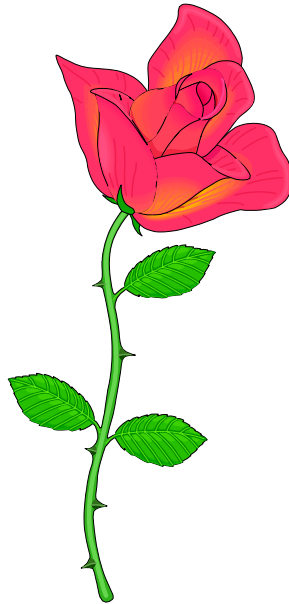


Approved by Crutchfield Neighborhood Association, May 13, 2003
Approved by Springdale Development Council June 2, 2003

Crutchfield Neighborhood Revitalization Master Plan



April 2004
Created in cooperation with
City of Tulsa's
Public Works and Development Department
Urban Development Division
Planning and Economic Development Section

ACKNOWLEDGMENTS

The development of this neighborhood revitalization plan was initiated by a request submitted by representatives from the Crutchfield Neighborhood Association. Assistance was provided by staff from the Planning and Economic Development Section of the City of Tulsa's Urban Development Division of Public Works. INCOG staff provided additional guidance and focus on the preparation of this plan. Thanks to Springdale Development Council, Tulsa Industrial Authority, Tulsa Police Department, Tulsa Public Schools and area business and property owners for their work on this plan and several related projects.

Special thanks are given to Tulsa Mayor Bill LaFortune, former Mayor M. Susan Savage, Tulsa City Councilors, Jack Henderson and Roscoe Turner, and former councilors Joe Williams and David Patrick, for their support during the planning process. And also to Brenda Kay Miller, Director of the City of Tulsa's Urban Development Division, for her support of the Crutchfield Revitalization Plan. The Neighborhood Association would also like to thank Urban Development planners Paul Thomas, Kent Schell, Theron Warlick, and Dennis Whitaker for their hard work and commitment in planning and ongoing implementation activity.

The Crutchfield Neighborhood Association recognizes that change for their neighborhood is inevitable; their goal is to ensure that those changes are magnificent. From the grassroots to the highest levels of local government, the Crutchfield Neighborhood Association is grateful to those who recognize the potential of this neighborhood and those who will continue to work for it. The successful implementation of the plan, as with the planning itself, will come from people like this who have the resolve and skills to make a difference, and the vision and creativity to form unique partnerships and foster new solutions.

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CRUTCHFIELD NEIGHBORHOOD REVITALIZATION PLAN
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The Crutchfield Neighborhood Revitalization Plan

Introduction

The purpose of this plan is to serve as a guide for the future growth of a strategically important neighborhood in the City of Tulsa. This plan is a product of interested and committed property owners, business owners, and residents of this neighborhood.

Their vision:

“Members of the Crutchfield Neighborhood Revitalization Planning Team seek to establish a clean, economically viable, safe and secure residential and commercial community for residents and businesses who are currently located, or wish to be located, in the Crutchfield community.”

This plan offers observations and assessments of this older neighborhood and recommends solutions that will be implemented by the neighborhood with help from various partners.

Previous Plans

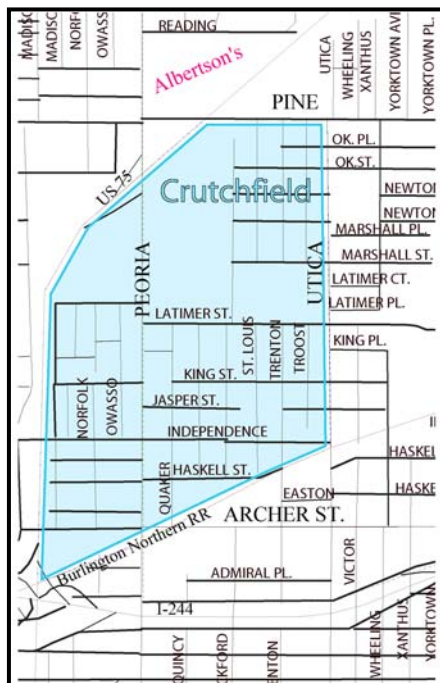
In 1992, civic and business leaders met to confer about an area within the City of Tulsa, located north of I-244 Expressway, extending north to Apache Street between Yale Ave, and I-75 North, roughly four square miles. This area was called the Springdale area. The area derived its name from the Springdale Recreation Center, the Springdale Shopping Center and the Springdale Elementary School, which are all located at the geographical center of the described area.

The Kendall-Whittier Neighborhood located to the south of this area had recently completed neighborhood revitalization Master Plan. The Kendall-Whittier Plan was adopted in 1991 by the City Council became the first neighborhood redevelopment plan in the City to be approved and implemented. A clear message was sent by City leaders that if an area was going to receive financial assistance for redevelopment, it would be necessary to have a plan in place to guide the redevelopment process.

As a result of the success that Kendall-Whittier neighborhood experienced, the **Springdale Economic Development Council** was formed. Representatives from both the public and private sectors focused their attention on the future economic viability of the Springdale area and the status of the individual neighborhoods within the described boundaries. The Springdale Council, with staff support from the City of Tulsa’s Urban Development Department using a community engagement model for gathering community input and information, developed a source report called the Springdale Neighborhood Economic

Development Plan. This Plan was designed to serve as a “blueprint” for action for members of Springdale business and residential community¹. It identified strengths, weaknesses, opportunities and threats that existed which could affect the future growth and development of the Springdale area. It then identified and proposed actions which could be taken by both the public and private sectors which would address declining neighborhoods, shrinking economic conditions and the aging infrastructure. The Plan was adopted by the City Council in January of 1994.

The Springdale Plan serves as a blueprint for the revitalization of the Springdale area and provides a guide which businesses and neighborhoods located within the Springdale area can use for redevelopment and revitalization initiatives. The **Crutchfield Neighborhood** located within the Springdale development area is one of several organized neighborhoods located within the Springdale area and has been the first to express a desire to develop a comprehensive neighborhood revitalization plan for their neighborhood area. The Crutchfield neighborhood study area is located north of I-244 and extends in a northerly direction to Pine Street and lies between Utica Avenue on the east and I-75 Highway on the west. It is anticipated that the Crutchfield Neighborhood Revitalization Plan will be incorporated into the Springdale Plan as a supplement and will serve to more clearly identify the improvements, which need to be made at the neighborhood level in the Crutchfield community. These improvements will be consistent with and help support the goals and objectives that were established in the Springdale Plan.



