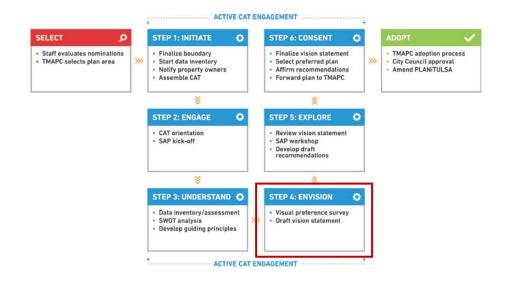


Crosbie Heights Small Area Plan STEP 4: ENVISION June 23, 2015



- CAT Meeting Agenda
- Handouts not covered under other agenda items
- Visual Preference Survey
- Workshop Recruiting Workshop scheduled for August 1, 2015
- SWOT Analysis Priorities
- CAT Meeting Notes



AGENDA

ENVISION: CAT / SAP Meeting

Crosbie Heights Small Area Plan 6:00 to 7:30 PM

June 23, 2014

New Beginnings Community Church 1401 W. Charles Page Boulevard

6:00	Welcome Martha Schultz, Planner III, Project Manager Introductions / Ground Rules / Process / Announcements Agenda overview Guiding Principles: Continue the discussion (<i>Please review materials from May meeting.</i>) Vision Statement: Start the discussion
6:15	Visual Preference Survey Joel Hensley, Planner I
7:05	Next Step: Workshop recruiting
7:10	SWOT Analysis Priorities (time permitting) Dot exercise on your way out!
	Team Review SWOT inputs Interactive SWOT exercise: Crosbie Heights Dot-ocracy
7:30	Meeting ends



Crosbie Heights Small Area Plan STEP 4: ENVISION June 23, 2015

- Handouts not covered under other agenda items
 - Data Request from 5/12 meeting Floodplains, crime stats
 - Guiding Principles Review concepts presented 5/12
 - Vision Statement: Start the Discussion

Flood Plain

Homes in FEMA Flood Plain – 0

Crime per Capita

Crosbie Heights

- Population 2014 1440
- Total crime 2014 97
- 0.08 crimes per capita
- 7 crime per 100 people

		2010	2011	2012	2013	2014
Sale	Marijuana	0	1	1	1	1
	Opium, Cocaine, Heroin	1	0	1	0	0
	Other	0	1	1	2	1
Possession	Marijuana	2	0	2	3	0
	Opium, Cocaine, Heroin	2	1	0	0	2
	Other	2	2	2	1	3
Totals		7	5	7	7	7

	2010	2011	2012	2013	2014
Assault	9	16	16	21	14
Auto Theft	18	18	18	18	5
Burglary	39	40	36	28	34
Homicide	1	1	0	1	1
Larceny	27	32	37	14	31
Malicious Mischief	13	17	15	11	6
Rape	2	2	1	2	1
Robbery	3	5	3	1	5
Totals	112	131	126	96	97

What are Guiding Principles?

Guiding Principles are a set of accepted guidelines formed by the Citizen Advisory Team that capture the community's values and priorities. The Guiding Principles will help us answer the question: "What should Crosbie Heights be in the future?"

Guiding Principles are our shared standards that will serve as the foundation for our Vision in the plan:

- 1. To guide the development of SAP's recommendations (goals, objectives, and strategies);
- 2. To direct necessary planning and implementation processes;
- 3. To move forward in a predictable manner;
- 4. To remain true to the Crosbie Heights SAP; and
- 5. To ensure that the SAP remains consistent with the shared city-wide vision set forth in PLANiTULSA.

How are Guiding Principles used in the planning process?

Ideas that meet the standards of the Guiding Principles will find a place in the small area plan; ideas that are in conflict with our Guiding Principles will not. The Guiding Principles will help the CAT assess the appropriateness of ideas to include in the plan. Once adopted with the SAP, these principles will continue to guide the TMAPC and City Council about the community's values, as they evaluate future development proposals and projects in Crosbie Heights.

As the Crosbie Heights vision evolves throughout the SAP process, the CAT will need to revisit and revise the Guiding Principles. At various points in the planning process - during the Visioning Workshop, during the "Big Ideas" evaluation – additional input is expected from more Crosbie Heights stakeholders may require adjustments to the Guiding Principles.

Guiding Principles will be used in several ways throughout the planning process:

- "Big Ideas" Development Public input from the upcoming SWOT Analysis (May 12) and Visual Preference Survey (June 23) will help us refine the Guiding Principles to inform the Visioning Workshop on August 1. Each step of the planning process, including "Big Ideas" from the workshop, should embody the Guiding Principles.
- 2. **Plan Development** Once a final scenario is selected and the vision map is created, the Guiding Principles will serve as a checklist to ensure that planning recommendations and strategies support stakeholders' core values. Guiding Principles will provide an important feedback loop that everyone can understand and use to guide the discussion.
- 3. **Plan Implementation** The relevance of our Guiding Principles extends beyond making the small area plan. Post adoption, they will be used as criteria to monitor the plan's success and to evaluate the success of the plan and actions that result from it.

How do we develop the Guiding Principles?

To start, CAT members will consider key themes and potential priorities from PLANiTULSA, the Crosbie Heights SAP nomination, feedback from meetings and the preliminary survey. With this list of potential principles - which may overlap or reflect differing opinions – the CAT will begin to prioritize the Guiding Principles through an interactive exercise at the June 23rd CAT meeting.

Prior to May 12, 2015, CAT members will be asked to consider broad lists of Guiding Principles provided here and online, and start to think about which principles best reflect the core values of Crosbie Heights. Also, please share your ideas about concepts that don't appear, but that you think should be included.

How will the CAT prioritize the Guiding Principles?

For the June 23rd meeting, all potential Guiding Principles will be printed on large posters and hung around the room. Each CAT member will apply **stickers** to indicate their top 10 priorities, to start to identify and prioritize key principles held by Crosbie Heights' stakeholders. Staff will compile the results for further discussion at the workshop on August 1st, to further refine the Guiding Principles.

Do we only have one shot at forming the Guiding Principles?

No, this will be just the initial prioritization of the Guiding Principles. Crosbie Heights Guiding Principles will evolve throughout the planning process, to remain consistent with input received from all participants. This will enable Planning staff to begin to develop a narrative around the principles it to the CAT for refinement and discussion in future meetings as the story evolves into the Crosbie Heights Small Area Plan.

Types of Guiding Principles

Some guiding principles are measurable and can be easily quantified, while others are more subjective. Guiding principles generally fall into one of three categories:

- 1) **Guiding principles that generate evaluation criteria that are used to measure the results.** Criteria such as *"Restore portions of residential areas by adding density through variety of housing types at appropriate locations"* can be measured, using the current amount of vacant acreage as a baseline.
- 2) Guiding principles that can be used to evaluate the implementation of the plan over time. For example 'Honor Crosbie Heights' history and character through urban design concepts that respect existing assets so that residents and visitors may experience its sense of community and place." Principles like this are used for policy development and long term monitoring.

