TULSA DEVELOPMENT AUTHORITY
STAFF REPORT

MEETING DATE: September 6, 2018
TO: Chairman and Board Members
FROM: O.C. Walker
SUBJECT: Approval and Adoption of the Crutchfield Neighborhood Sector Plan
LOCATION: North – Pine Street
South – Admiral Blvd.
East – Utica Avenue
West – US Highway 75

<table>
<thead>
<tr>
<th>Background:</th>
<th>Redeveloper:</th>
<th>Tulsa Development Authority</th>
</tr>
</thead>
<tbody>
<tr>
<td>Owner:</td>
<td>Various Owners</td>
<td></td>
</tr>
<tr>
<td>Location:</td>
<td>North – Pine Street</td>
<td></td>
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<tr>
<td></td>
<td>South – Admiral Blvd.</td>
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<tr>
<td></td>
<td>East – Utica Avenue</td>
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<tr>
<td></td>
<td>West – US Highway 75</td>
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</tr>
<tr>
<td>Size of Tract:</td>
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<td></td>
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<tr>
<td>Zoning:</td>
<td>Various Zoning Districts</td>
<td></td>
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<tr>
<td>Development Area:</td>
<td>Crutchfield Neighborhood Sector Plan</td>
<td></td>
</tr>
<tr>
<td>Fair Market Value</td>
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<td></td>
</tr>
<tr>
<td>Executive Director:</td>
<td>O.C. Walker</td>
<td></td>
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</table>

Relevant Info: This is a request for the Tulsa Development Authority (TDA) Board of Commissioners to consider approving a Resolution adopting the Crutchfield Neighborhood Sector Plan prepared by Fregonese Associates, in accordance with TDA’s Policies and Procedures, Section 14.2, regarding the Approval Process. TDA will follow the policy as illustrated:

- Approval and adoption by the Tulsa Development Authority
- Prior to consideration, the Plan was submitted to the Tulsa Metropolitan Area Planning Commission (TMAPC) for determination of conformity with the Tulsa Comprehensive Plan (PlaniTulsa) and submission by TMAPC of a written recommendation within 60 days of receipt of the Plan.
- Written recommendation was received from TMAPC
- Public notices regarding the date, time and place of the public meetings were published in the Tulsa World, and posting of notice signs in the affected areas, each having a display area of 9 sq. ft. for a period of 15 successive days, including the day of the hearing, outlining the nature and scope of the proposed Plan.
- After public notice, Tulsa City Council held two public hearings
- Adoption of a Resolution by the City Council that the area in question is blighted and appropriate for an urban renewal/sector plan project.

Attachments: Crutchfield Neighborhood Sector Plan

Recommendation: Staff recommends the TDA Board of Commissioners approve this request as presented.

Reviewed By: O.C. Walker
ACKNOWLEDGEMENTS

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Vice-Chair Phil Lakin, Jr., District 8
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EXECUTIVE SUMMARY

This Sector Plan is a tool to guide the actions of the Tulsa Development Authority (TDA) to make strategic investments that create desired change in the Crutchfield neighborhood. The purpose of the plan is to provide clear and updated guidance for investment decisions and other catalytic actions necessary to address anticipated needs of the neighborhood on the immediate horizon. Guided by feedback from the Advisory Committee and a community design workshop, the strategies and actions in this plan advance goals from the existing 2004 Crutchfield Revitalization Master Plan:

Goals of the 2004 Crutchfield Revitalization Master Plan

Goal 1: Improve the Crutchfield neighborhood infrastructure and preserve the existing residential areas for residential use.

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.

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

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

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

Each of these goals establish the big picture targets that must be achieved to realize the vision defined by the community through the Small Area Plan. This Sector Plan further defines strategies and actions to help support these goals. Strategies outline realistic objectives to guide plan implementation, while actions define specific steps necessary to successfully execute each strategy. This document links each strategy back to the goal or goals that it is facilitating. Given the development focus of this document, strategies do not focus on social service delivery outlined in Goal 5.

Through conversations with the Advisory Committee and additional community input, three geographic focus areas emerged: (1) Neighborhood Stabilization and Infill, (2) Corridor Improvements, and (3) Employment Areas. Within each of these focus areas are a set of investment strategies to guide development investment, development strategies to provide parameters for building and development, and supportive capital investment strategies which identify capital projects that are needed to support desired change.
FIGURE 1. CRUTCHFIELD SECTOR PLAN AREA
SECTOR PLAN PURPOSE AND PROCESS

Central neighborhoods in Tulsa are beginning to see redevelopment interest. This Crutchfield Sector Plan is intended to guide redevelopment and identify catalytic public infrastructure improvements that support desired development.

THE CRUTCHFIELD NEIGHBORHOOD

The Crutchfield neighborhood of Tulsa, Oklahoma, as shown in Figure 1, the Crutchfield Sector Plan Area (“Area”), is located within walking distance to downtown but cordoned off by highways and rail lines and other barriers. There is strong community interest in reinvestment improving and strengthening the physical links between Crutchfield and other neighborhoods that would bring more attention and provide more welcoming entrances to the area. With attention and strategic investment from the Tulsa Development Authority (and others), Crutchfield is in a position to become a destination district for housing and employment growth.

RELATIONSHIP TO URBAN RENEWAL

This Crutchfield Sector Plan (“Plan”) is prepared and adopted pursuant to the Oklahoma Urban Redevelopment Law, 11 O.S. 38-101, et seq. (“Act”). It creates a new urban renewal area in Tulsa’s Crutchfield neighborhood. Tools provided by the Act, coupled with appropriate financing support, will facilitate neighborhood stabilization, infill housing development, job creation, public infrastructure upgrades, and parks and open space enhancements.

This Plan will be undertaken as approved and authorized by The City of Tulsa. The principal activities will consist of acquisition as authorized by this Plan and/or appropriate action of The City and redevelopment of existing structures and upon vacant properties. Administrative implementation, planning activities, developer outreach and recruitment for real estate redevelopment, job creation activities, and acquisition and disposition of property will be provided by the Tulsa Development Authority (“TDA”).

Urban Renewal Plans were originally prepared as part of the Neighborhood Program beginning in the late 1960’s. The Tulsa Development Authority is creating and/or updating Sector Plans in several neighborhoods to help guide their investment activities in burgeoning areas, including Crutchfield, Pearl District, and Crosbie Heights. Sector Plans for Unity Heritage Neighborhoods and Kendall-Whittier were completed in 2015.

RELATIONSHIP TO SMALL AREA PLAN

This Plan coordinates with the concurrent efforts to establish the Crutchfield Small Area Plan, which further advances the efforts and focus of the 2004 Crutchfield Neighborhood Revitalization Master Plan, establishes a community-based vision for the area, and addresses issues not covered in the Sector Plan, such as parks, amenities, mobility, long term land uses, adjacency and other neighborhood compatibility standards.
SECTOR PLAN STRATEGIES

AREA-WIDE STRATEGIES:

• Acquire and sell property to meet community objectives [Supports Goal 2]
• Ensure overall design and development quality [G2]
• Keep community engaged in redevelopment efforts

AREA 1 STRATEGIES: NEIGHBORHOOD STABILIZATION AND INFILL

Summary: Stabilize and revitalize the Crutchfield neighborhood, while preserving housing affordability and increasing housing choice.

