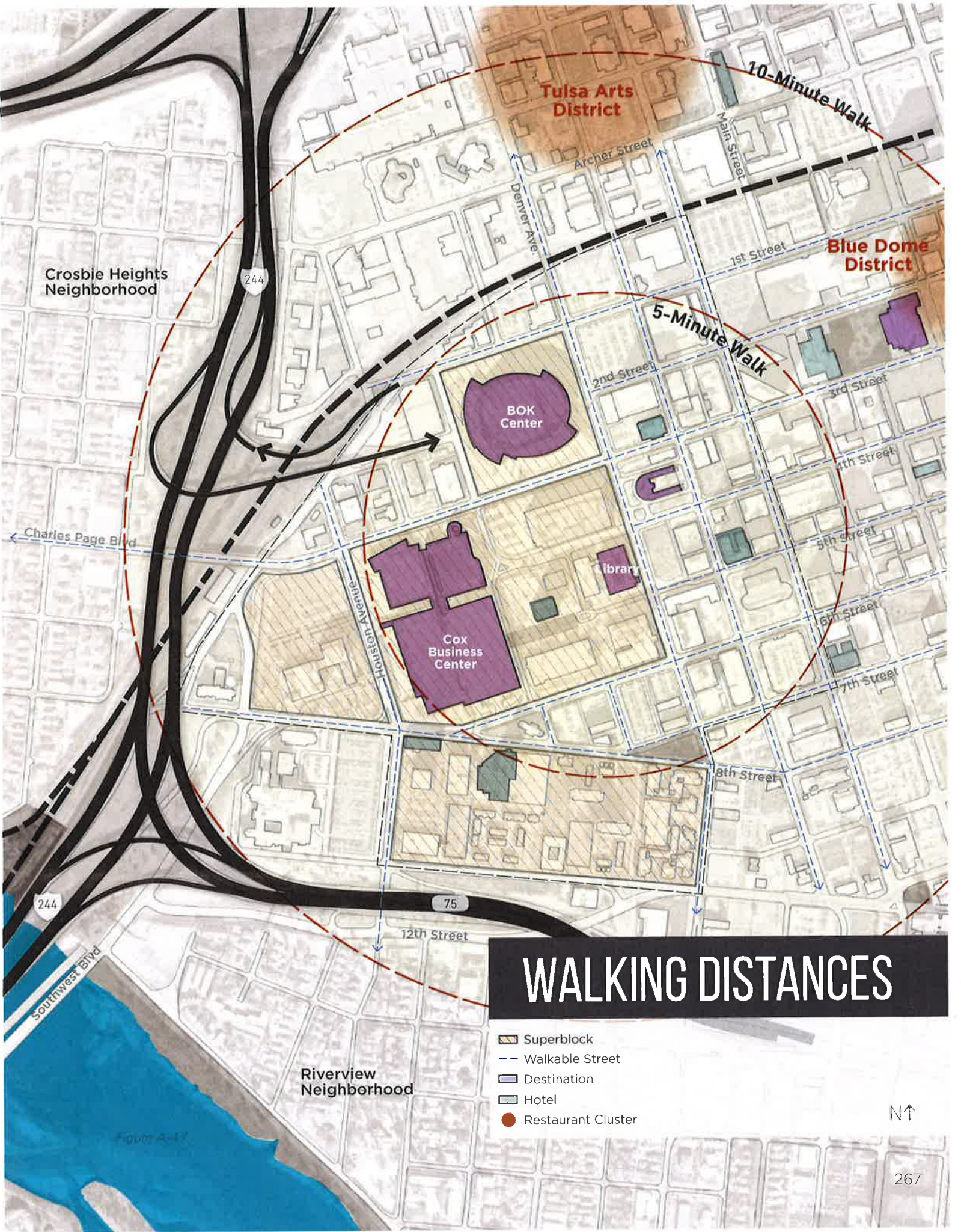


**Tulsa Arts District**  
Source: ORU Oracle



**Blue Dome District**  
Source: Oklahoma Magazine & Blue Dome Arts Festival







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# **CIVIC CENTER PLAZA STRUCTURAL CONDITION**

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August 7, 2018

Andrew Overbeck, AICP, Principal  
MKSK  
462 South Ludlow Alley  
Columbus, Ohio 43215

RE: Tulsa Arena District Master Plan  
Civic Center Plaza Structural Condition Discussion – revised to include photos 8.7.18  
Wallace Project No. 1840035

Dear Mr. Overbeck:

I am writing this letter to confirm our discussion on July 10, 2018 regarding the condition of the Civic Center Plaza and parking garage structure in Tulsa, Oklahoma.

#### **EXECUTIVE SUMMARY**

Based on my recent observations, along with my previous experience with testing, surveying and repairing parts of this plaza and garage, it seems probable that a large portion of the plaza and garage are in very poor condition and may be very near the end of its useful life. Before long-range plans are developed to consider continued use of the plaza and garage for any extended period of time into the future, I strongly recommend that the structure of the plaza and garage on both the county and city sides be thoroughly evaluated for chloride ion content, corrosion and deterioration that has occurred since our study and analysis in 2000. I am not optimistic that the life of the structure can be safely extended much further.

#### **DISCUSSION**

The Civic Center Plaza was constructed around 1964, making the reinforced concrete structure about 54 years old. Between 1999 and 2004, Wallace Engineering performed material and chloride ion tests, conducted visual condition surveys, and designed and observed limited structural repairs for several portions of the existing City of Tulsa side of the Civic Center Plaza and the parking garage below it. We did not provide similar services for the Tulsa County side of the Civic Center Plaza and parking garage below it.

Based on those tests, surveys and structural repairs, as well as our recent discussions and observations regarding this project, I have the following comments and concerns about the current structural condition and the remaining useful life of the structure:

1. Our past testing in 2000 indicated very high chloride ion content in the existing concrete slabs, beams and columns at all levels of the plaza and garage. The high levels of chloride were caused by many years of using deicing salts on the plaza and the surrounding streets and sidewalks during freezing weather. The salts, mixed with water, accelerated corrosion of the steel reinforcing in the plaza and garage structure. Once salt (chloride) is in the concrete, it cannot be economically removed. Also, when concrete is new, it is very alkaline and provides a passivating layer around the steel reinforcing that prevents it from corroding. As the concrete ages, carbonization takes place and destroys the passivating layer. The combination of carbonization, high chloride content and water has caused years of corrosion in the steel mesh and rebar reinforcing in this structure. For example, during our testing in 2000, we found chloride

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Structural Consultants, Inc.  
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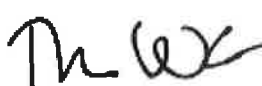



ion content in the concrete structure ranging from 1.92 pounds per cubic yard of concrete to 12.62 pounds per cubic yard. Any chloride ion content above 1.2 pounds per cubic yard is known to cause corrosion in the reinforcing steel.

2. The existing parking garage and plaza were repaired based on available funds and emergency priorities. Funds were not available for all of the repairs or protective coatings recommended by Wallace Engineering in 2000. At the time, we estimated that \$16,200,000 was needed for repairs to allow the structure to continue functioning safely for 10 to 20 more years. That was 18 years ago. To my knowledge, only about \$3,000,000 to \$4,000,000 was available for the repairs that were actually done from 2001 to 2004. Because of the limited funds available, only emergency repairs on areas with major spalls, cracks, visible corrosion and highly dilapidated slabs were implemented.
3. Since the emergency repairs described in item 2 above were completed, Fifth Street was extended across the top of the Civic Center Plaza to allow access to the new Aloft Hotel for fire trucks and to allow better access to all of the buildings in the complex. Steel beams and columns were added to the bottom of the existing concrete structure to increase the capacity of the deck to carry fire trucks. I do not know what, if anything, was done beyond the strengthened area under the street to seal, protect and repair the corroded reinforcing steel and carbonated concrete that still has very high chloride content.
4. On Wednesday, July 11, 2018, I drove through the parking area and made some preliminary observations of the current condition of the structure. Based on what I observed, there are large areas where netting has been installed to catch falling pieces of concrete. There are many new areas of cracking, including some with efflorescent salts dripping through the cracks and forming stalactites hanging from the concrete. There are also several areas with spalled concrete and obvious steel rebar and mesh corrosion.

Based on my recent observations, along with my previous experience discussed above regarding testing, surveying and repairing parts of this plaza and garage, it seems probable that a large portion of the plaza and garage are in very poor condition and may be very near the end of its useful life. If you have any questions or need additional information, please do not hesitate to contact me.

Sincerely,

Tom Wallace, P.E.  
Founder and Chairman of the Board

Attachments: photos of the plaza and garage structure taken 07.11.18

cc: Scott Rodehaver – Wallace Engineering  
Christopher S. Hermann – MKSK  
Jeffrey J. Pongonis – MKSK





Photo 1



Photo 2



Photo 3



Photo 4





Photo 5



Photo 6



Photo 7



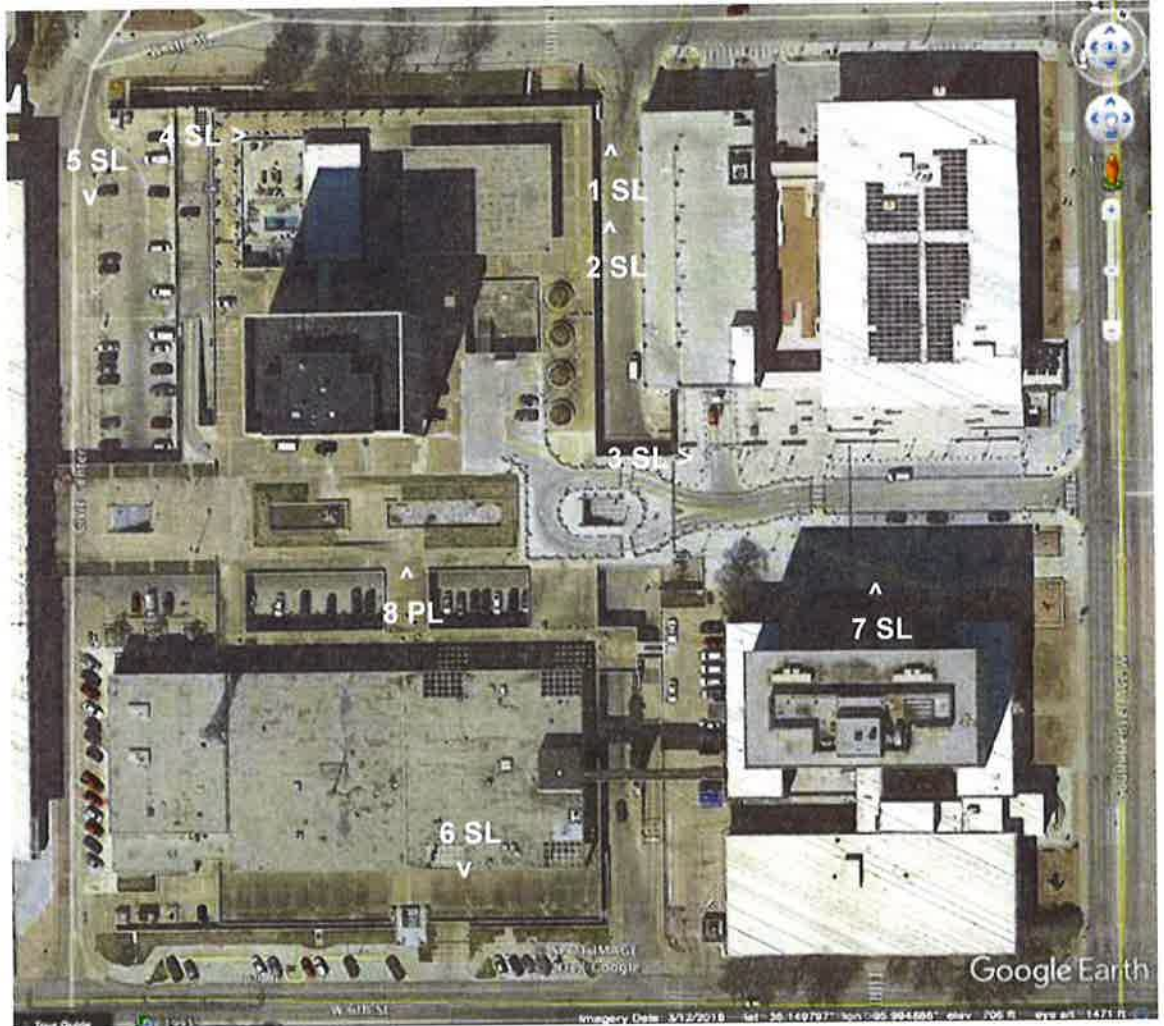
Photo 8



- Photo 1 - Street Level
- Photo 2 - Street Level
- Photo 3 - Street Level
- Photo 4 - Street Level
- Photo 5 - Street Level
- Photo 6 - Street Level
- Photo 7 - Street Level
- Photo 8 - Plaza Level

Street Level means looking up  
at the bottom of the Street Level  
from the Basement Level

Plaza Level means looking up  
at the bottom of the Plaza Level  
from the Street Level









**PRELIMINARY +  
PREFERRED CONCEPTS +  
STRATEGIES**



## CONNECTIONS FRAMEWORK

### CONNECT TO THE CBD

Of foremost importance to the success of this district is establishing stronger physical connections to the Central Business District (CBD). Today there are largely mediocre street environments, parking lots and underdeveloped spaces that separate the active areas of the district from the core of Downtown.

To support existing civic uses, entertainment and hospitality destinations and to enable the redevelopment of existing buildings and underutilized sites within the district, a new system of public spaces, connections, and street environments is proposed. The Fifth Street Promenade is an essential, walkable, connection between the COX Business Center (CBC) and Downtown. Improving this connection in the district is a critical starting point. Likewise, improving the streetscape and condition of 3rd Street is fundamental to improving the walk from the BOK Center to Downtown and across Boulder Avenue to the Tulsa Arts District.

Civic Center Plaza is reimagined as an enhanced/new catalytic civic space that provides a clear, engaging and active public space. The reimagined plaza will better integrate the life of the CBC with that of the Arena District and create a stronger connection to the rest of downtown. The gravity of this catalytic public space is enhanced by a pair of north/south green pedestrian connections that visually and physically link the CBC, BOK Center, and the Civic Center Plaza together. These public space improvements should coincide with efforts to activate the existing public spaces at the BOK Center and the CBC.

### IMPROVE OVERALL CONNECTIONS & EXTEND THE GRID

Focusing on the core of the district and creating strong connections to downtown through the east-west street and streetscape improvements as well as private mixed-use development along Denver Avenue will create a more successful gateway district. With this energy, investment and improved connections to the surrounding neighborhoods and districts will follow.



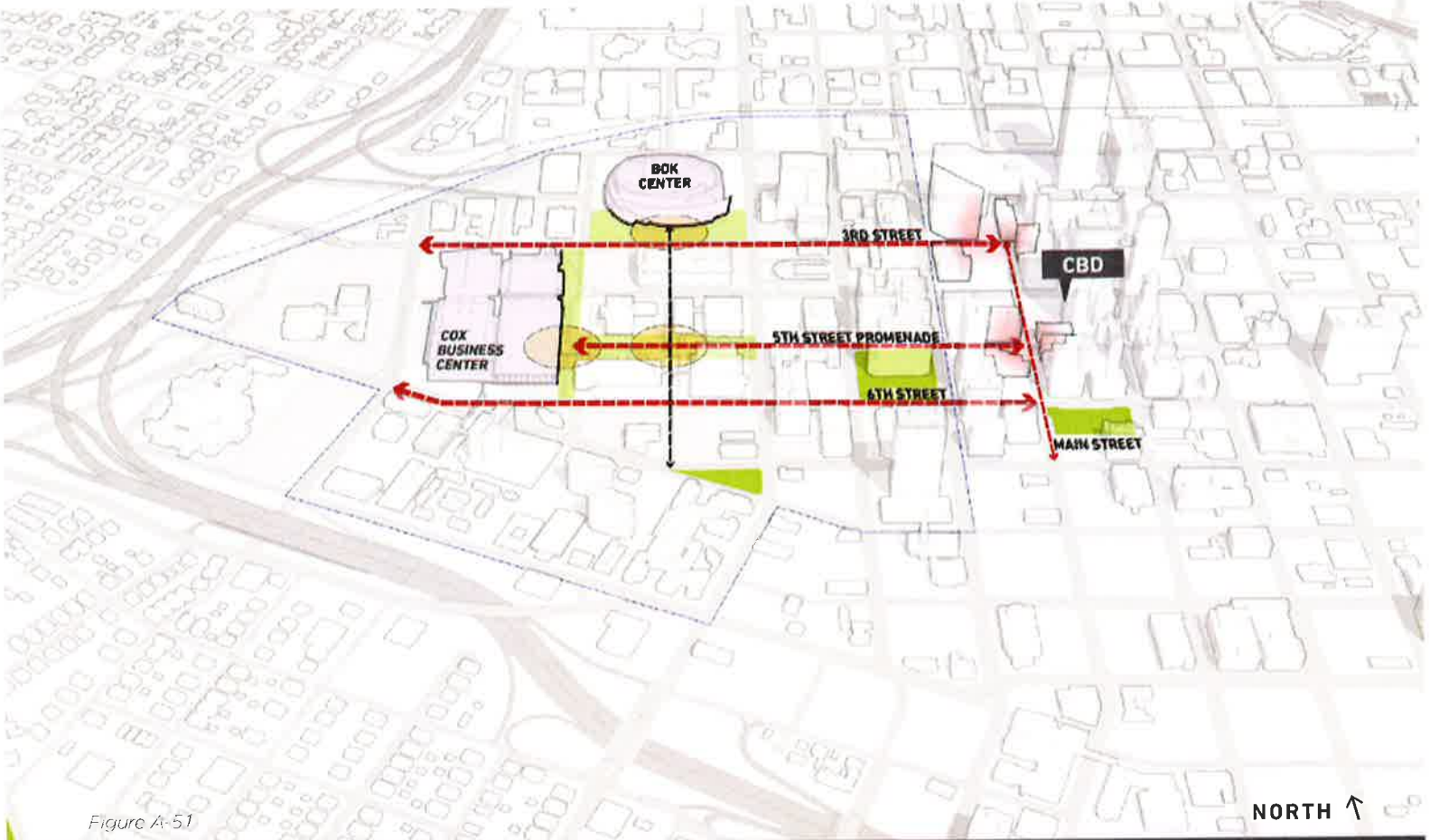


Figure A-51

# BRING THE CBD TO THE DISTRICT & THE DISTRICT TO THE CBD

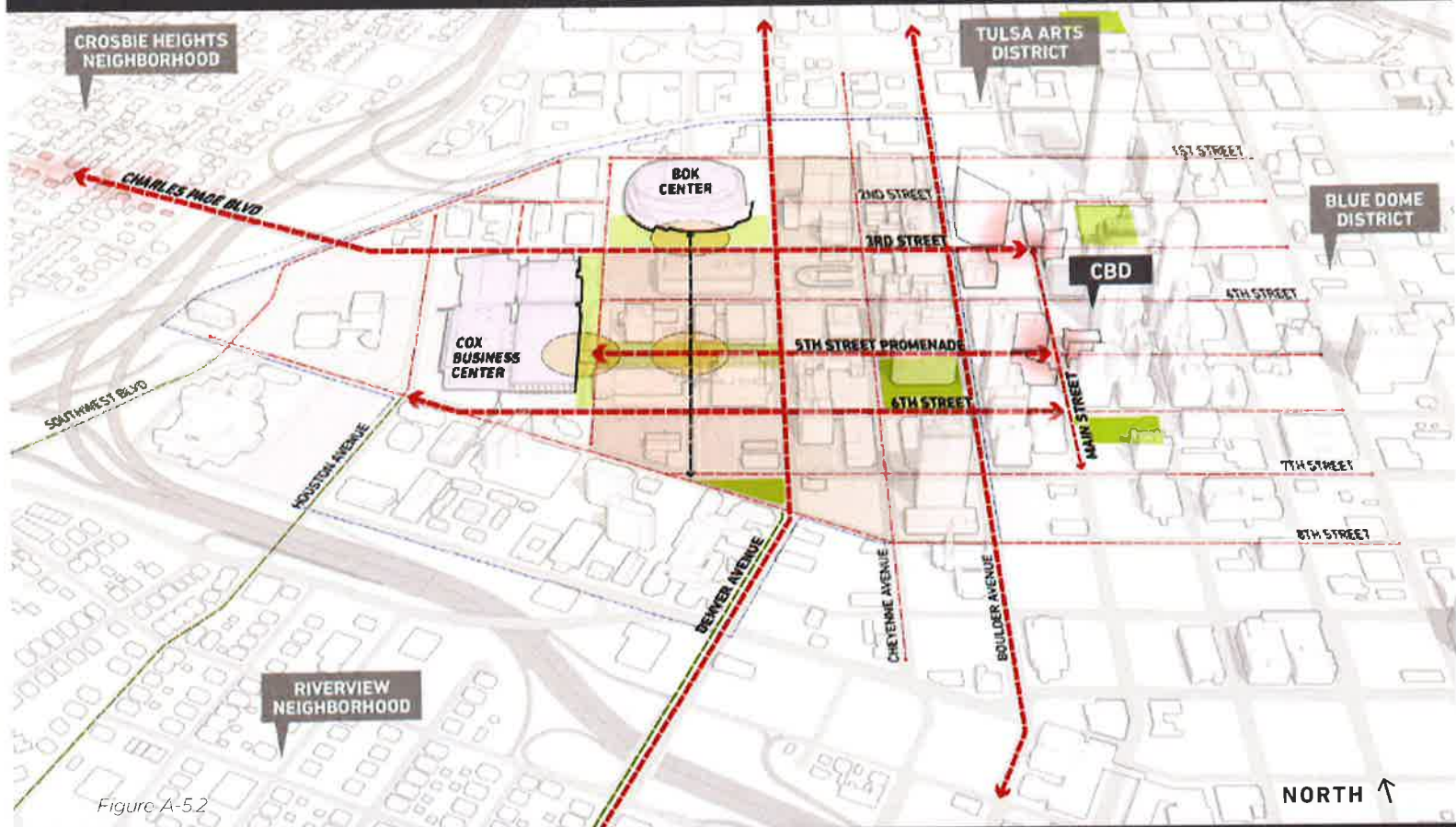


Figure A-52

# IMPROVE CONNECTIONS TO SURROUNDING NEIGHBORHOODS



# CONNECTIONS FRAMEWORK

## SIGNATURE STREETS

Building on the analysis and recommendations from previous planning efforts, the connections framework sets up a series of signature streets that form the backbone of the Arena District. Investments in these streets are paramount to improve the overall pedestrian experience. These streets are the most public-facing, acting as key arrival gateways, critical pedestrian linkages, and serving as connections to other districts and neighborhoods.

Running east/west, 3rd, 5th, and 6th Streets have potential to be signature streets connecting the district to the CBD. Improvements already made to 5th Street help to encourage walkability, but more needs to be done to accentuate the connection to the CBC and to activate the buildings and uses along the corridor to enable greater pedestrian activity. Sixth Street is also critical as an entrance to the district, as well as serving visitors to the CBC and existing residents to the south. In addition to serving as BOK Center

frontage, 3rd Street connects across to the Crosbie Heights neighborhood on the west, and to the Blue Dome District on the east, making it one of the few streets that actually traverses the district.

Running north/south, Denver Avenue should serve as a green “linear park” corridor through the district, connecting it to the Tulsa Arts District to the north and Riverview Neighborhood to the south.

## PRIMARY STREETS

All other streets in the district should be considered primary streets with streetscape enhancements, improved mobility options and road diets when necessary. These include modifications in street geometry, intersections and widths to enhance walkability and pedestrian safety. Doing so will create a street grid within the district that will encourage pedestrian activity, support mixed-use development and shorten the walkability gap between the district and its surrounding neighborhoods.

### DENVER AVENUE



### 3RD STREET

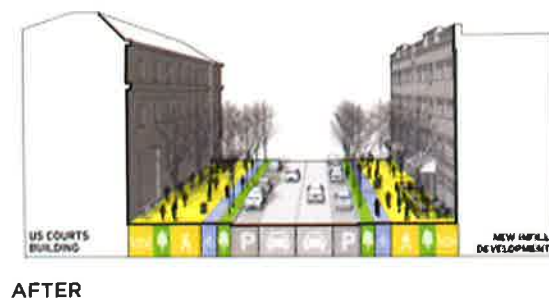
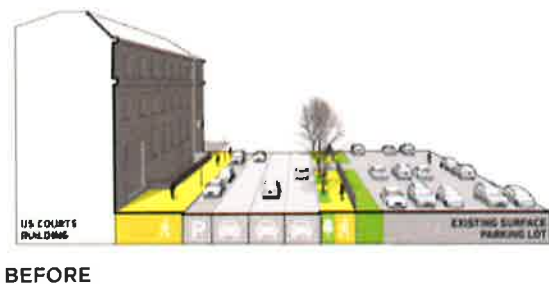
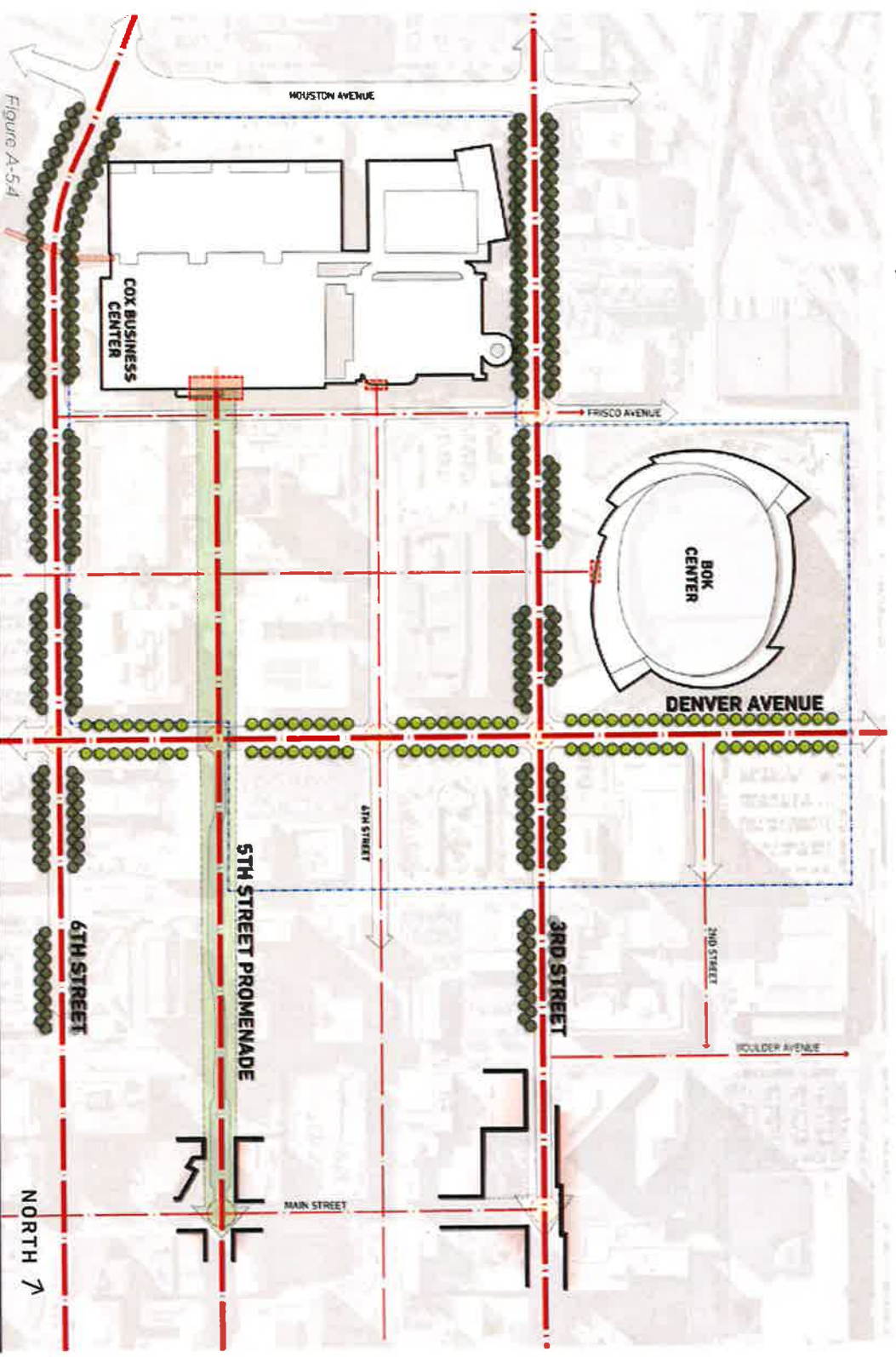


Figure A-5.3





## BUILD STREETS FOR PEOPLE & EMPHASIZE THE PEDESTRIAN EXPERIENCE



FLEXIBLE SPACES &  
OUTDOOR DINING



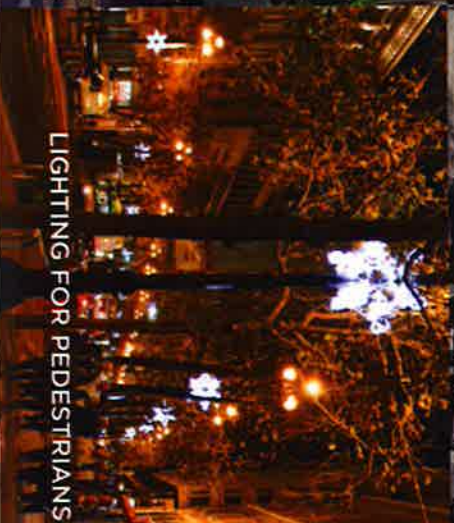
RETHINK LEFTOVER SPACES



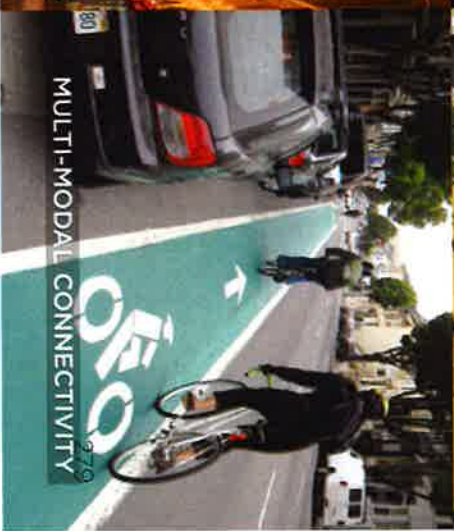
INVITING PEDESTRIAN ZONES



STREET TREES & SHADE  
STRUCTURES



LIGHTING FOR PEDESTRIANS



MULTI-MODAL CONNECTIVITY



## CATALYTIC PUBLIC REALM INVESTMENT

The highlighted zones on the following page have been identified as recommended initial catalytic public realm investment areas where the city should focus investment to spur development in the district. These areas include the BOK Center south and east lawns, Civic Center Plaza, and the Page Belcher Federal building site. These investments will provide the opportunity to activate, connect, and incentivize development in the district.