GUIDING PRINCIPLES CROSBIE HEIGHTS SMALL AREA PLAN

3) Guiding principles that express important values of the local community (i.e., the Crosbie Heights SAP boundary) and the City of Tulsa as a whole, but are not specific to the land use and transportation vision. These criteria guide the process. Social equity criteria, such as *"Ensure an inclusive planning process and treat all as equally important"* often fall into the category of informing or driving the process, but are not always transferred into indicators to measure land use and transportation scenarios.

Before the May 12th Meeting...

19

Please review the following 2 sets of Guiding Principles concepts to get the sense of how they can be expressed and organized. Then, start to think about your priorities and those of the constituents that you represent for the Crosbie Heights SAP.

- 1. **Potential Guiding Principles by Category**, a broad list of possibilities derived from previous planning efforts.
- 2. **PLANiTULSA's Guiding Principles**. Keeping in mind that the SAP will *amend* PLANiTULSA, Guiding Principles in the Crosbie Heights SAP should not contradict the overarching principles from PLANiTULSA. As the CAT, you may want to acknowledge the PLANiTULSA principles as presented, then modify or supplement them to be more relevant for Crosbie Heights.

Before the June 23rd Meeting (homework)...

The CAT meeting on June 23rd will include further review of the Guiding Principles to allow stakeholders to refine generic or citywide principles to be more applicable for Crosbie Heights. To facilitate **sticker** exercise and allow time for other agenda items, please come prepared to narrow the field of potential Guiding Principles and add others that you believe are important to Crosbie Heights,

204-6

Potential Guiding Principles by Category

Economy

- 1. Create and retain good quality jobs for people of all ages, with a focus on our youth.
- 2. Attract companies that bring a wide range of job opportunities to Tulsa's residents.
- 3. Continue to restore Downtown's vitality and sustain its role as the region's economic engine.
- 4. Attract people and businesses by developing vibrant urban centers.
- 5. Provide adequate infrastructure in underserved parts of the city to encourage future growth.
- 6. Promote new business growth in all areas of town: North, South, East, West and Midtown.
- 7. Recognize quality of life, natural beauty, diversity and the uniqueness of the city as important elements in the city's economic development efforts to attract and keep businesses.
- 8. Support an educational system that results in an educated workforce in all segments of the community and includes training for a wide range of job skills.
- 9. Foster cooperation among civic, business, and government stakeholders for continued economic success across the city avoiding competition between entities.

Equity and Opportunity

- 1. Eliminate the disparity in life expectancy between North Tulsa and South Tulsa by addressing public health issues.
- 2. Lead the nation in health improvement, disease prevention and disease management efforts.
- 3. Have an excellent K-12 school system that makes people want to live in Tulsa.
- 4. Provide choices in the type of school systems available.
- 5. Reduce dropout rates.
- 6. Expand the opportunity for small, medium-sized and minority businesses.
- 7. Involve youth and high school age children in planning for their future: labor market information, desired skills, wages, and demand forecasts for various jobs.
- 8. Ensure all residents have access to quality housing, jobs, education and health care.
- 9. Commit Tulsa to be inclusive, have a variety of income levels, and be accessible to all races, cultures, and ethnicities.
- 10. Respect the cultural and political identity of Native Americans.
- 11. Respect the historic accomplishments as well as historic challenges of all races.
- 12. Strive for greater community engagement in government and other civic activities.
- 13. Ensure that intolerance and prejudice, explicit or covert, is not used in the formation of land use and other public policy.
- 14. Make development information, regulations, and processes accessible and available on the internet and other information channels.
- 15. Build trust in government. Make government functions transparent, accessible, and participatory.

Environment

- 1. Implement development patterns that restore, protect and conserve environmental resources.
- 2. Make Tulsa more sustainable by moving toward carbon neutrality, reducing water consumption, reducing energy consumption and decreasing vehicle miles travelled and/or using more efficient transportation.
- 3. Promote development that contributes to cleaner air and water and preservation of natural resources.
- 4. Support and provide incentives for sustainable design and development.
- 5. Consider open space as essential infrastructure on par with sewer, water and roadways.
- 6. Ensure that parks and open spaces are easily accessible to residents in every neighborhood in the city.
- 7. Maintain existing parks and trails, and provide access to them for all citizens.

Community and Housing

- 1. Provide affordable housing of different types and styles for people of all ages.
- 2. Create and maintain safe neighborhoods.
- 3. Encourage a variety of housing options in location, style, size and affordability.
- 4. Protect historic neighborhoods and require compatible new development within these areas.
- 5. Encourage new homes and jobs throughout the city.
- 6. Provide quality housing and schools for people working in the city.
- 7. Make Tulsa known nationally for its many assets the fine arts, art deco architecture, the Arkansas River, music, and our rich ethnic heritage.
- 8. Provide accessible cultural, entertainment and public gathering spaces.
- 9. Provide Tulsans of all ages with compelling reasons to remain in Tulsa.
- 10. Enhance the quality of life in Tulsa to retain and attract young people to move to Tulsa.
- 11. Make Tulsa a destination city for all.
- 12. Create an alternative to (not a replacement for) suburban living: places that offer high density urban environment with round-the-clock activity and support of alternative lifestyles.
- 13. Make Tulsa's heart downtown healthy and vibrant.
- 14. Increase density for sustainability, livability, walkability and cost-efficiency.
- 15. Develop land use regulations that enhance and protect community livability.
- 16. Extend opportunities to shop for basic needs in under-served areas of the city.
- 17. Focus community investment in targeted areas of the city, such as North Tulsa and areas west of downtown.

Transportation

- 1. Create a seamless transportation system that includes multiple modes of transportation across the city.
- 2. Create a high quality non-auto connection between the airport to downtown.
- 3. Structure the transportation system to provide appropriate choices so that all segments of the community can meet daily living requirements.
- 4. Develop walkable neighborhoods and commercial centers.
- 5. Coordinate the transportation system with the land uses so that people can choose to reduce their reliance on the automobile by living closer to work, living or working close to transit, and living in pedestrian and bicycle friendly areas, i.e., trails and sidewalks.
- 6. Provide efficient and cost-effective movement of goods both within and beyond Tulsa.
- 7. Implement adequate and efficient new transportation infrastructure in underserved areas.
- 8. Assure adequate and timely maintenance of existing infrastructure.
- 9. Locate new centers of employment to make efficient use of existing transportation and other infrastructure and minimize the travel time and distance for employees.
- 10. Develop and fund a preventive maintenance program that extends the life of our infrastructure.