Strategies:
• Focus investment to address issues relating to clouded or complicated titles to assist in redevelopment and reinvestment. [Supports Goal 3]
• Stem the impact of blighted properties [G3]
• Preserve neighborhood assets [G2, G3]
• Increase housing choice [G3]
• Maintain housing affordability [G3]
• Support appropriately located, neighborhood-scaled commercial development [G3, G4]
• Establish parameters to return publicly owned land into use for private development [G3]
• Prioritize infrastructure to support residential development [G1]
• Invest in street repair throughout the neighborhood [G1]

• Improve walkability within the neighborhood [G1, G3]
• Enhance neighborhood amenities and green space [G1, G3]
• Improve connections to adjacent areas [G1]
• Provide traffic calming on Latimer and Independence [G1]

AREA 2 STRATEGIES: CORRIDOR IMPROVEMENTS

Summary: Improve corridors to support economic activity and improve mobility options.

Strategies:
• Encourage façade restoration and preservation [Supports Goal 2]
• Encourage transit supportive development within walking distance of Peoria Avenue [G2]
• Encourage innovative adaptive reuse of commercial and industrial buildings, as well as historic buildings [G2]
• Support infill development to create more walkable corridors [G2]
• Improve areas adjacent to proposed Bus Rapid Transit (BRT) stop to reinforce neighborhood identity [G2]
• Create a pedestrian-friendly public realm [G2]
• Improve gateways along each corridor to support neighborhood identity [G2]
AREA 3 STRATEGIES: EMPLOYMENT AREAS

Summary: Support development that increases employment opportunities and commercial opportunities.

Strategies:
Invest in redevelopment opportunities to support employment [Supports Goal 4]
- Evaluate potential Tax Increment Finance (TIF) district for the area to support desired redevelopment fund improvements [G4]
- Activate large undeveloped tracts of land [G4]
- Require appropriate adjacency standards and buffering for adjacent residential uses [G2]
- Create commercial development guidelines [G2]
- Improve transportation access [G4]
- Keep community engaged in redevelopment efforts [G2]
BACKGROUND

EXISTING LAND USES AND PHYSICAL CONDITIONS

BLIGHTED PHYSICAL CONDITIONS

The Crutchfield neighborhood is a blighted area within the meaning of the Act. The Crutchfield Neighborhood Blight Study, completed in July 2018, details the blighting conditions that exist in the Sector Plan area. While parts of the Crutchfield area are well maintained homes and businesses, many buildings in Crutchfield have fallen into disrepair, and some structures are unsafe for habitation. There are a number of vacant parcels and abandoned structures. As of July 2018, the City of Tulsa had plans to issue 105 demolition orders for structures in the Crutchfield area within the following 12 months. Sidewalks along major arterials have major issues or are classified as dangerous. City officials and community members agree that Crutchfield will benefit from reinvestment and rehabilitation for the health and safety of the neighborhood.

EXISTING LAND USE

Crutchfield is not defined by any one land use; it is a truly mixed-use area, with single family and multi-family residential, commercial, and industrial uses all in close proximity. Residential uses are primarily in the middle and northeast of the study area. Residences are primarily single family, with some duplexes and smaller multi-family developments spread throughout. Commercial uses line major arterials, such as Peoria Avenue and Utica Avenue. Industrial uses, including both light and heavy industrial, are located in the north and south of the study area, along interstates and rail spurs. There are three existing parks in Crutchfield – Bullette Playground, Crutchfield Playground, and the privately-developed Latimer Playground.

ZONING

RM-1 – Residential Multifamily Low Density (35%) RM-1 allows single family homes, townhouses, duplexes, and apartments and condominiums at a maximum density of 25 units per acre.

RM-2 – Residential Multifamily Medium Density (3%) RM-2 allows single family homes, townhouses, duplexes, and apartments and condominiums at a maximum density of 39 units per acre.

OL – Office-Low (1%) OL is primarily intended to facilitate the development and preservation of low-intensity office uses, such as business or professional offices or medical offices.

CS – Commercial Shopping (0.3%) CS is primarily intended to accommodate convenience, neighborhood, subcommunity, community, and regional shopping centers.
CH – Commercial-High (5%) CH is intended to accommodate high-intensity commercial uses in the core area of the city, encourage the use of properties and existing buildings along older commercial corridors, and to minimize encroachment on stable residential neighborhoods.

IL – Industrial-Light (8%) IL is intended to provide areas suitable for manufacturing, wholesaling, warehousing, and other industrial activities that have few, if any, adverse land use or environmental impacts.

IM – Industrial-Moderate (48%) IM is intended to group together a wide range of industrial uses that may produce some moderate adverse land use or environmental impacts in terms of their operation and appearance.

PAST PLANNING EFFORTS

2004 NEIGHBORHOOD PLAN

In 2004, a group of Crutchfield property owners, business owners, and residents developed the Crutchfield Neighborhood Revitalization Plan. The plan envisions a Crutchfield that is “clean, economically viable, safe and secure.” To achieve this vision, five plan goals and objectives were created by Crutchfield community members, as detailed in the Executive Summary.

PLANiTULSA COMPREHENSIVE PLAN

The PLANiTULSA planning process created a vision for the City of Tulsa that reflects the needs and dreams of all citizens over a 20- to 30-year planning horizon. The Comprehensive Plan was adopted in July 2010. The PLANiTULSA land use map is organized around building blocks and plan categories that distinguish land use characteristics with regard to location, transportation, land use mix, employment, and housing. Six of these plan categories are represented within the Crutchfield area:

Downtown Neighborhood (39%)
Neighborhoods located outside of, but tightly integrated with, the Downtown Core. These areas are primarily pedestrian-oriented and are well connected to the Downtown Core via local transit. They feature neighborhood-scale parks and open space.

Employment (35%)
Employment areas contain office, warehousing, light manufacturing, and high tech uses. These areas require access to major arterials or interstates, and must accommodate truck traffic, along with rail in some instances. Screening and buffering is necessary when employment districts are located near residential uses.

Town Center (16%)
Town Centers are medium-scale mixed-use areas with retail, dining, services, and employment. Housing choices can include multifamily and townhouses, with small lot single family homes along the edges. Town Centers are the main transit hub for nearby neighborhoods and are pedestrian-oriented in their design.
FIGURE 3. ZONING MAP
**Mixed-Use Corridor (2%)**
Mixed-Use Corridors pair high capacity transportation facilities with housing, commercial, and employment uses. Pedestrian safety and comfort is emphasized, and buildings along the corridors are built to the sidewalk, with windows, storefronts, and active ground floor uses.

**Existing Neighborhood (7%)**
This plan category is intended to preserve and enhance existing single-family neighborhoods. Development should be limited to rehabilitation, improvement, or replacement of existing homes, with some small-scale infill. Improvements should be made to sidewalks, bike routes, and transit.