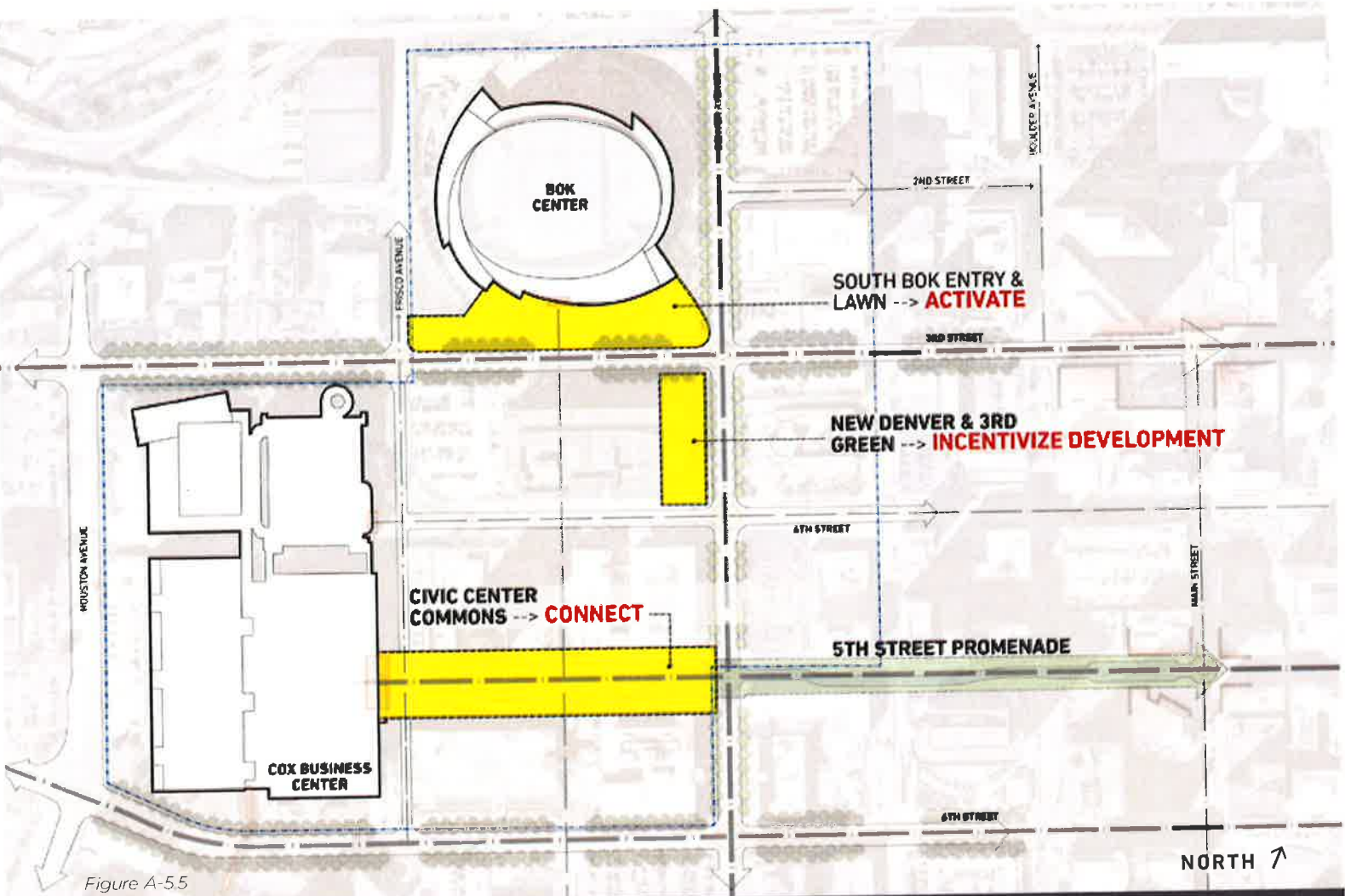
The immediate goal for the district is to connect visitors, daily users, and residents to the CBD. Development in this area, with a strong connection to the CBD, will help spur development in surrounding areas and connect this district to nearby neighborhoods, the riverfront, and other downtown districts

Activating and programming the spaces on the south and east sides of the BOK Center block has the potential to be a short term accomplishment for the District. Existing entry points could be enhanced along 3rd Street with the west entry better connected to CBC and the east entry connected to new or future development and public space on the Page Belcher block. The existing lawn space between the two 3rd Street entry points could be an activated and programmed public space eventually connecting south to Civic Center Plaza through the Page Belcher block.

Investment in great public spaces has proven to create catalytic change in surrounding areas. Investment in these spaces shows developers and potential users and residents that the city is committed to improving the quality of life in the area.







## TYPES OF CATALYTIC CIVIC SPACES





## PAGE BELCHER FEDERAL BUILDING

The Page Belcher Federal Building is located on a critical block in the core of the district. The block should be redeveloped to break down the superblock, support a mix of uses, and make it more walkable and connected.

This block provides an opportunity to connect Civic Center Plaza directly with the BOK Center. There is also potential to invest in a Signature Park along Denver Avenue to support site development on this block and surrounding blocks. A park could also provide a great pedestrian connection to the library entry and the BOK Center's main entry.

In addition to a realigned Frisco Avenue/ Civic Center Drive, there is potential to reduce the width of 4th Street along this block to create more pedestrian oriented space and strengthen the connections within the core of the district.

The following alternatives were considered as a part of this concept briefing:

### Adaptive Reuse + Mixed-Use Development

If the Federal Building were to remain and significant long-term investment in the structure was established as a necessary future for the site, reuse of the existing structure and redevelopment on the west side of the site is a possibility. Activating the Denver Avenue and 3rd Street edges of the block would be crucial to success and wrapping the east and north sides of the structure with a modern glass facade would better integrate the structure into the district.

### Mixed-Use Redevelopment + 3rd Street or Denver Avenue Park

The preferred concept for the Page Belcher site is to redevelop the entire site from Denver Avenue to Civic Center Drive. Redevelopment should include a new signature park space either along 3rd Street, integrated with an activated BOK lawn, or along Denver Avenue to

incentivize new development on the surrounding blocks. The block can be divided into multiple mixed-use buildings containing active ground-floors on all sides.

### CBC Expansion + Full-Service Hotel

An alternative use for the west side of the site is the needed CBC expansion with the possibility of a full-service hotel above. Though this is not the ideal site due to difficult connectivity through the existing CBC parking garage, it is a good location in regard to BOK and CBC proximity.





ADAPTIVE  
REUSE +  
MIXED-USE

NORTH →  
OPTION 1

MIXED-USE +  
3RD ST. PARK

NORTH →  
OPTION 2

MIXED-USE  
+ DENVER  
AVE. PARK

NORTH →  
OPTION 3

CBC  
EXPANSION  
+ FULL-  
SERVICE  
HOTEL

NORTH →  
OPTION 4

Figure A-56



## CIVIC CENTER PLAZA

A reimagined Civic Center Plaza can serve as a catalyst for future neighborhood development in the district. A realigned Frisco Ave/Civic Center Drive, in addition to the proposed CBC entry, provides an opportunity to activate the east side of the CBC.

Supported by a revamped Civic Center Plaza, there is potential to improve the buildings and blocks adjacent to the plaza through reuse, redevelopment, or enhancement of existing uses in the case of the Aloft Hotel.

The Municipal Courts building is outdated and reaching the end of its useful life. This site could serve as redevelopment for a multitude of uses including potential convention center expansion or a signature mixed-use building connecting residential from the south to a new mixed-use core to the north.

Civic Center plaza needs to continue to serve the access needs of the Aloft building, but could contribute to enhancement of the Aloft site or future redevelopment. An improved rooftop area to the north of the Aloft building would also be beneficial and could support outdoor dining and entertainment uses.

In addition to the Civic Center block, there are opportunities for infill and redevelopment continuing east along 5th Street.

The following conditions and alternatives were considered as a part of this concept briefing:

### Short-Term Temporary Enhancement

In addition to the new entry on the east side of the CBC, a short term solution to improve Civic Center Plaza would be a new, small-scale civic space connecting the entry to the existing podium on the west side of the site. The existing area between the Aloft Hotel and the Municipal Courts building could be slightly redesigned to include a lawn turf panel in place of the existing fountains.

### Long-Term Improvement + Mixed-Use Redevelopment

Civic Center plaza needs to be replaced in the medium to long-term. This could be an expensive replacement of the same style of podium that currently exists or a catalytic investment could be made to completely redesign the space to create an active, iconic civic space that visually and physically connects the new front door of the CBC to Downtown through the 5th Street Promenade. This investment could lead to the redevelopment of the Municipal Courts site and the enhancement and potential future redevelopment of the Aloft Hotel site.

### CBC Expansion + Full-Service Hotel

Along with the redesign of Civic Center Plaza, a CBC Expansion and potential full-service hotel is a very logical use of the existing Municipal Courts site. This is a prime location for CBC expansion due to proximity within the district, ease of access, and the potential to be developed along side a new iconic civic space.





TODAY'S  
CONDITION

SHORT-TERM  
TEMPORARY  
ENHANCEMENT

LONG-TERM  
IMPROVEMENT  
+ MIXED-USE

CBC  
EXPANSION  
+ FULL-  
SERVICE  
HOTEL

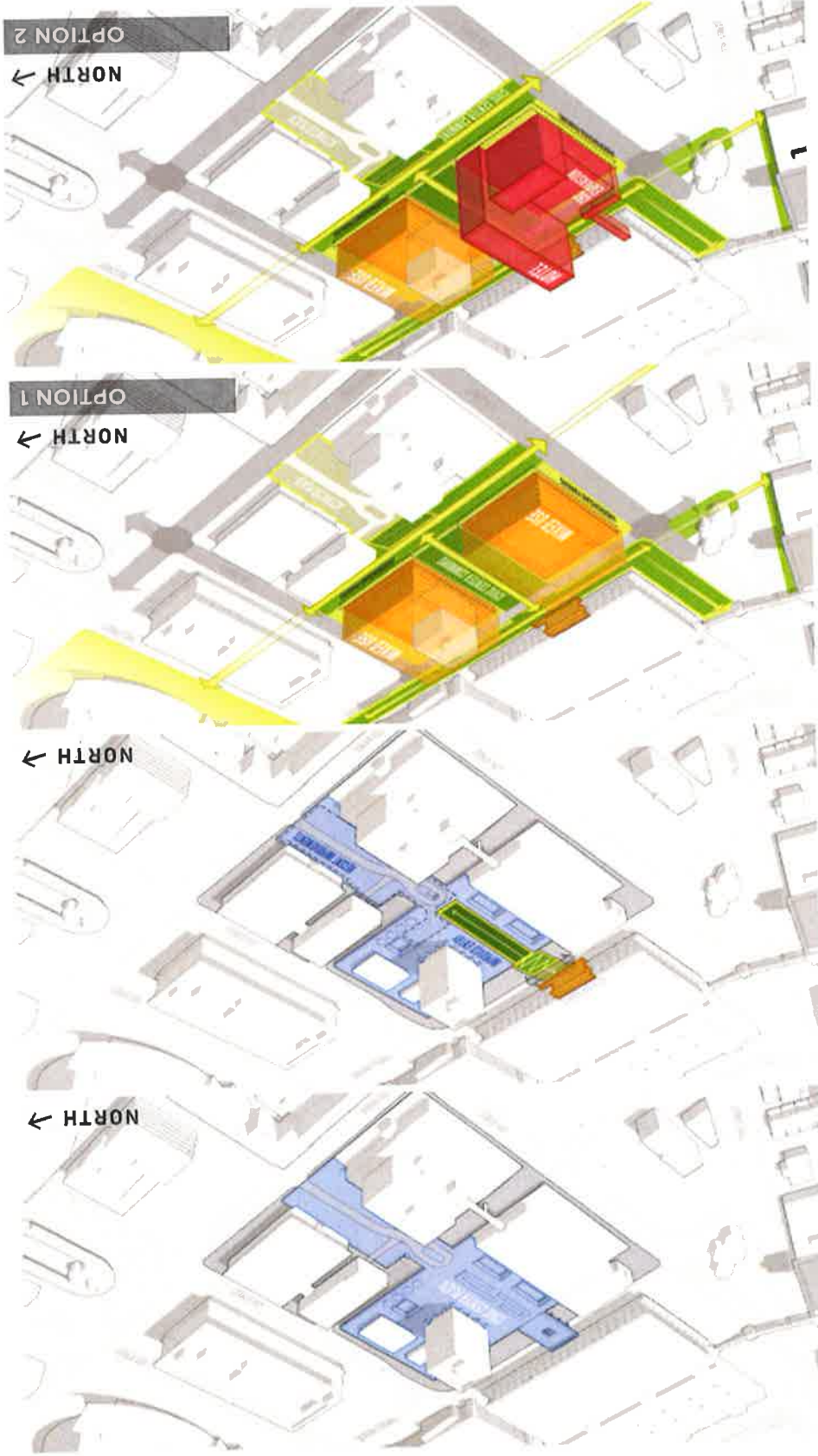


Figure A-5.7



## DENVER AVENUE BOK SURFACE PARKING LOT SITE

The large surface lot along Denver Avenue, between 1st and 2nd Streets, is an important short-term infill block. Infilling this block would begin to better connect this area to the Tulsa Arts District and be an early contributor to the activation of Denver Avenue within the district.

The following alternatives were considered as a part of this concept briefing:

### Mixed-Use Infill

The recommended use for this site is 6+ stories of mixed-use infill with an active ground floor along Denver Avenue and 2nd Street. Structured parking should be integrated into the development on the east side of the site.

### Full-Service Hotel

Though the BOK lot is not directly adjacent to the CBC, this site could potentially serve as a full-service hotel location with an active ground-floor along Denver Avenue and 2nd Street, and parking on the east side. The block is directly adjacent to the BOK Center and only a couple blocks from the CBC.





TODAY'S  
CONDITION

MIXED-USE  
INFILL

FULL-  
SERVICE  
HOTEL

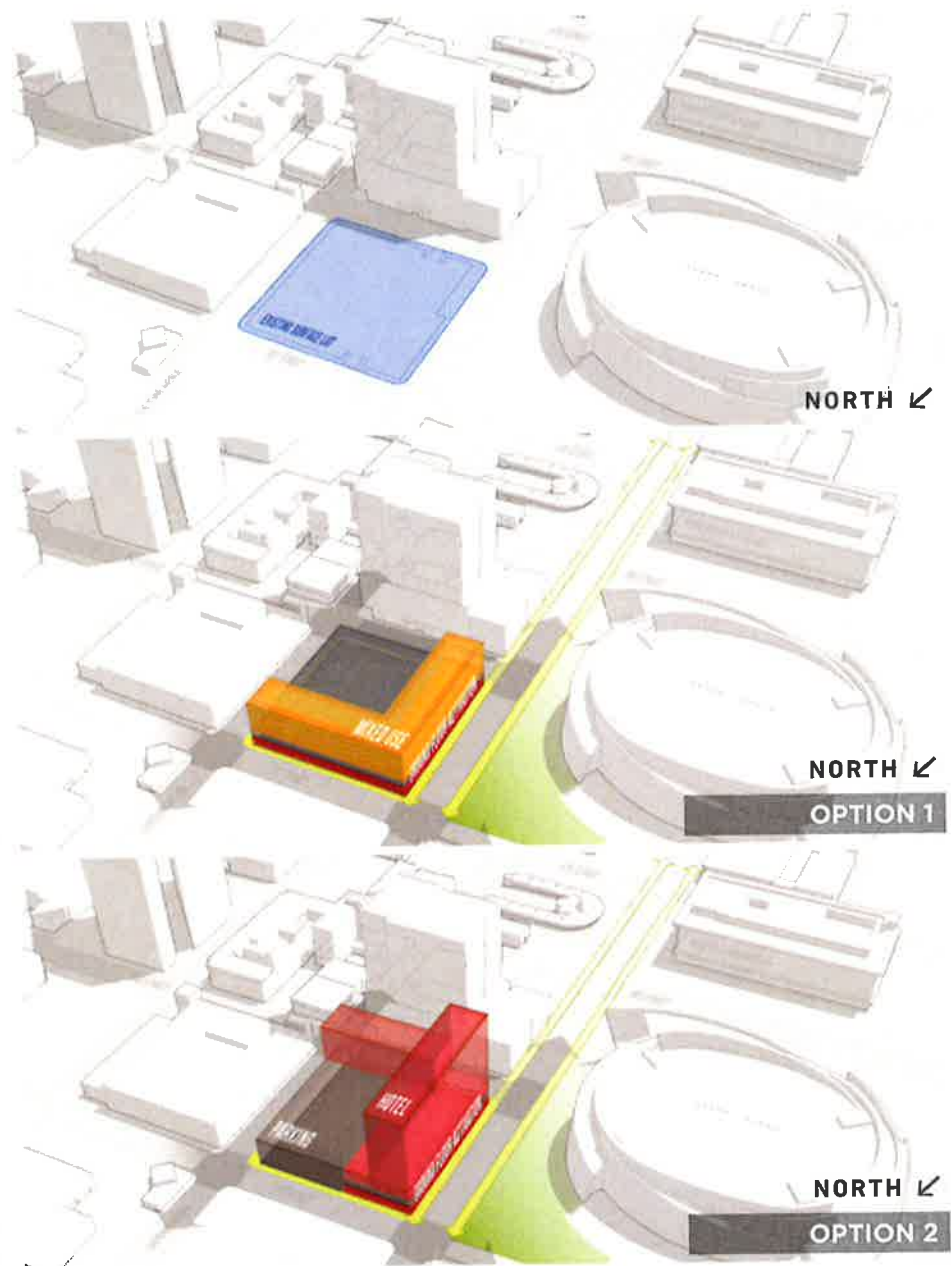


Figure A-5.8



## TRANSIT CENTER

The existing transit center location along Denver Avenue, between 3rd and 4th Streets, is a prime location for activating the core of the neighborhood. The city should determine whether this location is the most effective for attracting riders and providing a safe service for users of this site and surrounding blocks.

There is potential funding available to create a new, more centralized transit center location or dispersed transit hubs throughout downtown. The following alternatives were considered as a part of this concept briefing:

### 21st Century Transit Center

One option for the transit center, if it is to remain, is to redevelop the structure into a more modern, efficient design. The structure should contribute to the district as an active and aesthetically pleasing transit hub that is safe for users of the transit system and users of adjacent blocks.

### Mixed-use Redevelopment

Another alternative is to integrate transit users into a new mixed-use development on the existing transit center block. Transit services could potentially be integrated into the ground floor of new parking structure on the east side of the site.

If relocating the transit station is determined to be the best solution for the system as a whole, this site becomes ideal for infill, mixed-use development with activated frontage along Denver Avenue and supported by a new development and public space on the adjacent Page Belcher Federal Building block. A large, shared parking structure on the east side of the site could support new development on this block and surrounding blocks.





TODAY'S  
CONDITION

21ST  
CENTURY  
TRANSIT  
CENTER

OFFICE +  
PARKING +  
INTEGRATED  
GROUND-  
LEVEL  
TRANSIT

MIXED-USE  
OFFICE +  
PARKING

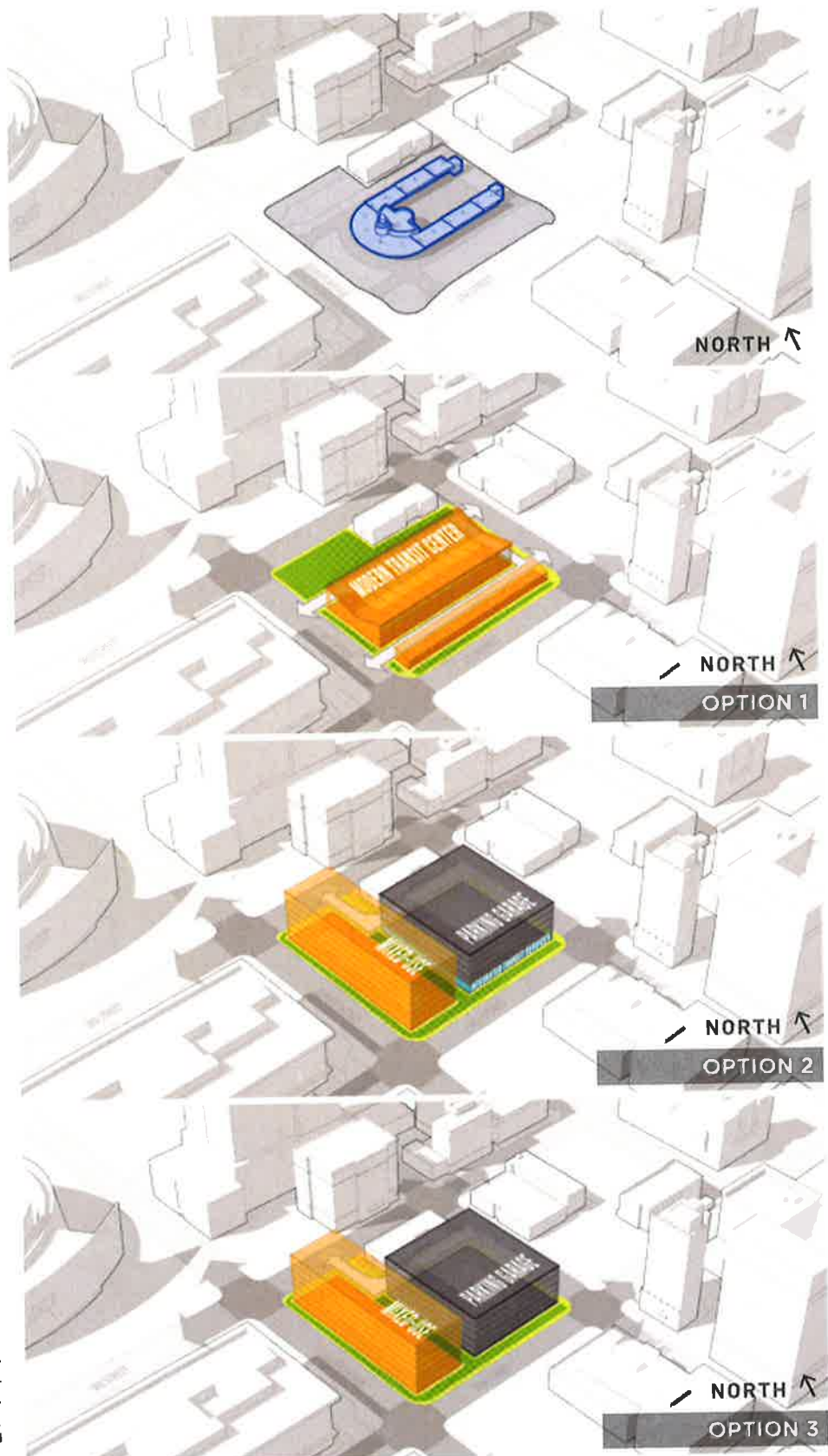


Figure A-5.9



## PREFERRED CONCEPT

### A. PUBLIC REALM INVESTMENT | PROGRAMMED SPACES

- A1** South & East BOK Lawn Activation.
- A2** Cox Business Center Linear Park.
- A3** Civic Center Commons Reimagining.
- A4** New Denver & 3rd Park to anchor new mixed-use development.
- A5** Enhanced Plaza of the Americas Park to support south residential area.

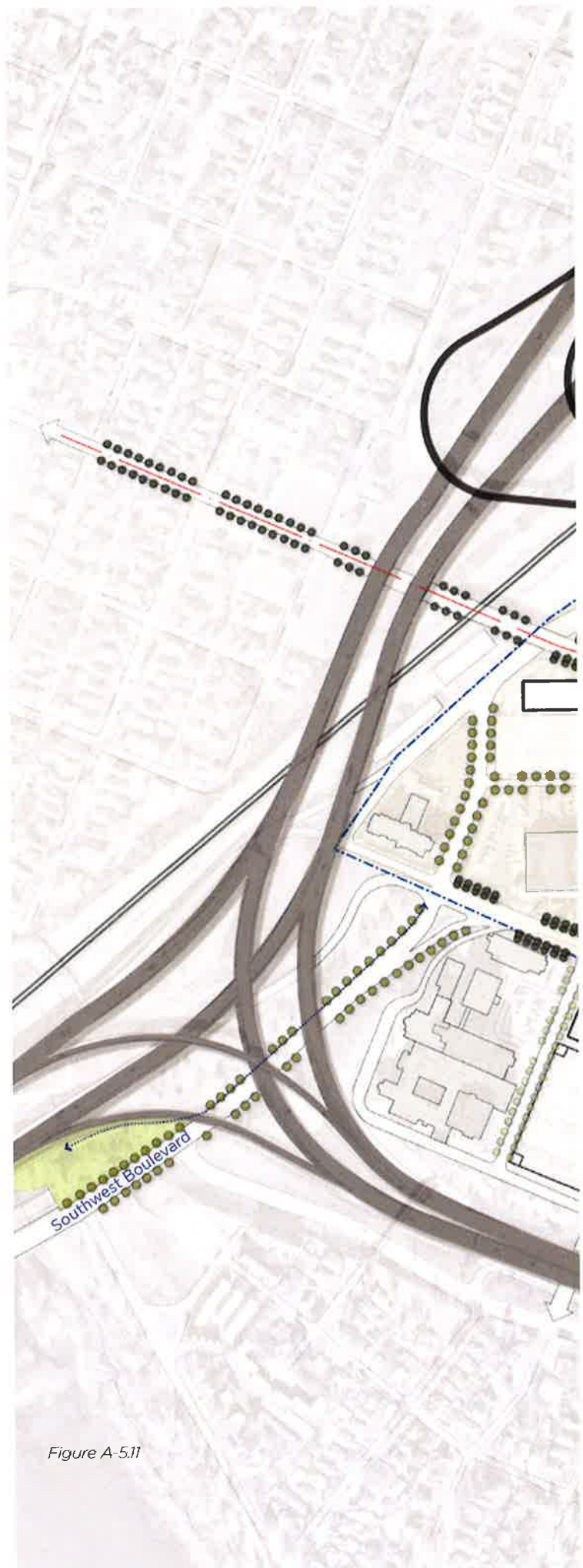
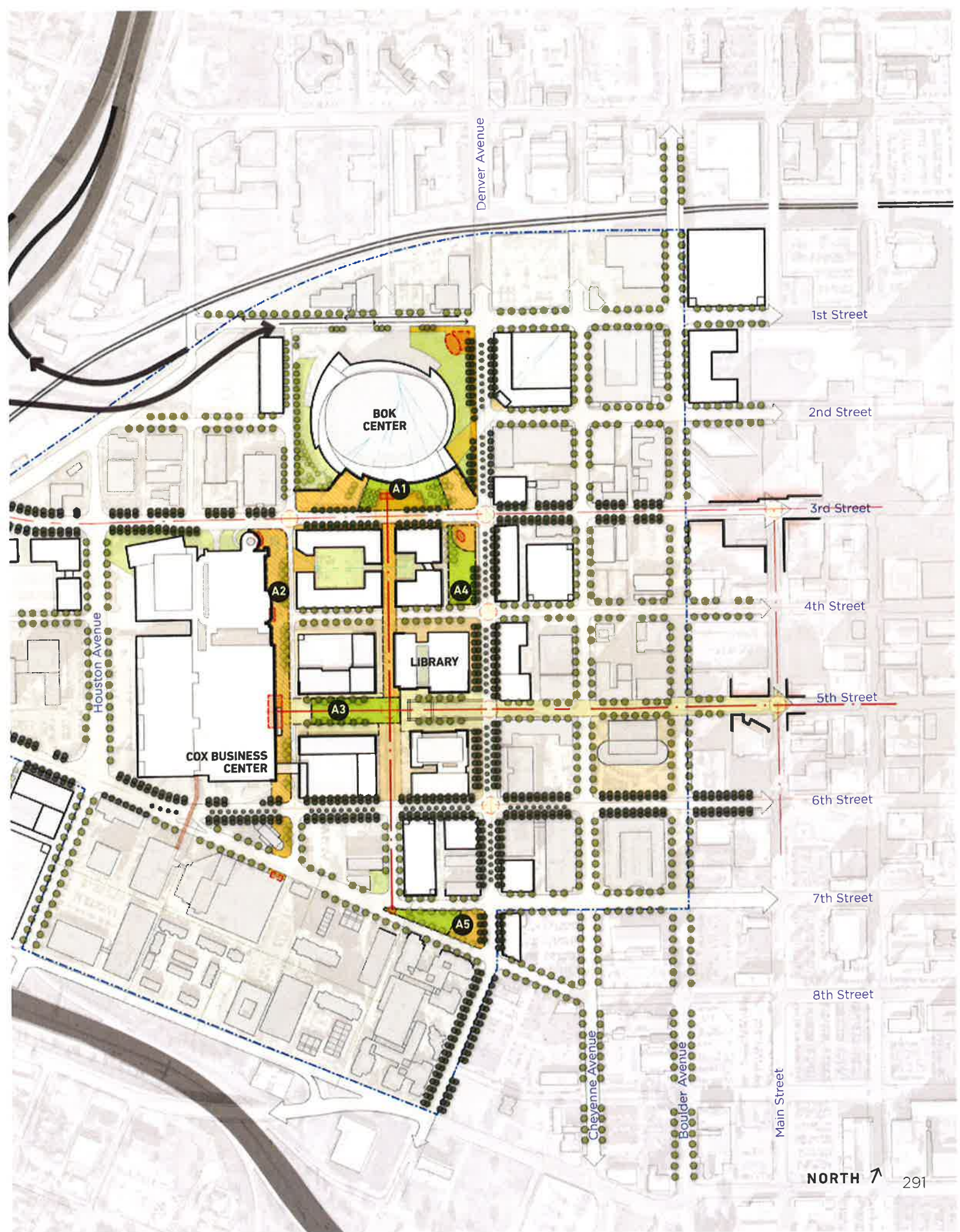


Figure A-5.11





Denver Avenue

1st Street

2nd Street

3rd Street

4th Street

5th Street

6th Street

7th Street

8th Street

Houston Avenue

COX BUSINESS CENTER

BOK CENTER

LIBRARY

Cheyenne Avenue

Boulder Avenue

Main Street

NORTH ↑



## PREFERRED CONCEPT

### B. PUBLIC INFRASTRUCTURE INVESTMENT | **STREETS**

- B1** 3rd Street: Signature East/West Connector.
- B2** 5th Street Promenade.
- B3** 6th Street: Signature East/West Connector.
- B4** Denver Avenue: Linear park & initial incentivized private investment corridor.
- B5** **A.** ODOT Project: Realignment of 2nd Street off-ramp from I-244 to connect with converted (2-way) 1st Street.  
**B.** Convert 1st Street to two-way to create commuter access street to parking area.
- B6** ODOT/City Project: Enhance Lawton Avenue/Southwest Blvd. to add multi-use path connection to Route 66/ Centennial Plaza & River Parks Trail.
- B7** Implement a road diet to add dedicated bike lanes/cycle tracks by reducing Charles Page Blvd./3rd Street to two lanes with center turn (as necessary west of Houston Avenue).