Planning Process

- 1. Provide transparency through open and "upfront" communications between the city and the public.
- 2. Ensure fair and transparent administration of development regulations and code enforcement.
- 3. Ensure transparent and inclusive planning efforts.
- 4. Ensure that all of Tulsa's neighborhoods and the City work together on meaningful projects.
- 5. Develop a clear implementation and funding program for adopted plans.
- 6. Champion an inclusive planning program that incorporates community, housing, economic development, and transportation.

GUIDING PRINCIPLES CROSBIE HEIGHTS SMALL AREA PLAN

From PLANiTULSA

Guiding Principles

Capturing these hopes, dreams and aspirations for Tulsa's future is essential as we move forward in making our future vision a reality. The Citizens' Team, a diverse group of volunteers, developed the following guiding principles. These principles serve as the foundation for future planning efforts, and will ensure that the comprehensive plan remains consistent with the vision.

ECONOMY

- Downtown Tulsa should act as a thriving economic engine and cultural center for the entire region.
- Entrepreneurs, small businesses and large employers should find Tulsa an easy place to do business.
- Business owners are able to easily find adequate and attractive space for expanding businesses into downtown, along main streets, or in employment centers.
- The city invests in the critical infrastructure necessary to develop a robust and diversified economy.
- The city has the ability to monitor trends, spot key opportunities and meet challenges strategically.

TRANSPORTATION

- A variety of transportation options serve the city, so that all Tulsans can go where we need to go by driving if we want, but also by walking, biking or using public transit.
- The transit system is designed as a consumer good and attracts people without a vehicle, as well as people who have a vehicle and choose to use an alternative.
- Employment areas are accessible to services such as child care, grocery stores, restaurants, and other amenities.

COMMUNITY AND HOUSING

- Newcomers feel welcome to move to Tulsa, find a home and join the community.
- Future development protects historic buildings, neighborhoods and resources while enhancing urban areas and creating new mixed-use centers.
- Tulsa has pockets of density to provide for a more livable, pedestrian-friendly and cost-efficient community.
- Tulsa permits opportunities for a full range of housing types to fit every income, household and preference.
- The arts as well as cultural and historic resources are celebrated.

EQUITY AND OPPORTUNITY

- The disparity in life expectancy between areas of the city is eliminated by addressing access to services and public health issues.
- Tulsa is a cohesive city where we have the ability to create safe, healthy lives for ourselves and our families.
- Tulsa's civic, business and government institutions ensure that everyone has equal opportunity and access to housing, employment, transportation, education and health care, regardless of background, ethnicity, or neighborhood.
- Schools are safe, easy to walk to, and part of a world-class education system.

ENVIRONMENT

- · Tulsa becomes a leader in sustainability and efficiency.
- · Residents have easy access to parks and natural areas.
- City parks provide open space, available to each neighborhood, with access to fields, natural areas and greenways for outdoor relaxation and recreation.
- New buildings meet high standards for energy and water efficiency and deliver high quality spaces and architectural design.

PLANNING PROCESS

- City planning and decision-making is an inclusive and transparent process.
- Once adopted, city-wide and neighborhood plans are funded, implemented and monitored for performance.
- Development and zoning policies are easily understood, workable and result in predictable development.
- Residents have a voice in solving their community's problems today and are a part of planning for tomorrow.



Crosbie Heights Small Area Plan

INTRODUCTION TO CRAFTING THE VISION STATEMENT

Development of a Vision Statement is a task specified for **STEP 4**: **ENVISION**. This is another thing for you to think about as we continue to assemble data and ideas for the Crosbie Heights Small Area Plan.

The Tulsa Comprehensive Plan directs each small area plan to answer the question, *"What do we want this area to be like in 10 to 20 years?*

Our final plan will include a Vision Statement, to be crafted by the CAT and affirmed by participating stakeholders.

To give you an idea about Vision Statements, the example below is the Vision Statement from the recently adopted <u>36th Street North Corridor</u> small area plan. URL: <u>http://www.cityoftulsa.org/media/359209/36SNC_Plan_final_web.pdf</u>

In 20 years the community of the 36th Street North Corridor will...

- Be an attractive, inclusive and secure family-oriented community with a variety of housing types, meeting the lifestyle needs of its multi-cultural residents.
- be well-connected to the greater Tulsa area through choices in transit, and will capitalize on its proximity to downtown, the Gilcrease Museum, the airport, and many other attractions. There will be a pleasing pedestrian environment that encourages an active, healthy lifestyle.
- consist of a skilled, entrepreneurial workforce that contributes to a diverse, vibrant local economy and retail service sector, attracting visitors from across Tulsa and beyond.
- promote sustainable practices in the built environment and be respectful of the natural environment. The community will take advantage of its open-space resources to promote optimal recreation opportunities for all ages.

Start thinking about a Crosbie Heights Vision Statement!



Crosbie Heights Small Area Plan STEP 4: ENVISION June 23, 2015

- Visual Preference Survey
 - Visual Preference Score Sheet (blank)
 - PowerPoint Presentation (includes images)
 - Visual Preference Survey Results

Results are summarized and tabulated for this posting. Analysis and conclusions will follow later in the process.

Crosbie Heights 2015

Visual Preference Survey

Do I like what I <u>see</u>?

	r	No	Ne	utral	Ŷ	'es
Practio	e					
	1.	-2	-1	0	1	2
	2.	-2	-1	0	1	2
	3.	-2	-1	0	1	2
	4.	-2	-1	0	1	2
Buildin	gs					
	Single Fo	amily				
	1.	-2	-1	0	1	2
	2.	-2	-1	0	1	2
	3.	-2	-1	0	1	2
	4.	-2	-1	0	1	2
	5.	-2	-1	0	1	2
	6.	-2	-1	0	1	2
	7.	-2	-1	0	1	2
	8.	-2	-1	0	1	2
	Multifar	nily				
	9.	-2	-1	0	1	2
	10.	-2	-1	0	1	2
	11.	-2	-1	0	1	2
	12.	-2	-1	0	1	2
	13.	-2	-1	0	1	2
	14.	-2	-1	0	1	2
	15.	-2	-1	0	1	2
	16.	-2	-1	0	1	2
	17.	-2	-1	0	1	2

<u>1.</u>		
<u>2.</u>		
3.		
4		
.		

Note/Comment

<u>1.</u>	
<u>2</u> .	
<u>3.</u>	
4.	
5.	
<u>6.</u>	
<u>7.</u>	
8.	

).	
10.	
11.	
12.	
13.	
14.	
15.	
16.	
17.	