**Park and Open Space (1%)**
Parks and open spaces should be understood as forming a network, connected by green infrastructure, a transportation system, and a trail system. These areas should be protected and promoted through targeted investments, public-private partnerships, and policy changes.

**PEORIA AVENUE BUS RAPID TRANSIT**
Tulsa’s first Bus Rapid Transit (BRT) line is expected to begin service in 2019, and will run along Peoria Avenue, passing through Crutchfield. There are two planned stations in the study area – an enhanced station at Pine Street and Peoria Avenue, and a local station at Independence Street and Peoria Avenue. The 2017 Peoria Avenue BRT Land Use Framework details strategies and recommendations for land use and development, transit and connectivity, urban design, zoning, and economic development for each of the planned enhanced stations along the route.
Recommendations for the Pine Street Station include a destination town center in the station area, improved pedestrian and bike facilities and connections, streetscape improvements, and potential zoning changes to mixed-use designations at key intersections.

Crutchfield is currently served by Tulsa Transit Route 105 along Peoria and Route 222 along Pine.
FIGURE 4. PLANITULSA FUTURE LAND USE
**DEMOGRAPHIC SNAPSHOT**

**Total Population in 2016**

<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
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<tbody>
<tr>
<td>Tulsa</td>
<td>574,684</td>
</tr>
<tr>
<td>Crutchfield</td>
<td>1,893</td>
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</table>

**AGE**

Crutchfield is younger than Tulsa as a whole – one-third of residents in Crutchfield are younger than 18, compared to one-quarter of Tulsa residents. Additionally, the proportion of Crutchfield residents over 65 (6%) is lower than Tulsa overall (13%).

**RACE/ETHNICITY**

The majority of Crutchfield residents (61%) identify as Hispanic, a much larger percentage than Tulsa as a whole (15%). There is a much lower percentage of White residents in Crutchfield (19%) than Tulsa (56%). The two geographies have similar percentages of Black or African American residents, Native American residents, and residents who identify as two or more races.
**HOUSEHOLD INCOME**

The median household income (MHI) in Crutchfield is $26,424, only 61% of the MHI in Tulsa overall ($43,045). More than half of Crutchfield households have incomes below $30,000, and only 14% of households have incomes greater than $60,000. In Tulsa, 35% of households earn less than $30,000 per year, and 35% of households have incomes greater than $60,000.

**HOUSING MIX AND TENURE**

The majority (86%) of residences in Crutchfield are detached single family homes. In Tulsa, detached single family homes make up 63% of housing. There is a smaller proportion of multifamily dwellings in Crutchfield (10%) than in Tulsa as a whole (10%). In both Crutchfield and Tulsa, there is an approximately 50/50 split between those who rent their homes and home owners, with a slightly higher percentage of renters in Crutchfield.

Crutchfield demographics were analyzed using Tulsa County, OK Census Tract 12, Block Group 1, the closest geographic fit to the Crutchfield study area boundaries. Data comes from US Census Bureau 2016 ACCS 5-year estimate.
COMMUNITY WORKSHOPS

A community workshop was held on March 1st, 2018 in Crutchfield. 52 participants completed 7 workshop maps. The following maps show frequency of comments of community input on five topic areas. Each map includes community desires related to a combination of themes, listed alongside each map.

Key Takeaways:
- Desire for increased safety and lighting, particularly along route connecting to downtown
- Desire for additional community spaces and parks
- Desire for improvements focused around the intersection of Peoria and Independence
- Interest in continuing industrial uses in the existing southern industrial areas closer to interstate
- Interest in retail along Peoria and Utica

Figure 5. Housing
- SF-Residential
- Condos
- Townhomes

Figure 6. New Development
- Basic Services
- Commercial
- Development
- Mixed-Use Development
- Retail
**FIGURE 7. ACTIVE TRANSIT**

- Bike Lanes
- Sidewalk Improvements
- Crosswalks
- Enhanced Transit Facilities
- Safety Improvements
- Street/Pedestrian Lighting
- Transit Priority Lanes

**FIGURE 8. COMMUNITY SPACES**

- Historic Preservation
- Parks/Open Space
- Community Facilities

**FIGURE 9. ROADWAY SAFETY**

- Street/Pedestrian Lighting
- Safety Improvements
- Road Improvements
- New Traffic Signals
- Crosswalks
- Traffic Calming
PROGRESS AND CHANGE

The 2004 Crutchfield Revitalization Master Plan contains five goals to achieve the community vision for the neighborhood, with numerous specific objectives for each. In the years since the plan was created, the City of Tulsa has initiated work and achieved many of these objectives. Following is an accounting of the City’s progress from 2004 to 2018.

Goal 1: Improve the Crutchfield neighborhood infrastructure and preserve the existing residential areas for residential use.

<table>
<thead>
<tr>
<th>NUMBER</th>
<th>ACTION</th>
<th>LEAD ENTITY AND STATUS</th>
<th>PROGRESS TO DATE</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.1</td>
<td>Streets: Repair all residential streets in area</td>
<td>City; On-going</td>
<td>Fix our streets and Improve our Tulsa campaigns; 2-year completion timeline</td>
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<tr>
<td>1.2</td>
<td>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.</td>
<td>City; On-going</td>
<td>2-year completion timeline</td>
</tr>
<tr>
<td>1.3</td>
<td>Water and Sewer: Repair, replace, upgrade to ensure that capacities are adequate to meet future growth (especially industrial) needs.</td>
<td>City Public Works; Initiated</td>
<td>Awaiting electric and gas; 2-year completion timeline</td>
</tr>
<tr>
<td>1.4</td>
<td>Electric and Natural Gas: Upgrade as necessary to meet expanding commercial and industrial needs</td>
<td>City and franchisees; Initiated, On-going</td>
<td></td>
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<tr>
<td>1.5</td>
<td>Parks and Recreational areas: Improve and upgrade parks to better serve the community</td>
<td>City; On-going</td>
<td>Now managed through CIP</td>
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<tr>
<td>1.6</td>
<td>Public Safety: Improve streetlights and pedestrian crossings</td>
<td>City; On-going</td>
<td>Implemented minimum safety requirements</td>
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<tr>
<td>1.7</td>
<td>Improve Flood Protection: Address recurrent street flooding problem on Peoria below the Burlington Northern train bridge.</td>
<td>City; On-going</td>
<td>Two facilities have been installed that serve Crutchfield</td>
</tr>
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</table>
1.8 Pursue the creation of an **Urban Renewal Plan and Tax Increment Plan** as a means of securing funding for infrastructure improvements in this area.