Description of the Study Area

The Crutchfield study area is located in the southwest region of the Springdale area and encompasses approximately one square mile. **Fig. 1.** The area’s southern boundary is the Burlington Northern /Sante Fe Railroad Tracks; the eastern boundary is Utica Avenue; the northern boundary is Pine Street and the western boundary is I-75 North. (Note: The area of the Crutchfield Neighborhood located between Peoria Avenue and Utica Avenue and the Railroad tracks and Pine Street falls within the Springdale Plan’s primary study area however, the portion of the Crutchfield Neighborhood located between Peoria Avenue and I-75 North is actually within the Springdale Plan’s secondary study area.)

and Economic Development Plan, 1994

Figure 1 The Crutchfield Neighborhood

History of the Crutchfield Study Area

Based on information obtained from plat maps and other source documents, it was determined that a majority of the Crutchfield study area was initially platted and developed between 1910-1917. The houses in the area range in age from 50 to 90 years and range in size from approximately 500 to 1200 square feet. There are however, houses in the area that are of a more modern design, but most are typical for the earlier 20's, 30's and 40's era. The majority of the houses in the area are primarily single family detached residences; however, there are a number of duplex residences or single family residences, which have been converted to a duplex configuration. In addition to the residential development, a significant concentration of industrial and commercial sites is located in the area. Heavy manufacturing sites, which included a steel castings company, a manufacturer of specialized heavy trucks, a steel fabricator and other ancillary businesses and machine shops which served the larger business, were located in the area as well. In several instances it appears some of the smaller businesses began as small one or two man shops in modest facilities on the edge of the neighborhood. Over time, as those businesses grew larger, and as the need for space increased and more property acquired those businesses began to encroached into the residential neighborhood areas, which they are adjacent to. The area is served by a main rail line and several spur lines. The spur lines were built to serve the manufacturers in the area who specialized in oil field equipment and steel-related products.

It has been reported by long time residents of the neighborhood that many who worked at the various manufacturing facilities located in the area also lived in the area and were able to walk to their job sites. By the 1960's the area was beginning to show signs of decline.

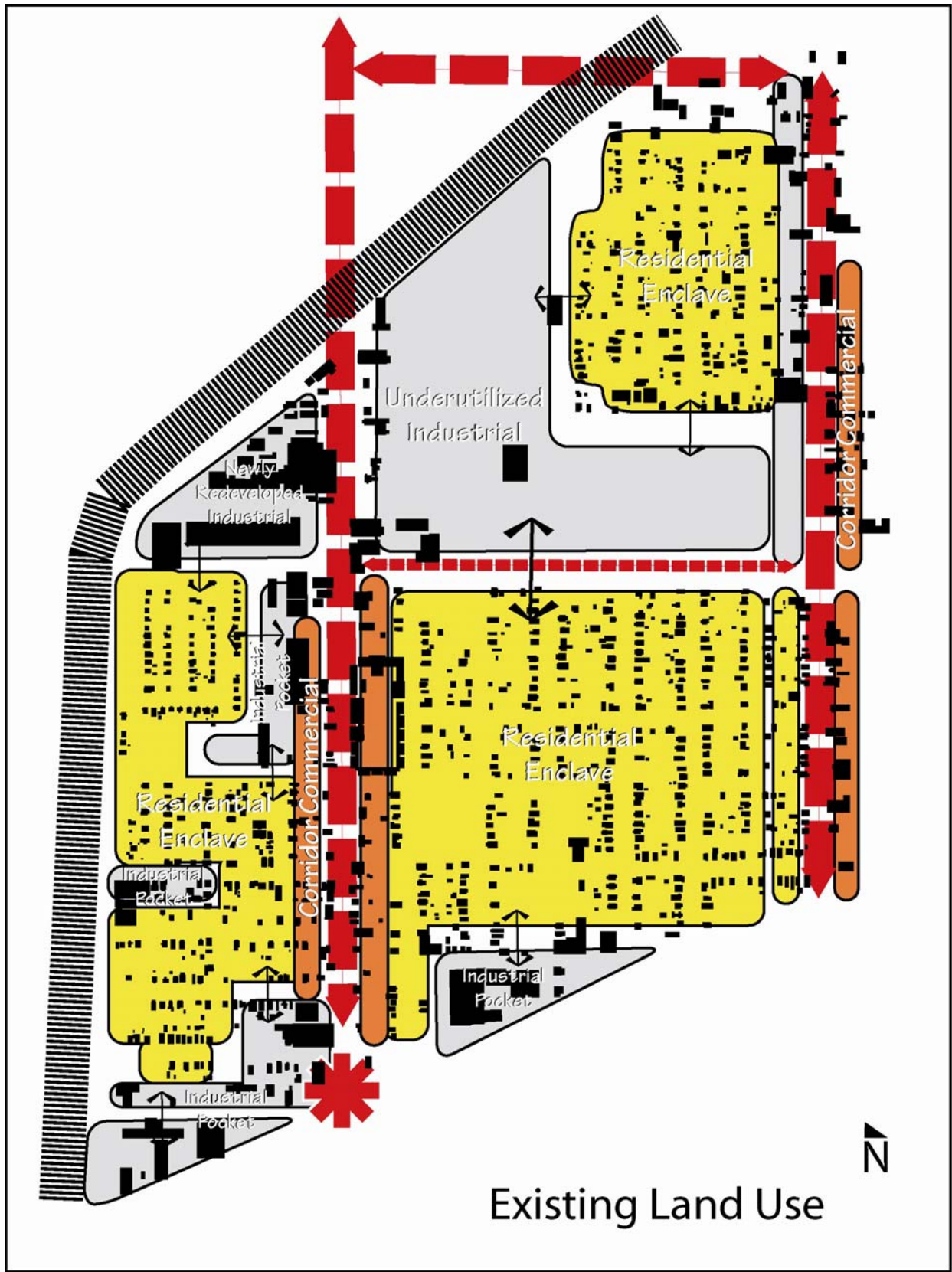


Figure 2 The Crutchfield Neighborhood is a diverse mix of residential, commercial, and industrial development.

Although manufacturing jobs were still available, and the residential portion of the Crutchfield community appeared stable, the area was not experiencing new growth. Examining the census data from 1970 to 1990, figures show the Crutchfield Neighborhood beginning in 1970 showed a steady decline in the population, as well as a decrease in owner occupied homes.

After the "oil bust" of the early 1980's the manufacturing jobs declined significantly and several of the industries located in the study area, which provided services and products to the oil industry closed their doors and left the area. The Crutchfield area through the 80's and 90's continued to experience decline as evidenced by an increase in deteriorated and abandoned houses, an increase in absentee landlords, an increase in crime and vandalism.

In the mid to late 90's several neighborhood residents formed a small neighborhood organization. and started meeting on a regular basis at the Bethel Methodist church at 809 N. Rockford. The church was built in the 20's and still had a few active members attending services. The minister, Erma Pregler offered a meeting place for the newly formed neighborhood association and became active in the group as did members of her congregation. The organizer of the group, Tony Bluford, became the neighborhood spokesperson who strongly supported the revitalization efforts for the Crutchfield neighborhood. He not only encouraged the residents to develop an organizational structure for the neighborhood association, Mr. Bluford and his fellow neighborhood association members were directly responsible for doing a great deal of the physical work associated with initial cleanup efforts.

As members of the Crutchfield neighborhood association began to make progress in addressing some of the immediate needs the neighborhood had identified, like the removal of abandoned structures, the enforcement of local code violations, and developing a community awareness among community members about the efforts being initiated, the members of the neighborhood association began to turn their attention to the long range needs and issues facing the community. They were familiar with other neighborhoods' groups who had developed long range neighborhood plans with the help of the City of Tulsa's Urban Development Department and asked that the same assistance be provided to develop a plan for the Crutchfield neighborhood.