		No	Ν	leutral		Yes
	Comm	ercial				
	18.	-2	-1	0	1	2
	19.	-2	-1	0	1	2
	20.	-2	-1	0	1	2
	21.	-2	-1	0	1	2
	22.	-2	-1	0	1	2
	23.	-2	-1	0	1	2
Alleyw	vay					
	24.	-2	-1	0	1	2
	25.	-2	-1	0	1	2
	26.	-2	-1	0	1	2
	27.	-2	-1	0	1	2
Parkin	Parking					
	Reside	ntial				
	28.	-2	-1	0	1	2
	29.	-2	-1	0	1	2
	30.	-2	-1	0	1	2
	31.	-2	-1	0	1	2
	Comm	ercial				
	32.	-2	-1	0	1	2
	33.	-2	-1	0	1	2
	34.	-2	-1	0	1	2
	35.	-2	-1	0	1	2
	36.	-2	-1	0	1	2

18. 19. 20. 21. 22. 23.

Note/Comment

24. 25. 26. 27.

<u>28.</u>	
20.	
<u>29.</u>	
<u>30.</u>	
<u>31.</u>	
<u>32.</u>	
<u>33.</u>	
~ ~	
<u>34.</u>	
35.	
<u></u>	
36.	

Crosbie Heights 2015

		No		Neutral		Yes	Note/Comment	Crosbie Heights 2015
Street								
Street								
	Inters							
	37.	-2	-1	0	1	2	37.	
	38.	-2	-1	0	1	2	<u>38.</u>	
	39.	-2	-1	0	1	2	<u>39.</u>	
	40.	-2	-1	0	1	2	<u>40.</u>	
	41.	-2	-1	0	1	2	<u>41.</u>	
	Cross	valk						
	42.	-2	-1	0	1	2	<u>42.</u>	
	43.	-2	-1	0	1	2	<u>43.</u>	
	44.	-2	-1	0	1	2	<u>44.</u>	
	45.	-2	-1	0	1	2	45.	
	Desig	n						
	46.	-2	-1	0	1	2	<u>46.</u>	
	47.	-2	-1	0	1	2	<u>47.</u>	
	48.	-2	-1	0	1	2	<u>48.</u>	
	49.	-2	-1	0	1	2	<u>49.</u>	
	50.	-2	-1	0	1	2	<u>50.</u>	
Sidew	alk							
	51.	-2	-1	0	1	2	51.	
	52.	-2	-1	0	1	2	<u>52.</u>	
	53.	-2	-1	0	1	2	<u>53.</u>	
	54.	-2	-1	0	1	2	54.	
	55.	-2	-1	0	1	2	<u>55.</u>	

		No	I	Neutral		Yes	Note/Comment
Unde	rpass						
	56.	-2	-1	0	1	2	56.
	57.	-2	-1	0	1	2	57.
	58.	-2	-1	0	1	2	<u>58.</u>
	59.	-2	-1	0	1	2	59.
	60.	-2	-1	0	1	2	<u>60.</u>
Open	Space						
	61.	-2	-1	0	1	2	<u>61.</u>
	62.	-2	-1	0	1	2	<u>62.</u>
	63.	-2	-1	0	1	2	<u>63.</u>
	64.	-2	-1	0	1	2	<u>64.</u>
	65.	-2	-1	0	1	2	65.
	66.	-2	-1	0	1	2	66.
Trail							
	67.	-2	-1	0	1	2	<u>67.</u>
	68.	-2	-1	0	1	2	<u>68.</u>
	69.	-2	-1	0	1	2	<u>69.</u>
	70.	-2	-1	0	1	2	70.

Crosbie Heights 2015

Planning & Development Planning Division - Small Area Planning



2015 Small Area Plan Crosbie Heights Neighborhood ENVISION: Visual Preference Survey



Purpose



- To obtain public feedback on physical design alternatives
- To help answer questions for Crosbie Heights
 - What do we like / want?
 - What will work?
- To help inform us and our volunteer design professionals for the Visioning Workshop on August 1st

Process



- Pictures were selected from the plan area and elsewhere
- 70 images in total, organized by 3 urban design elements
 - Buildings Types
 - Mobility & Connections
 - Open Space

Building Types



- Single-family residential
- Multi-family residential
- Commercial



- What to look for:
 - Setbacks from the street
 - Size and shape of the buildings
 - Features
 - porch, garage, etc.
 - Landscape

Mobility & Connections



- Alleyways
- Parking
 On/Off Street
- Intersections
- Crosswalks
- Streets Design
- Sidewalks
- Underpasses



- What to look for:
 - Design and Function
 - Correlation to the street and buildings
 - Landscape

Open Space







- What to look for:
 - Landscape
 - Natural or Manmade
 - Type of use
 - Design

Like it or Not?



- Good fit for Crosbie Heights
 - From now until 2045
- Reflect on the urban design element featured
- Focus form and function
 - Scale
 - Compatibility

How it Works



- You will view each image for 20 seconds
- You will SCORE each image
- Score should reflect:
 - How visually appealing the image is to you
 - How the urban design element would integrate into the fabric of the plan area
- You have may also comment on each photo
 This is optional

Preference Scoring



- Scoring
 - -2 -1 0 1 2
- Make sure to circle the score
 - o circle the score
- Make notes for analysis shorthand first
- 2nd chance to see images

































ARE YOU READY!





What to look for: Style Setback from Street Compatibility Features Scale & Massing



















































What to look for: Style Size Compatibility Adaptability Setback from the road Scale & Massing

