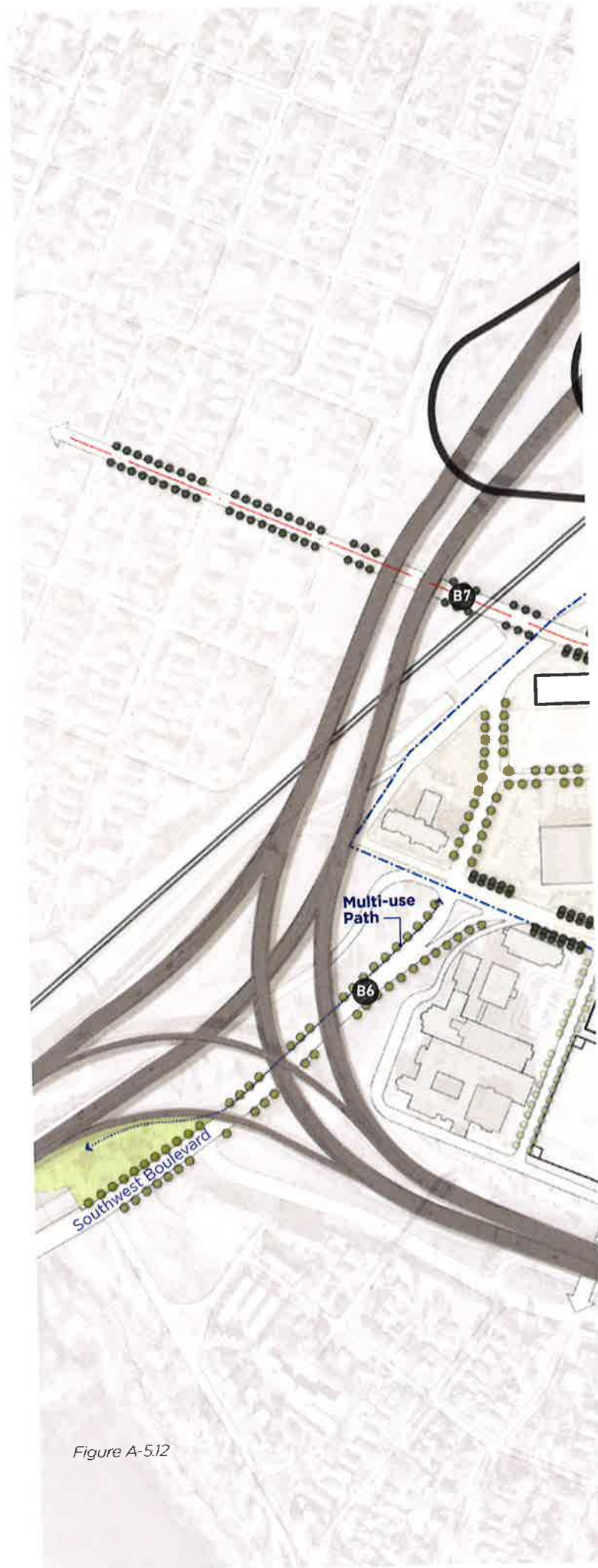
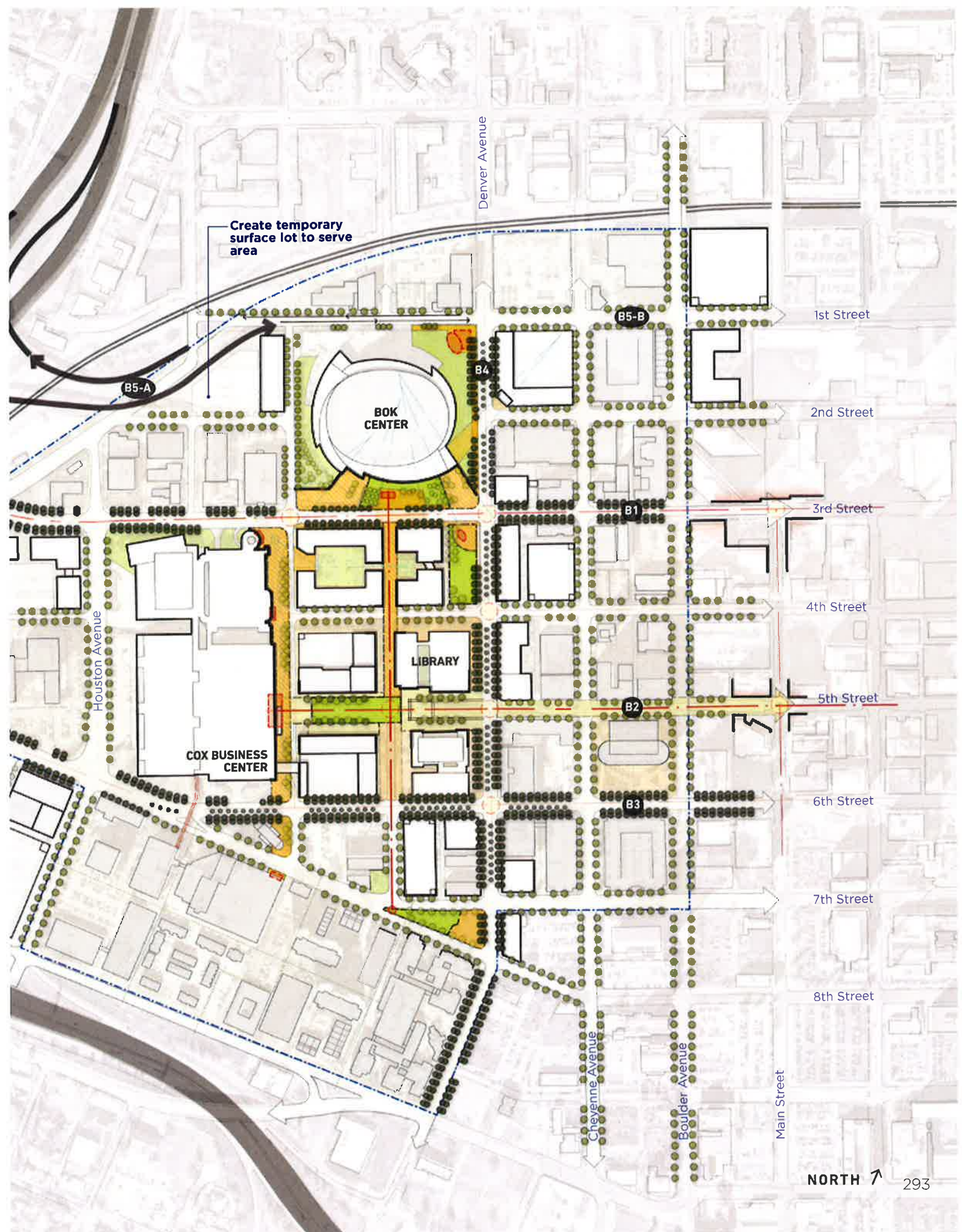


Figure A-5.12





Create temporary  
surface lot to serve  
area

Denver Avenue

B5-A

BOK  
CENTER

B4

B5-B

1st Street

2nd Street

3rd Street

4th Street

5th Street

6th Street

7th Street

8th Street

Houston Avenue

COX BUSINESS  
CENTER

LIBRARY

B1

B2

B3

Cheyenne Avenue

Boulder Avenue

Main Street

NORTH ↗



## PREFERRED CONCEPT

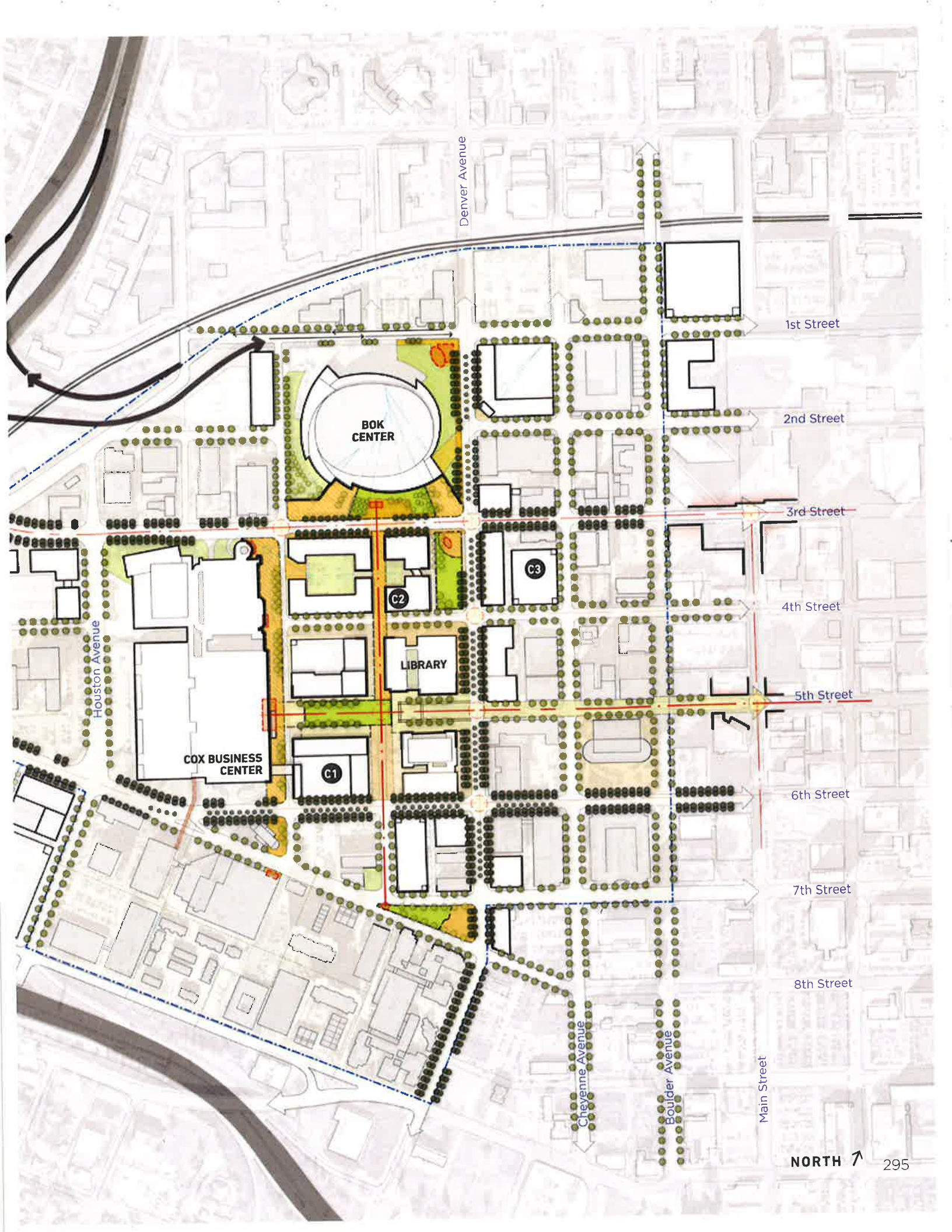
### C. PUBLIC INFRASTRUCTURE INVESTMENT | BUILDINGS

- C1** 130-140k SF Convention Center Expansion, potentially with Convention Hotel. (Note this requires relocating existing users to new facilities).
- C2** Relocate Federal Building tenants & acquire for redevelopment.
- C3** Shared Parking Garage with potential to integrate transit services within the ground-floor.



Figure A-5.13





Denver Avenue

1st Street

2nd Street

3rd Street

4th Street

5th Street

6th Street

7th Street

8th Street

Houston Avenue

BOK CENTER

C2

C3

LIBRARY

COX BUSINESS CENTER

C1

Cheyenne Avenue

Boulder Avenue

Main Street

NORTH ↑



## PREFERRED CONCEPT

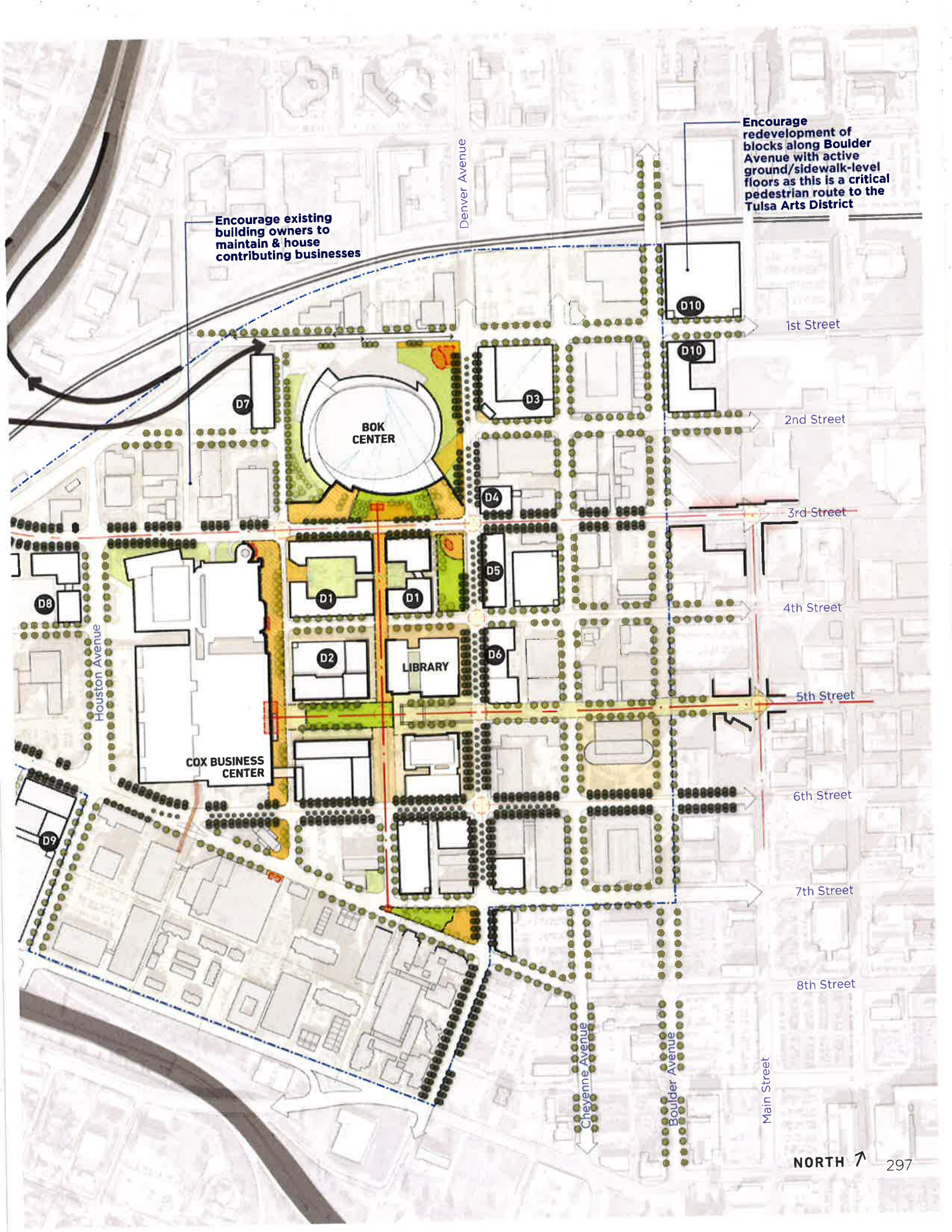
### D. POTENTIAL PRIVATE DEVELOPMENT ALL MIXED-USE WITH ACTIVATED GROUND-FLOORS

- D1** Residential - A portion of the parking could be shared parking within the CBC garage. Ground-floors should be active on all sides.
- D2** Signature Office Building supported by a reimagined Civic Center Commons. Ground-floors should be active on all sides.
- D3** BOK Surface Lot Infill Site - Residential with integrated parking structure. Ground-floor activity should be focused along Denver Avenue & 2nd Street.
- D4** Surface Parking Infill Site - Potential Hotel site with active ground-floor along Denver Avenue & 3rd Street.
- D5** Office Infill with active ground-floor along Denver Avenue.
- D6** Surface Lot Infill Site - Office with Food Hall along 5th Street Promenade. Active ground-floors along 4th & 5th Streets & Denver Avenue.
- D7** Cold Storage Facility Site Redevelopment. Gateway site with potential on/off-ramps realigned to north side of site. Potential for parking or 1-2 story structure.
- D8** Short term medical office development or long term Convention Center hotel site 2.
- D9** Potential O.S.U. Hospital Expansion with parking garage.
- D10** Surface Lot Infill Site - Office with parking garage infill on north side of 1st Street.



Figure A-5.14





Encourage existing building owners to maintain & house contributing businesses

Encourage redevelopment of blocks along Boulder Avenue with active ground/sidewalk-level floors as this is a critical pedestrian route to the Tulsa Arts District

Denver Avenue

1st Street

2nd Street

3rd Street

4th Street

5th Street

6th Street

7th Street

8th Street

Houston Avenue

BOK CENTER

LIBRARY

COX BUSINESS CENTER

Cheyenne Avenue

Boulder Avenue

Main Street

NORTH ↑







An aerial photograph of a city skyline. In the foreground, there is a large, paved parking lot with many cars parked. To the left of the parking lot, there is a large, modern building with a flat roof. In the background, several tall skyscrapers are visible against a clear blue sky. The city extends into the distance, with more buildings and greenery visible.

## INITIAL PHASING CONSIDERATIONS

Achieving the overall vision illustrated in the preferred concept plan will require incremental, on-going steps and efforts that together will transform the district. The following phasing considerations/steps begin to layout an initial path to achieving success in the district:

1. First, implement short term activation of BOK Center grounds and Civic Center Plaza.
2. Work with SMG and partners to program this newly activated BOK Center grounds and Civic Center Plaza.
3. Have a broader transit center discussion to determine the best location for it to be effective so that identified funding can be used successfully and catalytically (best location to attract riders of choice as well as existing users and workers, best location for planned routes, best service, and decentralized hub considerations).
4. Begin work to secure the Federal Building and identify/purchase sites to relocate existing users. The same applies to the municipal courts and police building.
5. Adopt Incentive Package for public investment and redevelopment (ex. TIF District, etc.)
6. Adopt Design Guidelines together with Incentive Package (Step 5).
7. Encourage the redevelopment of Denver Avenue privately held sites per plan.
8. Rebuild/redesign Civic Plaza.
9. Improve streetscapes/implement streets plan.
10. Issue RFPs for redevelopment of Federal Building site and Municipal Courts site.







TULSA  
**ARENA DISTRICT**  
MASTER PLAN

**APPENDIX II**

COMMENT SUMMARY REPORT



# TULSA ARENA DISTRICT MASTER PLAN APPENDIX

The intention of the Arena District Master Plan Appendix II is to collect public and stakeholder feedback into a single resource document.

The Arena District Master Plan Appendix II contains the following seven sections:

## **Technical Memos + Public Workshop Comments**

A summary of all consultant meetings and public workshop comments throughout the Arena District master planning process are provided in this section.

## **Draft Arena District Master Plan Comment Log**

A spreadsheet of comments and responses regarding the initial draft submittal of the Arena District Master Plan are provided in this section.

## **Preliminary Estimate of Probable Costs Memo**

A summary of recommended project costs is provided in the implementation chapter of the Arena District Master Plan. This section contains a memo submitted to the City of Tulsa outline the project boundaries and comparable projects used in the calculation of the provided cost estimates.











# **TECHNICAL MEMOS + PUBLIC WORKSHOP COMMENTS**



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# TECHNICAL MEMO 1

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# ARENA DISTRICT MASTER PLAN

## COMMUNITY ENGAGEMENT TECHNICAL MEMO NO. 1: STEERING COMMITTEE MEETING NO. 1 + STAKEHOLDER ROUNDTABLE INTERVIEWS

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### STEERING COMMITTEE MEETING NO. 1

On April 5th, the Planning Team met with the Steering Committee for the first of five meetings that will take place through this process. The meeting, held at the City-County Library, included the following agenda items:

- Introduction and project overview
- Public engagement synopsis
- Results of initial analysis
- Alignment plan - plans reviewed
- Initial opportunities
- Open discussion

### STAKEHOLDER ROUNDTABLE INTERVIEWS

On April 5th and 6th, the Planning Team conducted a series of small group interviews with 68 key district, downtown, and community stakeholders. The stakeholder discussions engaged the following groups:

- Hotels in District
- City, County, INCOG
- Economic Development Agencies
- ODOT/Transit Agency
- Chamber of Commerce Tourism Office/BOK/Cox Business Center/Festivals
- Developers/Realtors/Entrepreneurs
- Landholders
- Federal Court/Post Office
- Downtown Institutions and Employers
- Downtown Professionals and Residents
- Twenty-Somethings

### SUMMARY OF MEETINGS

Stakeholders and steering committee members recognized there is a need for an Arena District Master Plan to create a unified vision for the Arena District. Throughout discussions, consistent themes emerged regarding the issues and topics the Master Plan must address, including:

- Placemaking
- Hospitality/Convention Center
- Mixed-use Development
- Connectivity
- District Identity
- Parking, Transportation, and Transit
- Safety
- Catalytic Change
- Implementation



# ARENA DISTRICT MASTER PLAN

## COMMUNITY ENGAGEMENT TECHNICAL MEMO NO. 1:

### STEERING COMMITTEE MEETING NO. 1 + STAKEHOLDER ROUNDTABLE INTERVIEWS

#### PLACEMAKING

Participants agreed that the current state of the public realm in the District does not provide the best introduction to Downtown Tulsa and the Arena District. While the BOK Center and the Cox Business Center (CBC) provide a high-quality visitor experience within their buildings, this experience is not matched by the current condition of the district. As it relates to improvements to the public realm and placemaking, the plan must consider:

- Upgrades to existing vacant and underutilized public spaces (Civic Plaza, Plaza of the Americas)
- Adding spaces for gatherings and events
- Continuing to improve the district streetscape in similar fashion to the work being completed on 5th Street
- Adding more greenspace, murals, sculptures, public art, creative crosswalks, benches, and trees
- Additional lighting, signage, and wayfinding is necessary to connect and define the district edges and character
- Updates to the current wayfinding system

#### HOSPITALITY/CONVENTION CENTER

It was clear from our discussion hoteliers are significantly invested in the success of the Arena District. There also seems to be a general understanding that for the CBC to be successful and expand market share, additional space is necessary. That said, there are tensions and concerns between those already in the market and potential new competition. Concerns and observations include:

- Some hoteliers are concerned about the quantity of new product coming into the market, which they feel is unsustainable
- Limited service hotels and boutiques are entering the market, but they don't meet the need for room block and meeting facilities that the CBC has identified that would help attract new and retain existing conferences
- A full-service hotel is needed to expand business into regional and national markets, but this must be validated and the economics understood
- The current addition to the CBC is a baby step. There is a need for 350,000 to 400,000 square feet in order to be relevant in the marketplace
- Additional retail within the district is desired to better support the Cox Business Center and BOK Center attendees

#### MIXED-USE DEVELOPMENT

Stakeholders and steering committee members recognized the need to create a true mixed-use neighborhood in order to better serve existing uses and attract the desired entertainment and retail uses. However, there are concerns about the ability of the development community to deliver these products, especially at the price points currently supported within the marketplace. Concerns and observations include:

- There is a desire for a true mixed-use neighborhood with retail, restaurants, residential, and office
- More residential will be needed to support desired retail uses
- Residential needs to provide various types and price points to serve all demographics (YP, middle aged, empty nesters, families)
- Current residential leases well. However, there were complaints about parking, safety, lack of amenities, and cost
- To expand residential base, there is a need to attract more regional and national developers to invest
- There is not much momentum in the office market downtown



# ARENA DISTRICT MASTER PLAN

## COMMUNITY ENGAGEMENT TECHNICAL MEMO NO. 1: STEERING COMMITTEE MEETING NO. 1 + STAKEHOLDER ROUNDTABLE INTERVIEWS

### CONNECTIVITY

Given its location adjacent to highways and railroad infrastructure, many recognized connectivity in the Arena District is an issue of primary importance. The entrance experience needs to be improved, as does the connectivity between existing Arena District uses. Enhanced walkability between the district and downtown and surrounding neighborhood, districts and the riverfront is also a key concern. Concerns and observations include:

- CBC has no true front door
- CBC needs better connectivity and open space
- Better connections are needed between the Arena District, the CBD, Tulsa Arts District, Blue Dome District, etc.
- We must find a way to connect to the riverfront and the Gathering Place
- Other districts have better amenities, restaurants and nightlife
- Once visitors get in a cab and leave downtown, you have lost them

### DISTRICT IDENTITY

It was clear from our discussions, Tulsans do not see the Arena District as a “district.” There is a need to establish an identity, but it must be done in a way that doesn’t infringe on the success of current districts and neighborhoods. Concerns and observations include:

- Don’t compete with surrounding districts (Blue Dome, Tulsa Arts District, etc.)
- Must provide authentic experience
- Match needs of current district users (familiar and comfortable; access and capacity), plus attract others (upscale and authentic)
- Move beyond boom and bust: support daytime and evening uses; needs to be a neighborhood not just entertainment
- It may be appropriate to create a cluster of national brands in the Arena District to differentiate it. However, the CBC sells an authentic experience as its pitch for Tulsa, so this must be incorporated

### PARKING, TRANSPORTATION AND TRANSIT

Parking, transportation and transit issues also abound within the Arena District. Current parking supply seems to be well-matched to demand, but clearly needs to be better managed. As redevelopment occurs it will need to provide additional parking. Participants also brought up current plans and initiatives impacting the district in terms of planned improvements and/or changes to transit operations, streetscape improvements and bicycle infrastructure. Concerns and observations include:

- Comprehensive Operational Analysis Plan will define route needs and opportunities and could be an opening for discussion of the transit center location in downtown
- Improve bike infrastructure and access—particularly to the riverfront
- Lack of parking is a perception issue, there is plenty of supply
- On-street parking system is not user-friendly
- Desire to have a distinctive circulator that ties districts together with dependable service (trolley or designated bus)
- Walks between parking areas and destinations are not pedestrian friendly and feel unsafe



# ARENA DISTRICT MASTER PLAN

## COMMUNITY ENGAGEMENT TECHNICAL MEMO NO. 1: STEERING COMMITTEE MEETING NO. 1 + STAKEHOLDER ROUNDTABLE INTERVIEWS

### SAFETY

Throughout all meetings, safety was a consistent theme. In some cases this was in reference to a perception of safety, in addition to the fact that there are many social services within or adjacent to the district that draws a daytime population that makes some uncomfortable. While some of these issues are being addressed by other projects, one key takeaway was that if the Master Plan can revitalize the Arena District and increase overall activity levels, the safety issue will begin to fade away. Concerns and observations include:

- Too many homeless/social services are scattered throughout the District – need to consolidate
- Need to add lighting and improve streetscapes
- Civic Plaza parking is dark, unattractive, and unsafe
- Walking from district to district is perceived to be unsafe
- Transit Center presents a perceived safety issue for many downtown visitors
- The police presence could be improved

### CATALYTIC CHANGES

Throughout our discussion, participants raised critical questions that must be considered by the Master Plan in order to enable catalytic change, including:

- How can we move or repurpose government/civic uses?
- What is the future of the state office complex?
- Could transit center move to the Jazz Depot (historic train station)?
- Should Civic Plaza be replaced or removed?
- How do we create an 18-hour mixed-use district?

### IMPLEMENTATION

All participants agreed this plan must focus on creating an implementable vision. Success will hinge on the following:

- A clear and actionable plan helping us change the dynamic of the district, and better connect it to the rest of downtown
- A path to move forward getting all parties on board, including government, institutions, anchors, and private businesses
- A plan within reach for the City, and can be used to incentivize development
- A re-imagining of the public realm helping transform the district into a walkable destination



# ARENA DISTRICT MASTER PLAN

## COMMUNITY ENGAGEMENT TECHNICAL MEMO NO. 1:

### STEERING COMMITTEE MEETING NO. 1 + STAKEHOLDER ROUNDTABLE INTERVIEWS

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#### STEERING COMMITTEE MEETING NO. 1 + STAKEHOLDER ROUNDTABLE INTERVIEW PARTICIPANTS

##### STEERING COMMITTEE MEETING NO. 1 PARTICIPANTS

**Thursday, April 5 | Steering Committee Meeting | 4:30pm-6:00pm**

- Karen Keith, Tulsa County Commissioner, District 3
- Kyle Johnson
- Chase Rohivas, Doubletree
- Jane Ziegler, INCOG
- Theron Warlick, City of Tulsa, Planning
- Ray Hoyt, President, VisitTulsa
- Nick Doctor, City of Tulsa, Mayor's Office

##### STAKEHOLDER ROUNDTABLE INTERVIEW PARTICIPANTS

**Thursday, April 5 | Session 1A - Hotels in District | 9:00am-10:15am**

- Brad Venerable, Hyatt Regency
  - Chase Rohivas, Doubletree
  - Shelby (Snyder) Hendrick, The Mayo Hotel & Aloft Hotel
  - Macy Amatucci, The Mayo Hotel & Aloft Hotel
- (10 stakeholders contacted and invited)

**Thursday, April 5 | Session 1B - City, County, INCOG | 9:00am-10:15am**

- Jane Ziegler, INCOG, Transportation Planner
  - Tammie Osborne for Kelly Brader, City Court Administrator
  - Dawn Warrick, City of Tulsa, Planning & Development
- (7 stakeholders contacted and invited)

**Thursday, April 5 | Session 2A - Economic Development, City/County | 10:30am-11:45am**

- Jim Coles, City of Tulsa, Economic Development
  - Nick Doctor, City of Tulsa, Mayor's Office
  - Jeff Nickler, SMG General Manager
  - Kerry Painter, SMG - CBC Asst. General Manager
- (6 stakeholders contacted and invited)

**Thursday, April 5 | Session 2B - ODOT/Transit Agency | 10:30am-11:45am**

- Chris Phillips, INCOG
  - Glen Sams, City of Tulsa, Engineering
  - Philip Berry, City of Tulsa, Planning
  - Peyton Haralson, Director Tulsa Parking Authority (TPA)
  - Jane Ziegler, INCOG
  - Randle White, ODOT Division 8
  - Lisa Simpson, City of Tulsa, Traffic
  - Liann Alfaro, Tulsa Transit
- (10 stakeholders contacted and invited)



# ARENA DISTRICT MASTER PLAN

## COMMUNITY ENGAGEMENT TECHNICAL MEMO NO. 1: STEERING COMMITTEE MEETING NO. 1 + STAKEHOLDER ROUNDTABLE INTERVIEWS

**Thursday, April 5 | Session 3 – Chamber of Commerce Tourism Office/BOK/Cox Business Center/Festivals |**  
**1:00pm-2:15pm**

- Ray Hoyt, Visit Tulsa President
  - Vince Trinidad, Tulsa Sports Commission Executive Director
  - David Jeter, BOK and DCC Board SVP BOK
- (8 stakeholders contacted and invited)

**Thursday, April 5 | Session 4A – Developers/Realtors/Entrepreneurs | 2:30pm-3:45pm**

- Janet Pieren, Tulsa Economic Development Corporation (TEDC)
  - Jennifer Smith, Tulsa Regional Chamber & The Forge
  - Jonathan Belzley, New Leaf Development – Developer/Urbanist
  - Pete Patel, Promise Hotels (Hampton Inn & Suites)
- (9 stakeholders contacted and invited)

**Thursday, April 5 | Session 4B – Downtown Professionals & Residents | 2:30pm-3:45pm**

- Malachi Blankenship, Utown App
  - Nimish Dharmadhikan, Tulsa's Young Professionals (TYPros), INCOG
  - Ren Barger, Tulsa Hub
  - Annina Collier, Tulsa Community College (TCC)
  - Adam Doverspike, Tulsa's Young Professionals (TYPros), lawyer
  - John Paganelli, City of Tulsa, Planning
  - Amber Wagoner, City of Tulsa, Planning
  - Bill Leighty, Smart Growth Tulsa, Realtor
- (12 stakeholders contacted and invited)

**Friday, April 6 | Session 5 – Landholders | 9:00am-10:15am**

- David H. Sanders, Jr., Sanders & Sanders, Attorney
  - Elliot Nelson, Nelson + Stowe Development (DC Chair)
  - Steve Grantham, Up with Trees, Exec. Director
  - Dennis Larsen, City of Tulsa Police
  - Gary Kramer, Tulsa Housing Authority
  - Chris Bumgarner, Boston Avenue
  - Tom Shelby, SP Plus
- (10 stakeholders contacted and invited)

**Friday, April 6 | Session 6 – Federal Court/Post Office | 10:30am-11:45am**

- Bill Aldridge, CBRE, Belcher Facilities Manager
  - Leon Davis, City of Tulsa, Real Estate Specialist
  - Greg Frizzell, U.S. District Court
  - Kathy Ervin-Johnson, United States Postal Service (USPS)
  - Nicole Stobaugh, USPS
  - Judge Terry Kern, U.S. Courts
  - Tom Wallace, Wallace Engineering
- (7 stakeholders contacted and invited)



# ARENA DISTRICT MASTER PLAN

## COMMUNITY ENGAGEMENT TECHNICAL MEMO NO. 1: STEERING COMMITTEE MEETING NO. 1 + STAKEHOLDER ROUNDTABLE INTERVIEWS

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**Friday, April 6 | Session 7 - Downtown Institutions and Employers | 1:00pm-2:15pm**

- Mike Limas, Tulsa Community College (TCC), Sustainable Tulsa
  - Tim Jackson, Jackson Technical
  - Megan Nesbit, Philbrook Museum of Art
  - Jack Carney, Arvest
  - Lauren Brookey, Tulsa Community College (TCC)
- (9 stakeholders contacted and invited)

**Friday, April 6 | Session 8 - 20-Somethings | 2:30pm-3:45pm**

- Ariana Harmon, Tulsa Hub
- James Jordan, Consumer Affairs
- Caroline Guerra Wolf, Federal Court House
- Tyler Ray Duncan, Topeca Coffee Roasters
- Kolby Webster, Tulsa Hub & Circle Cinema
- Tanner Sturm, Tulsa's Young Professionals (TYPros) Government Relations Crew Leader



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# TECHNICAL MEMO 2

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# ARENA DISTRICT MASTER PLAN

## COMMUNITY ENGAGEMENT TECHNICAL MEMO NO. 2:

INCLUDES: FEEDBACK TULSA SURVEY NO. 1 + COMMUNITY VISIONING WORKSHOP NO. 1 + STEERING COMMITTEE MEETING NO. 2 + STAKEHOLDER ENGAGEMENT + CITY INFRASTRUCTURE

### FEEDBACK TULSA SURVEY NO. 1

Through **Feedback Tulsa**, an online survey was conducted between April 16, 2018 and May 10, 2018. The survey attracted 216 total visitors, of which 78 provided responses. It asked respondents to list the three things they like the most about the Tulsa Arena District and three things they would like to see changed or improved. In addition, the survey asked participants to share their vision for the district. The feedback gathered has been categorized into the following themes, listed in order of how many times a theme was repeated for each question.