The information that follows is an assessment of current conditions as well as recommendations for improvements to the Crutchfield area. This information was developed with the assistance of the members of the Crutchfield Neighborhood Association and other residents, and organizations who engaged in a 12-month planning process which identified remedies that support the revitalization process that has been initiated by the Crutchfield neighborhood Association for the Crutchfield community.

Observations of Existing Conditions

Land Use:

Currently the Crutchfield study area is very diverse with respect to land use. Within an approximate area of one square mile there are areas of residential housing zoned RM-1 (Residential Multi-family); IL (Industrial Light Intensity); a strip of CH that extends along the east and west side of Peoria from Easton to Latimer Street; and approximately 90 acres Zoned IM (Industrial Medium Intensity). (See figure 4). While current land use patterns in the area approximately reflect zoning designations, the zoning map reflects historic growth patterns that predate the Tulsa Zoning Code. As a result, there are several areas where the physical relationship between industrial property and adjacent residential can be improved. There has been and continues to be pressure on the residential area from intrusion by the light industry and manufacturing areas.

Population & Housing:

In 2000, the population of the Crutchfield neighborhood was 2,024. The population is less than half of historic levels. Additionally, the number of housing units is a little over half of what the 1960 level:

	1960	1970	1980	1990	2000
Population	4,168	2,896	2,756	1,784	2,024
Population Change		1,272	-140	-972	240
% Population Change		-31%	-5%	-35%	13%
Housing Units	1,551	1,262	1,420	1,006	866
Housing Units Change		-289	158	-414	-140
% Housing Units Change		-19%	13%	-29%	-14%

Interestingly, the population of this neighborhood is on the rise, in large part due to an influx of Hispanic residents. The Hispanic population has more than doubled from 1990 to 2000, growing from 330 to 792 persons, a change of 462 persons or 140%. The neighborhood sees this increase as positive and is anxious to increase the economic opportunities and stock of affordable housing to maintain this population.

A survey of the current housing conditions in the Crutchfield Neighborhoods indicates there are approximately 58 vacant lots. In 2000, of the 866 total housing units, 190 (22%) were noted to be vacant. Of these 190 vacant homes, 52 were for sale, for rent, or rented but not occupied. The remaining 138 houses were vacant for other reasons including houses that have been abandoned.

Of the 676 occupied housing units, 354 (52%) were owner-occupied and 322 (48%) were renter occupied. While the rental rate is quite high, the percentage of rental property is lower than in many near-downtown neighborhoods, where rental rates often approach 80%. At the time of the 2000 census there were six houses for sale, all of them listed in the \$30,000 to \$35,000 range.

The median rent in 2000 was \$348 per unit, and the median value of all occupied housing in the neighborhood was \$21,300. The median rent for the City of Tulsa for the same period was \$457 and the median value for all occupied housing units was \$81,900. Even though housing unit values in this neighborhood are well below the City’s median, rents are relatively steep at 76% of the Tulsa median.

Of the 866 housing units in the neighborhood, a large number were built prior to 1970, though infill in the neighborhood continues to be a regular occurrence. 153 (18%) of the housing units in the neighborhood have been built since 1970. Habitat for Humanity has built approximately eight houses in the area to date and would like the opportunity to build more.

<i>Total:</i>	<i>866</i>
Built 1999 to March 2000	9
Built 1995 to 1998	18
Built 1990 to 1994	50
Built 1980 to 1989	24
Built 1970 to 1979	52
Built 1960 to 1969	112
Built 1950 to 1959	141
Built 1940 to 1949	195
Built 1939 or earlier	265

Transportation:

Peoria Avenue, Utica Avenue, and Pine Street, are the major thoroughfares in the Crutchfield neighborhood. All of these streets are shown as Urban Arterial roadways in the Tulsa City-County Major Street and Highway Plan. Some arterial “grid” streets in older areas have right-of-way widths that are much narrower than is typical for the City of Tulsa. The Urban Arterial designation was developed in 2001 to reduce setback restrictions and right-of-way requirements, thus allowing greater flexibility in the development and redevelopment of these older corridors. Access to U.S. 75 (Cherokee Expressway) is available near Pine and Peoria, and to I-244 (Martin Luther King Jr. Freeway) at Utica.

The Metropolitan Tulsa Transit Authority provides regularly scheduled bus service to the area with connection points along Peoria Avenue Monday through Friday and on

Saturday.

There are two active rail lines within the Crutchfield Neighborhood: the “Atchison-Topeka Santa Fe” (AT & SF) line, which is a short line, north-south service operated by Burlington Northern - Santa Fe (BNSF), and the historic “Frisco” line, which is a major east-west route, also operated by BNSF.

A portion of the Metro Trails bikeway is proposed in the AT & SF right-of-way. This bike route will connect communities in the northern reaches of the Tulsa Region (Owasso, Collinsville) with the River Parks trail system.

Sidewalks in this neighborhood are, for the most part, in need of repair or nonexistent.

Infrastructure:

Much of the existing water and sewer system dates back to the initial development of this neighborhood about 75 years ago. Lack of sufficient water pressure has been noted by owners of new infill development, and this has been credited to an aging, leaky, water system. Sidewalks, where they exist, are also in need of repair due to many decades of tree growth, ground movement, and general wear and tear. Many areas do not have sidewalks at all. Street Maintenance is scheduled for Utica and Peoria, but local streets within the neighborhoods are also in need of repair. Some alley restoration has been completed in the last two years, but other alleys need maintenance including resurfacing, clearing vegetative growth, and replacing lighting.

The Planning Team

Members of the Crutchfield community watched for a number of years as forces of age, neglect, declining property values, an ever increasing concentration of rental property, the loss of home owners and other urban neighborhood ills such as drug houses, blighted and dilapidated structures and the loss of area businesses, had sent their community into a steady decline. In the mid 1990's these residents formed the Crutchfield Neighborhood Association. These individuals were prepared to take the necessary actions that, they hoped, would begin to slow and eventually stop the deterioration their community was experiencing.

Crutchfield residents wanted to identify ways in which they could improve and enhance their community and protect their investments. They initially focused their energy on neighborhood issues that could be easily identified and immediately addressed. The first issue the association tackled was the physical appearance of the area. Tony Bluford, President of the newly formed neighborhood association, worked with five fellow

members of the Association in cooperation with the City of Tulsa's Mayor's Office for Neighborhoods, and helped to plan and initiate several major clean up efforts. These clean-up efforts sponsored by neighborhood residents helped reduce significant amounts of brush, trees, trash and debris which had accumulated in the easements, ally ways and along the fence lines of the neighborhood. During the one-month clean-up effort, approximately ten - 30 cubic yard dumpsters were filled multiple times.