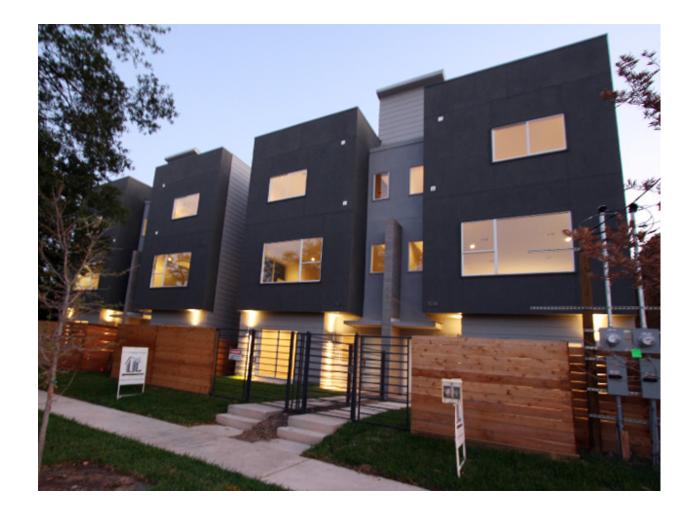




























What to look for: Future application Style Integration Parking



































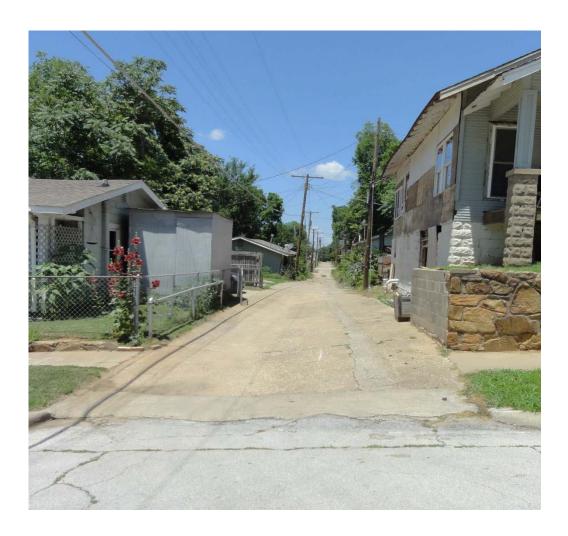




What to look for: Function Style Accessibility

























Parking – Residential





What to look for: One side Both sides Design Function

On Street - Parking



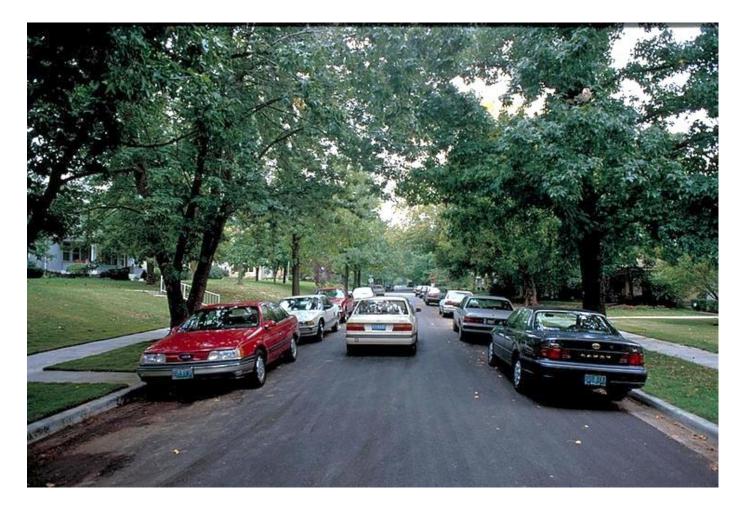




On Street - Parking







Off Street – Parking



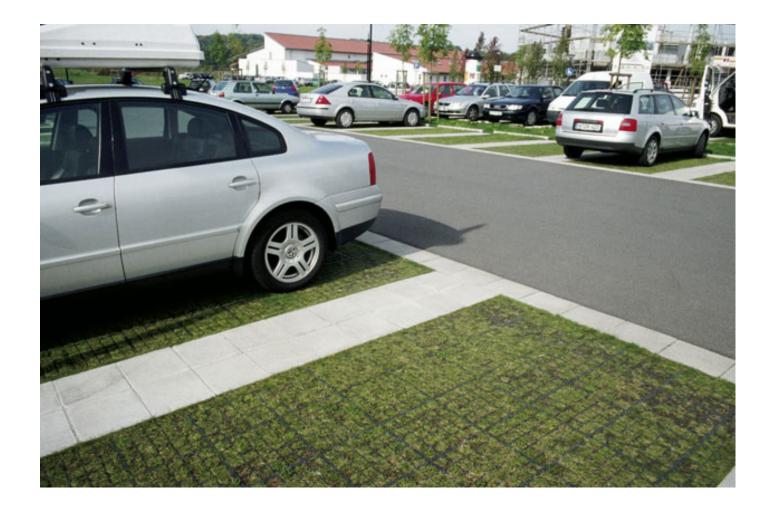




Off Street – Parking







Parking - Commercial





What to look for: Parallel or angled Parking lot design Integration

On Street – Parking







On Street – Parking







Off Street – Parking







Off Street – Parking







Off Street – Parking











What to look for: Style/Design Pedestrian Safety

















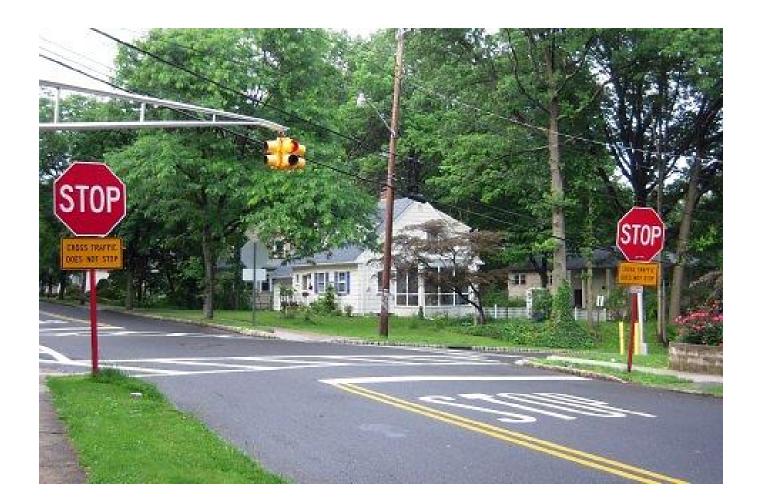












Street – Crosswalk





What to look for: Style/Design Pedestrian Safety Adaptability

Street - Crosswalk







Street - Crosswalk







Street - Crosswalk







Street – Crosswalk







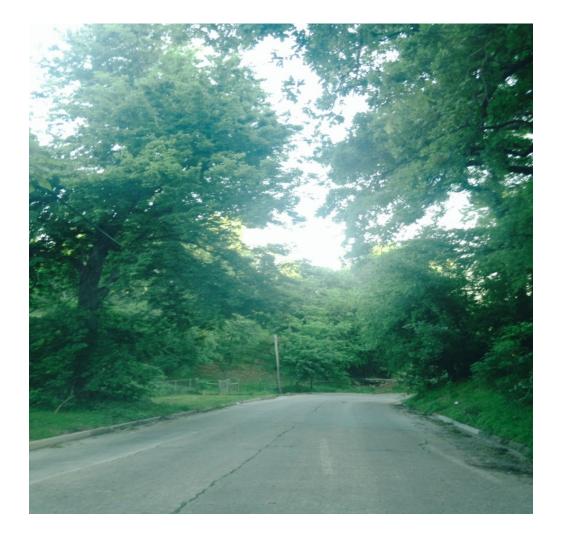




What to look for: Design Striping Function Landscape Safety

































What to look for: Design Proximity to street Size/shape Safety Landscape

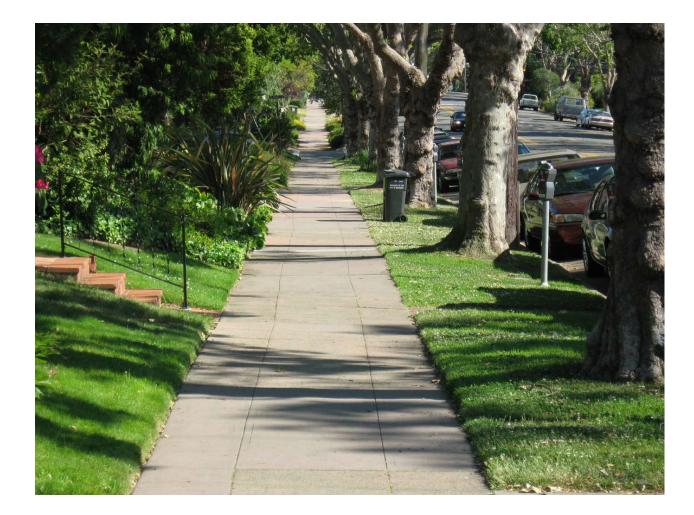
































What to look for: Design Compatibility Style

































What to look for: Use Landscape Integration Compatibility





























Open Space







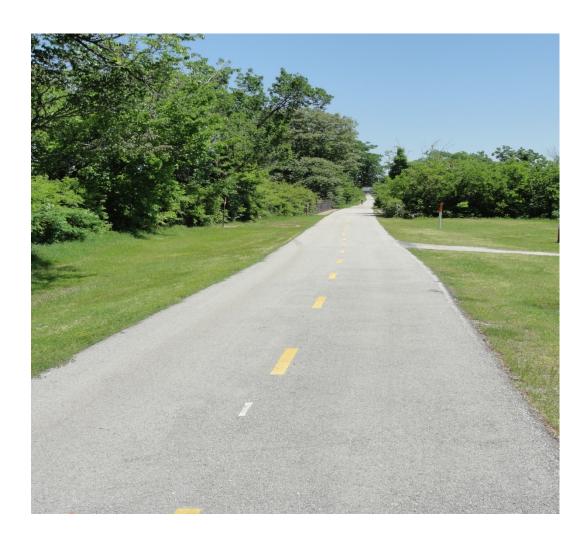




What to look for: Shape/size Landscape Lighting Seating Signage



























Planning & Development Planning Division - Small Area Planning





Planning & Development Planning Division - Small Area Planning



2015 Small Area Plan Crosbie Heights Neighborhood ENVISION: Visual Preference Survey

RESULTS – June 23, 2015

2015





Results

Buildings – Single Family



Comments

Positive

- "cute landscaping is nice & tidy"
- "perfect craftsman style"
- "nice, parking in back"
- "pretty! Historically appropriate"
- "ok, nice porch"
- "ok in the right place, modern is good"
- "fits fabric"

- "doesn't fit area, too modern"
- "too new, not historical, south Tulsa"
- "no garage in front of the house"
- "looks to suburban very boring"
- "large lot does not fit in neighborhood"

Buildings – Single Family – Highest Score





Score -

Mean	1.79
Median	2
Mode	2
Total	59

Elements –

small setback sidewalk to steps large front porch bungalow style garage behind

Buildings – Single Family – Second Highest Score



8



Score -

Mean	1.67