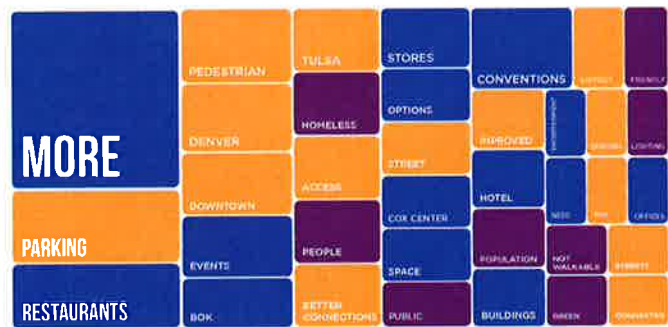
#### 1. WHAT ARE 3 THINGS YOU LIKE THE MOST ABOUT THE ARENA DISTRICT?

- The district has great anchors and institutions:** The most mentioned assets in the district were the BOK Center and the City-County Library. The BOK Center was lauded as a venue that attracts nationally-recognized acts and brings in visitors from across the region. The City-County Library was commended for its great programming and recent renovation.
- The District has interesting things to see and visit:** Respondents mentioned the high-quality architecture in the district and its surrounding area, as well as the many restaurants, bars, and cafes that are already in the area. Its proximity to the river was also listed as an asset.
- The district is relatively easy to access and find parking:** Because of its location on downtown's western edge, the district is easily accessed from nearby freeways. Once in the district, respondents found that it was relatively easy to find available parking, especially for those willing to walk a block from their destination.



#### 2. WHAT ARE 3 THINGS YOU WOULD LIKE TO SEE CHANGED OR IMPROVED IN THE ARENA DISTRICT?

- The district needs more things to do outside of events at the BOK Center:** Respondents suggested the addition of more restaurants, bars, and retail in the district, as well as mixed-use residential. Though many enjoy events at the BOK Center, they wish there was more to do before and after events.
- The district should be better connected to downtown:** Respondents would like a less auto-centric district that has walkable streets, smaller blocks, and is more easily accessible from downtown. Denver Avenue was mentioned as a barrier that inhibits walkability between the district and the rest of downtown.
- The district needs to be safer and friendlier for pedestrians:** Through better lighting and public spaces designed for people, the district could become one that is more welcoming to pedestrians. The homeless population, paired with streets devoid of non-vehicular activity, perpetuate a perception that the district is not safe or inviting.





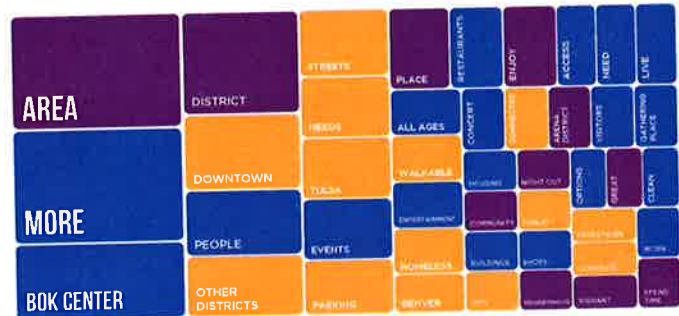
# ARENA DISTRICT MASTER PLAN

## COMMUNITY ENGAGEMENT TECHNICAL MEMO NO. 2:

INCLUDES: FEEDBACK TULSA SURVEY NO. 1 + COMMUNITY VISIONING WORKSHOP NO. 1 + STEERING COMMITTEE MEETING NO. 2 + STAKEHOLDER ENGAGEMENT + CITY INFRASTRUCTURE

### 3. WHAT IS YOUR VISION FOR THE ARENA DISTRICT?

- The district needs to become a neighborhood:** The Arena District can offer more than concerts and conventions: it can be transformed into a vibrant mixed-use neighborhood. This can be accomplished through the addition of residential, restaurants, shops, and neighborhood services, such as a grocery.
- The district should be more walkable and better connected to downtown:** Though within a walkable distance to both, the district feels disconnected from the rest of downtown and from the riverfront. Because of its location, the district can become a gateway for downtown from adjacent neighborhoods and the region.
- The district should be a destination for visitors across the region:** The district lacks a cohesive identity, with many in the region not knowing much about the area outside of the BOK Center. The district has the potential to become a regional entertainment destination where people can spend an entire afternoon and evening.



### COMMUNITY VISIONING WORKSHOP NO. 1

Held at the City-County Library on Wednesday May 9 between 5:00 and 7:30 PM, the first Community Visioning Workshop attracted close to 100 members of the Tulsa community. At this meeting, the MKSK Planning Team provided a brief presentation introducing the study area, an initial analysis of the district, and next steps in the process. Before, during, and after the presentation, attendees were invited to participate in various activities, including:

- Exercise 1: Where do you live?
- Exercise 2: What is your vision for the Arena District?
- Exercise 3: Instant polling questions
- Exercise 4: Strengths, weaknesses, and priorities



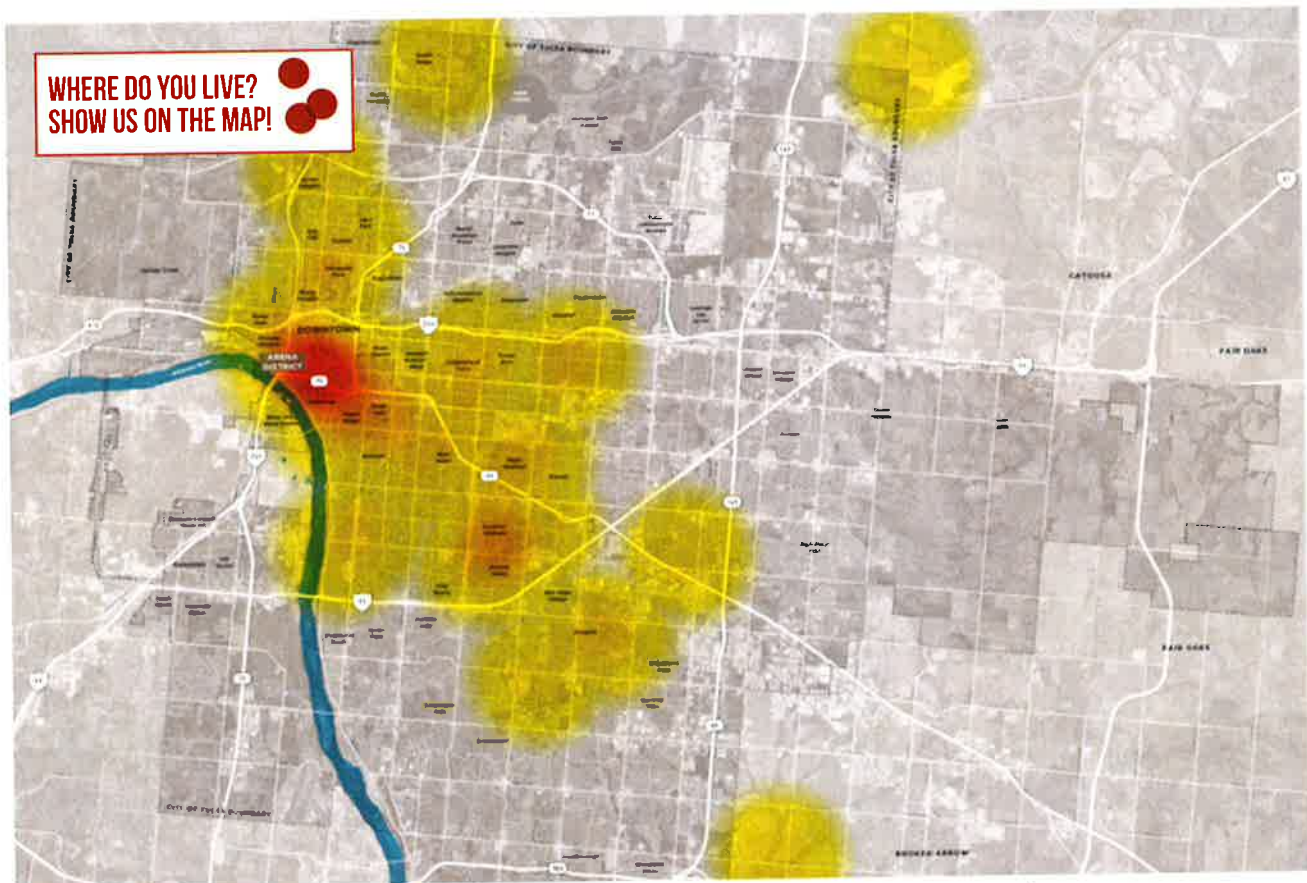
# ARENA DISTRICT MASTER PLAN

## COMMUNITY ENGAGEMENT TECHNICAL MEMO NO. 2:

INCLUDES: FEEDBACK TULSA SURVEY NO. 1 + COMMUNITY VISIONING WORKSHOP NO. 1 + STEERING COMMITTEE MEETING NO. 2 + STAKEHOLDER ENGAGEMENT + CITY INFRASTRUCTURE

### EXERCISE 1: WHERE DO YOU LIVE?

Attendees were asked to place a sticker in the neighborhood or general area where they live. Those who lived somewhere not shown on the map were asked to write down their zip code, jurisdiction, or neighborhood. (59 total stickers were placed on the map. This is a summary map.)



The heat map above illustrates results from the activity asking participants to place a sticker near where they live, with a darker color representing a higher concentration of stickers. Findings include:

- Close to 40% of the participants at the meeting that responded live within a half-mile radius of the Arena District, with the highest concentration living in the southern portion of the district.
- The meeting attracted participants living throughout the city, most residing between Interstates 244 and 44.



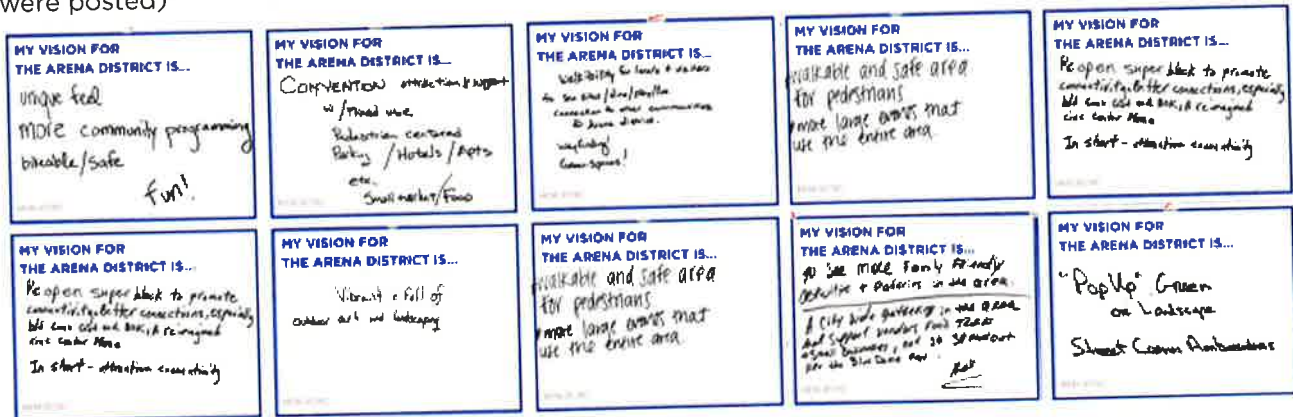
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## COMMUNITY ENGAGEMENT TECHNICAL MEMO NO. 2:

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### EXERCISE 2: WHAT IS YOUR VISION FOR THE ARENA DISTRICT?

Attendees were asked to complete the phrase "My Vision for the Arena District is..." on a letter-sized sign. Participants were asked to share their vision by posting it on the meeting room wall. (33 Visions were posted)



The Visions that were shared by attendees can be generalized as follows:

- The Arena District can become a mixed-use entertainment district attracting a wide cross-section of the Tulsa community. This district should include more restaurants, retail establishments, and residential options.
- The district should be better connected to downtown, the riverfront, and surrounding neighborhoods. This can be accomplished by breaking down the superblocks, converting streets to two-way travel, improving streetscapes, and enhancing walkability.
- The district needs more high-quality green spaces that can host large community events.
- The district needs a sense of place that is unique to the area. This can be accomplished by adding more public art, locally-owned shops, and better wayfinding.

### EXERCISE 3: INSTANT POLLING QUESTIONS

Meeting attendees were asked to respond to three questions during the workshop presentation using a free live-polling phone application on their smart phones.

**Question 1:** How often do you visit the Arena District? (56 total responses)

As seen in the graph to the right, two-thirds of meeting attendees visit the Arena District on a daily/weekly bases (66%). Nonetheless, 21% percent of attendees said they only visited the district for special events.



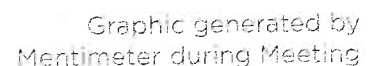


INCLUDES: FEEDBACK TULSA SURVEY NO. 1 + COMMUNITY VISIONING WORKSHOP NO. 1 + STEERING COMMITTEE MEETING NO. 2 + STAKEHOLDER ENGAGEMENT + CITY INFRASTRUCTURE

- The City-County Library and the BOK Center were mentioned as what respondents like most about the district.
- Meeting attendees like that the district has many existing events, restaurants, and entertainment options.
- The district benefits from being within walking distance of the Downtown core and the riverfront.
- The responses identified things they would like to see changed and improved, such as improved connections and more green spaces.



- Meeting attendees found access and connectivity issues as the most pressing in the district, with many suggesting to improve walkability between the district and downtown.
- The district needs less parking lots and better parking options.
- There is a need for more green spaces that can host events open to the public.
- The district could use more mixed-use development that brings in more restaurants and shops to the area.





# ARENA DISTRICT MASTER PLAN

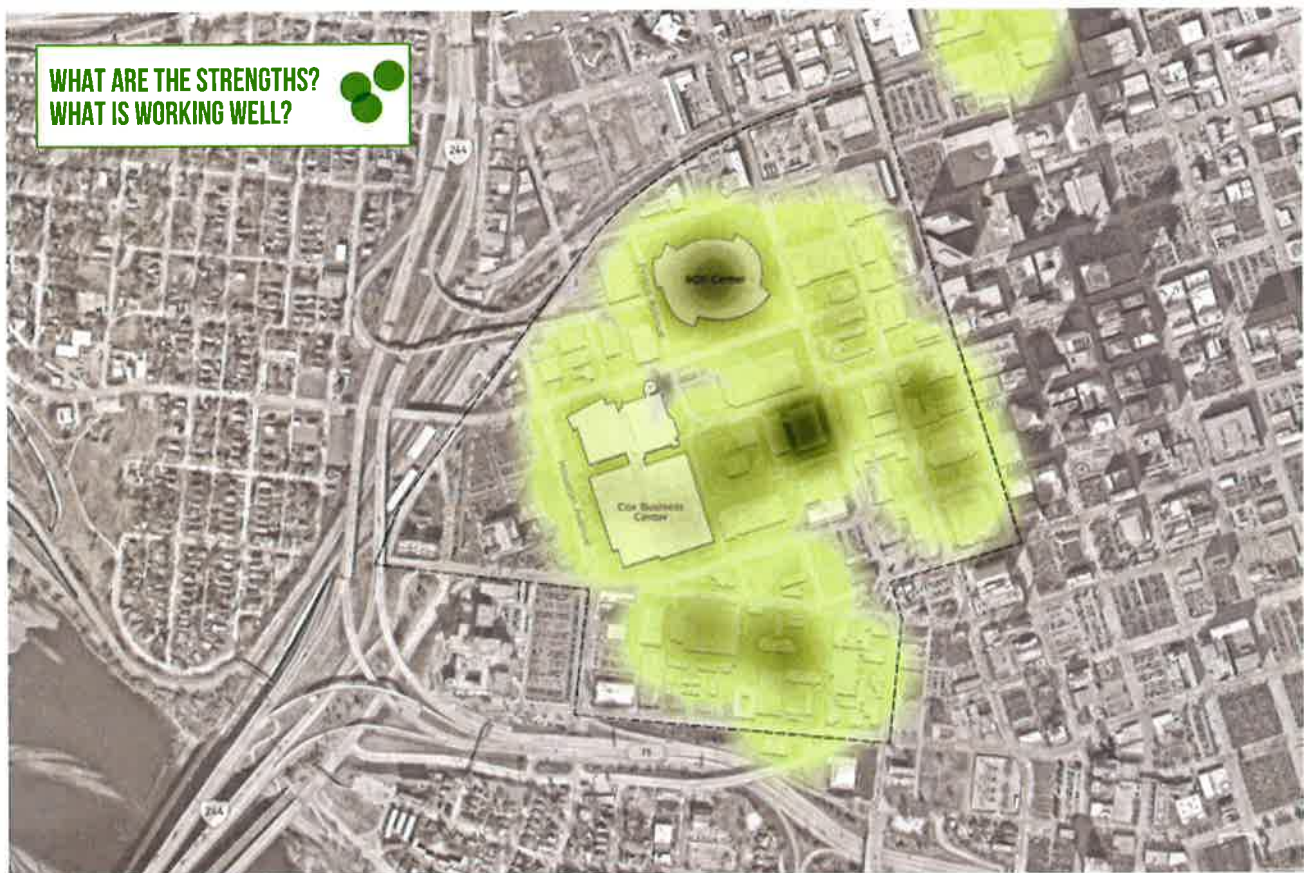
## COMMUNITY ENGAGEMENT TECHNICAL MEMO NO. 2:

INCLUDES: FEEDBACK TULSA SURVEY NO. 1 + COMMUNITY VISIONING WORKSHOP NO. 1 + STEERING COMMITTEE MEETING NO. 2 + STAKEHOLDER ENGAGEMENT + CITY INFRASTRUCTURE

### EXERCISE 4: STRENGTHS, WEAKNESSES AND PRIORITIES

Attendees were divided into six tables and asked to participate in a series of map exercises to identify district strengths, weaknesses, and priorities.

**Map 1: WHAT ARE THE STRENGTHS? WHAT IS WORKING WELL?** Share what you consider strengths in the Arena District. This can be an institution, a business, a place, or a destination. (103 total stickers)



The heat map above illustrates results from the activity asking participants to place a sticker on district strengths, with a darker color representing a higher concentration of stickers. Findings include:

- The BOK Center and the City-County Library were considered the top strengths in the district, receiving a third of all stickers. The BOK Center was lauded for its high-quality events and distinctive architecture, whereas the library was noted to have excellent programming for the entire community.
- The Cox Business Center is considered a strength due to its ability to attract conventions to the city.
- Hotels in the district, including the Mayo Hotel, Hilton Doubletree, and Aloft Hotel, are considered top strengths.
- Other strengths include the Central Park Condominiums, and ONEOK Commons.

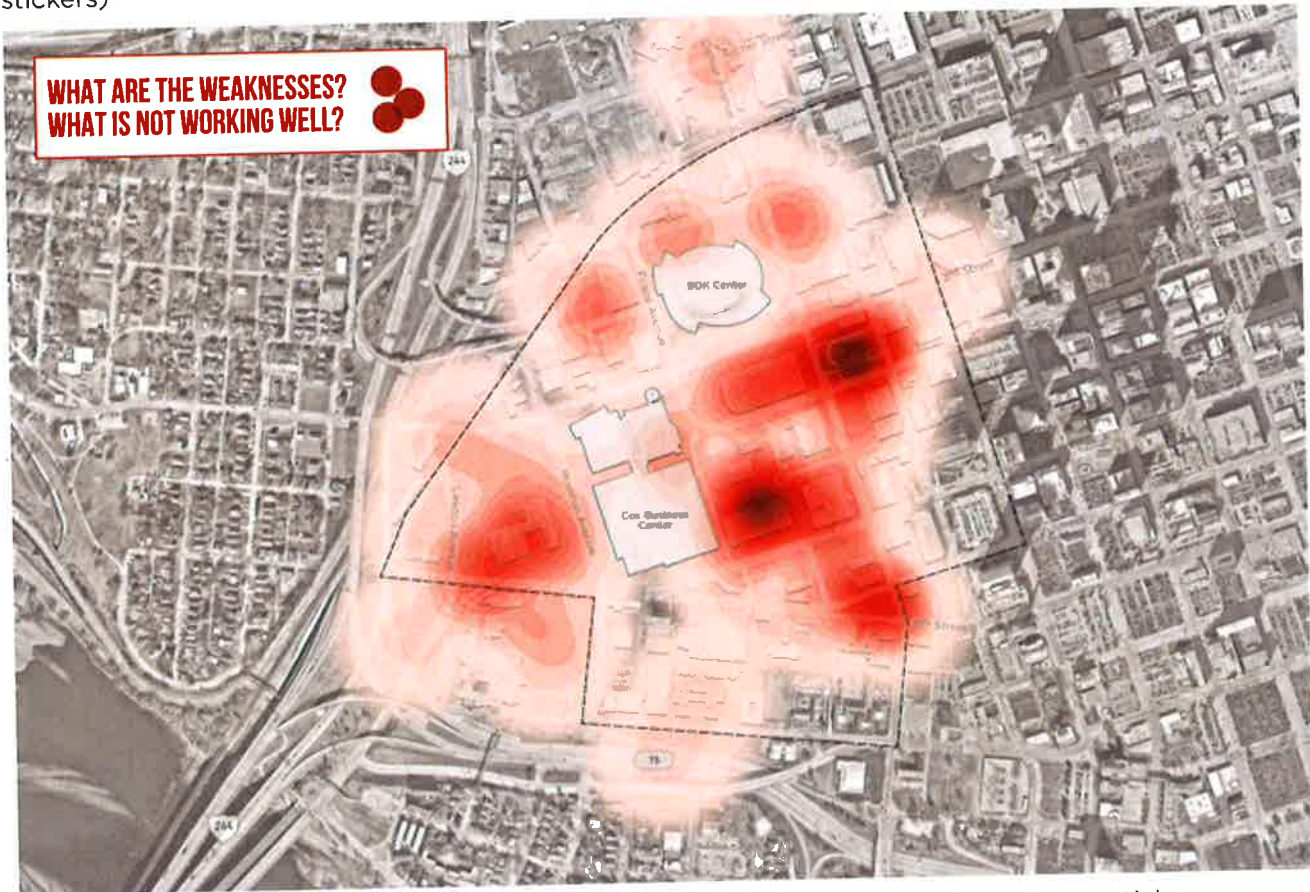


# ARENA DISTRICT MASTER PLAN

## COMMUNITY ENGAGEMENT TECHNICAL MEMO NO. 2:

INCLUDES: FEEDBACK TULSA SURVEY NO. 1 + COMMUNITY VISIONING WORKSHOP NO. 1 + STEERING COMMITTEE MEETING NO. 2 + STAKEHOLDER ENGAGEMENT + CITY INFRASTRUCTURE

**Map 2:** WHAT ARE THE WEAKNESSES? WHAT IS NOT WORKING WELL? Share what you consider weaknesses in the Arena District. This can be a street or intersection, a place, or a building. (117 total stickers)



The heat map above illustrates results from the activity asking participants to place a sticker on district weaknesses, with a darker color representing a higher concentration of stickers. Findings include:

- The Denver Avenue Transit Station was identified as one of the top weaknesses in the district, due to a perceived lack of safety, and not as a consequence of the structure itself. Participants identified a need for improved safety and enforcement around the station, with some suggesting the station could be relocated to a more suitable location.
- Civic buildings, such as the Page Belcher Federal Building, the Oklahoma Department of Human Services, and the Municipal Courthouse, were identified as weaknesses. Participants suggested these uses should be moved elsewhere in the city and the buildings and/or sites reimaged.
- Existing open spaces, such as Plaza of the Americas and 5th Street/Civic Plaza are considered weaknesses due to their lack of green space and abundance of concrete.
- Parking lots throughout the entire district were considered weaknesses, such as those surrounding the BOK Center.

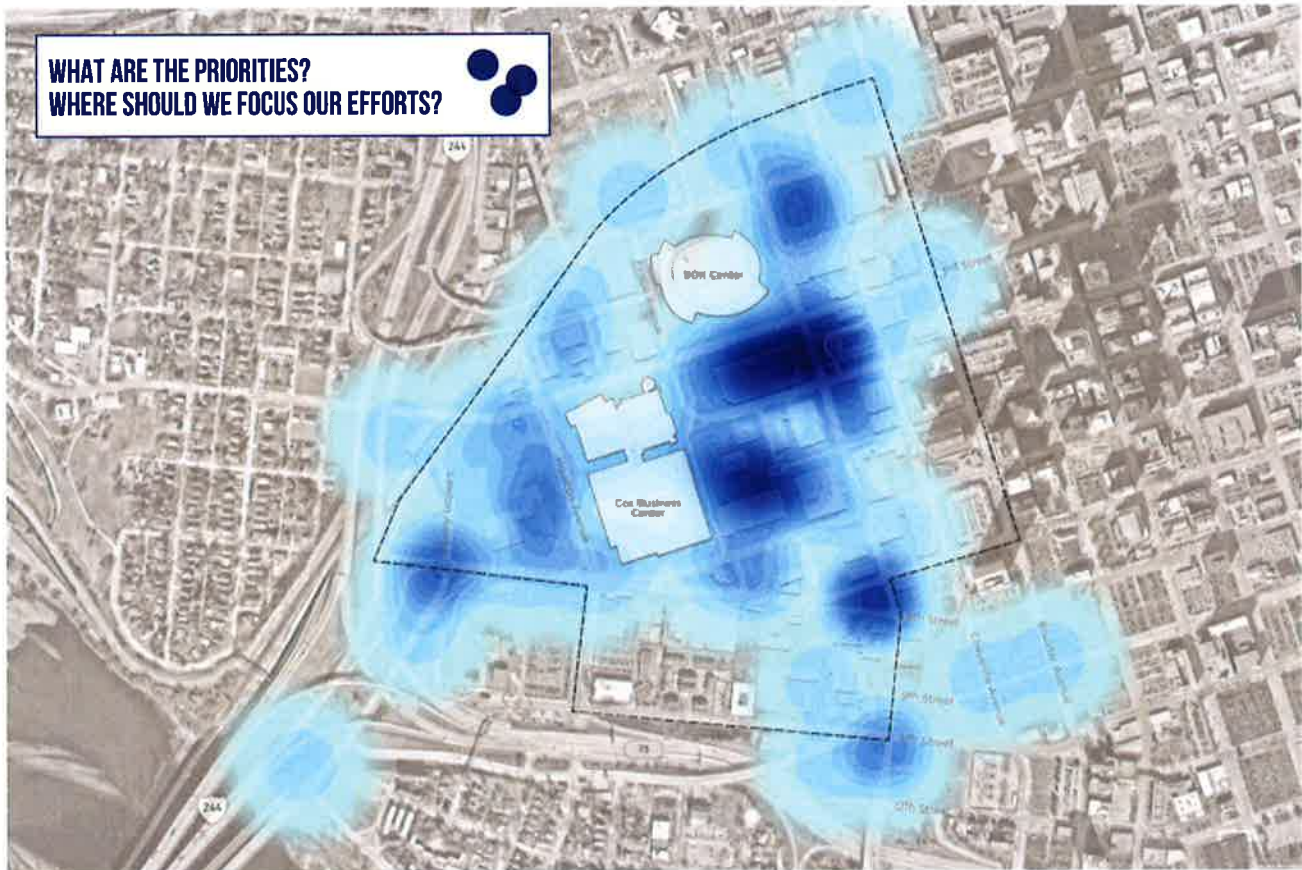


# ARENA DISTRICT MASTER PLAN

## COMMUNITY ENGAGEMENT TECHNICAL MEMO NO. 2:

INCLUDES: FEEDBACK TULSA SURVEY NO. 1 + COMMUNITY VISIONING WORKSHOP NO. 1 + STEERING COMMITTEE MEETING NO. 2 + STAKEHOLDER ENGAGEMENT + CITY INFRASTRUCTURE

**Map 3:** WHAT ARE THE PRIORITIES? WHERE SHOULD WE FOCUS OUR EFFORTS? Share what parts of the district you consider to be a priority, and/or have opportunity. This can be a street or intersection, a place, or a building. (104 total stickers)



The heat map above illustrates results from the activity asking participants to place a sticker on parts of the district they consider to be priorities for the planning process, with a darker color representing a higher concentration of stickers. Findings include:

- Many locations identified as weaknesses are also considered priorities due to their opportunity for redevelopment. For instance, the Page Belcher Building received the highest amount of stickers, with many participants suggesting finding a new home for current uses and re-imagining the building.
- Existing open spaces, including the 5th Street/Civic Plaza and the Plaza of the Americas, are considered potential locations for better and more useful and programmed green space.
- Parking lots throughout the district were identified as suitable for infill development, with the highest concentration of stickers on the parking lot northeast of the BOK Center.
- Along district edges and gateways, participants suggested improving connectivity to the riverfront, downtown, and other surrounding neighborhoods.