Once visible signs of change began to occur, significant progress was made in a reasonably short period of time in organizing neighborhood residents and generating interest to help stabilize the community from further deterioration. Neighborhood celebrations and picnics were held to help bring members of the community together to celebrate their accomplishments and discuss the future of the Crutchfield community. In 1997 with assistance from the City of Tulsa's Urban Development Department Planning and Economic Development Division, neighborhood leaders formalized the organizational structure of the resident's group, by incorporating the Crutchfield Neighborhood Association. In mid 1998, members of the now-incorporated Crutchfield Neighborhood Association requested additional help to create a long-range revitalization plan for their neighborhood. Staff from the City of Tulsa's Urban Development Department and the residents from the Crutchfield neighborhood held their first meeting to develop a planning strategy for their neighborhood in November of 1998.

The Planning Process

The planning process relied heavily on the input from area residents to identify the status of the various needs that existed in the neighborhood. Once issues were identified, staff would help planning team members define specific actions they believed important and needed to occur to address the issue. Information was obtained from Public Works Department, Neighborhood Inspections, Urban Development Department, the Police Department and Parks and Recreation Department.

The first meeting of the neighborhood planning team was held on November 23, 1998 at Springdale Recreation Center located at Pine and Lewis. After the initial meeting the Crutchfield planning group moved their meetings to the Bethel Methodist Church at 809 N. Rockford. The planning team chose to meet every two weeks during the planning process. In November 1999 the team reviewed the information they had generated or caused to be generated about the area in the last year and created a vision statement, a mission statement and a set of goals and objectives. These statements of purpose and goals and objectives would then become the framework for the creation of the neighborhood's revitalization plan. The first phase of the planning process was completed in December of 1999. The information was then given to Urban Development Department staff with the charge of creating a draft revitalization Plan for the neighborhood. The vision, the mission,

and the guiding principles of the Crutchfield Neighborhood Association are described herein. These elements provide a filter through which all plans and actions must pass.

Statement of Vision

Members of the Crutchfield Neighborhood Revitalization Planning Team seek to establish a clean, economically viable, safe and secure residential and commercial community for residents and businesses who are currently located or wish to be located in the Crutchfield community.

Mission Statement

The Crutchfield community will advocate for activities which improve the quality of life and safety for residents and improve the environment for commercial business by: improving the area's infrastructure; by improving the existing housing stock and encouraging new construction; by supporting adequate recreational, educational and community development opportunities; by mitigating underutilized and abandoned industrial and manufacturing sites; by encouraging retail establishments, educational institutions and social services to locate in the area and by discouraging the carrying on of illegal or illicit activity such as the sale of drugs or prostitution.

Guiding Principals

- Provide infrastructure improvements, which will provide adequate service for all residents and businesses in the area as the area is improved.
- Provide assistance to residential property owners who own their home but who are unable to secure adequate financing to perform needed repairs.
- Support processes that ensure neighborhood residents are included in the development of plans that effect their community.
- Stabilize and improve property values.

Areas of Neighborhood Concern

The Crutchfield planning team identified ten primary areas of concern during the initial three meetings. These areas of concern became the initial discussion points and eventually became the framework on which the Crutchfield Revitalization Plan has been built. The planning team explored, in depth, each of the ten areas of concern and developed goals with supporting measurable objectives to address these concerns.

The areas of concern as identified by the neighborhood planning participants are as follows:

1. Physical Infrastructure Improvements
2. Public Safety
3. Land Use
4. Education
5. Neighborhood Inspections
6. Commercial Revitalization
7. Social Services
8. Housing Improvements
9. Employment and Economic Development
10. Flood Protection

Assessment of the Crutchfield Neighborhood Characteristics

Strengths:

Perhaps the greatest strength the Crutchfield area possesses is a very strong commitment on the part of neighborhood residents to transform their community from a state of decline to a state of revitalization. These residents have diligently worked to improve the physical condition of their community by advocating the removal of dilapidated and abandoned structures; by working with neighbors and personally removing trash and debris and excess trees and vegetation from the area; and by forming an active neighborhood association which has as its mission, to stabilize and revitalize the Crutchfield neighborhood area.

Other notable strengths include the Crutchfield neighborhood's close proximity to other important areas of redevelopment activity in central and north central Tulsa. The neighborhood is located less than a mile from Tulsa's Downtown Central Business District, the OSU/Tulsa University and Graduate Research Campus, and the Historic Greenwood and Brady Historic Districts. Located immediately north of the Crutchfield neighborhood will be the site of a new retail shopping center located at Pine Street and Peoria Avenue. At the writing of this plan, the details for this site are being negotiated by the developer and the Tulsa Development Authority Staff.

Recently, the Tulsa Industrial Authority identified an abandoned steel-manufacturing site located within the study area, as a Brownfield site. The Industrial Authority performed a site cleanup and the marketed and sold the

property. It is now the new home of Brainerd Chemical, a local, family-owned company.

Also, the Crutchfield neighborhood area is located near entrances and exits of the I-244 and North I-75 expressways which are primary transportation routes leading into and out of the downtown area. Also, North Peoria Avenue is evolving into a major arterial corridor and “gateway” to North Tulsa. Recently street widening projects from Pine to Mohawk Boulevard have been completed.

The Crutchfield area has relatively low residential land and housing costs. This can be a strength for the area in terms of new development. However, low property values can also cause potential home buyers to pass the area by because of a concern for losing their investment. Low housing and land cost will be an important factor in encouraging the development of affordable housing in the area. The area has a growing population of Hispanics who are becoming homeowners. In the last five years a number of dilapidated houses that are often considered beyond repair have been purchased and remodeled by Hispanic home owners. The area has been identified as being eligible for special mortgage financing through local banks and mortgage lenders that are working in partnership with the City of Tulsa’s home ownership initiative, Home Ownership Tulsa. The Crutchfield area has been adopted as the pilot neighborhood for an adopt a neighborhood program sponsored the Metropolitan Chamber of Commerce, the Greenwood Chamber of Commerce and other public and private partners.

There are at least two churches, Bethel United Methodist and Bowden Indian Church, whose leadership has expressed an interest in assisting where possible in the neighborhood revitalization process and efforts.

Weaknesses:

Within the Crutchfield residential areas, housing stock is old and in many cases will require extensive renovation to meet current housing standards. Records indicate there is a high percentage of absentee property owners in the area. Vacant lots are not cared for and allowed to become overgrown creating both an unattractive neighborhood image and a potential health and safety issue for surrounding neighbors. Rental properties have been allowed to fall into disrepair and seem to

attract an undesirable renter to the neighborhood. Issues with drug trafficking and prostitution are seen in some areas of the neighborhood as an ever-present problem.

Also, with some exceptions, residents who are home owners in the area, which in many cases are elderly and on fixed incomes, appear to not have sufficient available resources to perform routine maintenance for large home maintenance costs items, like roof replacement. The utility infrastructure and in many cases the street and sidewalks of the area are in need of repair and/or replacement.

Lowell School, built in 1915, once served the area as a public school but was permanently closed in 1990 and currently being used for storage by Tulsa Public Schools. It has been determined the facility is beyond repair and will not be returned to service as a school, according to Tulsa Public Schools facility management officials. The school, in its present condition acts as a blighting influence on the surrounding neighborhood. The Springdale Elementary School, which serves the Crutchfield neighborhood area and located approximately one-half mile outside the neighborhood boundaries, is currently experiencing growth in student population and has experienced low test scores in recent years. It is perceived as a school with many challenges and therefore perhaps could be a negative factor when trying to attract families with elementary age children into the area. However, changes are being made by Tulsa Public Schools to adjust student population size as well as efforts being to improve the school's academic performance.