Median	2
Mode	2
Total	55

Elements -

small setback bungalow style front porch garage behind

Buildings – Single Family – Lowest Score





Score -

- Mean -0.52
- Median -1
- Mode -2
- Total -17

Elements –

dominant garage auto oriented small setback front door set back modern style

Buildings – Multifamily



Comments

Positive

- "yes modern look, urban"
- "compatible style w/Crosbie"
- "yes sidewalk, nice look"
- "better suited for neighborhood; nice style"
- "inviting, friendly"
- "well fit for existing neighborhood"
- "great adaptability, great scale"

- "too south Tulsa"
- "awful; garage in the back might work"
- "formless ugly not appropriate"
- "does not fit with existing neighborhood"
- "poor design"
- "too tall, 2 stories at most"
- "ugly"

Buildings – Multifamily – Highest Score

2





Score -

Mean	1.45
Median	2
Mode	2
Total	48

Elements -

small setback small tree lawn two stories unique - style/design porches parking in back

Buildings – Multifamily – Second Highest Score





Buildings – Multifamily – Lowest Score







Score -

Mean	-0.70
Median	-1
Mode	-2
Total	-23

Elements –

row homes two stories dominant garage set back from street brick and siding

Buildings - Commercial



Comments

Positive

- "people centric, walkable, scaled!"
- "yes! Friendly, inviting"
- "perfect retail + residential"
- "yes! Love the refurbished look & open"
- "character/style fits n existing neighborhood"
- "upscale, nice, vertical"

- "blech auto origin to ugly"
- "ugly"
- "eww"
- "icky"
- "strip mall not preferred"
- "does not fit in neighborhood"
- "set back doesn't allow integration"
- "gag me!"

Buildings – Commercial – Highest Score







Score -

Mean	1.55
Median	2
Mode	2
Total	52

Elements -

traditional design street frontage brick large sidewalk large windows awnings

Buildings – Commercial – Lowest Score





Score -

- Mean -1.42 Median -2 Mode -2
- Total -47

Elements -

strip mall contemporary design large parking lot uniform minimal landscaping Small sidewalks parking lot in front

Alleyway



Comments

Positive

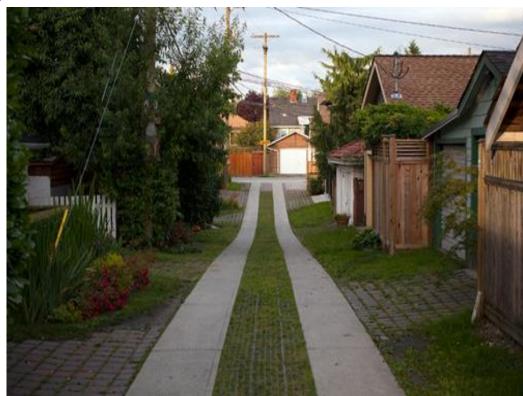
- "trash in the alley! Like ☺"
- "well-maintained/paved"
- "good design"

- "ugh"
- "need improvement"
- "no street lights"

Alleyway – Highest Score



(26)



Score -

Mean	1.58
Median	2
Mode	2
Total	52

Elements -

permeable surface landscaping alley access

Alleyway – Lowest Score







Score -

- Mean 0.21
- Median 0
- Mode 0
 - Total 7

Elements –

no rear parking paved accessible utility poles in alley

Parking – Residential



Comments

Positive

- "good one side only"
- "yes slows traffic"
- "better ecofriendly"
- "one sided okay, shade good"