# ARENA DISTRICT MASTER PLAN

## COMMUNITY ENGAGEMENT TECHNICAL MEMO NO. 2:

INCLUDES: FEEDBACK TULSA SURVEY NO. 1 + COMMUNITY VISIONING WORKSHOP NO. 1 + STEERING COMMITTEE MEETING NO. 2 + STAKEHOLDER ENGAGEMENT + CITY INFRASTRUCTURE

### STEERING COMMITTEE MEETING NO. 2

On Tuesday, May 8, the Planning Team met with the Steering Committee for the second of five meetings that will take place through this process. The meeting, held at Tulsa City Hall, included the following agenda items:

- Project process and overview
- What we heard (through previous public outreach)
- Observations
- 3D Model Exercise
- Open discussion

### DEVELOPER ENGAGEMENT

Held on Wednesday, May 9, members of the planning team met with the following representatives of the local development community:

- Warren Ross, Ross Group
- Steven Watts, Addax Development
- Elliot Nelson, Nelson + Stowe Development
- Stuart Price, Price Family Properties
- Jaqueline Price, Price Family Properties
- Daniel Regan, Price Family Properties

The following points reflect areas of alignment and disagreement among the developers engaged in this process:

- All developers engaged agree that Downtown Tulsa is oversaturated with office space, but various opinions exist regarding the demand for residential. Some developers are getting ahead of the urban living trend, using historic tax credits to reuse upper floors in historic buildings for residential use, while others do not believe the demand for downtown residential currently exists in Tulsa. A point was raised regarding the challenge of meeting the demand for \$900/month rates for urban living in Tulsa - the rate expressed as needed to be competitive.
- Currently, parking requirements for downtown development do not exist, but developers expressed that providing parking spaces was necessary to attract tenants. Developers stated their desire for city assistance with the construction of parking structures in close proximity to, or part of, projects.
- Within the Arena District study area, one of the more challenging obstacles to overcome is the perception of unsafe areas, particularly around the transit center block. Developers requested that this be more effectively addressed.
- An important missing link in the Arena District is ground-floor activation, specifically through restaurants and bars. Some developers are currently attempting to fill this gap, but still have some concerns regarding safety perception in the area. In addition, they are concerned that the ground-floor rates they're able to provide tenants, \$20-30/SF, is undercut by non-profit organizations downtown, who are leasing comparable spaces for around \$7/SF.
- Varying opinions exist among developers as to what the future of the Page Belcher Federal Building site should be. These opinions range from 1) the city buying the property and parceling it out to various developers to 2) a single developer acquiring the parcel and masterplanning the site, whether that be mixed-use residential/commercial or a subsidized, full-service hotel for the Cox Business Center. Developers also had various ideas for how to accommodate current tenants of the Federal Building.



# ARENA DISTRICT MASTER PLAN

## COMMUNITY ENGAGEMENT TECHNICAL MEMO NO. 2:

INCLUDES: FEEDBACK TULSA SURVEY NO. 1 + COMMUNITY VISIONING WORKSHOP NO. 1 + STEERING COMMITTEE MEETING NO. 2 + STAKEHOLDER ENGAGEMENT + CITY INFRASTRUCTURE

### CITY INFRASTRUCTURE

On May 9, the planning team met with city representatives of the City of Tulsa Engineering Services Department:

- Matt Liechti, Public Works Planning & Coordination Manager, City of Tulsa
- Thomas Prag, Sr. Special Projects Engineer, City of Tulsa
- Anthony Wilkins, Water Senior Special Projects, City of Tulsa
- Brad Jackson, Lead Engineer Stormwater Design, City of Tulsa
- Brent Stout, Transportation Planning, City of Tulsa

Below is a summarized list of Items discussed :

- In regards to central water in the downtown area, the Capital Improvements Plan (CIP) shows replacement priorities mainly due to age of the pipes and not the pipe capacity. Fire flow requirements generally control the water demand for new development, which will be reviewed on a project-by-project basis.
- The current sanitary sewer system capacity is adequate based on existing uses, but may change depending on future development. The CIP highlights inflow and infiltration abatement areas as priority one within the study area. This is due to leaking pipes, structures, and improperly connected storm lines, and can be both stormwater and groundwater.
- A condition assessment of the storm sewer system is currently underway throughout the 2018 and 2019 fiscal years. The current system should be upgraded as development occurs, but this will be challenging due to undersized areas downstream. Typical flooding downtown is short and limited to the streets. The existing system is a two to five year system capacity.
- Generally, the group believes the district has adequate service to handle additional development.

### INCOG DOWNTOWN REVIEW PROCESS

On May 24, the planning team reached out to Susan Miller, who oversees Land Development at INCOG, to gain a better understanding of current zoning and the development approval process in Downtown Tulsa. A generalized summary of understanding follows:

- The most recent update of the zoning code began in 2012.
- Current zoning requirements for the downtown area are general and permissive to most uses. There have been repeated discussions in the past of updating and adding additional zoning controls for downtown, but they have not been pursued through adoption at this time.
- New development (including new-build and reuse) in the Tulsa downtown area currently goes through a basic 2-step zoning permit process:
  - 1) Permit office verifies whether the proposal meets the zoning standards for the site (because of permissive structure of downtown code, most applicants meet code);
  - 2) If standards are met, permit is issued.
- Variances tend to consist only of signage issues (Overhanging ROW, etc.)
- Currently, historic buildings in downtown Tulsa are not protected by code or require review as long as public money is not used for demolition.



# ARENA DISTRICT MASTER PLAN

## COMMUNITY ENGAGEMENT TECHNICAL MEMO NO. 2:

INCLUDES: FEEDBACK TULSA SURVEY NO. 1 + COMMUNITY VISIONING WORKSHOP NO. 1 + STEERING COMMITTEE MEETING NO. 2 + STAKEHOLDER ENGAGEMENT + CITY INFRASTRUCTURE

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### COMMUNITY OUTREACH METHODS:

#### SOCIAL MEDIA PLATFORMS USED

- NextDoor (90K registered neighborhood Tulsa residents)
- Facebook (8.5K followers)
- Twitter (48.5K followers)
- Instagram (1.5K followers)

#### PRESS RELEASES

The City of Tulsa Communications Department sent out two press releases notifying the public about the first Community Visioning Workshop. The releases, sent on April 17 and May 7, were shared with 80 contacts representing all major print, online and broadcast media in Tulsa.

#### ONLINE NEWSLETTERS

Notice of the first Community Visioning Workshop was included in a regularly-scheduled e-newsletter sent out through the Downtown Coordinating Council (DCC) and the Tulsa Young Professionals (TYPros) to their subscriber base.

#### DIRECT OUTREACH:

- Blue Dome District
- BOK Arena
- Booker T. Washington High School Student Council
- Cathedral District
- Central Park Condominiums HOA
- Cox Business Center
- Central Library
- Deco District
- East Village
- Greenwood District
- Roundtable Stakeholder Invitees
- Steering Committee
- Smart Growth Tulsa
- Tulsa City Council
- Tulsa Community College (Downtown branch)
- Tulsa Metro Planning Commission
- Tulsa Hub
- TYPros Urbanist Crew
- University of Oklahoma Urban Design Program



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# TECHNICAL MEMO 3

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# ARENA DISTRICT MASTER PLAN

## STEERING COMMITTEE TECHNICAL MEMO NO. 3:

INCLUDES: TULSA HUB LEADERS ON BIKES CAMP + ARENA DISTRICT URBAN HIKES + STEERING COMMITTEE MEETING NO. 3 + TULSA DEVELOPMENT AUTHORITY MEETING

### TULSA HUB LEADERS ON BIKES CAMP

On Wednesday afternoon, June 13th, Chris Hermann from the Planning Team was a guest speaker at Tulsa Hub's Leaders on Bikes summer camp at the invitation of Arianna Harmon. Approximately 30 campers (ages 6-14) and camp leaders attended the one-hour discussion. Mr. Hermann provided an overview of the planning profession – what city planners do – as well as an overview of the Tulsa Arena District Master Plan. There was a lot of interactive discussion and questions and answers. The kids think safer streets and streets designed for people riding bikes are important considerations. They discussed how challenging it is to ride bikes in many parts of Tulsa and how this limits where and how often they ride. A group of the kids thought separated on-street bike lanes would be great. A majority of them have been to the BOK Center, but not many other places within the Arena District. Few have ever ridden there before this camp. There was a discussion about what the appropriate identity and name for this area should be, but the names and identities quickly turned to superheroes, bands, singers, and Hollywood movies.

### TULSA ARENA DISTRICT URBAN HIKES

During the early evening of June 13th, the City of Tulsa in coordination with INCOG and the Tulsa Health Department facilitated “urban hikes” through the Arena District study area. Almost 30 people braved the hot, sunny weather and divided into three groups to navigate the ADMP project area on foot. Participants were asked to record the strengths and impediments to non-motorized travel. Each hike was approximately 20 minutes and began at the Central Library and concluded at the WXYZ lounge in the Aloft Hotel. Each group covered one of three unique routes: 1) “Civic Center Hike” (around the District), 2) “Cry Baby Hill Hike” (to the River and Back), 3) “Brady Theater Hike” (to the Tulsa Arts District and back). One of the most regular comments was noting how much better the walk was when there were street trees and other shade-producing areas that sheltered walkers from the direct sun. Comments included:

- “This part of town is not my favorite. Needs more green, lighting, shops.”
- Streets
  - » Better with street trees & shade
  - » Add street lights for pedestrians
  - » Some places with trees in lawn were dirt underneath because of so many people waiting under them
- 5th Street Plaza
  - » “It is embarrassing” and “needs to be knocked down”
  - » Activate with programming, create food court space, add shade and places to sit
  - » Water fountain is unattractive, maybe replace with splash park
  - » Rip it up – get rid of the concrete
- Plaza of Americas
  - » Improve, add green space
- Connect to River
  - » Add pedestrian/bike wayfinding
  - » Add bike lanes
  - » Make Southwest Boulevard green, improve experience from concrete, add bike lanes
  - » Better connect Route 66 Memorial



# ARENA DISTRICT MASTER PLAN

## STEERING COMMITTEE TECHNICAL MEMO NO. 3:

INCLUDES: TULSA HUB LEADERS ON BIKES CAMP + ARENA DISTRICT URBAN HIKES + STEERING COMMITTEE MEETING NO. 3 + TULSA DEVELOPMENT AUTHORITY MEETING

- BOK Center
  - » Bike rack is in exactly the wrong place – travel path of main entrance
- Federal Building
  - » Unattractive
  - » Megablock – tear down or cut in half
  - » Add green space
- Transit Center
  - » Lots of trash in area
- Houston from 3rd to 7th
  - » "terrible experience"
  - » "truly needs help"
- Tulsa Arts District
  - » "Much closer than it seems"
  - » Denver is most direct route, but underpass and sidewalk too narrow

### STEERING COMMITTEE MEETING NO. 3 - JUNE 14, 11:30-1:30 PM

On Thursday June 14th, the Planning Team met with the Steering Committee for the third of five meetings. This was a lunch meeting held at the Cox Business Center in the Riverside West Meeting Room. Approximately twelve attendees heard Chris Hermann (MKSK), Kate Collignon (HR&A), Kyle Vangel (HR&A), and Joell Angel-Chumbley (Kolar Design) present, with the addition of Shagah Zakerion (Zakerion Strategies) and Scott Rodehaver (Wallace Engineering) for discussion. The agenda included the following:

- Project Overview
- What We Heard (at Public Workshop #1 & Steering Committee #2)
- Market & Economic Assessment (Peer Cities, Residential, Commercial, Hotel, & Retail)
- District Identity (Civic Identity, Positioning, Type of District, & Benchmarks)

The Steering Committee was interested in the market assessment and asked more detailed questions about the residential market – including price points, depth of the market, and what makes a downtown project successful and desirable to renters. There was general agreement with the commercial office market assessment and a lot of interest in the Convention Hotel case studies and what they might indicate for Tulsa. There was interest that all but one of the case studies showed an increase to all area hotels with the opening of a full-service convention center hotel. There was discussion of what it would take in addition to such a new hotel to be successful. One member expressed concern about new retail in the district stating that currently new downtown restaurants are taking away market share from existing ones, but that was not always the case. Attendees were interested in the physical components of district identity. In general, they supported the concept of the Arena District as the gateway to downtown.



# ARENA DISTRICT MASTER PLAN

## STEERING COMMITTEE TECHNICAL MEMO NO. 3:

INCLUDES: TULSA HUB LEADERS ON BIKES CAMP + ARENA DISTRICT URBAN HIKES + STEERING COMMITTEE MEETING NO. 3 + TULSA DEVELOPMENT AUTHORITY MEETING

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### TULSA DEVELOPMENT AUTHORITY MEETING

Following the Steering Committee Meeting, the Planning Team (MKS&A, HR&A) and James McHendry met with Kian Kamas, Chief of Economic Development for the City, and O.C. Walker, Executive Director of the Tulsa Development Authority at City Hall. Mr. Walker and Ms. Kamas reviewed economic incentives and policies currently in place within the city and areas of focus for economic development efforts. Various tools and funding sources were discussed that have been used with past and present public and private efforts. This included discussion about:

- TIFs for Tulsa Arts District, Blue Dome, and the Technology District have been used for infrastructure improvements.
- The Arena District was intentionally left out of the TIF Districts pending the master plan identifying potential needs.
- For new TIF Districts, the Industrial Authority will be the administrator.
- Potential funding sources include: 1) TIF (but projects must exist to generate tax dollars), 2) Improve Our Tulsa bond package (Nov. 2019), 3) Economic Development Infrastructure Fund (for job creation) – but target downtown, 4) Strategic Property Acquisition Fund.
- TDA has revolving loan funds which are planning to be targeted toward affordable and workforce housing (help move the gap from \$1.70 sq. ft. to \$1.10-1.40 sq. ft.).
- All of downtown is in the Opportunity Fund.
- The Tulsa Parking Authority will have up to \$2M available within two years, but structure of bonds makes it difficult for new parking structures to include private spaces.
- Need to advocate and build support for projects in the Vision Plan/Go Funds like Gilcrease does.



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# TECHNICAL MEMO 4

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# ARENA DISTRICT MASTER PLAN

## COMMUNITY ENGAGEMENT TECHNICAL MEMO NO. 4:

INCLUDES: STEERING COMMITTEE MEETING NO. 4 + STOC MEETING + COMMUNITY VISIONING WORKSHOP NO. 2

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### STEERING COMMITTEE MEETING NO. 4 - JULY 23, 5:30-7:00 PM

On Monday July 23rd, the Planning Team met with the Steering Committee for the fourth of five meetings. This meeting was held at City Hall, between 5:30 and 7:00 PM. Approximately ten attendees heard Chris Hermann and Jeff Pongonis (MKSK) present. The agenda included the following:

- Project Overview
- Steering Committee Meeting #3 Key Takeaways
- Planning Framework & Urban Design
- Primary Investment Area
- Short Term Activation
- Next Steps

The Steering Committee was interested in phasing recommendations for the final plan, with a focus on targeting future investments. Committee members discussed initial investments for public realm spaces and streets, and which investments should be targeted for current and future bond packages. The Steering Committee is interested in a specific site recommendation for the needed 130,000 square feet of Cox Business Center expansion. The Committee identified that CBC expansion and a new full-service hotel could be developed concurrently and would like both recommended sites to be identified in the final plan.

### SALES TAX OVERVIEW COMMITTEE MEETING - JULY 24, 8:00-8:30 AM

On Tuesday July 24th, the Planning Team met with members of the Sales Tax Overview Committee (STOC), a group composed of public appointees from 9 districts of the City of Tulsa. This morning meeting was held at City Hall's 3rd Floor North Presentation Room, and was a two-part guest presentation between the Planning Team representing the ADMP, and the Cox Business Center. The agenda included the following:

- Project Overview
- Planning Principles
- Public Outreach Summary (through June)
- Deliverables (completed and to come)

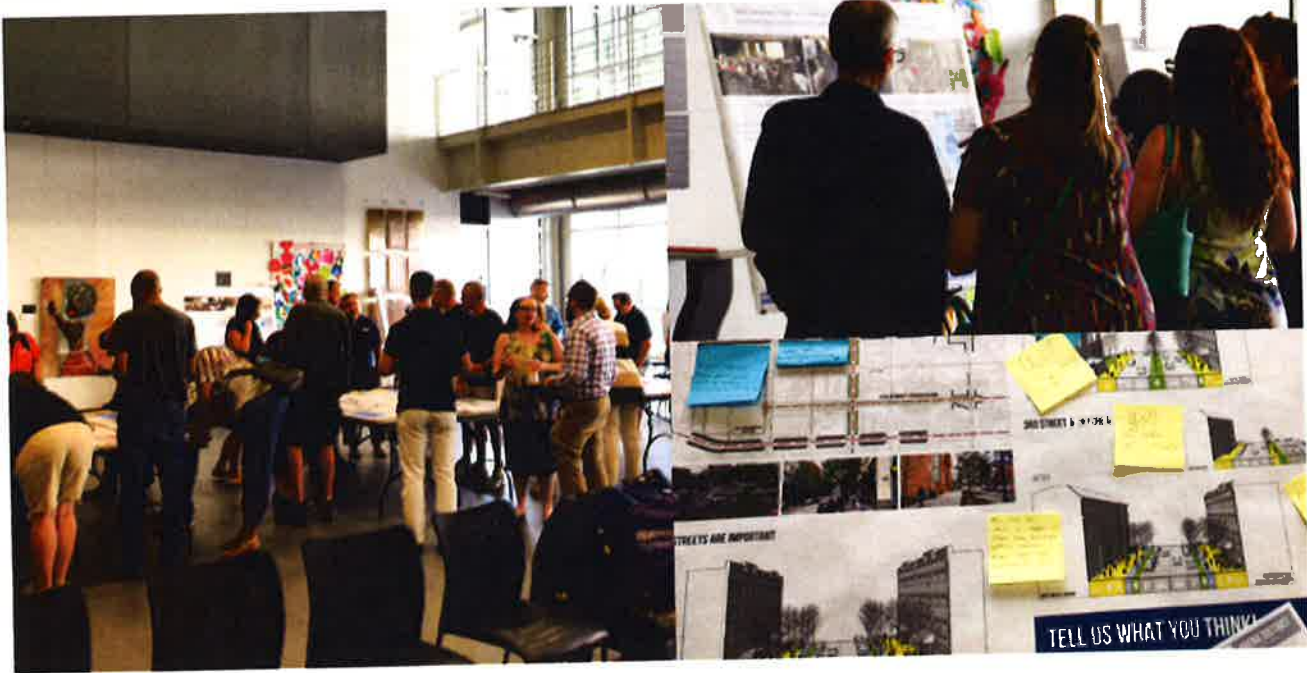


# ARENA DISTRICT MASTER PLAN

## COMMUNITY ENGAGEMENT TECHNICAL MEMO NO. 4:

INCLUDES: STEERING COMMITTEE MEETING NO. 4 + STOC MEETING + COMMUNITY VISIONING WORKSHOP NO. 2

### COMMUNITY VISIONING WORKSHOP NO. 2



The second Community Visioning Workshop for the Arena District Master Plan was held on July 24 at the TCC Center for Creativity and was attended by approximately 50 Tulsans. During this dynamic workshop, the planning team reported back on public feedback to date and unveiled draft concepts and strategies to encourage and foster re-development in the Arena District. Following a presentation, attendees participated in four interactive stations highlighting various project themes, including streets and connectivity, catalytic opportunity sites, public spaces, and a general comment station. Each station included comment cards asking attendees to share their feedback and ideas. The results from the feedback collected are summarized in the following pages and are categorized by their respective station topic.





# ARENA DISTRICT MASTER PLAN

## COMMUNITY ENGAGEMENT TECHNICAL MEMO NO. 4:

INCLUDES: STEERING COMMITTEE MEETING NO. 4 + STOC MEETING + COMMUNITY VISIONING WORKSHOP NO. 2

### 1 | STREETS & CONNECTIVITY

THE ARENA DISTRICT IS SOMEWHAT WALKABLE TO/FROM DOWNTOWN - BUT, WHY WALK THERE?

WE ASKED: WOULD YOU CURRENTLY CONSIDER WALKING BETWEEN THE ARENA DISTRICT AND DOWNTOWN/CBD?

"Yes, but it wouldn't be comfortable."

"Yes & I do!"

"Yes, more lights, more places to stop along the way."

"Depends...usually there is nothing to look at or purchase."

"I work in the area and have parking access to my job so yes..."

"Maybe it's not a great walk."

THE IMPROVEMENTS SHARED IN THE MEETING ARE NEEDED TO ENHANCE WALKABILITY



WE ASKED: WOULD THESE IMPROVEMENTS MAKE YOU FEEL MORE COMFORTABLE WALKING IN THE ARENA DISTRICT?



YES: 100%  
(16 responses)

NO: 0%

MAKING THIS A WALKABLE DISTRICT WILL REQUIRE R.O.W. IMPROVEMENTS, PLACEMAKING & INFILL

WE ASKED: WHAT OTHER IMPROVEMENTS OR CONNECTIONS WOULD ENHANCE TRANSIT, BIKABILITY, AND WALKABILITY IN DOWNTOWN?

#### RIGHT OF WAY IMPROVEMENTS

(Ordered by most to least mentioned)

1. More trees and shade
2. Better street lights
3. More bike lanes and facilities

#### PLACEMAKING IMPROVEMENTS

(Ordered by most to least mentioned)

1. Improved gateways
2. Better signage/wayfinding
3. Incorporate Public art

#### DEVELOPMENT IMPROVEMENTS

(Ordered by most to least mentioned)

1. Active ground floors
2. Less Parking lots
3. Redevelop opportunity sites

Though meeting attendees consider the Arena District as walkable to/from Downtown, most consider this walk an unpleasant experience. For instance, lack of shade, street trees, and poor lighting at night lead to visitors to the district choosing to drive rather than walk, even from nearby destinations. Nonetheless, when asked if they would consider walking to the district from the CBD, all respondents responded positively, and suggested that they would be open to doing so if the district offered more amenities and the walk to/from downtown was improved. Similarly, when asked to react to the draft concepts for street improvements, which included improved sidewalks, more street trees, and an enhanced pedestrian realm, 100% of respondents noted that these improvements would make them feel more comfortable walking in the district.

Respondents were asked what other improvements would enhance transit, bikability, and walkability in downtown. Though most answers focused on improvements to the right of way, a third of all answers recommended placemaking improvements and new infill development as contributing to a walkable district. Suggested improvements to the right of way focused on enhancing the pedestrian experience, from more street trees to better lighting in the evenings, in addition to encouraging multimodal streets with bicycle infrastructure. Responses related to placemaking aimed at improving the district's connectivity through gateways and better signage/wayfinding, and establishing a district identity through public art. Respondents suggested that a lack of active ground-floors and the prevalence of surface parking lots negatively affected walkability. As such, infill development on the identified opportunity sites was suggested as a strategy to improve walkability.



# ARENA DISTRICT MASTER PLAN

## COMMUNITY ENGAGEMENT TECHNICAL MEMO NO. 4:

INCLUDES: STEERING COMMITTEE MEETING NO. 4 + STOC MEETING + COMMUNITY VISIONING WORKSHOP NO. 2

### 2 | CATALYTIC OPPORTUNITY SITES

A MIXED-USE ENVIRONMENT WILL MAKE ME WANT TO SPEND MORE TIME IN THE DISTRICT

WE ASKED: WOULD THIS MIXED-USE ENVIRONMENT ENCOURAGE YOU TO SPEND MORE TIME IN THIS DISTRICT? WHY OR WHY NOT?

**“YES!”**

Out of 13 responses, 11 people answered “Yes” to this question

#### ...BUT CONSIDER THE FOLLOWING

(Ordered by most to least mentioned)

1. The district needs more things to do
2. Invest in open spaces
3. Consider the Denver Avenue Station site

*“I would be very attracted to mixed use, working where you live strengthens community”*

THESE IMPROVEMENTS WILL MAKE PEOPLE WANT TO CALL THE ARENA DISTRICT “HOME”



WE ASKED: DO YOU THINK THESE IMPROVEMENTS WOULD MAKE PEOPLE CONSIDER LIVING IN THIS DISTRICT?

**“YES!”**

Out of 13 responses, 12 people answered “Yes” to this question

#### ...BUT CONSIDER THE FOLLOWING

(Ordered by most to least mentioned)

1. Make room for open space
2. Allow for mixed-income

CONCENTRATE OUR EFFORTS AROUND THE BOK CENTER

WE ASKED: DO YOU SEE VALUE IN CONCENTRATING IN THIS CORE AREA AS AN INITIAL INVESTMENT? WHY OR WHY NOT?

**“YES!”**

Out of 13 responses, 10 people answered “Yes” to this question

#### ...BUT CONSIDER THE FOLLOWING

(Ordered by most to least mentioned)

1. Consider the district as a gateway
2. Think about our ROI
3. Capitalize on initial investments to incentivize future growth

*“Capitalize on the investments already made. Will leave a better impression on visitors who are coming in for events/conventions”*

The draft concepts presented at the second workshop focused on potential development options for various sites in the district, such as the Page-Belcher Building, Civic Center Plaza, and the Bank of Oklahoma Surface Lot on Denver Avenue and 2nd Street. These concepts included enhancements to open spaces in addition to potential adaptive-reuse, mixed-use and hotel developments. These options were shared in the presentation and displayed on boards. Respondents at this station overwhelmingly supported redevelopment of these three sites, noting that activating the core of the district is a positive improvement.

When asked if a mixed-use environment would encourage them to spend more time in the district, 11 out of 13 respondents responded affirmatively and commented that the district needs this type of 18-hour activation. A clear majority of respondents also shared that transforming the Arena District into a mixed-use neighborhood would encourage more people to live in the district.

The three draft concepts presented fall within an initial catalytic investment area in which to concentrate efforts. Meeting attendees were asked whether they agreed with this strategy on concentrating on the core. Out of 13 responses, 10 answered they saw the value in this strategy, noting that it would enable positioning the district as a welcoming gateway into downtown and incentivize future growth.



# ARENA DISTRICT MASTER PLAN

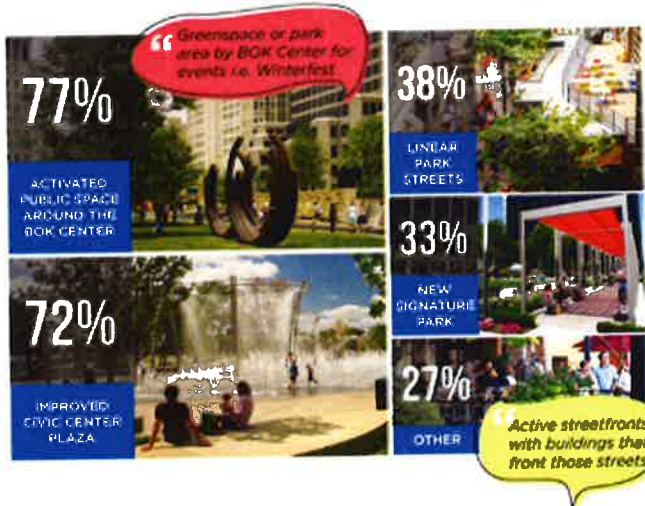
## COMMUNITY ENGAGEMENT TECHNICAL MEMO NO. 4:

INCLUDES: STEERING COMMITTEE MEETING NO. 4 + STOC MEETING + COMMUNITY VISIONING WORKSHOP NO. 2

### 3 | OPEN SPACES

#### THE ARENA DISTRICT NEEDS HIGH QUALITY OPEN SPACES AND ACTIVE STREETS

WE ASKED: WHAT PUBLIC SPACE IMPROVEMENTS WOULD YOU LIKE TO SEE HAPPEN IN THIS DISTRICT? (18 responses)



#### THE DISTRICT WILL BENEFIT FROM MORE THINGS TO DO BEYOND EVENTS AND CONCERTS

WE ASKED: WHAT ACTIVITIES/SPACES WOULD DRAW PEOPLE TO THIS AREA?



A significant portion of the draft concepts and strategies presented at the second community workshop centered around creating high-quality gathering spaces in the Arena District. These spaces, ranging from short-term activation of existing open spaces to a long-term re-imagining of public spaces in the district, aim to activate and energize the district while fostering future development. Meeting attendants were asked which types of open space improvements they would like to see in the district from a list of five items, of which multiple answers were allowed. Close to three-quarters of respondents prioritized creating an activated public space around the BOK Center and improving Civic Center Plaza. The comments submitted suggested seasonal events capitalizing on the visitors already drawn into the district by the BOK Center and the CBC. When asked which activities or spaces would draw people into the area, responses note that the Arena District would benefit from more things to do beyond events at the BOK Center. The most popular activation strategy was additional programming and spaces for people to gather, followed by a farmer's market and pop-up retail.



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# TECHNICAL MEMO 5

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# ARENA DISTRICT MASTER PLAN

## COMMUNITY ENGAGEMENT TECHNICAL MEMO NO. 5:

INCLUDES: TMAPC MEETING + MAYOR BRIEFING + DCC MEETING + STEERING COMMITTEE MEETING NO. 5 + TULSA REGIONAL CHAMBER, VISIT TULSA, AND THE EXECUTIVE AND ADVISORY BOARD OF REGIONAL TOURISM + ULI LUNCH & LEARN

### TULSA METROPOLITAN AREA PLANNING COMMISSION MEETING - SEPT. 5, 11:30 AM -1:00 PM

On Wednesday September 5th, the ADMP Planning Team presented an overview of progress on the Arena District Master Plan to the Tulsa Metropolitan Area Planning Commission (TMAPC). TMAPC is a joint City-County cooperative planning commission that advises the Tulsa City Council and the Tulsa County Board of Commissioners on development and zoning matters. TMAPC is the group responsible for reviewing the Arena District Master Plan and making a recommendation on its final disposition to City Council. This meeting was held at City Hall and was open to the public. Chris Hermann (MKSK) made a presentation and provided an overview of the project. The agenda included the following:

- Project Overview
- Planning Purpose and Principles
- Public Outreach Summary (through July)
- Initial Market and Identity Assessment Findings
- District Framework
- Preliminary and Preferred Concepts
- Deliverables (completed and to come)

A robust discussion occurred following the presentation. Members of the Commission provided a number of comments. These included:

- One Commissioner requested that the “chess piece” moves be identified that must occur to free up the catalytic sites.
- One Commissioner requested that an alternative for the Federal Building site be considered that preserves the Page Belcher building. He expressed concern in a plan that recommends tearing down a historic building and that it would be impossible to replace a building like this today.
- One Commissioner stated that if the Municipal Courts building and Civic Plaza are proposed to be redeveloped, the plan should consider the reuse/redevelopment of the County Courts building as well. He indicated that it was the grouping of these buildings and their uses that makes this area uninviting to the community.
- One Commissioner requested that the history of Tulsa be integrated into this district, such as Route 66 (incl. neon signs), oil and gas, aviation, and music. (Note that the team reviewed that this was a part of the plan but did not highlight it in the presentation due to time constraints.)
- One Commissioner stated that wayfinding should be an important part of improving the District.