Manufacturers and businesses have continued to close their doors and leave the area; leaving behind empty facilities as well as reducing the number of available jobs. It could be debated how the loss of jobs has effected the area in so much as it is difficult to determine how many individuals who live in the area have lost their employment due to the business closings that have taken place.

Opportunities:

The area has been recently adopted by a pilot adopt-a-neighborhood program sponsored by the Metropolitan Chamber of Commerce, the Greenwood Chamber of Commerce, Patterson Realty, Bank of Oklahoma and others. The adoption will provide targeted resources and services to the area. The area has a large tract of property, approximately 20 acres, that once was a commercial/industrial site but

has been cleared of all buildings and is now vacant. This tract of land could serve as a site for various neighborhood enhancement projects such as a location for new housing or as a new educational facility with a portion being used as a park or outdoor learning facility. Also, the area has approximately 30 vacant resident lots that are suitable for new home construction of affordable houses. By the fall of 2000 the steel manufacturing site, now closed, known as Oklahoma Steel Castings will have been removed or at least be in the final stages of being removed. The site has been identified as a Brownfield. Funds for the site's cleanup have been funded through public and private sources. Once the buildings are removed and the potentially hazardous contamination mitigated, the site will be then available for sale and ultimately redevelopment. As mentioned in the area's strength section the Crutchfield area is located in close proximity to the several significant redevelopment project areas. The area has land that could be used for infill housing, a school site or could be developed for commercial, office and/or retail use which in turn would provide additional jobs for area residents and economic development for the area.

Threats:

Perhaps the greatest threat that exists to the Crutchfield neighborhood is that the community will be perceived as a lost cause and minimal or no action will be taken to support the work and commitment of the neighborhood association.

Revitalization Goals and Objectives as determined by members of the Crutchfield Neighborhood:

Goal 1. Improve the Crutchfield Neighborhood Infrastructure and preserve the existing residential areas for residential use.

Objective 1. Streets: All residential streets in area are in need of repair.

Objective 2. Sidewalks: Repair/replace sidewalks on Peoria Avenue and Utica Avenue. Repair and replace, add sidewalks, as needed focusing first on routes to schools and commercial areas.

Objective 3. Water and Sewer: Repair, replace, upgrade to ensure that capacities are adequate to meet future growth (especially industrial) needs.

Objective 4. Electric and Natural Gas: Upgrade as necessary to meet

expanding commercial and industrial needs.

Objective 5. Parks and Recreational areas: Improve and upgrade parks to better serve the community.

A. Bullette Park: Implementation of the 10-year plan.

B. Crutchfield Park: Implementation of 10-year plan.

Objective 6. Public Safety: Streetlights and pedestrian crossings

Objective 7. Improve Flood Protection: Address recurrent street flooding problem on Peoria below the Burlington Northern train bridge.

Objective 8. Pursue the creation of and Urban Renewal Plan and Tax Increment Plan as a means of securing funding for infrastructure improvements in this area.

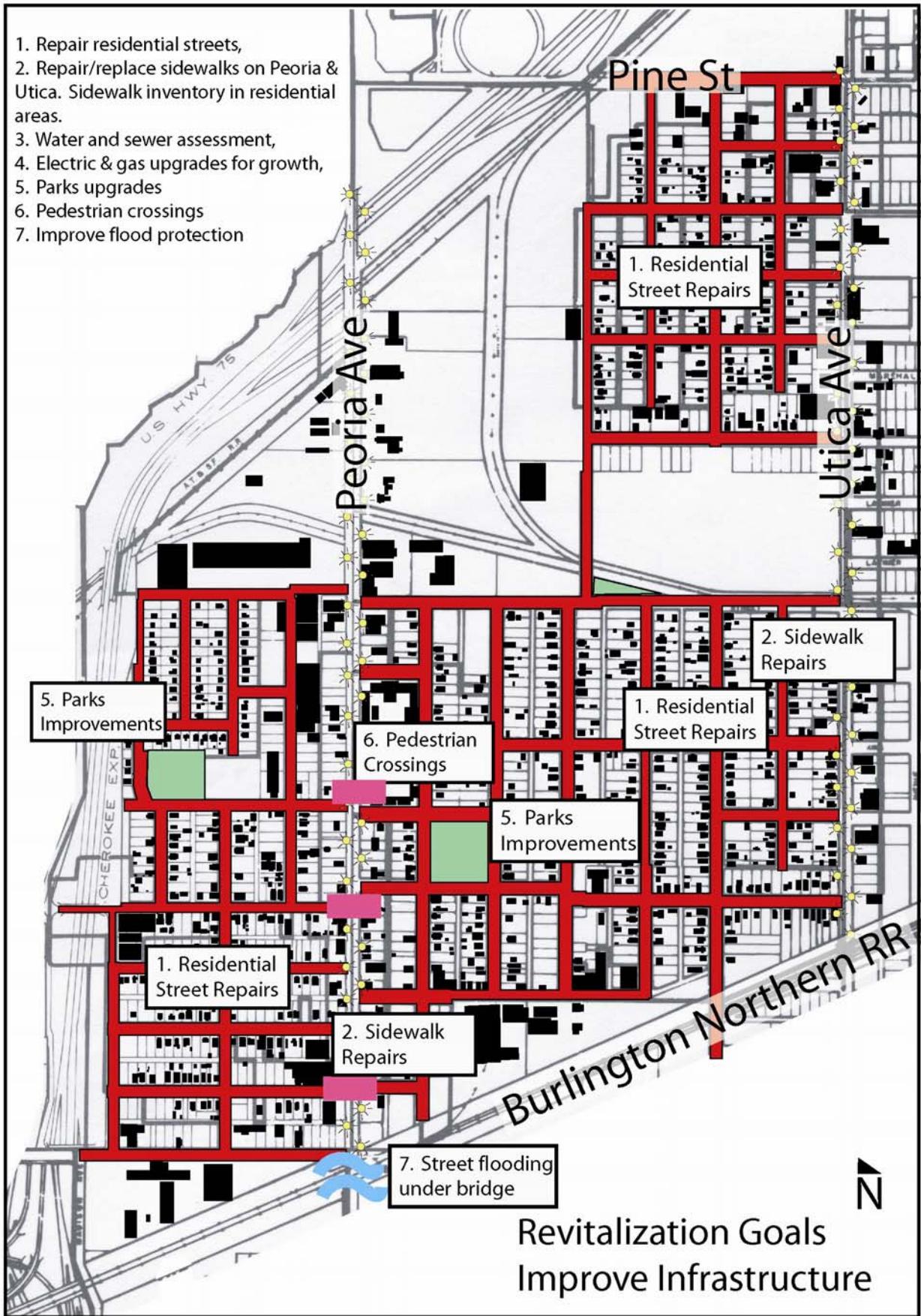


Figure 3 Infrastructure improvements are key for new growth.