**Goal 2: Modify land use and design standards to ensure compatible infill development.**

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<th>NUMBER</th>
<th>ACTION</th>
<th>LEAD ENTITY AND STATUS</th>
<th>PROGRESS TO DATE</th>
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<tbody>
<tr>
<td>2.1</td>
<td>Allow for a mix of varied but compatible land uses in specifically designated areas.</td>
<td>City; On-going</td>
<td>On-going coordination between City, TDA and INCOG to ensure zoning compatibility</td>
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<tr>
<td>2.2</td>
<td>Compatibility within adjacent buildings: require high architectural standards including materials, pedestrian-oriented entrances</td>
<td>On-going</td>
<td>Managed through Neighborhood Association; applies primarily to existing development</td>
</tr>
<tr>
<td>2.3</td>
<td>Change setback requirements for commercial corridors to maintain edge on or near street edge</td>
<td>Not initiated</td>
<td>Only as new development occurs; recommend using prevailing setbacks for commercial and residential infill development on properties TDA owns or controls</td>
</tr>
<tr>
<td>2.4</td>
<td>Flexible parking requirements to encourage building reuse</td>
<td>Not initiated</td>
<td>Only as new development occurs</td>
</tr>
<tr>
<td>2.5</td>
<td>Reduce landscaping requirements to support infill development on smaller commercial lots</td>
<td>INCOG; Not initiated</td>
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**Goal 3: Stabilize and improve the housing market; advocate for the building of a new K-8 public school.**

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<tr>
<th>NUMBER</th>
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<th>LEAD ENTITY AND STATUS</th>
<th>PROGRESS TO DATE</th>
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<tr>
<td>3.1</td>
<td>Advocate for new school to serve K-8 students</td>
<td>Resolved</td>
<td>New school planned west of the study area to include Crutchfield</td>
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<tr>
<td>3.2</td>
<td>Stabilize existing housing – increase awareness of existing programs provided by City and nonprofits</td>
<td>City; On-going</td>
<td></td>
</tr>
<tr>
<td>3.3</td>
<td>Encourage new residential construction on vacant lots</td>
<td>TDA; On-going</td>
<td></td>
</tr>
<tr>
<td>Number</td>
<td>Action</td>
<td>Lead Entity and Status</td>
<td>Progress to Date</td>
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<td>--------</td>
<td>--------------------------------------------------------------------------------------------------</td>
<td>---------------------------------------------------------------------------------------------------------</td>
<td>-----------------------------------------------------------------------------------------------------------</td>
</tr>
<tr>
<td>3.4</td>
<td>Continue blight removal</td>
<td>TDA, City; On-going</td>
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<tr>
<td>3.5</td>
<td>Seek and develop public-private partnerships to fund and promote housing and public improvements. Develop an Urban Renewal Plan and Tax Increment Financing plan</td>
<td>Initiated</td>
<td>This Sector Plan will guide TDA’s efforts in Crutchfield</td>
</tr>
<tr>
<td>3.6</td>
<td>Remove the Lowell School building and make land available for residential development (single family detached units)</td>
<td>Completed</td>
<td>Property repurposed as ropes course and indoor gym</td>
</tr>
</tbody>
</table>

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

<table>
<thead>
<tr>
<th>Number</th>
<th>Action</th>
<th>Lead Entity and Status</th>
<th>Progress to Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>4.1</td>
<td>Seek and develop public and private partnerships to fund and promote economic development</td>
<td>TDA, Mayors Office of Economic Development, City Grants Administration; Not initiated</td>
<td></td>
</tr>
<tr>
<td>4.2</td>
<td>Identify and convert underutilized commercial sites for office, light manufacturing and small warehouse uses</td>
<td>TDA; Not initiated</td>
<td></td>
</tr>
<tr>
<td>4.3</td>
<td>Remove Lowell School and make property available for commercial use</td>
<td>Completed</td>
<td></td>
</tr>
<tr>
<td>4.4</td>
<td>Overcome barriers to private mortgage financing in this neighborhood</td>
<td>City; On-going</td>
<td>Encourage participation in aid and recovery programs</td>
</tr>
</tbody>
</table>

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

<table>
<thead>
<tr>
<th>Number</th>
<th>Action</th>
<th>Lead Entity and Status</th>
<th>Progress to Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>5.1</td>
<td>Develop partnerships with local agencies to address escalating neighborhood needs, resulting from a neighborhood with a growing population and diversity</td>
<td>City; Not initiated</td>
<td></td>
</tr>
</tbody>
</table>
CARRYING THE GOALS FORWARD

This Sector Plan carries forward the goals from the 2004 plan with practical and actionable implementation steps that will guide the Tulsa Development Authority. The following demonstrates how the strategies of the Crutchfield Sector Plan furthers the community goals for the neighborhood. As the Area Plan is updated, this Sector Plan will be incorporated as an appendix of additional implementation steps specific to TDA.

Goal 1: Improve the Crutchfield neighborhood infrastructure and preserve the existing residential areas for residential use.

Sector Plan strategies to achieve Goal 1:
- Prioritize infrastructure to support residential development
- Invest in street repair throughout the neighborhood
- Improve walkability within the neighborhood
- Enhance neighborhood amenities and green space
- Improve connections to adjacent areas

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.

Sector Plan strategies to achieve Goal 2:
- Acquire and sell property to meet community objectives
- Preserve neighborhood assets
- Encourage façade restoration and preservation
- Encourage transit supportive development within walking distance of Peoria Avenue
- Encourage innovative adaptive reuse of commercial and industrial buildings, as well as historic buildings
- Support infill development to create more walkable corridors
- Improve areas adjacent to proposed Bus Rapid Transit (BRT) stop to reinforce neighborhood identity
- Create a pedestrian-friendly public realm
- Improve gateways along each corridor to support neighborhood identity
- Ensure appropriate adjacency standards and buffering for adjacent residential uses
- Create commercial development guidelines
Goal 3: Stabilize and improve housing market in the area and advocate the building of a new K-8 public school in the area.

Sector Plan strategies to achieve Goal 3:
- Establish parameters to return publicly owned land into use for private development
- Focus investment to address issues relating to clouded or complicated titles to assist in redevelopment and reinvestment.
- Stem the impact of blighted properties
- Preserve neighborhood assets
- Increase housing choice
- Maintain housing affordability
- Support appropriately located, neighborhood-scaled commercial development
- Invest in street repair throughout the neighborhood
- Improve walkability within the neighborhood
- Enhance neighborhood amenities and green space

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

Sector Plan strategies to achieve Goal 4:
- Support appropriately located, neighborhood-scaled commercial development
- Invest in redevelopment opportunities to support employment
- Evaluate potential Tax Increment Finance (TIF) district for the area to support desired redevelopment fund improvements
- Activate large undeveloped tracts of land
- Improve transportation access

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

Given the development nature of this document, strategies do not focus on social service delivery.
IMPLEMENTATION

Implementation strategies in this plan are organized by three geographic focus areas. Each of these focus areas includes a set of investment strategies to guide development investment, development strategies to provide parameters for building and development, and supportive capital investment strategies which identify capital projects that are needed to support desired change.

- **AREA-WIDE STRATEGIES**  
- **AREA 1: NEIGHBORHOOD STABILIZATION AND INFILL**  
- **AREA 2: CORRIDOR IMPROVEMENTS**  
- **AREA 3: EMPLOYMENT AREAS**
AREA-WIDE STRATEGIES

S01. Acquire and sell property to meet community objectives [G2]

This Plan grants TDA the authority to acquire and sell property to foster revitalization of the Crutchfield neighborhood.