### TULSA ADMP BRIEFING WITH MAYOR BYNUM - SEPTEMBER 5, 1:00-2:00 PM

On Wednesday September 5th, the Planning Team met with Mayor Bynum to provide an up-to-date progress overview of the Tulsa ADMP. This meeting was held at City Hall. A presentation was given to the mayor by Chris Hermann and Jeff Pongonis (MKSK). This presentation was identical to that presented to the Steering Committee later in the afternoon. The agenda included the following:

- Project Overview
- Importance of the Arena District as a Downtown Gateway
- Overall District Vision (Welcome, Activate, Live, Connect)
- Recommended Catalytic Projects (Great Streets, Public Realm, Development, Policies)
- Potential Short-Term Activation Projects
- Phasing and Impact
- Implementation Strategy
- Next Steps



# ARENA DISTRICT MASTER PLAN

## COMMUNITY ENGAGEMENT TECHNICAL MEMO NO. 5:

INCLUDES: TMAPC MEETING + MAYOR BRIEFING + DCC MEETING + STEERING COMMITTEE MEETING NO. 5 + TULSA REGIONAL CHAMBER, VISIT TULSA, AND THE EXECUTIVE AND ADVISORY BOARD OF REGIONAL TOURISM + ULI LUNCH & LEARN

### DOWNTOWN COORDINATING COUNCIL MEETING - SEPTEMBER 5, 2:00-2:30 PM

On Wednesday September 5th, the Planning Team met with members of the Downtown Coordinating Council (DCC), a group composed of downtown property owners, government officials, and business owners. This was a regularly-scheduled meeting at City Hall. Chris Hermann (MKSK) gave a 15-minute verbal overview and progress update of the Arena District Master Plan and answered general questions.

### STEERING COMMITTEE MEETING NO. 5 - SEPTEMBER 5, 4:30-6:00 PM

On Wednesday September 5th, the Planning Team met with the Steering Committee for the last of five meetings. This meeting was held at City Hall, between 4:30 and 6:00 PM. Approximately 11 attendees heard Chris Hermann and Jeff Pongonis (MKSK) present. The agenda included the following:

- Importance of the Arena District as a Downtown Gateway
- Overall District Vision (Welcome, Activate, Live, Connect)
- Recommended Catalytic Projects (Great Streets, Public Realm, Development, Policies)
- Potential Short-Term Activation Projects
- Phasing and Impact
- Implementation Strategy
- Next Steps

The Steering Committee reacted positively to the presentation. Members were encouraged that a majority of the recommended catalytic projects are on publicly-controlled sites. Discussion centered around how to advance a number of the recommendations. This included the proposed convention center hotel and whether existing Vision funds could be reallocated to create a new Police Building, move the Municipal Courts, and work with private developers to advance the convention hotel sooner rather than later – taking advantage of current private market interest in building new downtown hotels. One Committee member pointed out that a new hotel study is in progress and due at the end of the month. He also stated that a large block of existing downtown hotel rooms is reserved/ held for local companies, institutions, and airlines, meaning that there is a smaller supply of rooms for conventions than the raw numbers suggest. Discussion also focused on advancing the process of securing the Page Belcher building site. Local groups have indicated to the GSA that the City has interest in this site and the GSA is awaiting a formal letter indicating city interest and that it is a city priority. Commissioners also discussed the \$15 Million in approved Vision funds for a downtown transit facility. This is money in hand that should be used to study the best location for the transit center and advance this project.



# ARENA DISTRICT MASTER PLAN

## COMMUNITY ENGAGEMENT TECHNICAL MEMO NO. 5:

INCLUDES: TMAPC MEETING + MAYOR BRIEFING + DCC MEETING + STEERING COMMITTEE MEETING NO. 5 + TULSA REGIONAL CHAMBER, VISIT TULSA, AND THE EXECUTIVE AND ADVISORY BOARD OF REGIONAL TOURISM + ULI LUNCH & LEARN

### TULSA REGIONAL CHAMBER, VISIT TULSA, AND THE EXECUTIVE AND ADVISORY BOARD OF REGIONAL TOURISM - SEPTEMBER 6, 9:00-10:30 AM

On Thursday September 6th, the Planning Team met with members of the Tulsa Regional Chamber, Visit Tulsa, and the Executive and Advisory Board of Regional Tourism. The meeting was held at the Hyatt Regency Hotel Tulsa North Room, with a presentation and discussion led by Chris Hermann (MKSK) and Ray Hoyt (Visit Tulsa and Tulsa ADMP Steering Committee member). The agenda included the following:

- Importance of the Arena District as a Downtown Gateway
- Overall District Vision (Welcome, Activate, Live, Connect)
- Recommended Catalytic Projects (Great Streets, Public Realm, Development, Policies)
- Phasing and Impact
- Implementation Strategy

Attendees asked a number of questions. These included: a discussion of the provision of adequate parking for what is planned; thoughts related to the blocks north and west of the BOK Center, the appropriateness of new parking structures north of 1st Street along the railroad tracks; the importance of connecting the DoubleTree and east side of the Convention Center to the rest of the District and downtown, especially along 6th Street; and a discussion about potential transit and transportation improvements to move people around downtown.

### URBAN LAND INSTITUTE (ULI) TULSA CHAPTER LUNCH AND LEARN - SEPTEMBER 6, 12:00-1:00 PM

On Thursday September 6th, the Planning Team met with members of the newly formed Tulsa Chapter of the Urban Land Institute. In fact, this was the inaugural lunch and learn event. The event was held at The Bond, 608 E. 3rd Street, with a presentation and discussion led by Chris Hermann (MKSK). The presentation was similar to the one presented to the Hotel and Lodging Association. A question and answer session followed the presentation. The attendees expressed great enthusiasm and support for vision of the Tulsa Arena District. Discussion focused on how to accomplish the vision and where to begin.



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# TECHNICAL MEMO 6

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# ARENA DISTRICT MASTER PLAN

## COMMUNITY ENGAGEMENT TECHNICAL MEMO NO. 5:

INCLUDES: TULSA CITY COUNCIL URBAN & ECONOMIC DEVELOPMENT COMMITTEE MEETING + GEORGE KAISER FAMILY FOUNDATION BRIEFING + PUBLIC WORKSHOP MEETING NO. 3

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### TULSA CITY COUNCIL URBAN & ECONOMIC DEVELOPMENT COMMITTEE - SEPT. 26, 10:00 AM - 12:00 PM

On Wednesday September 26th, the ADMP Planning Team, together with Dawn Warrick and James McHendry from City staff, presented an overview of progress on the Arena District Master Plan to the City Council's Urban and Economic Development Committee (UEDC). UEDC is a subcommittee of the City Council focused on city development and economic development-related matters. This meeting was held at City Hall and was open to the public. Chris Hermann (MKSK) made a presentation and provided an overview of the project. The presentation included the following:

- Project Overview
- Planning Purpose and Principles
- Public Outreach Summary (through Sept)
- Importance of the Arena District as a Downtown Gateway
- Overall District Vision (Welcome, Activate, Live, Connect)
- Recommended Catalytic Projects (Great Streets, Public Realm, Development, Policies)
- Phasing and Impact
- Implementation Strategy
- Next Steps

Council members in attendance asked follow-up questions and points of clarification, particularly in relation to the proposed catalytic projects. They thanked staff and the consultant for the presentation.

### GEORGE KAISER FAMILY FOUNDATION BRIEFING - SEPTEMBER 26, 1:00-2:00 PM

On Wednesday September 26th, the Planning Team met with representatives of the George Kaiser Family Foundation (GKFF) at their offices in The Gathering Place. A presentation was given to the GKFF representatives by Chris Hermann and Andrew Overbeck (MKSK). This presentation was identical to what was presented to the public that evening. The presentation included the following:

- Project Overview
- Planning Purpose and Principles
- Public Outreach Summary (through Sept)
- Importance of the Arena District as a Downtown Gateway
- What Success Looks Like
- Building Blocks of the ADMP (Great Streets, Public Realm, Development, Policies)
- Achieving the District Vision (Welcome, Activate, Live, Connect)
- Catalytic Projects
- Phasing and Implementation



# ARENA DISTRICT MASTER PLAN

## COMMUNITY ENGAGEMENT TECHNICAL MEMO NO. 5:

INCLUDES: TULSA CITY COUNCIL URBAN & ECONOMIC DEVELOPMENT COMMITTEE MEETING + GEORGE KAISER FAMILY FOUNDATION BRIEFING + PUBLIC WORKSHOP MEETING NO. 3

### PUBLIC WORKSHOP MEETING NO. 3 - SEPTEMBER 26, 5:00-8:00 PM

On Wednesday September 26th, the Planning Team made a presentation to the public at the final of three public workshops. This meeting was held at the Tulsa City-County Library in the Pocahontas Creativity Center. Approximately 70 attendees heard Chris Hermann (MKS) present an overview of the contents and recommendations of the Arena District Master Plan Draft. The presentation included the following:

- Project Overview
- Planning Purpose and Principles
- Public Outreach Summary (through Sept)
- Importance of the Arena District as a Downtown Gateway
- What Success Looks Like
- Building Blocks of the ADMP (Great Streets, Public Realm, Development, Policies)
- Achieving the District Vision (Welcome, Activate, Live, Connect)
- Catalytic Projects
- Phasing and Implementation

In addition to the presentation and following question and answer, attendees were able to meet with members of City Staff and the Planning Team before and after the presentation and see display boards that: summarized previous public input, highlighted the proposed vision plan, and rendered some of the proposed catalytic projects. In addition, there was a 3-D model of the Arena District study area that indicated existing buildings and proposed new development per the master plan. Reaction and comments were solicited to be considered as the draft plan is finalized.

A sample of comments received is included below. Images of Public Workshop 3 are included on the following page.

*"I live at Central Park Condominiums and as a realtor who has been working hard to affect positive perceptions and creating increased interest in living there (and downtown in general) safety is of utmost importance. Walkability is vital. I'd love to be have other condominium communities to support, promote, and connect others to."*

*"1) I really think we should consider moving the transit station to Center of the Universe/Rail tracks because of old Union Station. A) The center of downtown is moving north to encompass the Arts District. B) The location is too valuable to keep at a bus station. C) Proximity to BOK makes location better suited for retail/mixed-use/entertainment.*

*2) Page Belcher needs to go."*

*3) Like the idea of the BOK Center as a park."*

*"Thank you for addressing all the concerns brought forward. The Master Plan was everything that I imagined and wanted it to be. I was also very impressed with the process, workshops, products, and presentations every time. The fact that we are taking steps to solve this district's problems and help reimagine this area shows me that the plans are actually being made and excitement being injected in the community on further development opportunities."*



# ARENA DISTRICT MASTER PLAN

## COMMUNITY ENGAGEMENT TECHNICAL MEMO NO. 5:

INCLUDES: TULSA CITY COUNCIL URBAN & ECONOMIC DEVELOPMENT COMMITTEE MEETING + GEORGE KAISER FAMILY FOUNDATION BRIEFING + PUBLIC WORKSHOP MEETING NO. 3





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# **PUBLIC WORKSHOP COMMENTS**

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## PUBLIC WORKSHOP 1 COMMENTS

### MY VISION FOR THE ARENA DISTRICT IS...

- SUSTAINABLE DESIGN + INFRASTRUCTURE
- Low IMPACT Dev.
- INCREASED WALKABILITY
- OPPORTUNITY FOR BLOCK PARTIES FOR EVENTS

ARENA DISTRICT

### MY VISION FOR THE ARENA DISTRICT IS...

CONVENTION HOTEL  
ENTERTAINMENT VENUES  
TRANSPORTATION OPTIONS  
(Bike, walk, rail/rail)

ARENA DISTRICT

### MY VISION FOR THE ARENA DISTRICT IS...

A FUN/FUNCTIONAL ENTERTAINMENT  
• DINING DESTINATION FOR TULSA  
+ VISITORS ATTENDING EVENTS/CONF/  
MEETINGS IN THE DISTRICT. AMPLE DINING/  
ENTERTAINMENT ALL DAY/EVENING/WEEDAY/  
WEEKEND EVENTS.

ARENA DISTRICT

### MY VISION FOR THE ARENA DISTRICT IS...

- Friendly to tourists but also spaces usable to folks who live here all year.
- More pedestrian friendly walking areas. ~~the~~ w/interesting things to see @ eye level while walking. (I love the Murals downtown)
- More parking garages/less flat parking ~~to not~~ <sup>to not</sup>
- More green areas
- Mixed use area - not just dine + dash
- Friendlier to cyclists

ARENA DISTRICT

### MY VISION FOR THE ARENA DISTRICT IS...

Connection between the arena + business center to local venues, restaurants, bars, the other districts (Arts, Blue Dome, etc), and importantly, the river and the Gateway Place. Open air spaces

ARENA DISTRICT

### MY VISION FOR THE ARENA DISTRICT IS...

- NEIGHBORS 1st  
Surrounding Tulsans next  
welcoming visitors, too.
- That it's built with and for the people in the surrounding neighborhoods
  - That it's NOT called the Arena District - it's not just arenas.
  - That it's welcoming + accessible to people from all around Tulsa from all walks of life.
  - That it's the central transportation hub including the historic, beautiful bus station
  - That it CONNECTS to other downtown areas + the airport to welcome visitors

ARENA DISTRICT

### MY VISION FOR THE ARENA DISTRICT IS...

Walkability for locals + visitors  
to see sites/dine/stay/love.  
Connection to other communities  
@ Arena district.  
Wayfinding!  
Green spaces!

ARENA DISTRICT

### MY VISION FOR THE ARENA DISTRICT IS...

to expand Tulsa  
to pull in more business

ARENA DISTRICT



## PUBLIC WORKSHOP 1 COMMENTS

### MY VISION FOR THE ARENA DISTRICT IS...

LIGHT RAIL TO ONEOK PARK

ARENA DISTRICT

### MY VISION FOR THE ARENA DISTRICT IS...

CONVENTION attraction & support  
w/ mixed use  
Pedestrian centered  
Parking / Hotels / Apts  
etc..  
Small market/food

ARENA DISTRICT

### MY VISION FOR THE ARENA DISTRICT IS...

COMPLETE  
STREETS =  
\$\$\$ + Livability!

ARENA DISTRICT

### MY VISION FOR THE ARENA DISTRICT IS...

Connectivity BOK ↔ Convention Center  
Entertainment Living South + East Downtown  
of BOK  
Connectivity Arena District to River  
Video Boards opposite BOK on Building 10

ARENA DISTRICT

### MY VISION FOR THE ARENA DISTRICT IS...

Develop a District that is  
Easy to traverse (During  
Events) and provides Apperl  
options for dining.

ARENA DISTRICT

### MY VISION FOR THE ARENA DISTRICT IS...

is to include it's connection  
to the Greenwood District,  
which has Driller Stadium &  
Reconciliation Park. The continual  
neglect of respecting the African Am  
district & its relationship to the  
history of like built environment  
is a SUPERBRIGHT level.

ARENA DISTRICT

### MY VISION FOR THE ARENA DISTRICT IS...

unique feel  
more community programming  
bikeable/safe  
fun!

ARENA DISTRICT

### MY VISION FOR THE ARENA DISTRICT IS...

to see more Family Friendly  
activities & eateries in the area.

A City wide gathering in the area  
that support vendors, food trucks  
& small businesses, not so spread out  
like the Blue Dome Fest.

ARENA DISTRICT



## PUBLIC WORKSHOP 1 COMMENTS

### MY VISION FOR THE ARENA DISTRICT IS...

walkable and safe area  
for pedestrians.  
more large events that  
use the entire area.

ARENA DISTRICT

### MY VISION FOR THE ARENA DISTRICT IS...

Something beyond a party city and office building  
district.  
A place I'm excited to explore, esp. when there isn't  
much to encourage going on.

ARENA DISTRICT

### MY VISION FOR THE ARENA DISTRICT IS...

Reopen super block to promote  
connectivity. Better connections, especially  
b/t Conv Center and BOK. A reimagined  
Civic Center Plaza

In short - attractive connectivity

ARENA DISTRICT

### MY VISION FOR THE ARENA DISTRICT IS...

work / live / play  
connectivity

ARENA DISTRICT

### MY VISION FOR THE ARENA DISTRICT IS...

more restaurants & things to do to see before coming  
to the arena district  
move bus station + encourage pedestrian to move out  
of downtown  
create a location to drop off/pick up from bus center  
more streets 2 way + provide more bike lanes  
create green space to hang out before/after concerts  
move federal courts & post etc. to another location  
put mixed use building on that site  
make collection of a vibrant entertainment district  
more public art/music outdoors  
big theater & green space to connect district to rest of downtown

ARENA DISTRICT

### MY VISION FOR THE ARENA DISTRICT IS...

Michael Kent  
Architectural Signage  
919-497-6625

TO EXPAND THE BOUNDARIES TO INCLUDE  
ALL DISTRICTS/ENTERTAINMENT NODES WITHIN  
THE IDLEWOOD. THEY SERVE AS GREAT CONTRAST  
TO THE CITY OF TULSA'S TAX BASE. THE SURROUNDING  
MARKETS SHOULD BE SEEN A ONE WHOLE CONNECTIVE  
PROJECT.  
THE NAME NOT BE "The Arena District" but should  
showcase as "The Arena/Entertainment District's  
Master Plan."  
REMOVE the North Railway Boundary INTO THE  
Greenwood District for future development of cultural  
inclusion.  
Anchor street has been the barrier for NT Growth  
patterns -  
Downtown Entertainment is Culturally Inclusive for  
everyone. It should be a place where everyone  
can enjoy it.

ARENA DISTRICT

### MY VISION FOR THE ARENA DISTRICT IS...

Better Lighting  
for Safe Walkings

Mini Daily Transit IDL Loops

Spokane Market

ARENA DISTRICT

### MY VISION FOR THE ARENA DISTRICT IS...

As a transfer easy access to downtown  
I want direct public transportation  
to the center of downtown.

All of downtown needs to connect  
Creekside/BX park... there would  
be a route for visitors to walk - transfer  
to get to the baseball field.

CONNECT to All locations  
and districts..

ARENA DISTRICT



## PUBLIC WORKSHOP 1 COMMENTS

### MY VISION FOR THE ARENA DISTRICT IS...

Vibrant & full of  
outdoor art and landscaping

ARENA DISTRICT

### MY VISION FOR THE ARENA DISTRICT IS...

Color-coded / themed sidewalks  
for cultivating sense of place and  
to better connect disjoint areas  
in the arena district.

ARENA DISTRICT

### MY VISION FOR THE ARENA DISTRICT IS...

An entertainment hub that focuses  
on maximizing Event Center traffic & leads  
to multiple social establishments, activities &  
opportunities to help utilize this side of downtown  
to be a destination area.

ARENA DISTRICT

### MY VISION FOR THE ARENA DISTRICT IS...

A more greener space along the  
sidewalks for pedestrians to go  
from event to the next.

More areas to sit and connect  
with visitors. More stores that provide  
merchandise for everyday needs, and  
unique to Tulsa.

ARENA DISTRICT

### MY VISION FOR THE ARENA DISTRICT IS...

- More Green Space
- Would love to have a central green  
area - maybe a skate & graffiti space
- Maybe a cultural area like  
Chin Town, etc

ARENA DISTRICT

### MY VISION FOR THE ARENA DISTRICT IS...

help + resources for the homeless

USS hotels & apartments - more  
PUBLIC areas with more to see & do  
beyond concerts :)

ARENA DISTRICT

### MY VISION FOR THE ARENA DISTRICT IS...

"Pop Up" Green  
or Landscape  
Street Corner Ambassadors

ARENA DISTRICT

### MY VISION FOR THE ARENA DISTRICT IS...

Walkable & bike friendly  
local shops & cafes  
Public art & space  
Community events  
Focused on civic engagement

ARENA DISTRICT



## PUBLIC WORKSHOP 1 COMMENTS

### MY VISION FOR THE ARENA DISTRICT IS...

Walkable and safe area  
for pedestrians.  
#more large events that  
use the entire area.

ARENA DISTRICT

### MY VISION FOR THE ARENA DISTRICT IS...

Something beyond a just dry and office building  
district.  
A place I'm excited to explore, esp. when there isn't  
much as coming going on.

ARENA DISTRICT

### MY VISION FOR THE ARENA DISTRICT IS...

Reopen super block to promote  
connectivity. Better connections, especially  
b/t Civic Center and BOK. A reimagined  
Civic Center Plaza

In short - attractive connectivity

ARENA DISTRICT

### MY VISION FOR THE ARENA DISTRICT IS...

work / live / play  
connectivity

ARENA DISTRICT

### MY VISION FOR THE ARENA DISTRICT IS...

# MORE RESTAURANTS & THINGS TO DO/SEE BEYOND CIVIC CENTER  
IN THE ARENA DISTRICT  
# MOVE BUS STATION + ENCOURAGE PEDESTRIANS TO MAKE USE  
OF DISTRICT  
# CREATE A LOCATION TO DROP OFF/PICK UP FROM BUS CENTER  
# MAKE STREETS 2 WAY + PROVIDE MORE BIKE LANES  
# CREATE GRASSY LANE to hang out before/after concerts  
# MOVE FROM CIVIC CENTER + PUT ART TO QUARTER LOCATIONS  
# PUT @ MIXED USE BUILDING ON THAT SITE  
# MAKE BENEFIT OF A VIBRANT ENTERTAINMENT DISTRICT  
# MORE PUBLIC ART/MUSIC OUTDOORS  
# BIG TACOS + green space to connect district to rest of downtown

ARENA DISTRICT

### MY VISION FOR THE ARENA DISTRICT IS...

TO EXPAND THE BOUNDARIES TO INCLUDE  
ALL DISTRICTS/ENTERTAINMENT NODES WITHIN  
THE IDLEWOOD. THEY SERVE AS GREAT CONTRIBUTION  
TO THE CITY OF IULIO'S TAX BASE. THE SURROUNDING  
MARKETS SHOULD BE SEEN AS ONE WHOLE CONNECTIVE  
PROJECT.  
THE NAME NOT BE "The Arena District" BUT SHOULD  
SHOWCASE AS "The Arena/Entertainment Districts  
MASTERPLAN."  
REMOVE THE NORTH RAILWAY BOUNDARY INTO THE  
BROOKWOOD DISTRICT FOR FUTURE DEVELOPMENT & CULTURAL  
INCLUSION.  
Anchor street has been the barrier for N7 Growth  
patterns -  
Downtown Entertainment is Culturally Inclusive for  
RACIAL GROUPS - & WILL NOT BE LOST TO OTHERS.

ARENA DISTRICT

### MY VISION FOR THE ARENA DISTRICT IS...

Better Lighting  
For Safer Walking

Mini Daily Transit IDL Loops

Speake Market

ARENA DISTRICT

### MY VISION FOR THE ARENA DISTRICT IS...

As a traveler easy access to downtown  
I want direct public transportation  
to the center of downtown.  
All of downtown needs to connect  
Greenwood/BAX park... There would  
be a route for visitors to walk - better  
to get to the baseball field.

CONNECT to All locations  
and districts..

ARENA DISTRICT



## PUBLIC WORKSHOP 2 COMMENTS

### 1. WOULD YOU CURRENTLY CONSIDER WALKING BETWEEN THE ARENA DISTRICT AND DOWNTOWN/CBD?

No. Denver off 75 sketchy!

Yes, but it wouldn't be comfortable  
No, because there no where to visit.  
There needs to be something  
beyond the west edge of the  
district.

Yes & I do!

Yes

Yes

No

Yes, more lights, more places to  
stop along the way

Not at night  
I work in the area and have parking  
access to my job so yes I currently  
walk between the Arena +  
Downtown/CBD.

Yes

Perhaps  
Yes, if there was a destination in the  
district I was trying to get to

Depends...usually there is nothing to  
look at or purchase

Maybe. It's not a great walk

During the two weeks/year we have  
good weather, sure

### 2. WOULD THESE IMPROVEMENTS MAKE YOU FEEL MORE COMFORTABLE WALKING IN THE ARENA DISTRICT?

Yes

Yes

Yes

Yes

Yes

Yes

Yes

Yes

Yes

Yes

Yes

Yes

Yes

Yes

Yes

Yes



### 3. WHAT OTHER IMPROVEMENTS OR CONNECTIONS WOULD ENHANCE TRANSIT, BIKABILITY, AND WALKABILITY IN DOWNTOWN?

Entrance to downtown from 75 exit on Denver needs improvement to draw people downtown  
Move transit headquarters into the old depot and make it a mixed use transit hub. Reutilize space near BOK for commercial or retail

placemaking

development

Trees, landscaping, and other shade  
Parking lots are creepy walking spaces after dark-- parking garages of 1st floor retail/restaurant better! Slowing down travel would be big. Bike + walk paths could assist faster travel. Paths could surround the district for those that need this mode of transport. Curbside parking, trees between curb and sidewalk, well-marked crosswalks, smooth sidewalks + crosswalks (not rough texture)

ROW  
Improvements

development

ROW  
Improvements

ROW  
Improvements

Utilize the tunnels

ROW  
Improvements

Lighting & trails/more decorated sidewalks

ROW  
Improvements

Lighting

ROW  
Improvements

Signage, wayfinding  
Better connection @ NE "corner" of district over/under tracks to arts district

placemaking

placemaking

Think of public art in crosswalks. Make them pretty.

placemaking

Bike lanes & well lite

row  
improvements

Wider sidewalks, fewer curb cutouts, better wayfinding/signage for pedestrians  
The single most important thing for me is shade, so seeing trees in the designs is great. We could actually eliminate parking within the civic center area and place parking garages on the edges of the district to encourage it as a walking district.

row  
improvements

row  
improvements



## PUBLIC WORKSHOP 3 COMMENTS

COMMENT CARD  
TELL US WHAT YOU THINK!

ARENA DISTRICT  
MASTER PLAN

Thank you for addressing all the concerns brought forward. The Masterplan was exciting that I signed & shared it to be. I was also very impressed with the process, listening & providing your input. The fact that we are taking steps to solve the district's problems & help encourage this area shows me that plans are actually being made & excitement being injected in the community on future development opportunities. Thank you!

COMMENT CARD  
TELL US WHAT YOU THINK!

ARENA DISTRICT  
MASTER PLAN

- 1) Slope Core Center Plaza down to Frisco-st - Keep at same level (no steps)
- 2) Allow 5th to be open to traffic
- 3) Prioritize Plaza of American st - Center improvements in 5 yrs
- 4) Look more closely at gateway from Plaz into District - It is ugly and needs major improvements
- 5) Leave transit station alone and focus on local service approach (unless rail happens and then move bar to Tulsa Union Depot area)
- 6) For this area to be successful, focus on making it more walkable - drive - focus on lot work and plan

COMMENT CARD  
TELL US WHAT YOU THINK!

ARENA DISTRICT  
MASTER PLAN

Go for low hanging fruit to gain traction

Good luck!

COMMENT CARD  
TELL US WHAT YOU THINK!

ARENA DISTRICT  
MASTER PLAN

I live at Central Park Condominiums, and as a resident who has been working hard to affect positive perceptions and creating increased interest in living there (and downtown in general) safely from the homeless and drug users, security is of utmost importance. Sustainability is vital. I'd love to have other condominium communities to support, promote, & connect others to!   
 Ben Davis  
 413-555-5555

COMMENT CARD  
TELL US WHAT YOU THINK!

ARENA DISTRICT  
MASTER PLAN

THE MODEL & RENDERINGS ARE GREAT. THE PRIVATE SECTOR WILL HAVE DIFFICULTY GETTING THE LAND FREE TO DEVELOP AT MARKET RATES.

WANT DETAIL OF SPECIFIC 'FIXES' TO THE REAL ISSUES: TRANSIT CENTER, JAIL, COURT HOUSE TRAFFIC, HOMELESS/TRANSGENTS WILL BE NECESSARY.

COMMENT CARD  
TELL US WHAT YOU THINK!

ARENA DISTRICT  
MASTER PLAN

- 1) Directly think we should consider public transit station to Center of business/AA PARKING because following station
- 2) center of downtown is making North to incorporate first district
- 3) the location is too close to the highway & bus station
- 4) proximity to the major highway better suited for parking & vehicle maintenance
- 5) large building needed to go
- 6) like the idea of bus center & public park



**COMMENT CARD**  
TELL US WHAT YOU THINK!

ARENA DISTRICT  
MASTER PLAN

I would like to see Transit connection  
for the District & River. Light Rail or  
something walking from District to  
another may be too much for some folks

**COMMENT CARD**  
TELL US WHAT YOU THINK!

ARENA DISTRICT  
MASTER PLAN

If you want a gateway into Downtown The first  
2 buildings on Denver as you exit off the highway are  
not being included. They are not welcoming. One is  
the old Safeway Store, which is empty & the other  
bldg across the street is a run down apartment bldg.

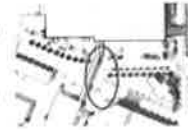
(Some slides of the presentation included them and other  
slides do not) ??

**COMMENT CARD**  
TELL US WHAT YOU THINK!

ARENA DISTRICT  
MASTER PLAN

for on street bicycle connection ~~at~~ hotel, there  
need to be bike lanes. This machine bike is being used &  
if we want to bring it folks from other districts, or maybe local,  
think Loshie, Dan Pak, Kyle Ripe, etc. bike lanes need to be  
included in any way important. Investors will likely not  
have any. With this machine bike, they can get away  
prices quickly if bike lanes exist.

high vehicular speeds and such little  
consideration is given to people on foot, this is  
an extremely dangerous intersection that needs  
to be addressed. The ADMP includes nothing  
about this intersection. Zero. This is a crucial  
crossing that needs to be examined. Sidewalk  
and streetscape projects are included for the  
eastern edge of the triangular block, but not the  
single most-used crossing in the area.



Sixth and Seventh Streets need to undergo a  
road diet with fewer lanes, narrower lanes, wider sidewalks, and safer crossings. The  
ADMP also does nothing to address the lack of a sidewalk on the south side of the Cox  
Business Center where the loading driveway is introduced (D on the map). A sidewalk  
continues to the northeast (C on the map), away from the road, but for pedestrians  
walking to events at the Cox Business Center from the east (D on the map), all evidence  
of a sidewalk disappears on the east side of that loading driveway. This needs to be  
addressed, but the ADMP shows nothing planned for that area.

Example: The ADMP proposes a green space on the east side of the Cox Business Center,  
but the multiple renderings and plan views of the space do not match each other in even  
the broadest terms.

Example: The ADMP mentions the importance of affordable housing (or workforce housing)  
only a few times in its 150+ pages, but many of the aspects of the plan require people  
living in the neighborhood to truly be activated in a meaningful way. The need for  
affordable housing within the district needs to be more fully developed, with a focus on  
strategies to achieve it.

Example: The ADMP repeatedly mentions "better" lighting as being important for the  
perception of safety, but it does not actually say what that constitutes. More lighting does  
not equal better lighting. Fully-shielded lights are immensely better than acorn-style  
lights that send glare into the eyes of drivers, pedestrians, and bicyclists. Please expand  
on the concept of "better" lighting. More is better.

Example: The ADMP mentions many times the importance of transparency and activity on  
the ground levels of buildings, but does not follow through with any sort of design  
standards or zoning recommendations to make sure ground floors have windows, doors,  
and other things crucial to making the area interesting, active, and safe.

Example: The ADMP emphasizes the need for close proximity to transit, and then suggests  
that Tulsa's leaders find a "more suitable" location for the main transit hub that is right  
across the street from the BOK Center and the Cox Business Center. What could be  
more suitable and closer than that? Further, Tulsa Transit is about to begin implementing  
its recently-completed CDA, which could dramatically reshape what transit looks like in  
Tulsa. Instead of casting off Tulsa Transit's riders as undesirable, maybe the plan should  
look for ways to make the area around the Denver Avenue Station more inviting and  
comfortable for all people.