- "maybe in back, not front"
- "unattractive"
- "too cluttered w/cars"
- "poor access to sidewalk"

Residential On Street Parking – Highest Score







Score -

Mean	0.50
Median	1
Mode	1
Total	16

Elements -

on street parking parking on one side

On street one side parking or parking in the rear of the home is preferred

Residential Off Street Parking -Lowest Score







Score -

Mean -1.09 Median -2 Mode -2 Total -36

Elements -

parking along front of home off street parking no yard

Parking off street in the rear of the home or one side on street is preferred

Parking - Commercial



Comments

Positive

- "functional"
- "shade-awnings, landscape good"

- "not appropriate for Crosbie Heights"
- "no, no, no"

Commercial On Street Parking – Highest Score







Score -

Mean	1.03
Median	1
Mode	1
Total	34

Elements –

parallel parking on street parking curb bump out shade trees

Commercial Off Street Parking – Lowest Score



35



Score -

Mean -1.48 Median -2 Mode -2

Total -35

Elements -

large and open no landscaping no shade paved

Intersection



Comments

Positive

- "yes safe, thoughtful design"
- "well marked"
- "yes shows planning for ped safety"
- "good crosswalks"

- "no markings, unsafe"
- "unsafe at any speed"
- "way too wide"
- "looks dangerous & boring"
- "unfriendly to pedestrian"

Intersection -Highest Score



39



Score -

Mean	1.55
Median	2
Mode	2
Total	51

Elements –

defined crosswalk ADA accessible street lights crossing signals street trees

Intersection -Lowest Score







Score -

- Mean -1.45 Median 0 Mode 0
- Total -18

Elements -

no crosswalk too wide missing sidewalk not ADA accessible no trees no crossing signals

Crosswalk



Comments

Positive

- "multi-modal!"
- "the best!!!!!!* bicycle friendly"
- "good style fits with neighborhood character"

- "needs walk light"
- "unsafe"
- "poor design"

Crosswalk -Highest Score



45



Score -

Mean	1.64
Median	2
Mode	2
Total	54

Elements –

clear markings protected lanes street trees crossing signal ADA accessible

Crosswalk – Lowest Score



43



Score -

Mean -0.55 Median 0 Mode 0 Total -18

Elements -

interrupted crosswalk not a lot of trees no crossing signal not ADA accessible

Street Design



Comments

Positive

- "yes on bike lanes"
- "*beautiful bike/ped friendly"
- "good paint, trees, & parking"

- "not pedestrian safe"
- "overdeveloped"
- "complicated and confusing"
- "too busy/wide"

Street Design – Highest Score

5V





Score -

Mean	1.21
Median	1
Mode	2
Total	40

Elements –

multimodal landscaping parallel parking lighting sidewalk

Street Design – Lowest Score







Score -

Mean -0.45 Median 0 Mode -2 Total -15

Elements – no sidewalk no striping overgrown no lighting

Sidewalk



Comments

Positive

- "good distance from street"
- "wonderful, no obstructions"
- "love shade & how its set away from the street"

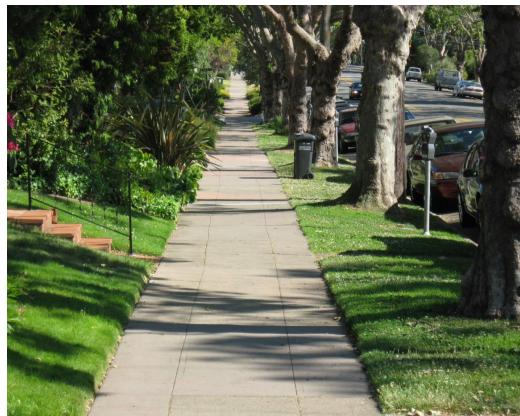
Negative

- "too far from street"
- "too close to street"
- "silly hard to maintain"

Sidewalk – Highest Score







Score -

Mean	1.42
Median	2
Mode	2
Total	54

Elements – landscaping street trees shade setback from street

Sidewalk – Lowest Score





Score -

Mean	-1.27
Median	-2
Mode	-2
Total	-42

Elements –

along street edge utility poles safety minimal trees small width

Underpass



Comments

Positive

- "color! Art, passageways"
- "excellent!"
- "adds character"
- "street lights yay!"
- "adds character"
- "not bad"

Negative

- "no place for pedestrians"
- "homeless magnet"
- "ugh"
- "needs lighting, landscaping"
- "attempts to beautify don't protect peds"

Underpass – Highest Score

5





Score -

Mean	1.03
Median	2
Mode	2
Total	34

Elements –

decorative art narrow sidewalk can slow traffic

Underpass – Lowest Score







Score -

Mean -0.76 Median -1 Mode 0 Total -25

Elements –

limited safety narrow sidewalk no lighting unclear striping

Open Space



Comments

Positive

- "urban farming! Useful, beneficial"
- "like the picnic table & tree a gathering place"
- "trees, lights, + tables"

Negative

- "not functional"
- "just a vacant lot"
- "vacant lots are unattractive"

Open Space – Highest Score







Score -

Mean	1.55
Median	2
Mode	2
Total	51

Elements -

community garden no grass enclosed variety of landscaping

Open Space – Lowest Score





Score -

- Mean -1.24 Median -1 Mode -2
- Total -41

Elements – empty lot not programmed no landscaping

Trail



Comments

Positive

- "present day it works glad to have it"
- "good surfaces/lighting"

Negative

- "needs lights"
- "needs improvement"

Trail – Highest Score







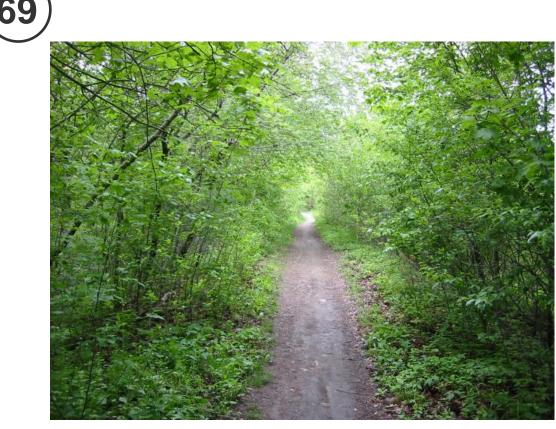
Score -

Mean 1.42 Median 2 Mode 2 Total 47

Elements – signage striping seating paved (needs lights)

Trail – Lowest Score





Score -

- Mean -1.24
- Median -1
- Mode -2
- Total -8

Elements –

unpaved no lighting no security overgrown landscaping

Planning & Development Planning Division - Small Area Planning







Crosbie Heights Small Area Plan STEP 4: ENVISION June 23, 2015

- SWOT Analysis Priorities
 - SWOT Inputs from 5/12/2016
 - SWOT Analysis Instructions
 - SWOT: 6/23 Crosbie Dots photo
 - Results: Crosbie Heights SWOT/"Dot-ocracy"

Analysis of numeric priority values will be presented at the Visioning Workshop on Saturday, August 1, 2015.