**TDA Actions:**
- Undertake negotiation for the acquisition of property by determined to be incompatible with approved redevelopment projects to better facilitate cohesive and comprehensive redevelopment. Seek to voluntarily acquire properties to create parcels capable of redevelopment adhering to detailed design guidelines established through the Small Area Plan and/or the objectives of this Sector Plan. Where necessary or advisable, exercise statutory authority powers for acquisition.
- Consult with City of Tulsa and INCOG in crafting development criteria or deed restrictions to support community goals when selling publicly owned properties. These restrictions could influence building design, buffering of uses, and/or affordability, among other considerations.

S02. Ensure overall design and development quality [Supports G2]

Guiding and monitoring development is a continuing effort. Ensuring that projects and investments are advancing the overall vision for Crutchfield requires clear guidance and thoughtful oversight.

**TDA Actions:**
- Negotiate and execute development agreements for properties receiving TDA assistance that require adherence to detailed design guidelines.
- Coordinate with INCOG to ensure compatibility of design requirements with established and existing zoning and design requirements.
- Explore a collaborative design review process with INCOG and City of Tulsa for projects receiving TDA assistance to:
  - Ensure compliance with guidelines and objectives in this document, as well as potential development agreements, for projects receiving incentives.
  - Evaluate public projects, such as streetscape improvements and other public investment.
  - Support the adoption of general design guidelines as part of the process to update the Crutchfield Small Area Plan.
• Require developments to adhere to design guidelines established through the Small Area Plan.

• Seek to voluntarily acquire properties to create parcels capable of redevelopment adhering to detailed design guidelines established through the Small Area Plan and/or the objectives of this Sector Plan.

S03. Keep community engaged in redevelopment efforts [G2]

As neighborhoods such as Crutchfield experience change, tensions inevitably arise between residents and development interests. Ongoing dialogue is necessary to ensure that the community’s vision is being met, while also responding and adjusting to market changes.

TDA Actions:
• Partner with the City of Tulsa to support an ongoing dialogue through the following methods:
  • Hosting ongoing town halls focused on implementation efforts.
  • Providing opportunities for community input into major public design initiatives through public meetings.
  • Maintaining a website or newsletter that tracks development activity and markets significant changes on the horizon in the area.
AREA 1: NEIGHBORHOOD STABILIZATION AND INFILL

Summary: Stabilize and revitalize the Crutchfield neighborhood, while preserving housing affordability and increasing housing choice.

The Crutchfield neighborhood benefits from close proximity to downtown, easy access to regional highways, and a location on the proposed BRT line. Infill housing will benefit from these advantages as well, and given the amount of vacant land, there is a need to guide infill housing in a manner that will contribute to the quality and character of the neighborhood.

Community input during the Sector Planning process highlighted the opportunity to create a neighborhood that is attractive to a variety of household types, income levels and age groups. Continued housing affordability was raised as a common concern that should be addressed as development unfolds. These strategies focus on encouraging appropriate housing development and supporting neighborhood amenities that improve the quality of life for current and future residents.

INVESTMENT STRATEGIES

S04. Establish parameters to return publicly owned land into use for private development [G3]

Land in public ownership is an asset that can be leveraged to make desired change happen in the neighborhood. The process for TDA to acquire and sell land that should be strategic and done in a manner that achieves broader plan objectives.

TDA Actions:
• Categorize publicly owned land that is available for redevelopment by type of desired development.
• Solicit assistance to developers of difficult sites (publicly or privately owned) where TDA can be a partner.

• Require private redevelopment of publicly owned lots adhere to development criteria outlined in this plan as a condition of sale.
• Prioritize redevelopment in focus areas in Map 1, while also considering other areas in Crutchfield Sector area as needed.
• Develop and implement an acquisition and improvement strategy for Crutchfield, targeting public or private investment to improve or acquire strategic properties.
• Seek to voluntarily acquire identified properties. Where necessary or advisable, exercise statutory authority powers for acquisition.
S05. Focus investment to address issues relating to clouded or complicated titles to assist in redevelopment and reinvestment. [Supports G3]

Complicated title issues often result in difficulty in real estate transactions due to the inability to locate owners or unclear ownership, which can inhibit or slow the redevelopment and revitalization process. Proactively addressing these issues can help to return more properties to productive use and strengthen the neighborhood.

TDA Actions:
• Support identifying and mapping properties with complex title issues as part of the Small Area Plan process and define which properties may be acquisition candidates.

• If mapped properties represent acquisition candidates, prioritize them for investment by TDA to return to productive use as a capital implementation step in the Small Area Plan.

• Seek to voluntarily acquire identified properties. Where necessary or advisable, exercise statutory authority powers for acquisition.

S06. Stem the impacts of blight [G3]

The Crutchfield Blight Study (2018) found evidence of blight as defined by Oklahoma Urban Renewal Law 11 O.S. § 38-101(8) due to vacancy, abandoned buildings, declining property values, demolition activity, and deterioriated public infrastructure. Blight, especially in the form of vacant and abandoned properties, can have a detrimental impact upon a neighborhood. Not only can they inhibit area redevelopment, but they can also negatively impact property values and quality of life within a neighborhood. Successful development and investment will require that any issues of blight be identified and addressed in order to provide certainty to the market and encourage future reinvestment.

This Sector Plan serves as a link between local efforts through the TDA to address blight and improve the community and national programs, such as Community Development Block Grants, that are part of the suite of programs administered by the Department of Housing and Urban Development [HUD] with the objective of addressing blight.

TDA Actions:
• Develop and implement an acquisition and improvement strategy for Crutchfield targeting public or private investment to improve or acquire properties identified as blighted or located within areas identified as blighted, as part of a broader acquisition strategy.

• Maintain an annually updated inventory of vacant properties.

• Coordinate with City of Tulsa Code Enforcement to work cooperatively with property owners to educate them and address code violations.

• Evaluate and outline legal remedies to address blighted properties and areas within neighborhoods.

• Market lots for infill development of affordable housing to home-building community.

• Inventory vacant buildings in good repair.
and identify candidates that can be activated through temporary uses, such as community gardens.

- Improve tax foreclosure pipeline/land banking programming.
- Seek to voluntarily acquire properties that are vacant or abandoned.

**S07. Preserve neighborhood assets [G2, G3]**

Many things contribute to community character—open space, historic assets, street design. Identifying those elements within Crutchfield that contribute to the overall quality of the neighborhood and then working to protect them will help to maintain and enhance the overall character and quality of the neighborhood.

**TDA Actions:**
Support the small area’s recommendations to:

- Identify and map historic and other neighborhood assets within Crutchfield.
- Evaluate potential historic protection for the most significant historic assets where appropriate, looking specifically at the Fairgrounds property in the southwestern area of the neighborhood.
- Encourage the adaptive reuse of important assets through programs such as economic development grants for facade restoration, tax incentives for investment to stabilize and preserve historic properties.
- Encourage small scale commercial uses within neighborhoods by providing flexibility for adaptive reuse of historic structures, while putting adjacency protections in place to limit impacts of uses.