Stress about local GL?

→ redefining - consider pedestrian time based signs, eg BOK Center 5 minutes  
→ 2 minutes  
+ Denver Art Place would highlight the library but the  
main entrance is permanently closed. Must be engage  
to be useful

**Comments Regarding the Draft Arena District Master Plan**

Throughout the entire document, there are plans, sketches, streetscape plans, and renderings  
that don't match up at all, and not just in the details but entire broader concepts. It seems that  
each are being done in a silo and there's no coordination between teams. Have principal  
planner reconcile team to ensure the vision/objects are cohesive and consistent with each  
other.

Example: On page 28, a sketch of a mixed-use project at Second and Denver from the BOK  
Center Master Plan by GHQ is included. The Arena District Master Plan (ADMP) ignores  
this proposed development, which could anchor activity between the BOK Center and  
the Blue Dome District and Performing Arts Center (PAC) along Second Street.

No streetscape projects nor any other interventions or plans have been proposed for  
Second Street in the ADMP, even though Second Street presents an odd opportunity. It  
features the largest concentration of jobs in downtown (more than 10,000 jobs) that are  
equivalent from the Blue Dome and BOK Center (BOK around a five-minute walk), along  
with a 444-room hotel and the PAC, and is the most direct connection to \$200+ million  
worth of developments in the Blue Dome District (PAC lot by Fishery & Collins, Santa  
Fe Square, PAC renovation, OTASCO development, and the Harbort projects by the  
Snyder family), all of which are centered on Second Street.

Second Street offers greater development and redevelopment opportunities, as well,  
with two large surface parking lots, and within the ground floor levels of the Williams  
Resource Center and the South Garage, both of which currently contribute to the nearly  
1,000 linear feet of blank wall walls between the BOK Center and the Blue Dome  
District. The two spaces could quite easily be converted to sidewalk-facing retail,  
restaurants and services. The surface lots could become mixed-use projects that include  
affordable housing above retail, restaurant, and office space. Combined, these could be  
transformational projects that connect the two districts, enhance the pedestrian  
experience, improve options for the 10,000 workers along Second Street, breathe life  
into the area after 5 p.m., improve the perception of safety along the corridor, shrink the  
perceived distance between the two districts, and provide workforce housing. But  
Second Street is ignored in the ADMP, and it needs to be a priority. It's worth rethinking.  
Please do not completely ignore Second Street and the opportunities it presents.

Example: The DoubleTree Hotel has 417 rooms and sits across the south side of the street  
from the Cox Business Center. Though the hotel has an enclosed pedestrian bridge, it is  
awkwardly located in the parking garage, and a large number of people choose to cross  
at the street level to the large South  
entrance of the Cox Business Center. The  
current street design puts them in a  
precarious position crossing eight lanes of  
traffic.

Currently, there is a tiny pedestrian alcove  
in the space where Sixth and Seventh  
Streets converge at a Y intersection (A on  
the map) and offers little to no  
protection to pedestrians. Because of the  
street design and geometry that forces









# **DRAFT ARENA DISTRICT MASTER PLAN COMMENT LOG**



ADMP COMMENT LOG				
draft pg no.	new pg no.	Comment	Comment Author	Response
23	37	Finding another location for the Denver Avenue Station will be difficult and potentially undesirable - it's a structure specifically designed to be a bus station. Hard to repurpose, and hard to move that infrastructure and quite honestly the social burden to somewhere else downtown.	COT ED	These are good points, though this page specifically refers to comments we received through the various stakeholder meetings and public feedback listed on this page. We address this issue later on in the report in both the Catalytic Change chapter and the Implementation chapter. This was community feedback so we will make that more clear in the final report.
29	43	"BOX Center" - should be BOK	COT ED	Got it. Good catch.
34	48	Starbucks is not a popular third place in that building. The library might be, but not the average user of that Starbucks.	COT ED	Comment noted. Thank you.
36	50	Will there be any mention of homelessness in the area, especially at Plaza of the Americas? Because doing anything to that area will cause issues. It's a nice, secluded area that you have to want to get to, so many homeless people camp there to be away from the rest of the people walking by.	COT ED	Yes, this issue is discussed under section header A4 in the Implementation chapter. This was an issues discussed with multiple stakeholders
37	51	What are the unmarked parks?	COT ED	This diagram has been updated.
37	51	"The Gathering Opening 2019" - this is wrong: Gathering Place	COT ED	Good catch. Label updated.
37	51	Missing the green space just west of the library that is used for events etc. - the A.R. and Marylouise Tandy Foundation Children's Garden.	COT ED	Got it. Thanks.
41	55	As someone who lives at Central Park and often walks this neighborhood / to adjoining parts of downtown, I take issue with these time estimates. These times may be possible with all green pedestrian crossing lights and some pep in your step, but a more realistic number is higher. Anyone who can get from the library to LaRosa in 10 minutes is a power walker or on a scooter.	COT ED	The walk circles in this diagram were unclear. These circles are intended to illustrate walk time radiating outward from the Library as the center point. This diagram has been cleaned up and is hopefully more understandable. Thanks for pointing this out.
44	58	How will the Arena district deal with BRT?	COT ED	If the Transit Center is redeveloped on the same block as the existing facility, BRT integration would take place there. If not then BRT can be integrated into the district as appropriate. The ADMP plan is flexible.
48	62	No mention that 3rd street is frequently blocked off due to events at the BOK	COT ED	In the future condition of 3rd that we are illustrating later in the plan and as shown in the 2018 Walkability Analysis, 3rd Street should undergo enhancements to make it a signature street and we are suggesting that the portion of 3rd Street in front of the BOK be designed in a way to enhance these events.
48	62	What is a signature connection? I don't think that means anything.	COT ED	5th Street is being referred to as a key link between the Arena District and the CBD as discussed in other areas of the report. 5th Street is capped on the west by the new CBC entry and an enhanced streetscape is already underway from Denver to Main Street.
48	62	Do we know who is coming from the West? I am not sure it is very many people, and of those few I am not sure how many could afford to enjoy a revitalized Arena District. Do we have numbers? I would like to know how many people are entering and from which streets.	COT ED	Out-of-town visitors are directed, through various map apps and programs, to enter the Arena District from the west, exiting off of Interstate 244. Local "visitors" would most likely enter the district from other areas, mostly east.
56	70	Block 44, not Lot 44	COT ED	Got it. Thanks.
56	70	Does this document provide a time line? Or some visual guide to the text in this document? Specifically for the recommendations	COT ED	Yes. A timeframe for recommendations can be found in the implementation chapter.
58	72	Is the convention hotel attached to the convention center or have its own convention space attached?	COT ED	The Arena District Master Plan suggests it should be attached to the CBC and have additional Convention Center expansion integrated into the development.
59	73	Is the Tulsa club under construction?	COT ED	Addressed. Thanks.
60	74	There is absolutely no guarantee that there will be a grocery store downtown.	COT ED	Comment Noted.
60	74	Central Park Condominiums just opened a convenience store / fresh food bar for residents last month.	COT ED	Addressed. Thanks.
74	24-25	You can't define a word by using the word	COT ED	Addressed. Thanks.
	98	Who is SMG? I know who it is, but it is never explained or defined in the document.	COT ED	SMG is the existing events and venue manager for the BOK and Cox Business Center. This was originally noted in the implementation chapter, but since SMG is mentioned in the Catalytic Projects chapter first we added that note earlier. Thank you for pointing this out.
89		Question, are Photo credits necessary? Or are all photos from the consultant?	COT ED	Noted. Thanks.
92	90	Reference to large hotel potential, but the previous pages of this document say the market is saturated. /small	COT ED	HR&A finds that the select service hotel market is saturated, and additional demand drivers need to be in place for new hotels to succeed in Downtown Tulsa. The 2017 Crossroads Consulting Services report indicates that a large full-service hotel or convention center hotel can help Tulsa attract additional conventions. Given increasingly competitive convention and meeting dynamics in the state and nation, independent analysis of the potential for expanded convention center activity will be necessary to confirm that a convention center hotel can induce additional demand that grows the market.
100	94	The possible relocation of the MTTA hub should be mentioned before - you talk about the hub quite a bit with no context for change in the beginning of the document.	COT ED	This issue is discussed in the existing conditions analysis under the "Transit" header. The existing transit center has been identified as a barrier to walkability on a key block. There is also a negative perception of the block in regards to safety. Tulsa Transit is in the process of examining how it serves the community and may determine that operating multiple, smaller transit hubs would better serve both downtown and the community. If this is the case, there may be an opportunity to integrate the Denver Avenue Station into a new mixed-use development on this key Arena District site, or relocate to a more efficient and impactful site in downtown Tulsa.
100	94	Any peer city recommendations on future MTTA location?	COT ED	The ADMP provides recommendations for the current transit center site that are flexible based on transit center location decisions made by Tulsa Transit. Location decisions will be made outside of the ADMP. The Nashville Music City Garage and Transit Center was used as a benchmark for the recommended site configuration based on the transit center staying in its current location.



106	114	Resident of Central Park here - Plaza of the Americas is currently a homeless encampment at night. This plan makes no provisions for the large homeless population here or anywhere in the district, in relation to outdoors or the use of the public library. The plaza is also isolated and difficult to get to because of traffic, unless you jaywalk. Significant street improvements would be needed to make it safe for pedestrians. Also, people often drive the wrong way up the small stretch of 7th and 8th. The spirit of this suggestion is right, but more critical thought is necessary.	COT ED	This issue is discussed under section header A4 in the Implementation chapter. This was an issue discussed with multiple stakeholders.
106	114	How does Arena District plan to remedy homelessness problem at this location?	COT ED	This issue is discussed under section header A4 in the Implementation chapter. This was an issue discussed with multiple stakeholders.
109	116	This park is smaller than you think, with a very significant grade change.	COT ED	With proper lane/road reconfigurations, there is potential to slightly expand the size of this site.
		What happened to the very cool analysis of housing downtown? That was very useful, and I swear I saw it in a previous draft.	COT ED	If the housing analysis from the Initial Market Analysis is what is being referred to, that is in the Initial Market Analysis Assessment which is only summarized in the final report. The full assessment will appear in the Appendix of this report.
124	130	Will this be called TIF I even though it's not in Downtown Master TIF.	COT ED	Text updated per our call with the City of Tulsa and the DCC.
125	131	Map not correct, look at DT Master TIF map.	COT ED	There was a typo - two "TIF H" labels. One should have been "TIF E." This has been addressed. Study area/TIF boundary have been updated. Thanks.
	40	Route 66 runs along the south-east side of the master plan area at Denver and 11 <sup>th</sup> . This should be addressed since it is a major connector from the downtown area to the river including the Cyrus Avery Plaza area, Interpretive Center and Bridge. This plan is not noted in the plan review section.	Luis Mercado, Planning	We will add to plans reviewed. Thank you.
	44	It would be nice to see an urban design map graphic similar to the others in the report that better show the location of surrounding neighborhood areas including Crosby Heights, Riverview and Brady Heights. Graphics for important connective streets should connect to these areas similar to the one on page 77 but at a slightly larger scale. I would be able to use a graphic like this to justify future street improvement connections with Engineering Services.	Luis Mercado, Planning	Great point. We currently have this map included in the Appendix. It has been added to page 44 in the final report.
		Info on how the boundaries were selected based on the urban fabric?	Luis Mercado, Planning	Boundaries were selected taking into consideration existing District and TIF boundaries, with the goal of creating a cohesive neighborhood unit that, with some investment, could be enhanced to better connect to adjacent Districts and the City as a whole.
26	42	Cox Center schematic comes out of the DAMP plan there are two plans three are noted/Cox Center Schematic is noted as one of three plans	Luis Mercado, Planning	The Cox Center Schematic is referring to the current renovation and new entry being implemented on the east side of the Cox Business Center. These were looked at as two separate efforts for this study.
	40	Centennial Walk Plan should also be considered	Luis Mercado, Planning	That is a plan that was reviewed. It has been included in the list of reviewed plans on page 26 and expanded upon in a matrix in the Appendix.
		Careful identifying gateway areas so that there are not a million gateway areas noted everywhere especially due to the highway entrance, destination districts program and downtown district initiatives-recommendations for lighting, banners, signage that are complementary to each other.	Luis Mercado, Planning	Great point.
		Wayfinding appropriately scaled and placed-not in the middle of the sidewalk	Luis Mercado, Planning	Great point.
43	57	what are the blue solid dots in the map they are not in the legend	Luis Mercado, Planning	Those dots were incorrect carry-overs from a previous diagram. They have been fixed. Thanks.
	62	Key Connectivity Takeaways:	Luis Mercado, Planning	
		Denver Avenue is a main connector through the IDL from the Brady Heights Neighborhood to the Arkansas River. South of the IDL there is a highway interchange on Denver and historic neighborhoods.	Luis Mercado, Planning	Great point.
		5 <sup>th</sup> Street directly connects this area to the heart of the downtown and is on Centennial Walk as indicated on the Centennial Walk Plan	Luis Mercado, Planning	Great point.
		Have gateways been clearly identified or agreed to or are gateways generally where entrances to the IDL are?	Luis Mercado, Planning	Gateways have primarily been identified as a series of signature streets to address arrival for visitors and locals. These include 3rd, 5th, and 6th Street east and west. And Denver and Boulder Avenue north and south. Obviously the BOK and CBC structures serve as existing gateways to the Arena District specifically.
	68	The millennial cohort on pg 54-why this point of reference-others who may want to move to the downtown?	Luis Mercado, Planning	We focused on the Millennial cohort specifically because we have found around the country that growth in the 25-34 population is a significant indicator of downtown revitalization, with these young adults often driving urban growth.
60	74	Under retail needs "The density of rooftops" -mixed-use buildings, Residential units, grocery store, other everyday services establishments etc... closer reference to Program Recommendations on pg 61	Luis Mercado, Planning	Comment noted.
72	20	pg 72 "CBC Lawn" Cox Business Center lawn? If so its not a lawn but a neglected water feature with now undefined edges as stated previously in the document.	Luis Mercado, Planning	"CBC Lawn" in this section is referring to the proposed condition as recommended in the Master Plan.
	20-21	pg 72 BOK Center Lawn/s or greenspace surrounding the building? - show on pg 73 map for reference	Luis Mercado, Planning	Area highlighted in green around the BOK Center.
84	98	Pg 84 who is SMG	Luis Mercado, Planning	SMG is the existing events and venue manager for the BOK and Cox Business Center. This was originally noted in the Implementation chapter, but since SMG is mentioned in the Catalytic Projects chapter first we added that note earlier. Thank you for pointing this out.
123	129	Showing a public street on the west side of the Renaissance Apartments. This is a private drive on private property. I know I live here. There is also a grade change on the west edge of the private drive-no cost estimate is provided for this work on pg 123	Luis Mercado, Planning	This plan does not necessarily consider converting this street to a public street as a direct recommendation, but rather an illustration of the idea that more north/south connections through the south residential/hotel block would provide better connectivity through the district to the south neighborhoods.



		First, with respect to the portion of "Phase 2A: Gain Site Control," to "Find new homes for tenants and secure the Page Belcher lock from the Federal Government," everyone needs to be aware that GSA holds a lease, with the US Courts as a sub tenant, until March 31, 2024, with the option to extend for an additional five (5) years, until March 31, 2029. The GSA and the federal courts will be hard-pressed, without substantial assistance from the City and elected federal officials, to obtain the necessary funding for construction, and to construct, a new federal courthouse, or courthouse annex with the necessary square footage (currently 191,505 rentable square feet) by March, 2029. This concern has been conveyed to the City and to the Chamber in numerous prior occasions, with the response being that a private developer could build a federal courthouse in far less time on a lease/purchase basis. But we have been told by GSA that such an approach is not permitted and is unlikely to occur.	Judge Gregory Frizzell	Noted. Thank you.
		Second, the bus station at 4th and Denver currently attracts panhandlers, drug dealers, and vagrants. The prior owner of the Adams Building at 403 S. Cheyenne told me he recently sold that building because of the drug deals taking place adjacent to the building. In light of these current problems, how would the proposed "transit center" at that same location address and reduce these undesirable activities in the Arena District?	Judge Gregory Frizzell	A lot of the current safety issues around the Transit Center site are due to poor site design, lack of security, and lack of active uses in the surrounding blocks. A redeveloped site with enhanced security and active daily/evening users of the facility and surrounding blocks will help to reduce any safety issues that may exist. An increase in everyday pedestrian traffic provides "eyes on the street" and has proven to be effective in reducing safety issues in areas such as this.
		Overall, I think the plan is good. It provides a good balance of tourism, retail and office potential.	Aaron Darden, Tulsa Housing Authority	Thank you for the feedback.
		Where I thought it missed was in promoting even long-term – potential of more mixed-use. With the desire to make this a new destination center for downtown, adding more rooftops throughout the plan could aid in that effort more quickly.	Aaron Darden, Tulsa Housing Authority	All proposed buildings in the master plan recommendations, other than the Convention Center expansion/hotel, are intended to be mixed-use developments with the use of upper floors based on the market and location of development.
		From a THA perspective, it would have been nice to have also seen the inclusion of affordable and/or mixed income housing as a goal – particularly if included within the mixed-use development. With most, if not all, of the new downtown residential developments being purely market rate, this would have been the prime opportunity to ensure affordable housing (60-120 am) within the downtown loop before the market increases to the point in which developers would not consider it.	Aaron Darden, Tulsa Housing Authority	Great point. Thank you for the comment.
		I want to first start by saying after reading this I am very excited for the Arena District and look forward to being part of this plan.	Rick Bruder, Assistant Fire Marshal	Thank you for the feedback.
		After reviewing this plan I did not see any overall problems relating to Fire Code issues. However keep in mind this is just a big picture view of the plan and does not address specific issues. Once the specifics are presented the Fire Department will work within the allowances of the code as we always do to get to the overall desired plan through both the prescriptive and performance based means of the Fire Code. Please feel free to contact me if there are any questions I can assist with.	Rick Bruder, Assistant Fire Marshal	Great, thank you for the feedback!
		The entire Plan fails to identify / address the Tulsa County Courthouse located at 500 S. Denver. In my opinion, this is a large area of weakness for the Arena District. I believe it would be very near sighted to adopt a Plan that doesn't identify / address the Tulsa County Courthouse.	Michael Covey, TMAPC Chair	We agree that this is a potential opportunity site. Currently we believe there is potential to reuse the building in the near to intermediate term. After other signature projects identified in the plan are successfully completed, this site could be recommended for redevelopment. Thank you for the comment.
		More specific strategies to accomplish vision illustrated in the document, such as workforce housing for example.	Daniel Jeffries, INCOG	These strategies are all identified in the Phasing + Implementation chapter. Workforce housing, for example, is mentioned under "Determine Disposition Strategy," under "Long Term Recommendations." Workforce housing was something discussed early on with stakeholders, as mentioned in the Market Analysis chapter under "Residential Findings."
26 & 27	40-41	"A Guide to Small Area Planning" was not a plan that was adopted by TMAPC or City Council. It was an internal document created and presented to TMAPC and maybe City Council, but no action was taken. I don't think it belongs in this list.	INCOG	Addressed. Thanks.
34	48	Under Parking, I thought on-street spaces on timed meters only had enforcement until 5:00pm, rather than 8:00pm as stated in the draft.	INCOG	Addressed. Thanks.
42-46	149	These pages express the importance of urban design and the pedestrian environment - however, there is nothing in the implementation strategy (p. 122) to address this (such as adopt design guidelines, etc.).	INCOG	We will add this into the recommendations section. This was missing from the initial draft.
60	74	Under Existing Retail: Comparison Trade Area graphic, "G" Walmart Supercenter - what is this? The only Walmart in that vicinity is in Bixby	INCOG	Addressed. Thanks.
General		Plan ignores 2nd Street, despite a proposed mixed development at this location (2nd & Denver) and 2nd Street being the most direct connection in the Blue Dome District	INCOG	We agree that 2nd Street is a very important connection into the district, though we believe that, in regards to the north portion of the district, 3rd Street should be considered the primary east/west street due to the full east connection through the CBD and west connection to existing neighborhoods.
73	21	Triangular block between Cox Business Center and Doubletree needs to be improved to increase pedestrian safety and comfort.	INCOG	Agreed. This block is envisioned to be incorporated into the new linear park space along the east side of the CBC. This vision sees those improvements extending from the west entry of the BOK, along Civic Center Drive, to the DoubleTree and 7th Street.



37	51	Civic Center Plaza appears to be centered in 5th Street - would like to do further coordination with MSK on location of how the beginnings / parts of this plaza could be realized as part of Cox Business Center Vision Tulsa remodel currently in design. Rerouting circulation in the plaza is challenging with the current day constraints such as the Aloft hotel parking structures, which is not within our scope to rearrange. Ideally the Vision Tulsa project part of the plaza would be a permanent and not temporary fix to the overall plaza design.	COT ENG, Mary Kell	We agree, and we have been coordinating with the design team and the city since the beginning of the project to make sure our recommendation for the Civic Center Plaza aligns with the current design and planning efforts taking place on the east side of the Cox Business Center.
82	86	The Convention Center and Expansion + Full service hotel seems like a great improvement to the Convention Center as a long-term solution. More plaza improvements to the Civic Center Commons could be a part of this project once it is funded or privately paid for (and the Police courts building with tenants are relocated off site).	COT ENG, Mary Kell	Agreed. Thanks for the feedback!
114	136-137	I like the short-term activation of the Civic Center Plaza, but does it eliminate most of the parking at the Cox Business Center entry level? If so, what is the plan to take care of existing parking needs now for the Court house, police, Aloft and other groups in the area?	COT ENG, Mary Kell	Great question. Short-term activation of Civic Center Plaza does not necessarily require taking up existing parking spaces, especially during work hours. If short-term activation ideas were incorporated that would require parking spaces, those specific activities could take place on the weekends or during off-hours. If a semi-permanent activation idea, such as a temporary bar, were incorporated then parking spaces removed would have to be replaced elsewhere if this lot generally has 100% occupancy.
123	129	Would like to see cost detail of \$400K-650K upper deck and \$850K-1M under deck garage level for Civic Center Commons Temporary Activation - some of these ideas might be able to be coordinated with Cox Business Center Vision Tulsa remodel in the next 6 months of planning	COT ENG, Mary Kell	We are currently working with the city to further develop these initial cost estimates. Thank you for the comment.
35	49	Library attendance should be converted to yearly to match BOK Center and Convention Center - 730,000	COT ED	Got it. Thanks.
35	49	730,000 people per year in the library seems high though I have no proof. I am also not sure how many of these people are contributing to the area and adding to the vibrancy.	COT ED	Comment noted.
37	51	There is a green/plaza space between the Civic Center garage and the Convention Center that is not identified on the map. There is grass, benches and the Sarah Morris mosaic artwork.	COT ED	Got it. Thanks.
43	57	There is a navy colored line along Boulder between @nd & 3rd but the color is not included on the key so I cannot tell what it means.	COT ED	Got it. Thanks.
43	57	There is a green/plaza space between the Civic Center garage and the Convention Center that is not identified on the map.	COT ED	Got it. Thanks.
45	59	Should the downtown Trolley be identified on this map? Just a thought.	COT ED	We can add this to the map.
54	68	Population Growth Rate Chart - It would be nice to include the raw # in addition to the % so we can understand the scale.	COT ED	Addressed. Thanks.
54	68	Young Professional Growth Rate Chart - Does this really only include professionals or does it include all people ages 25-34? If it is only professionals in this age why are we excluding others, it seems like we should want all young 25-34 year olds.	COT ED	This chart includes all people aged 25-34, which we often shorthand as the Young Professional Cohort. We will remove that shorthand to clarify this.
55	69	Please add the Reunion Building is the sister project to Adams and should also be done in 2019 - rental, proposed 80 units.	COT ED	Addressed. Thanks.
55	69	I am sure the costar 450 # for downtown residents by 2030 is correct based on their linear projection trend but I am not sure why this is included since it is clearly not the future based upon the residential demand and # of housing units already in the pipeline.	COT ED	The Tulsa MSA is expected to grow by 11% by 2030. Should Downtown Tulsa grow at the same rate, Downtown would expect to add only ~450 residents by 2030. Based on just the pipeline of units slated to come online Downtown in the next few years, Downtown is positioned to grow by more than its fair share of 11%, highlighting a potential inflection point in Downtown's trajectory. This could potentially be messaged by writing "450: Projected new downtown residents by 2030 if Downtown Tulsa only captured a consistent share of MSA population." If this is not compelling, this entry could be deleted.
56	70	If you haven't, I would confirm with Elliot Nelson or Casey Stowe that they are comfortable with the Santa Fe project reference to deals falling through and the project being on hold.	COT ED	Addressed. Thanks.
57	71	Office Pipeling, key list A - Harford building blt here is no A on the map	COT ED	Addressed. Thanks.
57	71	C Greenarch - the name is 21 N Greenwood Ave, 80,000 SF Total, 64,000 SF Office as currently proposed.	COT ED	Addressed. Thanks.
60	74	There are 4 Walmart Supercenters and 4 Supertargets in Tulsa so I am not sure why only 1 Supercenter is identified (G) and why it is identified at all. Some of the others are closer to downtown than the one identified.	COT ED	Addressed. Thanks.
125		It is true that the bond will be in the \$450mm range but only \$140mm or so is available for nonstreet projects as I understand so the big number might be a little misleading.	COT ED	Text has been updated per our conversation with the City of Tulsa and the DCC.
125	131	The proposed TIF is not acceptable if this boundary is for the increment area. If it is for the project area it would work but I think it is still not the best option based upon the articulated need of the arena district plan. The increment area must stay west of Denver Ave.	COT ED	Text and graphic have been updated per our conversation with the City of Tulsa and the DCC.



133-134	141-142	The allow the full service hotel to move forward seems too specific a recommendation and is advocating for 1 developer over others. I think this should be toned down or acknowledge that the concept is good but many other details need to be resolved/verified before this can be a reality.	COT ED	Addressed. Thanks.
136 and 140	144 and 148	I am not comfortable with the TIF TIF I bullet point in the vertical development funding portion. This should read "TIF I should have a similar funding methodology to the other Downtown TIF's. Typically, 1/3 of the funds are used for public projects and 2/3 of the funds are available for private development assistance. In relation to individual project developers might expect to see 35%-58% of the ad valorem collections assuming the project meets the requirements of the adopted project plan."	COT ED	Updated.
136 and 140	144 and 148	I am not comfortable with the TIF TIF I bullet point in the vertical development funding portion. This should not dictate the length of the TIF or the cap and this part of the sentence needs to be removed. The cap will be established once we understand the private development expected to occur and the public improvements that are needed.	COT ED	Updated.
141	150	Retail Strategy - Is there a matrix of the recommendations and who will be responsible for them. Also, where the funding might come from to build this additional capacity?	COT ED	Please refer to the Governance Plan (p. 156-157) for current details on retail strategy recommendations and timing.
145	153	Sales Tax Abatement - Please reword to Sales Tax Rebate, and remove the word abatement. If you abate they never actually pay the sales tax and this indicates they will pay and have a portion returned which is a rebate.	COT ED	Yes, you are correct. We will modify. Thank you.
147	155	Several meetings have occurred recently where the BOK parking lot on Denver has been presented as an acceptable convention center site by the CVB staff so if this is true it should be added to the map.	COT ED	The two sites highlighted on the "Convention Center Hotel Sites" map are the two sites recommended by the consultant team. There may be other acceptable sites for a Convention Center Hotel, but these are the two that the consultant team see as preferred/priority sites.
147	155	Hopefully Mr. Kier or someone from Finalcne was a party to the discussion about bond issuance for the convention hotel. On other projects I have worked on this method has become quite challenging and not the best source of revenue based on input from Finance and their bond council.	COT ED	Text updated per our call with the City of Tulsa and the DCC.
148	156	Governance - I think a specific Department should be identified as the lead facilitator of the Plan or I am afraid no one will own the efforts.	COT ED	From our conversation, it sounds like Economic Development and Community Planning leadership should weigh in on the question of management responsibility.
148/149	156/157	Implementation, I am not sure what specific role is intended for TOA but it should be limited to acquisition of property. IT the COT follows the same path for this TIF the Tulsa Industrial Authority will be the implementing agency. All other COT incentives should be lead by COT staff.	COT ED	Yes, it is our understanding the Tulsa Industrial Authority will be the implementing authority for the new TIFs. Governance Plan text has been updated and Tulsa Industrial Authority has been added to the Governance Structure graphic. Does the TCIA have a logo?
128	134	Municipal Bonds - Language regarding GO Bonds and Sales needs correction. Similar to the language on 130	COT ED, Gary Hamer	Text updated per our call with the City of Tulsa and the DCC.
129	135	TSID Fee - Has this been double checked and verified that these fees would be available for this use	COT ED, Gary Hamer	Text has been updated per our conversation with the City of Tulsa and the DCC. Thanks.
132	140	There already is a comprehensive homeless prevention and outreach program. "A Way Home For Tulsa" - <a href="https://cstulsa.org/awh4t/">https://cstulsa.org/awh4t/</a>	COT ED, Gary Hamer	Text updated per our call with the City of Tulsa and the DCC.
136	144	Municipal Bonds - Maybe should say Municipal Capital Programs. Paragraph is unclear "after the anticipated 2019 proposal" is what voted on approved by voters????	COT ED, Gary Hamer	Text updated per our call with the City of Tulsa and the DCC.
140	148	Is the downtown development and redevelopment fund already an approved program? What is the funding source?	COT ED, Gary Hamer	Based on a conversation with Jim Colek, it is our understanding that the Downtown Development and Redevelopment Fund is already an approved program. The fund is a 6-year zero-interest revolving loan fund that has been strategically deployed in support of Downtown projects.
147	155	Under Funding. The last sentence seems premature and speculation at best. Bonds backed by what?	COT ED, Gary Hamer	Text updated per our call with the City of Tulsa and the DCC.
		After review of the draft ADMP, we find fault with the numbers used by MKSK and are in support of a revision based upon the count provided by the Tulsa Chamber. I have attached a letter from NAIOP Oklahoma which more specifically addresses this issue - we ask that this revision be made prior to the finalization of the ADMP.	Frisbie Lombardi, Nick Lombardi	Per conversations with the City of Tulsa and the DCC, HR&A received consensus to move forward with LEHD On the Map to calculate the number of jobs in Downtown Tulsa. * Note, the retail program in the Arena District does not change as the number of workers in the Arena District remains constant across the sources (approximately 8,500 workers in the Arena District). Therefore, while the gap increases, the demand is for retail in other Downtown neighborhoods.