Goal 2. Modify current land use practices to more closely reflect the existing uses and conditions within the neighborhood to infill on small lots and ensure compatible infill development in the future. Modify design and land use standards to support improved design as a means of protecting residential areas from incompatible commercial/industrial uses.

Objective 1. Recommend changes in the following areas:

- A. In *specifically* designated areas, allow for a mix of varied but compatible land uses. This mix of uses may occur on adjacent properties and should also allow and encourage multiple uses on the same property. These mixed uses should be allowed to develop as the market dictates in a free and unencumbered manner. Once the necessary “mixed-use” changes have been made, there should rarely be an instance where additional zoning changes, planned unit developments, Special Exceptions, or variances are needed.
- B. Compatibility with adjacent uses should be achieved by requiring a high architectural standard. For the portions of buildings and site that face a public street, high-quality architectural design and materials should be used and a pedestrian orientated front façade and entrance should be required.
- C. Change building setback requirements for commercial corridors to require buildings to hold established setback lines, which are typically on or near the street.
- D. Flexibility in parking requirements to encourage and support the reuse of existing commercial properties and existing, smaller, commercial lots. Specifically, 1) changes that easily allow shared parking without need Special Exception or variance, 2) adjacent on-street parking spaces counted as part of off-street parking total.
- E. Also in support of infill development on smaller commercial lots, reduced landscaping should be allowed in order to allow for full utilization of constrained sites.

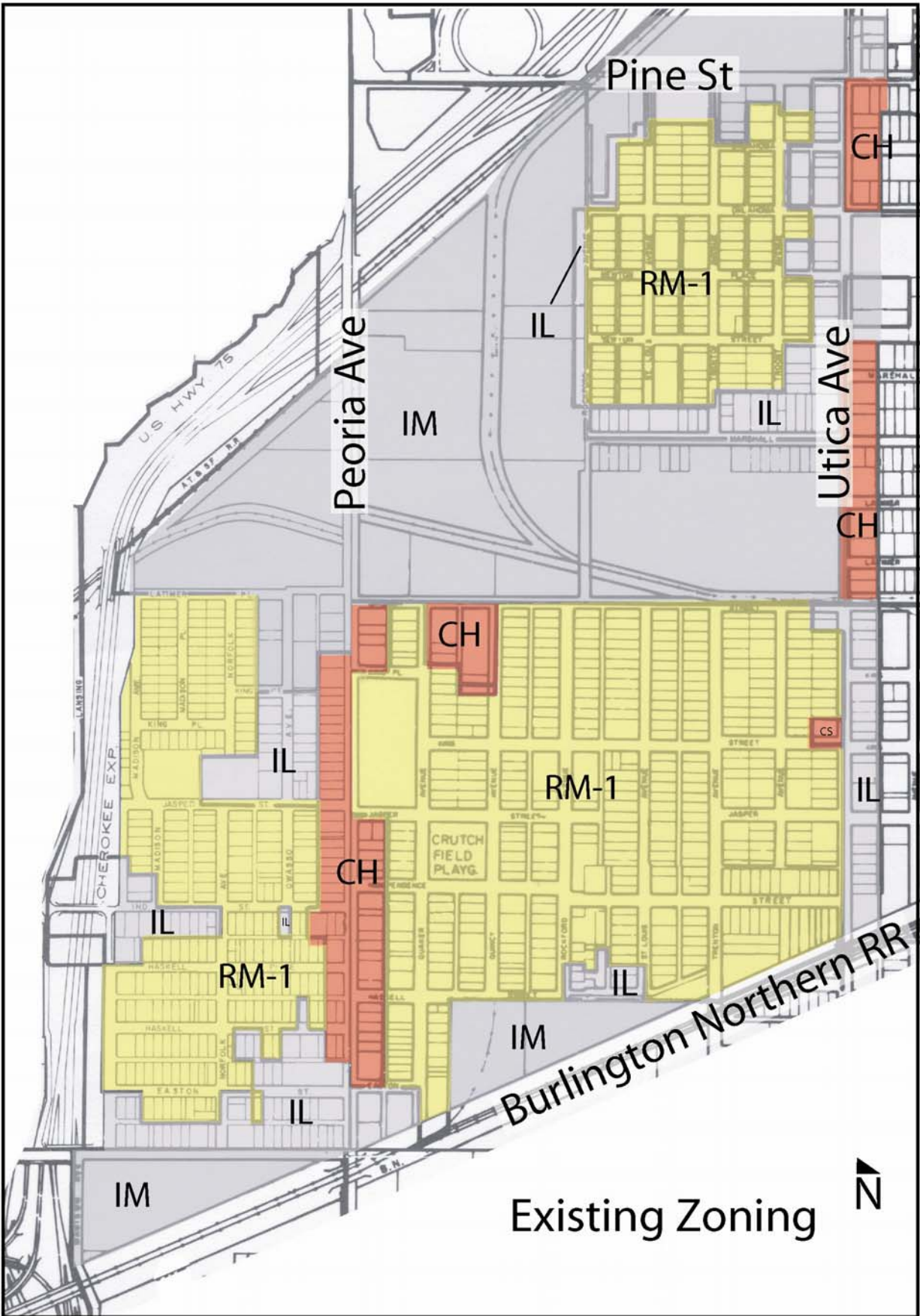


Figure 4 The existing zoning for the southwest part of the neighborhood offers no clear indication of what should happen in the future. Should it be industrial? Residential?