**DEVELOPMENT STRATEGIES**

**S08. Increase housing choice [G3]**

Providing a range of innovative housing options can contribute to neighborhood character, and can also provide affordable housing options, as well as appeal to a range of household types and age ranges. Emphasis should be placed on housing types that are compatible with the single-family character of the area, with multi-family being limited to small-scale products that integrate into the neighborhood or as part of a mixed-use development on larger development sites, if appropriate.

**TDA Actions:**
- Support zoning regulations for the Crutchfield neighborhood to ensure a range of housing types is allowed (see table below).
- As part of the Small Area Plan, coordinate with INCOG and City of Tulsa to identify necessary zoning changes to support this mix of housing types.
- As part of the Small Area Plan Process, coordinate with INCOG and City of Tulsa to develop detailed design standards for housing types and evaluate for inclusion into zoning changes or require compliance with design criteria as a condition of receiving TDA funds.
- Fund pilot demonstration program to construct alternative housing types.
• Encourage development that maintains the existing block and street patterns.

• Discourage large-scale multifamily development.

• Seek to voluntarily acquire properties that are determined to be incompatible with an approved redevelopment project to better facilitate cohesive and comprehensive redevelopment.
<table>
<thead>
<tr>
<th>Housing Type</th>
<th>Location Parameters</th>
<th>Development Characteristics</th>
</tr>
</thead>
<tbody>
<tr>
<td>Traditional Single Family</td>
<td>Throughout Crutchfield</td>
<td>Front porches and parking to the rear</td>
</tr>
<tr>
<td>Skinny House</td>
<td>Existing narrow lots</td>
<td>Single-unit house. Generally on 25-foot wide lots with front porches and parking to the rear; one to one and half stories</td>
</tr>
<tr>
<td>Cottage Housing</td>
<td>Large tracts to accommodate 4-12 units, typically as a buffer</td>
<td>Single-unit house. Small footprint homes [400-1,000 sf]; required common open space; consolidated parking; front porches; one to one and a half stories</td>
</tr>
<tr>
<td>Duplex</td>
<td>Neighborhood edge or transition areas</td>
<td>Two-unit house. Has the overall look of a single-family home; parking to the rear; front porches; one or two stories</td>
</tr>
<tr>
<td>Multi-unit House (Triplex)</td>
<td>Neighborhood edge or transition areas</td>
<td>Three-unit house. Has the overall look of a single-family home; parking to the rear; front porches; generally two stories</td>
</tr>
<tr>
<td>Multi-unit House (Quadplex)</td>
<td>Neighborhood edge or transition areas</td>
<td>Four-unit house. Has the overall look of a single-family home with a single entrance to the structure; parking to the rear; generally two stories</td>
</tr>
<tr>
<td>Town Home</td>
<td>Along the edge of the neighborhood, busier streets, or lining neighborhood amenities such as parks and schools.</td>
<td>Doors oriented toward the street, with parking to the rear; developed in buildings consisting of 8 or fewer units; typically, 3 stories, with opportunities for roof decks</td>
</tr>
<tr>
<td>Live-Work Units</td>
<td>Along the edge of the neighborhood or busier streets,</td>
<td>Generally, 2-4 story structures, with the ground floor is occupied by office, retail or studio space for the inhabitant of the dwelling unit, generally located on upper floors; doors are oriented toward the street.</td>
</tr>
<tr>
<td>Accessory Dwelling Units</td>
<td>Throughout Crutchfield</td>
<td>Additional dwelling units generally in detached structures that are smaller in area than the main structure</td>
</tr>
</tbody>
</table>
Traditional

Skinny House

Cottage Housing

Duplex

Multi-unit House: Triplex

Multi-unit House: Quadplex

Town Home

Live-Work Units

Accessory Dwelling Units

Kol Peterson, Oregon Live
**S09. Maintain housing affordability [G3]**

As Crutchfield experiences redevelopment, one of the main concerns expressed by the community is ensuring that there are still affordable housing options. Balancing new development with maintaining affordability is a common challenge in neighborhoods poised to experience growth as Crutchfield is.

**TDA Actions:**

- Encourage development that includes affordable units for all TDA-supported residential projects.
- Work with city to evaluate waiving or reducing development fees, and take advantage of the City’s expedited development review for affordable housing projects.
- Research low interest home loans or mortgage assistance programs available to households meeting affordability requirements.
- Use the Small Area Planning process to support housing affordability.
  - Develop a pattern book of approved plans for affordable development that are permit-ready.
  - Define a percentage of housing receiving TDA investment that is required to be affordable, and require that affordability be secured on the property for 15 years.

**S10. Support appropriately located, neighborhood-scaled commercial development [G3, G4]**

Crutchfield has a history and development pattern of integrated small scale commercial services and personal services distributed throughout the neighborhood. If executed appropriately, supporting this same development pattern going forward could provide for a unique and desirable neighborhood.

**TDA Actions:**

- Provide small business assistance to encourage entrepreneurs within the neighborhood.
- Provide public funding to encourage live-work opportunities.
- Encourage development regulations that support live-work development that is sensitive to the context of the neighborhood.

**Supportive Capital Investment Strategies**

**S11. Prioritize infrastructure to support residential development [G1]**

One barrier to housing development is the expense associated with upgrading infrastructure so that it can support desired development because of age or capacity. Proactively investing in infrastructure improvements can reduce the cost burden on the development community and make desired redevelopment more likely to happen.
**TDA Actions:**
- Research development of a Green Alleyways Program in conjunction with the Engineering Services Department and the Streets and Stormwater Department.
- Coordinate with franchise utilities to ensure utilities are modernized to meet demands of redevelopment, such as high-speed internet coverage throughout neighborhood.
- As an outcome of the Small Area Planning process, coordinate with the City of Tulsa to develop a capital improvement plan that outlines and prioritizes necessary infrastructure replacement and upgrades, such as water/wastewater, as well as residential streets and alleys.

**S12. Invest in street repair throughout the neighborhood**

In addition to necessary upgrades in sidewalk infrastructure, street conditions were identified by the community as a priority.

**TDA Actions:**
- Work with Engineering Services to review and update the inventory of street conditions in the neighborhood.
- Identify priority residential streets for needed improvements.
- Ensure that street improvements are coordinated with other necessary utility upgrades in the area.

**S13. Improve walkability within the neighborhood [G1, G3]**

Walkability within the neighborhood is desired to improve the quality of life in the community, improve access to area destinations, and increase access to existing and planned transit.

**TDA Actions:**
- Update and maintain inventory of pedestrian infrastructure, including sidewalk locations and conditions, as well as pedestrian lighting.
- Prioritize investment in sidewalks to eliminate gaps and improve access to transit, local retail, and other neighborhood amenities.
- Increase pedestrian lighting as necessary throughout the neighborhood, coordinating with the City of Tulsa on implementation and funding.
### S14. Enhance neighborhood amenities and green space [G1, G3]

The character and desirability of the housing stock is only one component contributing to desirability of a neighborhood. Amenities such as open space, bicycle infrastructure, and other community assets are integral parts of enhancing the quality of life in the neighborhood.

**TDA Actions:**
- Through the Small Area Planning process, support the development of an open space plan for the Crutchfield neighborhood that is consistent with the Parks Master Plan.