		The Page Belcher Federal Building is a National Register-listed Midcentury Modern historic building. For the Feds to sell the property in order for it to be demolished or reskinned, I'm 90% sure that will be an adverse effect under Section 106. Even if you don't use federal dollars, it's still a federally permitted undertaking on their end. You might want to consult with the SHPO. As a listed historic building, a developer would also be eligible to pursue historic tax credits for a certified rehabilitation that retains the historic character of the building. It would be great if the historic context of the Civic Center could at least be considered.	Tulsa Architecture, Amanda DeCort	Comment noted.
		Regarding our discussion earlier about the daytime population data in the report potentially being off, I got with the Tulsa Chamber's economist today and he was able to pull the correct number for daytime population for Downtown Tulsa. His numbers reflect a Downtown Tulsa (Census Tract 25) daytime population of 43,000+. Please see attached report.	Rose Rock Development Partners, Steven Watts	Per conversations with the City of Tulsa and the DCC, HR&A received consensus to move forward with LEHD On the Map to calculate the number of jobs in Downtown Tulsa. * Note, the retail program in the Arena District does not change as the number of workers in the Arena District remains constant across the sources (approximately 8,500 workers in the Arena District). Therefore, while the gap increases, the demand is for retail in other Downtown neighborhoods.
		I've not worked directly with EMSI in the past. What's becoming more standard in the downtown management industry is Local Employment and Household Dynamics/On the Map. The attached report details employment numbers from 2015 (most recent data available) of about 32k, but has limitations of not including federal workers or partnerships (law or finance, traditionally). Are you able to ask HRA about their opinions on the validity of On the Map for a project like this? I have a difficult time looking at the attached email and believing the EMSI data to be correct when On the Map is showing higher for a smaller geographic area. If EMSI data is more recent, were there any major employment shifts or losses in Downtown since 2015?	TDCC, Brian Kurtz	Per conversations with the City of Tulsa and the DCC, HR&A received consensus to move forward with LEHD On the Map to calculate the number of jobs in Downtown Tulsa. * Note, the retail program in the Arena District does not change as the number of workers in the Arena District remains constant across the sources (approximately 8,500 workers in the Arena District). Therefore, while the gap increases, the demand is for retail in other Downtown neighborhoods.
133	139	Remove reference to PSA in the PSA ambassador program	TDCC, Brian Kurtz	Text updated per our call with the City of Tulsa and the DCC.
		Editorial Comments	Dawn Warrick	Addressed. Thank you for the comments.
		Add figure labels to graphics	James McHendry	Addressed.
		One Commissioner requested that the "chess piece" moves be identified that must occur to free up the catalytic sites.	TMAPC	The final report has addressed this point through the Phasing + Implementation chapter.
	91	One Commissioner requested that an alternative for the Federal Building site be considered that preserves the Page Belcher building. He expressed concern in a plan that recommends tearing down a historic building and that it would be impossible to replace a building like this today.	TMAPC	Though this plan does recommend that the site be redeveloped, on page 91 of the final report, in addition to the alternative concepts section of the Appendix, there is an alternative that looks at a potential site layout if the decision is made to preserve the Page Belcher Federal Building.
		One Commissioner stated that if the Municipal Courts building and Civic Plaza are proposed to be redeveloped, the plan should consider the reuse/redevelopment of the County Courts building as well. He indicated that it was the grouping of these buildings and their uses that makes this area uninviting to the community.	TMAPC	We agree with this point and have illustrated the preservation of the County Courts building as a potential reuse project after the redevelopment of Civic Center Plaza.
	18-19 + 82-83	One Commissioner stated that wayfinding should be an important part of improving the District.	TMAPC	We agree - This point is addressed in the final report, broadly within the Vision chapter (pages 18-19) and again in the Catalytic Projects chapter (pages 82-83)
		Various grammar and typo edits.	COT, Jarline VanValkenburgh	Addressed. Thanks.







# **PRELIMINARY ESTIMATE OF PROBABLE COSTS MEMO**



# ARENA DISTRICT MASTER PLAN

## PRELIMINARY ESTIMATE OF PROBABLE COSTS MEMO

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### RECOMMENDED PUBLIC PROJECTS PRELIMINARY ESTIMATE OF PROBABLE COSTS

The purpose of this memo is to provide a preliminary estimate of probable costs for the public projects recommended as part of the Tulsa Arena District Master Plan. The items contained in this memo are as follows:



- Summary of preliminary estimate of probable costs
- Reference map (*Figure A*) of project area take-off boundaries
- Comparable projects that were referenced for cost estimates of the recommended projects

All cost estimates provided in this memo and within the Implementation Chapter of the Tulsa Arena District Master Plan are estimated costs based on comparable projects and do not include potential outlier costs, such as demolition, major utility relocation, and additional public art or other amenities that may be included in final design. At a conceptual level, project budget provided is a total project cost; including engineering, design, and construction of the infrastructure, utilities, and all landscape and hardscape site amenities for the project in 2018 dollars. When the recommended projects advance to design and construction, more detailed cost estimates would then take place using site surveys and more accurate engineering site studies.



# ARENA DISTRICT MASTER PLAN

## PRELIMINARY ESTIMATE OF PROBABLE COSTS MEMO

PROJECT		PROJECT AREA*	PRELIMINARY ESTIMATE OF PROBABLE COSTS**	NOTES
At a conceptual level, project budget provided is a total project cost; including engineering, design, and construction of the infrastructure, utilities, and all landscape and hardscape site amenities for the project in 2018 dollars.				
STREETS				
	A. Denver Street Streetscape	3,170 LF	\$6.5-9.5M (@\$2-3k/LF)	Does not include roadbed or significant utility relocation.
	B. 3rd Street Streetscape	3,000 LF	\$6-9M (@\$2-3k/LF)	Does not include roadbed or significant utility relocation.
	C. Boulder Avenue Streetscape	2,700 LF	\$5.5-8M (@\$2-3k/LF)	Does not include roadbed or significant utility relocation.
	D1. 6th Street	2,400 LF	\$3.5-6M	Does not include roadbed or significant utility relocation. Cost calculated at \$1.5-2.5/LF.
	D2. 7th Street	2,800 LF	\$4-7M	
	D3. 8th Street	950 LF	\$1.5-2.5M	
	D4. Houston Ave.	1,050 LF	\$1.5-3M	
PUBLIC PARK SPACES				
	E. Cox Business Center Linear Park	73,000 SF	\$5.5-7.5M Park +\$1.5M For Public Art (@\$75-100/SF)	Public art included as a line item and can vary based on desired amount and type of art.
	F. Civic Center Commons Reconstruction	134,000 SF	\$12-16M (@\$90-120/SF)	Includes minor architectural component. Does not include demolition or any potential reconstructed parking.
	G. BOK Center Park	167,700 SF	\$10-12M (@\$70-100/SF)	Includes landscape enhancement costs for east+west edges.
	H. New Denver Avenue + 3rd Street Park	42,600 SF	\$6-7.5M (@\$90-120/SF)	Includes restaurant building and water feature.
	I. Plaza of the Americas Reconstruction	92,000 SF	\$3.5-4.5M Park +\$1M For Public Art (@\$25-35/SF)	Includes road dieting. Public art included as a line item and can vary based on desired amount and type of art.

\* Refer to Figure A for project extents

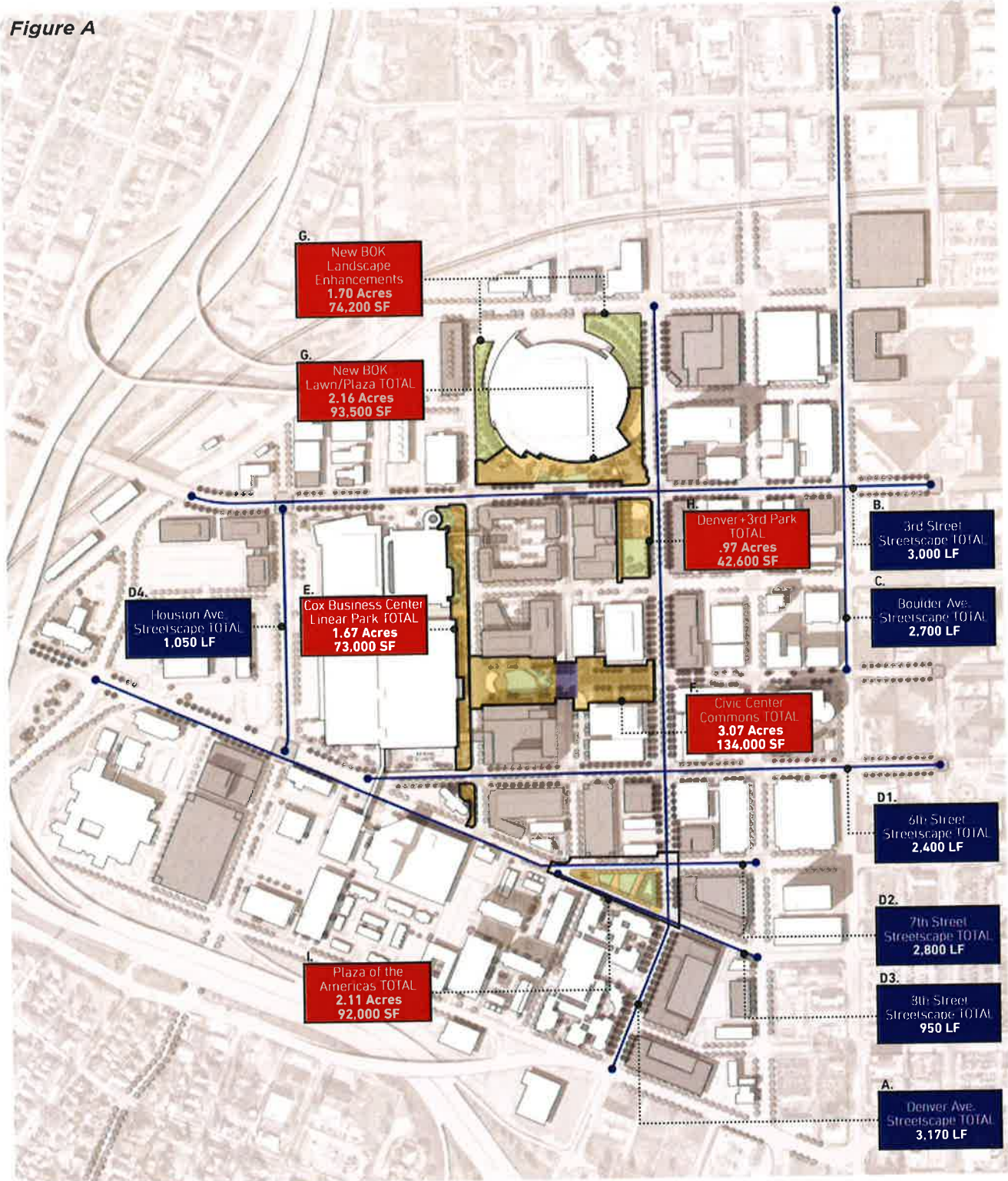
\*\* The estimates of probable preliminary cost ranges ("cost estimates") on this page were calculated in 2018 dollars. Escalation for project year has not been included.



# ARENA DISTRICT MASTER PLAN

## PRELIMINARY ESTIMATE OF PROBABLE COSTS MEMO









Figure A



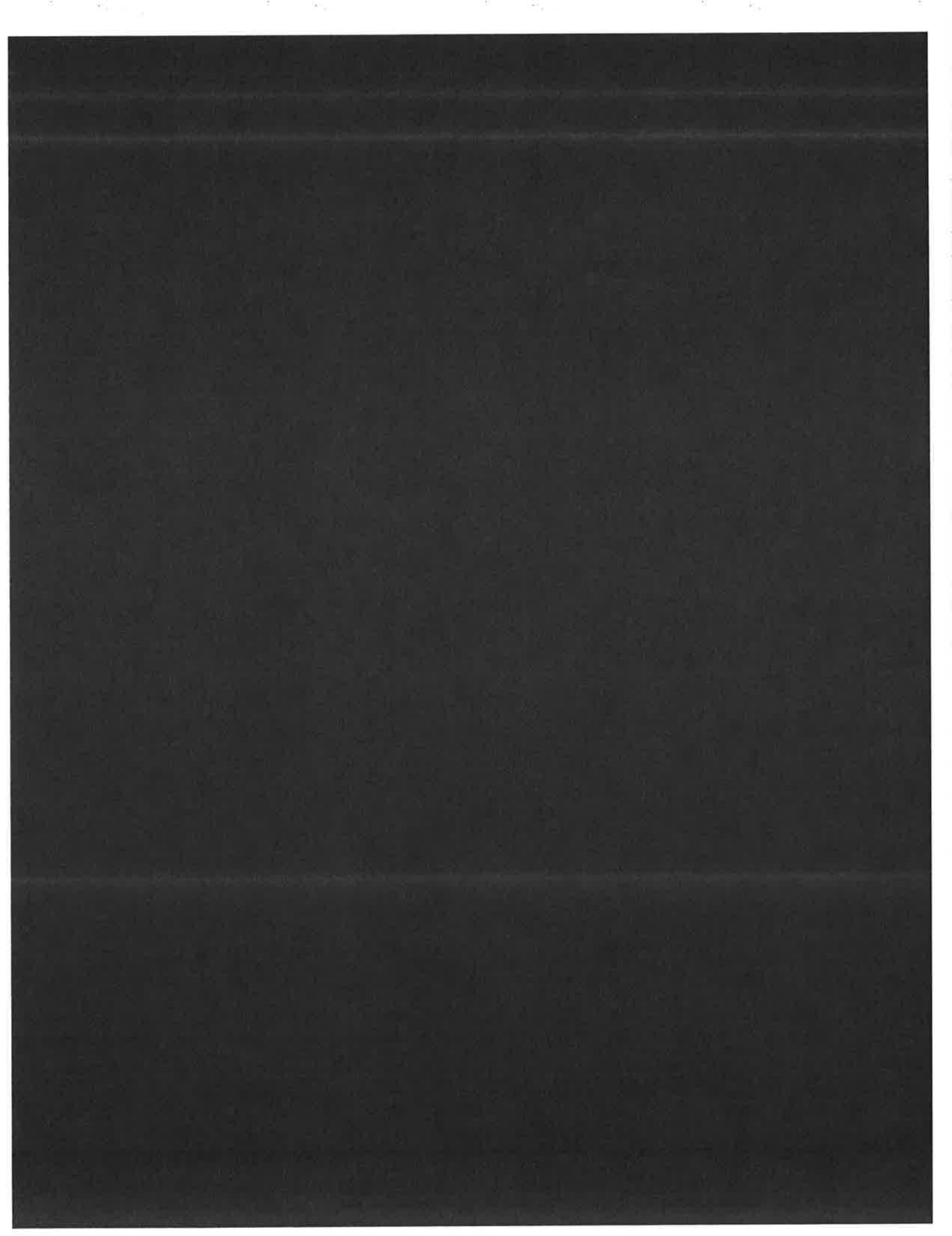


# ARENA DISTRICT MASTER PLAN

## PRELIMINARY ESTIMATE OF PROBABLE COSTS MEMO

COMPARABLE PROJECT	SIZE	COST
<b>STREETS</b>		
3rd St, Denver Ave, Boulder Ave, 6th St, 7th St, 8th St., Houston Ave		
	<b>Nationwide Boulevard</b> <i>Columbus, OH</i>	1,580 LF <b>\$3.6M</b> (@\$2.25k/SF)
	<b>N. High Street</b> <i>Columbus, OH</i>	8,282 SF <b>\$26M</b> (@\$3.2k/SF)
<b>COX BUSINESS CENTER LINEAR PARK</b>		
73,000 SF		
	<b>Convention Center Linear Park</b> <i>Columbus, OH</i>	86,986 SF <b>\$6.5M</b> (@\$75k/SF)
<b>CIVIC CENTER COMMONS RECONSTRUCTION</b>		
134,000 SF		
	<b>15th &amp; High Plaza</b> <i>Columbus, OH</i>	21,000 SF <b>\$2.3M</b> (@\$110k/SF)
	<b>Dorrian Green Park</b> <i>Columbus, OH</i>	261,360 SF <b>\$36M</b> (@\$138k/SF)
<small>Note: This project cost includes 2-levels of underground parking, which is not included in the Civic Center Commons reconstruction cost estimate.</small>		
<b>BOK CENTER PARK</b>		
93,500 SF + 74,200 SF Landscape		
	<b>Guthrie Green</b> <i>Tulsa, OK</i>	95,832 SF <b>\$8M</b> (@\$85k/SF)
<b>NEW DENVER AVE + 3RD STREET PARK</b>		
21,000 SF		
	<b>15th &amp; High Plaza</b> <i>Columbus, OH</i>	21,000 SF <b>\$2.3M</b> (@\$110k/SF)
<b>PLAZA OF THE AMERICAS RECONSTRUCTION</b>		
92,000 SF *Includes Road Dieting		
	<b>Grandview Yard Park</b> <i>Columbus, OH</i>	86,758 SF <b>\$2.1M</b> (@\$24k/SF)
<small>Note: Does not include roads &amp; granite curbs.</small>		













Tulsa Metropolitan Area  
Planning Commission

**Case Number:** CZ-481  
(amended 11/29/18)

**Hearing Date:** December 5, 2018

**Case Report Prepared by:**

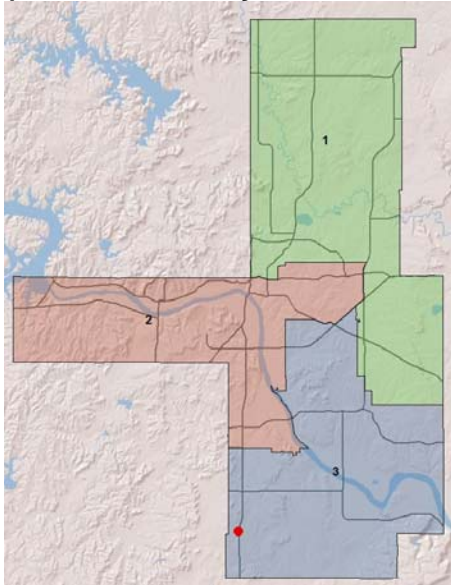
Jay Hoyt

**Owner and Applicant Information:**

*Applicant:* Tork Investments

*Property Owner:* TRUE LIFE TABERNACLE

**Location Map:**  
(shown with City Council Districts)



**Applicant Proposal:**

*Present Use:* Vacant

*Proposed Use:* Retail Sales

*Concept summary:* Rezone to CS to permit seasonal sales.

*Tract Size:* 4 ± acres

*Location:* North of the northwest corner of West 181<sup>st</sup> Street South & Highway 75

**Zoning:**

*Existing Zoning:* AG

*Proposed Zoning:* CS

**Comprehensive Plan:**

*Land Use Map:* N/A

*Stability and Growth Map:* N/A

**Staff Recommendation:**

**Staff recommends approval.**

**Staff Data:**

TRS: 7234

CZM: 65

Atlas: n/a

**County Commission District:** 3

*Commissioner Name:* Ron Peters



## SECTION I: CZ-481

**DEVELOPMENT CONCEPT:** Rezone from RE to CS to permit seasonal sales. These sales would include fireworks, Christmas sales, a pumpkin patch and other similar seasonal commercial activities as permitted within the CS zone.

### **EXHIBITS:**

- INCOG Case map
- INCOG Aerial (small scale)
- INCOG Aerial (large scale)
- Applicant Exhibits:
  - Exhibit B.1 – Tract Description
  - Exhibit B.2 – Lot Split Exhibit

### **DETAILED STAFF RECOMMENDATION:**

CZ-481 is non injurious to the existing proximate properties and;

CZ-481 is consistent with the anticipated future development pattern of the surrounding property therefore;

**Staff recommends Approval of CZ-481 as outlined in Section I above.**

## SECTION II: Supporting Documentation

### **RELATIONSHIP TO THE COMPREHENSIVE PLAN:**

*Staff Summary: This area is outside of the City of Tulsa Comprehensive Plan area. This site is located adjacent to the City of Glenpool, and is within the Highway 75 Corridor, which commercial zoning would be compatible with.*

### **Land Use Vision:**

*Land Use Plan map designation:* N/A

*Areas of Stability and Growth designation:* N/A

### **Transportation Vision:**

*Major Street and Highway Plan:* Highway 75 is designated as a Freeway

*Trail System Master Plan Considerations:* None



Small Area Plan: None

Special District Considerations: None

Historic Preservation Overlay: None

DESCRIPTION OF EXISTING CONDITIONS:

Staff Summary: *The site is currently vacant agricultural land and does not vary greatly in elevation.*

Environmental Considerations: A small portion of the lot, located in the SE corner, adjacent to Hwy 75 is located in the 100 year floodplain. The developer would need to work with Tulsa County to mitigate any issues if development were to occur within the small floodplain area.

Streets:

<u>Exist. Access</u>	<u>MSHP Design</u>	<u>MSHP R/W</u>	<u>Exist. # Lanes</u>
Highway 75	Freeway	Per ODOT	4

Utilities:

The subject tract has municipal water available. **Sewer is not currently available on the site. A septic or similar system would be needed, unless sewer is extended from the City of Glenpool. This would require annexation by the City of Glenpool.**

Surrounding Properties:

<b>Location</b>	<b>Existing Zoning</b>	<b>Existing Land Use Designation</b>	<b>Area of Stability or Growth</b>	<b>Existing Use</b>
North	AG	N/A	N/A	Metal Fabrication Facility
South	AG	N/A	N/A	Vacant/Church
East	AG	N/A	N/A	Hwy 75
West	IL	N/A	N/A	Vacant/Self-Storage

**SECTION III: Relevant Zoning History**

**ZONING ORDINANCE:** Ordinance number 98254 dated September 15, 1980, established zoning for the subject property.

***Subject Property:***

**CBOA-2703 July 2018:** The Board of Adjustment **approved** a *special exception* to allow a fireworks stand (Use Unit 2) in an AG District; and **approved** a *variance* of the all-weather surface material requirement for parking. The approval will have a five-year time limit, on property located north of the northwest corner of West 181<sup>st</sup> Street south and HWY 75.



**CBOA-1810 January 2001:** The Board **approved** a *special exception* to allow church and related uses in an IL zoned district and **approval** of previously approved site plan per amendments on AG tract on property located north of the northwest corner of West 181<sup>st</sup> Street South and HWY 75.

***Surrounding Property:***

**CBOA-2286 January 2008:** The Board of Adjustment **approved** a *variance* to permit warehousing and processing of metal in an existing metal salvage yard in an AG district, on property located north of the northwest corner of West 181<sup>st</sup> Street South and HWY 75.

**CBOA- November 1991:** The Board of Adjustment **approved** a *special exception* to permit a church use in an IL and AG district; per plot plan; finding church use to be compatible with the surrounding area, on property located at the northwest corner of West 181<sup>st</sup> Street South and HWY 75.

12/5/2018 1:30 PM



## Hoyt, Jay

---

**From:** Erik Enyart <eenyart@tannerbaitshop.com>  
**Sent:** Thursday, November 29, 2018 1:19 PM  
**To:** Hoyt, Jay  
**Cc:** Lynn Burrow; Wesley Richter; City Planner; Ricky Jones  
**Subject:** FW: County Rezoning Case Adjacent to Glenpool (CZ-481)  
**Attachments:** Glenpool Comprehensive Plan Map 2030 (PDF).pdf

Hi Jay:

Tanner Consulting is assisting the City of Glenpool with planning services at this time. We have received your email to Lynn Burrow and a similar one to the City Planner email account. Lynn and I have coordinated our response to both email inquiries and have the following response:

Tanner Consulting assisted the Applicant, Tork Investments, LLC, with their application for Lot-Split and Lot-Combination (Lot Line Adjustment case # LLA-40) in the past few months. Tork Investments, LLC has filed their own rezoning application and Tanner Consulting is not representing them for the rezoning or further planning or engineering exercises, at this point.

1. The Glenpool Comprehensive Plan (map attached) designates the property as within U.S. 75 Corridor. Per my previous research, I have not observed anything that would cause the commercial rezoning to conflict with the U.S. 75 Corridor designation.
2. Sanitary sewer is not presently available; when extended to this area, City policy would require them to be annexed in order for them to tap into Glenpool services.
3. ODOT improvement plans for U.S. Hwy 75 include changes to access, which may become an issue regarding left turns onto the highway from this tract.

Copy: Community Development Director Lynn Burrow, PE, PLS, CFM  
Public Works Director Wes Richter  
Ricky Jones, AICP, Principal, Tanner Consulting, LLC  
City Planner email

*Erik Enyart, AICP, CFM*

918.745.9929 Office

[www.tannerbaitshop.com](http://www.tannerbaitshop.com)



---

**From:** Hoyt, Jay <[JHoyt@incog.org](mailto:JHoyt@incog.org)>  
**Sent:** Tuesday, November 27, 2018 9:25 AM  
**To:** Lynn Burrow <[burrow@cityofglenpool.com](mailto:burrow@cityofglenpool.com)>  
**Subject:** County Rezoning Case Adjacent to Glenpool (CZ-481)

Mr. Burrow,





**CZ-481**

17-12 34

5.5







0 Feet 200 400



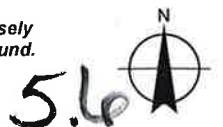
Subject  
Tract

**CZ-481**

17-12 34

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

Aerial Photo Date: February 2018







0 Feet 50 100



Subject  
Tract

**CZ-481**

17-12 34

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

Aerial Photo Date: February 2018





# Exhibit "B.1"

## Lot Split Description

PAGE 1 OF 1

### Description

A TRACT OF LAND THAT IS PART OF THE NORTH HALF OF THE EAST HALF OF THE SOUTHWEST QUARTER OF THE SOUTHEAST QUARTER (N/2 E/2 SW/4 SE/4) OF SECTION THIRTY-FOUR (34) TOWNSHIP SEVENTEEN (17) NORTH, RANGE TWELVE (12) EAST THE INDIAN MERIDIAN, TULSA COUNTY, STATE OF OKLAHOMA, ACCORDING TO THE U.S. GOVERNMENT SURVEY THEREOF, SAID TRACT BEING MORE PARTICULARLY DESCRIBED AS FOLLOWS:

COMMENCING AT THE NORTHEAST CORNER OF SAID N/2 E/2 SW/4 SE/4, THENCE SOUTH 88°49'58" WEST AND ALONG THE NORTH LINE OF SAID N/2 E/2 SW/4 SE/4 FOR A DISTANCE OF 32.20 FEET TO A POINT ON THE WEST RIGHT OF WAY LINE OF U.S. HIGHWAY NO. 75 AS RECORDED MARCH 11, 1957, IN DEDICATION DEED, BOOK 2768, PAGE 273, COUNTY OF TULSA RECORDS, SAID POINT BEING THE POINT OF BEGINNING;

THENCE SOUTH 2°19'04" EAST AND ALONG SAID RIGHT OF WAY FOR A DISTANCE OF 276.12 FEET; THENCE SOUTH 88°51'21" WEST FOR A DISTANCE OF 634.27 FEET TO A POINT ON THE EAST LINE OF LOT 4 BLOCK 1 "COTTON CREEK MINI STORAGE" ACCORDING TO THE RECORDED PLAT THEREOF, PLAT NO. 6582 CITY OF GLENPOOL, TULSA COUNTY, STATE OF OKLAHOMA; THENCE NORTH 1°08'39" WEST AND ALONG SAID EAST LINE FOR A DISTANCE OF 275.81 FEET TO A POINT ON THE NORTH LINE OF SAID N/2 E/2 SW/4 SE/4 SAID POINT BEING THE NORTHEAST CORNER OF SAID LOT 4; THENCE NORTH 88°49'58" EAST AND ALONG SAID NORTH LINE FOR A DISTANCE OF 628.62 FEET TO THE POINT OF BEGINNING.

SAID TRACT CONTAINING 174,238 SQUARE FEET, OR 4.000 ACRES.

### Basis of Bearing

THE BEARINGS SHOWN HEREON ARE BASED UPON THE OKLAHOMA STATE PLANE COORDINATE SYSTEM, NORTH ZONE (3501), NORTH AMERICAN DATUM 1983 (NAD83); SAID BEARINGS ARE BASED LOCALLY UPON FIELD-OBSERVED TIES TO THE FOLLOWING MONUMENTS:

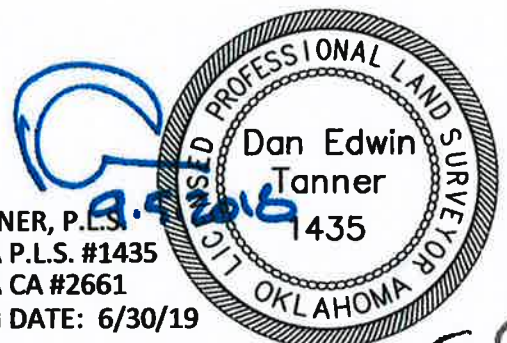
- (1) 3/8" IRON PIN FOUND AT THE NORTHWEST CORNER OF THE SOUTHWEST QUARTER OF THE SOUTHEAST QUARTER(SW/4 SE/4) OF SECTION 34;
- (2) 3/8" IRON PIN WITH YELLOW PLASTIC CAP STAMPED "COLLINS" FOUND AT THE SOUTHWEST CORNER OF THE SOUTHWEST QUARTER OF THE SOUTHEAST QUARTER (SW/4 SE/4);

THE BEARING BETWEEN SAID MONUMENTS BEING NORTH 1°08'39" WEST.

### Certification

I, DAN E. TANNER, OF TANNER CONSULTING, LLC, CERTIFY THAT THE ATTACHED DESCRIPTION CLOSES IN ACCORD WITH EXISTING RECORDS, IS A TRUE REPRESENTATION OF THE REAL PROPERTY AS DESCRIBED, AND MEETS THE MINIMUM TECHNICAL STANDARDS FOR LAND SURVEYING OF THE STATE OF OKLAHOMA.

DAN E. TANNER, P.L.S.  
OKLAHOMA P.L.S. #1435  
OKLAHOMA CA #2661  
EXPIRATION DATE: 6/30/19

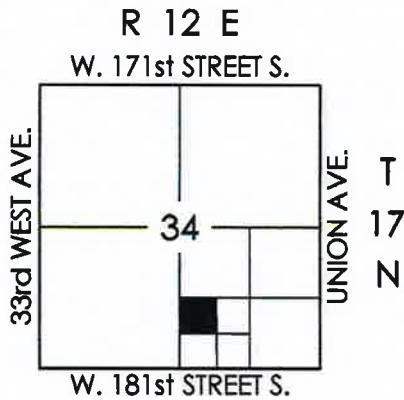


 **Tanner Consulting LLC**  
5323 SOUTH LEWIS AVENUE, TULSA OKLAHOMA 74105-6539 | 918.745.9929



# Exhibit "B.2"

## Lot Split Exhibit



**Location Map**

POC  
NE CORNER N/2 E/2 SW/4 SE/4  
SECTION 34, T-17-N R-12-E

Unplatted  
WEAVER LIVING TRUST

N 88°49'58" E  
628.62'

NORTH LINE SW/4 SE/4

POB

32.2'

S 219°04' E  
276.12'

EAST LINE N/2 E/2 SW/4 SE/4

US Highway 75

STATE OF OKLAHOMA  
DEDICATION DEED  
BOOK 2768 PAGE 273

26.6'

4.00 ACRES

634.27'  
S 88°51'21" W

Unplatted  
TRUE LIFE TABERNACLE

Cotton Creek  
Mini Storage

LOT 4 BLOCK 1  
PLAT NO. 6582

N 1°08'39" W  
275.81'

### LEGEND

POB POINT OF BEGINNING  
POC POINT OF COMMENCEMENT

THE ILLUSTRATION SHOWN HEREON IS INTENDED TO  
DEPICT THE LAND DESCRIPTION TO WHICH IT IS  
ATTACHED AND DOES NOT REPRESENT A LAND OR  
BOUNDARY SURVEY PLAT AS DEFINED BY THE BOARD  
OF LICENSURE FOR PROFESSIONAL ENGINEERS AND  
LAND SURVEYORS FOR THE STATE OF OKLAHOMA.

 **Tanner Consulting LLC**  
5323 SOUTH LEWIS AVENUE, TULSA OKLAHOMA 74105-6539 | 918.745.9929