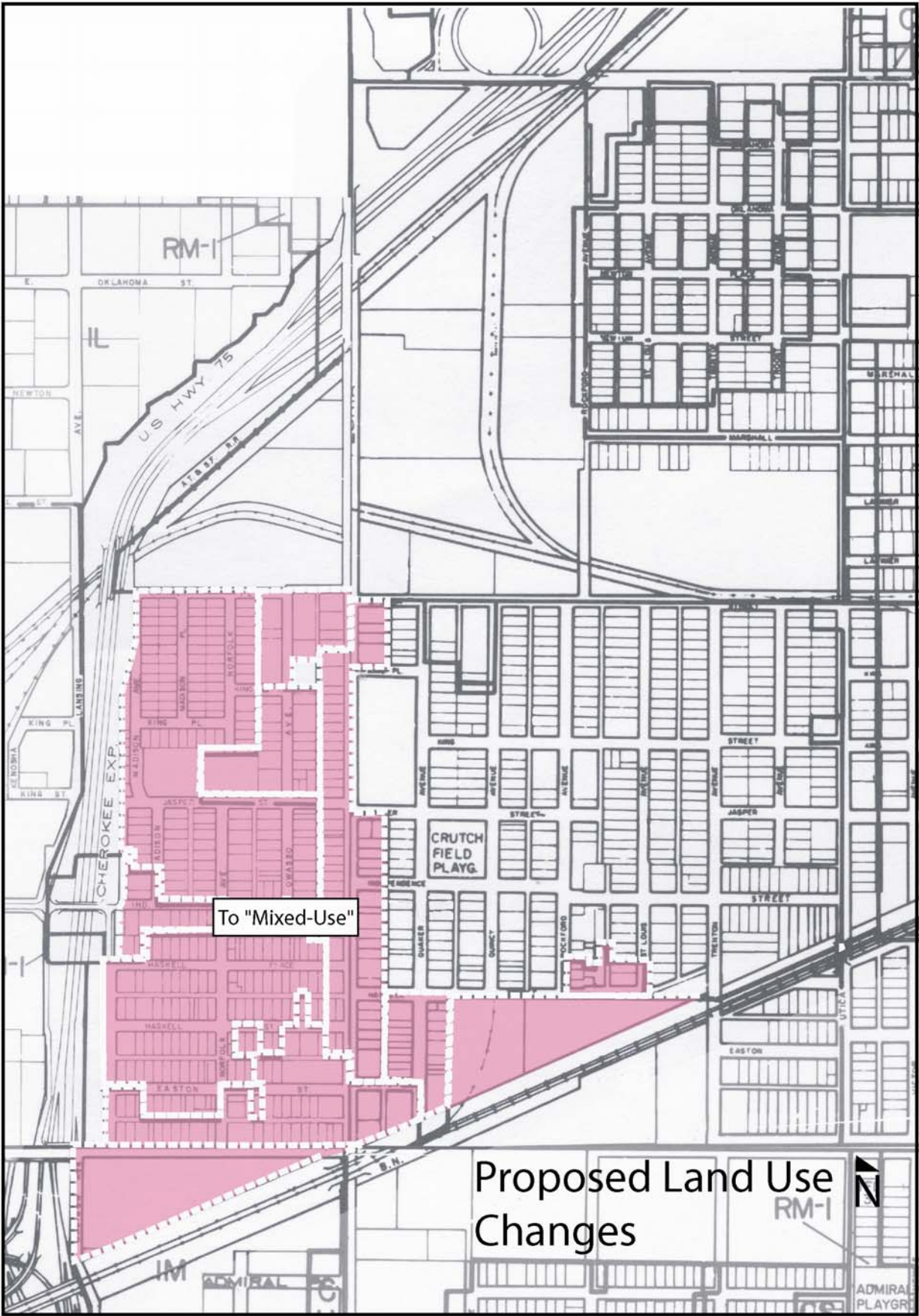


Figure 5 Introducing a "mixed-use area" with liberal land use allowances and high standards for design will allow for compatible future growth in this diverse area.

Goal 3. Stabilize and improve housing market in the area and advocate the building of a new K-8 public school in the area.

The neighborhood would like to have made available avenues for assistance in housing repair and maintenance, business start-up, crime control, pedestrian amenities and other quality-of-life issues. They would also like to see a new school built in or near the area in the future.

Objective 1. Advocate the building of a new school, which will serve (K-8) grades. The existing Lowell school is closed.

Objective 2. Stabilize existing housing: Increase awareness of existing programs provided by local non-profit organizations and the City of Tulsa.

Objective 3. Encourage new residential construction on existing vacant lots.

Objective 4. Continue to remove blighting influences that exist in the three areas.

Objective 5. Seek out and develop partnerships with public and private entities to help fund and promote housing and public improvements. Develop an Urban Renewal Plans and Tax Increment Financing Plans based on this Plan.

Objective 6. Remove the Lowell building and make available the appropriate portion of the site for single-family detached housing.

Goal 4. Advocate for economic development, commercial revitalization and employment.

Objective 1. Seek out and develop public and private partnerships to help fund and promote economic development in the area.

Objective 2. Identify areas that are currently underutilized commercial sites and convert those sites, which could provide office, light manufacturing, and small warehouse facilities.

Objective 3. Remove the Lowell school and make available the appropriate portion of the property for commercial use.

Objective 4. Overcome barriers to private mortgage financing in this neighborhood.

Goal 5. Identify ways in which the delivery of social service to the area can be improved.

Objective 1. Develop partnerships with various local agencies to address escalating neighborhood needs that are the result of a neighborhood that is growing in population and diversity.

Detailed Examination of the Crutchfield Neighborhood by Sub-Area

Sub Areas and Surrounding Regions:

In order to fully understand the challenges and opportunities that exist with respect to revitalization, it is helpful to separate the Crutchfield area into five distinct sub-areas and discuss how the goals and objectives apply to each of the sub-areas. It is important to note that each sub-area has distinct land use and blighting influences and therefore presents different issues, which need to be addressed in the planning process. However, it is also important to note that while each sub-area presents issues that are perhaps unique to a particular area, ultimately what occurs in one area will have an impact on each of the other areas in the neighborhood.

It is also important to consider the residential and business/commercial character of the areas which are located adjacent to the Crutchfield neighborhood boundaries and examine the status of these neighborhoods as well, as these areas will also have an effect on the success of the revitalization process being proposed for the Crutchfield Neighborhood.

Sub- Area 1 (residential) is bounded on the south by the Burlington Northern/Sante Fe Railroad tracks, on the east by Utica Avenue, on the north by Latimer Street and on the west by Peoria Avenue. This area can be characterized as primarily a residential area. Single family craftsman bungalow houses dominate the design of the houses in the area.

Sub-Area 1 should remain a residential neighborhood. The Crutchfield Neighborhood Association recognizes the need for and fully supports efforts to increase home ownership rates in this neighborhood. Ownership will encourage reinvestment and stabilize this neighborhood. Some of the homes in the neighborhood can easily be restored, while others should be demolished and their lots recycled. In order to fully restore the vitality of this neighborhood, a strategy of rehabilitation in combination with clearance and infill development will need to be employed.

There are opportunities for single-family “infill” residential on currently vacant lots.

In addition, there are a few larger opportunity sites where several new homes can be clustered. New infill housing should be in character with the existing housing stock and should utilize the established elements of this traditional urban neighborhood: existing street patterns should remain; alleyways (where existing) should continue to be used for access to parking, utilities, etc.; established building setback lines should be used; and traditional architectural elements such as large front porches, foundation/stem wall, and rear garages should be used. Infill