  - Develop a plan for and upgrade Bullette Playground and Crutchfield Park
  - Identify potential improvements to private open space, such as Latimer Playground.
  - Evaluate publicly owned land for properties that could provide additional open space opportunities.
  - Include an overall plan for bicycle connections through the area, and identify opportunities for implementation, consistent with GO Plan.
  - Explore use of unused railbeds as potential bicycle corridors.
  - Work with stakeholders to develop a Capital Improvement Plan to fund neighborhood amenities, as part of the implementation component of the Small Area Plan.

### S15. Improve connections to adjacent areas [G1]

Neighborhood connections exist along Archer and Independence crossing US 75 to the west. These provide connections to downtown and the proposed BMX headquarters project anticipated on the former Evans-Fintube sites. However, community members identified these crossings to improve safety and security for pedestrians and bicyclists. While these gateways extend beyond the boundaries of the Crutchfield neighborhood, improvements to these entrances will support the neighborhood through enhanced connectivity to downtown.

**TDA Actions:**
- Coordinate with ODOT to ensure safe, multi-modal access across US 75 at Independence Street and East Archer Street.

  - Coordinate with the City of Tulsa to create an enhanced intersection design for the intersections of Independence Street at North Madison Avenue and East Archer Street at North Madison Avenue.

  - Design and install neighborhood identity signage to be installed at major gateways into the area, including I-244 highway underpasses at Peoria and Utica.

  - Explore opportunities to integrate public art or enhanced lighting for US 75 crossings at Independence Street and East Archer Street.
S16. Provide traffic calming on Latimer and Independence

East-west thoroughfares are limited in Crutchfield; however, both Latimer and Independence serve as cut-throughs for vehicular traffic. The volume and speed of traffic on both streets was identified by the community as a safety issue that needed to be addressed.

TDA Actions:
- Work with neighborhood representatives, business owners, and the City of Tulsa to develop a traffic calming plan for Independence and Latimer.
- Ensure that improvements are included as part of a capital budget for improvements to the area as part of the implementation process for the Small Area Plan.
AREA 2: CORRIDOR IMPROVEMENTS

Summary: Improve corridors to support economic activity and improve mobility options.

Two main corridors - Peoria Avenue and Utica Avenue - run through the Crutchfield neighborhood, connecting it to the neighborhoods north and the south.

These corridors serve not only as primary transportation routes, but also provide retail and service needs to area residents, as well as an opportunity to further shape the identity of the neighborhood through an improved public realm and redevelopment and adaptive reuse of structures along each corridor.

Peoria Avenue is the route for Tulsa’s first Bus Rapid Transit (BRT) line, slated to begin operation in 2019. This further solidifies the importance and significance of this corridor. These strategies focus on improving the quality of experience and increasing economic activity along each corridor.

Additionally, Independence Street, Latimer Street, Archer Street and Admiral Boulevard are important east-west connections and should be planned to serve as key economic corridors as Crutchfield redevelops.

INVESTMENT STRATEGIES

S17. Encourage façade restoration and preservation [Supports G2]

Store fronts along portions of Peoria Avenue and Utica Avenue provide opportunities for economic development through adaptive reuse of existing buildings. The thoughtful revitalization of under-valued and under-utilized commercial structures along the main corridors within the neighborhood can help reshape the identity of the district.

TDA Actions:
• Support the Peoria Avenue Bus Rapid Transit (BRT) Land Use Framework Plan recommendations for façade restoration and improvements:
  • Inventory building facades that should be prioritized for restoration and preservation.
  • Establish funds to provide developer and property owner assistance to maintain the integrity of significant facades, through grants or low-interest loans.
  • Establish criteria for participation in the program, including requirements for facade improvements, as well as protections to improved facades from future changes inconsistent with design criteria.
  • Apply a similar approach to façade restoration and preservation along Utica Avenue.
S18. Encourage transit supportive development within walking distance of Peoria Avenue [G2]

The development of Bus Rapid Transit along Peoria Avenue, will increase the significance of this corridor to the neighborhood and city as a whole. Making the most of this investment will require planning that ensures an active pedestrian environment and a mix of uses within walking distance of the proposed stop at Independence.

**TDA Actions:**
- Evaluate existing conditions and uses within ¼ mile and ½ mile of proposed BRT stop.
- Identify priority sites for infill residential development, and incentivize private investment in the development of these sites.
- Support requiring retail and other active uses along the ground floor of Peoria Avenue.
- Evaluate pedestrian and bicycle access to proposed BRT stops.
- Seek to voluntarily acquire priority sites for infill residential development through private investment. Where necessary or advisable, exercise statutory authority powers for acquisition.

S19. Encourage innovative adaptive reuse of commercial and industrial buildings, as well as historic buildings [G2]

Providing destinations and services to the residents of the area, as well as visitors can increase the marketability of the area for additional housing and improve the overall image of the area. There is an existing stock of commercial buildings that can creatively be reimagined to introduce additional uses within the area.

**TDA Actions:**
- Inventory existing historic buildings along both corridors.
- Research potential tax credits and other benefits to adaptive reuse of historic buildings and market to existing owners.
- Support continued reductions to parking requirements for adaptive reuse of buildings along both corridors, and encourage shared parking among uses when appropriate.
- Improve areas in front of existing commercial structures with active outdoor uses such as seating and improved landscaping.
- Encourage upgrading or removing fencing along street edge and removing barbed wire.
- Partner with the city to convene a Code committee to identify and recommend innovative solutions to building code challenges to reuse buildings.

**DEVELOPMENT STRATEGIES**

S20. Support infill development to create more walkable corridors [G2]

Retrofitting commercial corridors to become more walkable is a multi-pronged process. In addition to strategic investment in the right-of-way to improve pedestrian comfort, adjacent development should also be responsive to the
pedestrian experience. In some commercial/industrial corridors this can be a challenge, since the existing building stock was not designed with this in mind. However, innovative design solutions as part of an approach to adaptive reuse can improve the pedestrian environment while creating a unique character still rooted in the industrial past of the area.

**TDA Actions:**

- TDA should support development regulations such as a zoning overlay district that will apply to each corridor that achieve the following:
  
  - Develop infill guidelines that outline opportunities and best practices to retrofit existing commercial development
  
  - Define a wide sidewalk width for new development and redevelopment to ensure pedestrian comfort and safety along these high-traffic corridors
  
  - Ensure new commercial construction be brought out to the street edge to better define a street wall
  
  - Ensure new residential construction be sited along prevailing setback of the existing original housing stock
  
  - Require new construction to have a high-level of ground floor transparency and doors fronting the street
  
- Encourage investment in the adaptive reuse of commercial and industrial structures along Peoria Avenue and Utica Avenue that transitions buildings to retail and personal service uses.

**SUPPORTIVE CAPITAL INVESTMENT STRATEGIES**

**S21. Improve areas adjacent to proposed Bus Rapid Transit (BRT) stop to reinforce neighborhood identity [G2]**

Identify opportunities to build upon the proposed BRT stop design with adjacent amenities that build neighborhood identity.