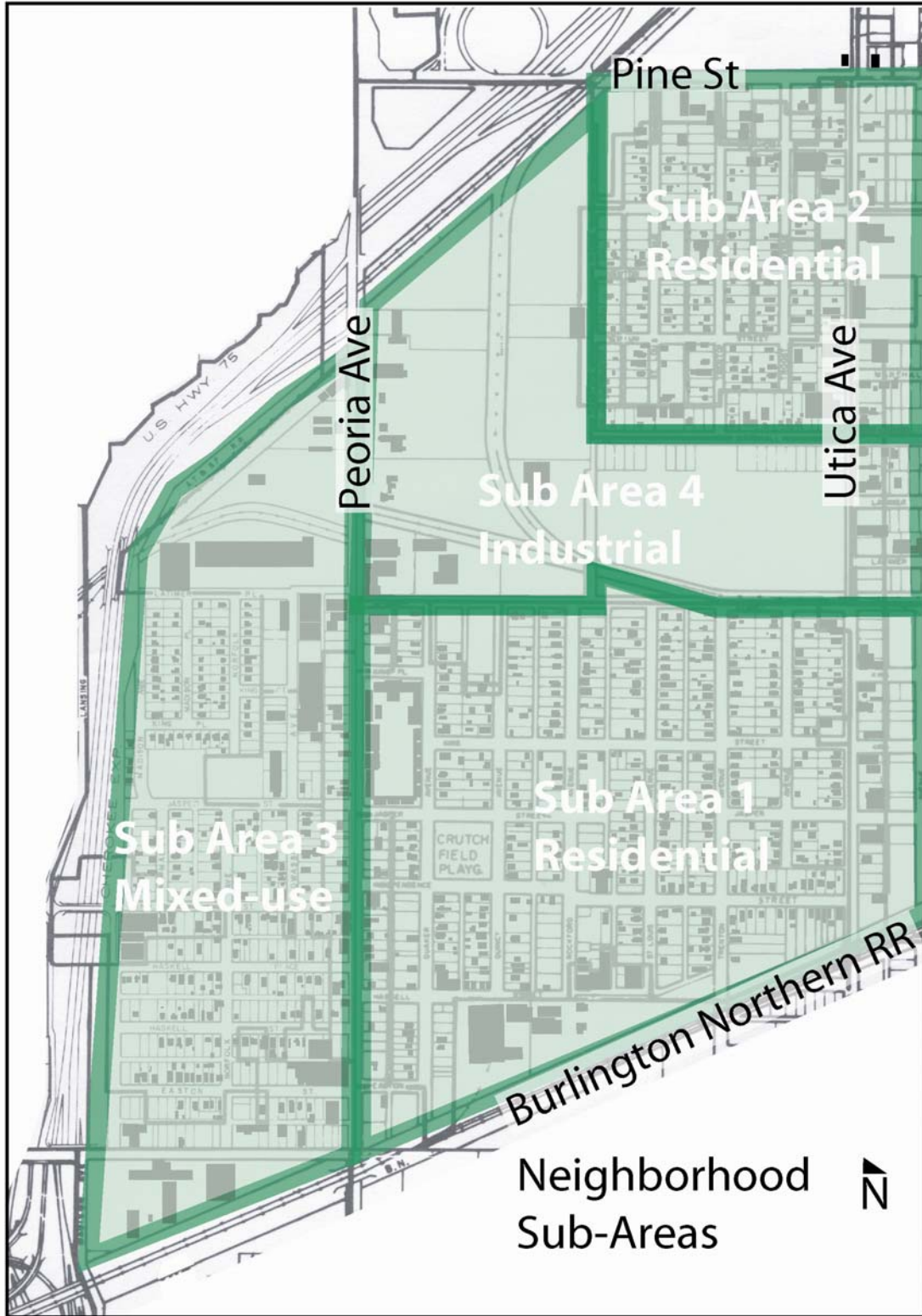


Figure 6 The Neighborhood can be divided into four distinct sub-areas; unique recommendations are offered for each area.

housing should be affordable, and to that end, the Crutchfield neighborhood association encourages the introduction of high-quality, factory-built or modular homes, so long as they are compatible in the aforementioned ways.

Some industrial and commercial uses have, over time, encroached into the neighborhood. These uses should be relocated, or screened and buffered to protect the residential character of the neighborhood.

Sub-Area 2 (Residential) is bounded on the south by Marshall Street on the east by Utica Avenue, on the north by Pine Street and on the west by Rockford Avenue. This is a small residential enclave “landlocked” on all sides by industrial and commercial development. On the south and west, screening and buffering will help to protect the residential character of this neighborhood.

Sub-Area 3(Residential/Industrial) is bounded on the south by Archer Street, on the east by Peoria Avenue on the north by Hwy I-75 and on the west by Hwy I-75. This area has a spotty mix of industrial, commercial, and residential uses. The result is a mixed-use character typical of many older neighborhoods in pre-zoning Tulsa. Historically, this neighborhood provided housing, goods and services, and employment, within a compact, walkable area. Unfortunately, this kind of symbiotic relationship has been rejected by mainstream development for over 50 years. “Conventional” development favors a strict separation of land-uses, and our current Zoning Code does not adequately recognize and accommodate mixed-use neighborhoods and offers little guidance as to their future growth.

An attempt to “retrofit” this neighborhood by sorting and segregating land uses in this area would be difficult and not necessarily productive. A locally-appropriate solution would be to embrace and enhance this once-strong relationship between housing and industry.

This plan recommends the adoption of new land use practices that encourage a diverse mix of “use units” with few land use restrictions, allowing a wide variety of compatible housing, office, commercial, and light industrial uses. Compatibility within these areas can be achieved by employing sound urban design principles and the use of high-quality construction materials.

Sub-Area 4 (Industrial) is bounded on the south by Latimer Street, on the east by Utica, on the north by I-75 and Pine Street and by Peoria Avenue on the west. This area is approximately 20 acres in size and was once the site of the Dowell/Schlumberger oil field service truck and chemical and manufacturing site. The company closed this Tulsa site in 1993 and moved the entire operation. Later, they cleared it of all buildings. All buildings were removed from the site and all that remains are the concrete pads on which the building were anchored, as well as the internal streets. Also the infrastructure such as water and sewer lines are still in place. There are large tracts of currently vacant land which should be aggressively marketed for industrial redevelopment. Taking advantage of the strong working relationship this group has built with the Tulsa Industrial Authority, these sites can be recycled and made very attractive to the neighborhood and the regional industrial market.

A recent example of this is the Brainerd Chemical site located on Peoria, north of Latimer. With assistance from the Tulsa Industrial Authority and others, this old industrial site, which was once contained Oklahoma Steel Castings but had been closed for many years, has recently been reopened. Many of the existing, older, brick buildings have been remodeled and Brainerd Chemical is a welcome neighbor, not only for the jobs it brings, but for the attention to detail and effort to develop a site that is as attractive as it is functional.

Conclusions

Crutchfield is a neighborhood with much inherent strength on which to build: a traditional, mixed-use, development pattern; many opportunities for infill development of almost any sort; outstanding location with respect to downtown and major highways; affordability; and committed neighbors who are actively working to improve the area and attract new businesses and residents.

Appendix
Crutchfield Neighborhood
Statement of Vision

Members of the Crutchfield Neighborhood Revitalization Planning Team seek to establish a clean, economically viable, safe and secure residential and commercial community for residents and businesses who are currently located or wish to be located in the Crutchfield community.

Crutchfield Neighborhood
Mission Statement

The Crutchfield community will advocate for activities which improve the quality of life and safety for residents and improve the environment for commercial business by: improving the area's infrastructure; by improving the existing housing stock and encouraging new construction; by supporting adequate recreational, educational and community development opportunities; by mitigating underutilized and abandoned industrial and manufacturing sites; by encouraging retail establishments, educational institutions and social services to locate in the area and by discouraging the carrying on of illegal or illicit activity such as the sale of drugs or prostitution.

Crutchfield Neighborhood
Guiding Principals

- Provide infrastructure improvements, which will provide adequate service for all residents and businesses in the area as the area is improved.
- Provide assistance to residential property owners who own their home but who are unable to secure adequate financing to perform needed repairs.
- Support processes that ensure neighborhood residents are included in the development of plans that effect their community.
- Stabilize and improve property values.