**TDA Actions:**

- Integrate public art into areas adjacent to transit stops.
  
- Improve landscaping at both the Pine Street and Independence Street stations.
  
- Ensure sidewalk and bike facilities connect to the transit stop areas.

**S22. Create a pedestrian-friendly public realm within the area and that connects to adjacent districts [G2]**

In conjunction with an overall pedestrian plan for the Crutchfield area, street improvements should be designed to prioritize the pedestrian experience, particularly in close proximity to transit stops and other high traffic pedestrian destinations.

**TDA Actions:**

- Support the design and construction of streetscape improvements with wide sidewalks and amenities to support increased pedestrian mobility, improved access to proposed transit stops, and support bicycle infrastructure for both Peoria Avenue and Utica Avenue.
• Support improving Peoria streetscape in connection to the proposed BRT road diet (to 3 lanes), pedestrian refuge island, and landscaped median.

• Support improving Utica streetscape to create a cohesive corridor from the Pearl District to Pine.

• Support improving streetscapes of Archer Street (between Peoria and Madison) and of Admiral Boulevard (between Utica and Madison) to build an.

• Advocate to address safety concerns at Utica overpass over the rail line just south of Independence.

• Use existing public art program to integrate public art into streetscape improvements.

• Invest in or require through development process enhanced street furnishings to support people walking and biking.

• Coordinate with City to develop enhanced streetscaping and pedestrian friendly connection along Archer Street between Madison Street and Greenwood Avenue (outside the study area boundary, connecting to downtown).

S23. Improve gateways along each corridor to support neighborhood identity [G2]

Currently some entry points into the neighborhood are seen as a liability that detracts from the perception of the area due to undesirable activities or physical qualities of the place, particularly at the I-244 corridor. These gateways should be improved and enhanced to strengthen the identity of the neighborhood, create a welcoming entry into the community, and emphasize the connection to adjacent neighborhoods.

**TDA Actions:**

• Coordinate gateway and intersection improvements with enhanced BRT station design at Peoria Avenue and Pine Street.

• Coordinate with the City to develop an enhanced intersection design for Pine Street at Utica Avenue.

• Coordinate with ODOT to ensure safe, multi-modal access across I-244 at Peoria Avenue and Utica Avenue.

• Explore opportunities to integrate public art or enhanced lighting for I-244 crossings at Peoria Avenue and Utica Avenue, including signature public art that is visible from the highway.

• Coordinate with the City to develop an enhancement plan for the under passes under the railroad at Peoria Avenue and Utica Avenue.
AREA 3: EMPLOYMENT AREAS

Summary: Improve corridors to support economic activity and improve mobility options.

Crutchfield has a history of having a balance between housing and employment uses. Anecdotes of the whistle blowing to signal time for residents to walk to work are part of the heritage of this area. This integrated mix of employment and residential uses was identified during the public outreach process as an asset to be maintained.

While presenting unique challenges regarding compatibility of land uses, the legacy of employment being within close proximity of housing can be leveraged to add to the appeal to this neighborhood if managed properly. These strategies focus on supporting economic development in the Crutchfield neighborhood based upon its unique past, and outlining approaches to dealing with the area’s largest undeveloped tracts of land to create additional job opportunities.

INVESTMENT STRATEGIES

S24. Invest in redevelopment opportunities to support employment [Supports G4]

There is a unique opportunity to continue the heritage of integrated employment sites within the neighborhood, providing an increased commercial job base within close proximity to downtown.

**TDA Actions:**
- Coordinate with citywide market study currently underway to identify most appropriate commercial uses within the Crutchfield neighborhood.
- Empanel a working group of real estate professionals from a variety of disciplines to identify hurdles to redevelopment of commercial properties within the area.
- Through the Small Area Planning process, identify residential structures in areas slated to be transitioned to commercial uses over time.
- Coordinate with the City and Tulsa Metropolitan Area Planning Commission (TMAPC) to evaluate zoning code and recommend adjustments to allow temporary or transitory uses to support incremental change and bring increased activity to the area.
- Establish local or mobile presence of a business assistance center to aid in the start-up and running of small businesses and home-based businesses in the area.
- Seek to voluntarily acquire properties in areas slated to be transitioned to commercial uses.
S25. Evaluate potential Tax Increment Finance (TIF) district for the area to support desired redevelopment fund improvements [G4]

Tax Increment Financing could be a useful mechanism to encourage reinvestment in the area, while providing a revenue stream to fund necessary public improvements.

**TDA Actions:**
- Evaluate possible boundaries and forecast revenue generation potential of a TIF district.
- Coordinate with taxing jurisdictions regarding potential participation in a TIF district.
- Outline public improvements that could be funded through the TIF district.


Developing large vacant properties within Crutchfield can serve as a major catalyst for change in the neighborhood, while providing additional jobs as well as retail and service options.

**TDA Actions:**
- Coordinate with Small Area Planning Process to identify range of potential development scenarios.
- Work with property owners to define an incentive package tailored to the redevelopment of catalytic sites.
- Negotiate and execute development agreements that tie incentives to specific development performance on each site and its associated package of incentives.

**DEVELOPMENT STRATEGIES**

S27. Ensure appropriate adjacency standards and buffering for adjacent residential uses [G2]

A key to the successful integration of employment and residential uses is mitigating impacts of commercial uses upon nearby residential properties. Without these standards, negative impacts of commercial uses can be a destabilizing force within the neighborhoods.

**TDA Actions:**
- Through the Small Area Planning process support:
  - Reviewing existing fencing and screening standards and material requirements.
  - Identifying properties in need of improved fencing and screening, and consider assistance program to help property owners upgrade fencing.
  - Evaluate and support pdating landscape requirements for commercial uses adjacent to residential uses.
  - Reviewing other impacts such as noise, odor, and those resulting from other onsite activities such as loading.
  - Encouraging prohibition of outdoor storage.
S28. Create commercial development guidelines [G2]

There is an opportunity in Crutchfield to cultivate a 21st Century approach to commercial and industrial development. Beyond mitigating negative impacts upon adjacent residential uses, guidelines for industrial and commercial developments should address environmental impacts, site design, access and loading, and scale.

**TDA Actions:**
- Coordinate with City of Tulsa on Low Impact Development Manual under development to explore site management requirements that emphasizes best practices in stormwater management and reductions in impervious surface.

  - Require developments to adhere to stormwater management best management practices as a condition of receiving TDA incentives.

**SUPPORTIVE CAPITAL INVESTMENT STRATEGIES**

S29. Improve transportation access [G4]

Part of any multi-modal solution in the Crutchfield neighborhood must consider commercial traffic necessary to support desired employment uses. Efforts to calm traffic and improve pedestrian safety must also ensure that trucks and other commercial traffic can maintain access to businesses within the community.

**TDA Actions:**
- Research reactivation or reuse of rail spurs through the neighborhood to support future employment center growth.

  - Support maintaining truck access routes.

  - Through the Small Area Plan process, support creating a palette of street cross-sections for local streets south of the railroad to support multi-modal access and improve pedestrian comfort in a mixed-use environment.