SWOT Analysis for SAP – Dot Exercise Handout for 6/23/2015 Blue items from May 12 SWOT Exercise: 6/23 REVISIONS DISCUSSED BEFORE DOT VOTING BEGAN

	Blue items from May 12 SWOT Exercise; 6/23 REVISION Positive	Negative
	Strengths obvious natural priorities	Weaknesses potentially attractive options
	Family-friendly	No publicity
	River development	Lack of retail
	Affordable housing / housing diversity	Not working with Brady Heights
	River and downtown viewsDiversity: socioeconomic and racial	 No water connections for fire No trash receptacles in park
	Newblock Park	Condition of real estate
	Wildlife abundance (eagles, pelicans)	Irresponsible/absentee landlords
	Investment potential	Homelessness on the River
	 Blue Jackalope (deleted; no longer in business) 	Lack of community center
	Location of medical school hospital	Lack of park use
	Sense of community	Loss of swimming pool
Ē	Ability to gather as a community & start things	Lack of sidewalks
Interna	Alley neighborhoods Proximity to downtown	 Lack of lighting Poor coordination with Army Corps, railroad
le l	 Proximity to downtown Proximity to trails 	Lack of medical clinic
Ē	Internet connections – e-mail system	Railroad issues: noise, unmaintained R-0-W
_	Joe Park	Dated infrastructure
	Proximity to bike trail	 Inability to enhance and restore
	Overlook park / Joe Park	 Overgrown trees on 11th Street
	Single owner: 88/200 properties for sale	Can't get across levee
	 Retrofit housing for energy efficiency – provide 	Need to calm traffic
	incentives for landlords	 Poor commercial services despite grocery and zonin
	 + Touch education programs on history of the area (through TCC, Tulsa Tech) 	• Poor commercial services despite grocery and zonin that allows it
	Crossed out items moved by acclamation to Opportunities	No schools
		Natural disaster possibilities: flood, levee
		Oak Creek Basin Stormwater
		Trail closed at bridge
		Difficulty crossing Chas Page Blvd ped/bike due to
		site distances, hills, curves
		 Poor on-street parking (volume) in high-density area No schools
		Food desert Natural disasters
		Food desert
	Opportunities easy to defend/counter	Food desert Natural disasters
		 Food desert Natural disasters Gentrification <u>Threats</u> potentially high risk
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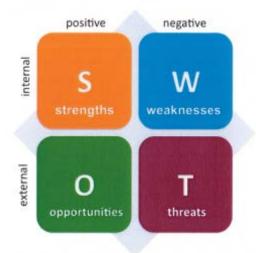
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WHAT IS SWOT?

Strengths, Weaknesses, Opportunities, Threats.

A SWOT analysis is a public engagement tool that helps to identify internal positives and negatives (strengths and weaknesses) and external forces affecting the area (opportunities and threats).

It is an important part of the existing conditions analysis because it allows the planning team to capture data first-hand about positive forces or potential problems as expressed by residents, business owners and others invested in the neighborhood. The SWOT results are used alongside objective demographic and land-use data to provide an accurate analysis of existing conditions in the plan area.



Strength: An internal positive quality about the area that exists now Weakness: An internal negative quality about the area that exists now Opportunity: An external positive possibility that may occur in the future Threat: An external negative possibility that may occur in the future

HOW IT WORKS (CROSBIE HEIGHTS VERSION)

1. Previous SWOT Work:

- a. SWOTs in BLACK recorded for Crosbie Heights in 2011 Founders' District planning efforts.
- b. SWOTs in **BLUE** recorded for on May 12, 2015 for Crosbie Heights SAP.
- **2.** Duplicates: All opinions are valid: one person's identified strength may be another's weakness for the area. You decide for yourself!
- 3. Dot-ocracy: Participants "vote" on priorities for each category. Attendees are given 12 DOT stickers; <u>dot color has no significance at all.</u> You can use them however you wish, such as 3 for each of the 4 quadrants, all 12 on one item, or something in between.
- 4. Staff will tally the votes and publish results for review.

REMEMBER: The SAP is long-range (20-30 years). Consider priorities that can transform Crosbie Heights with *public improvements* that will stimulate *private investments* through land use planning.

SWOT Boards prior to Dot-ocracy Exercise

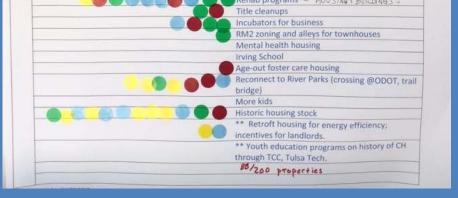


CROSBIE HEIGHTS SMALL AREA PLAN

SWOT Analysis – "Dot-ocracy"

June 23, 2015







Crosbie Heights SAP SWOT Results

STRENGTHS

Dots	Category
16	Proximity to downtown
15	River development
14	Proximity to bike trail
11	Proximity to trails
9	Diversity: socioeconomic and racial
7	River and downtown views
6	Newblock Park
4	Affordable housing / housing diversity
4	Ability to gather as a community & start things
3	Family-friendly
3	Wildlife abundance (eagles, pelicans)
3	Alley neighborhoods
2	Overlook Park/Joe Park
1	Investment potential
1	Location of medical school hospital
0	Sense of community
0	Internet connections – e-mail system

OPPORTUNITIES

Dots	Category
14	Commercial district (mixed-use)
12	Historic housing stock
10	Rehab programs (Housing & Buildings)
7	Reconnect to River Parks (crossing @ODOT, trail bridge)
5	History of neighborhoods
5	Open the closed bridge
4	Incubators for business
3	Form-based code (Pearl District)
2	Low crime
2	Charles Page Plan
2	Improve positive publicity
2	Proximity to Gilcrease Museum
2	Invitation to hikers & bicyclists (Route 66)
2	Huge music scene is unknown (Art)
2	Properties available - 88 out of 200 (single owner) for sale
2	Historic commercial buildings (TYPros StreetCred)
2	Irving School - revitalize
2	Title cleanups
2	** Retroft housing for energy efficiency; incentives for landlords.
1	Different trash system (recycling)
1	Location walking distance)
1	New PLANITULSA small area plans
1	Spirit of Philanthropy
1	Food store
1	RM2 zoning and alleys for townhouses
1	Age-out foster care housing
0	Available buildings / lots
0	Proximity to industrial areas
0	Publicize neighborhood beauty
0	Historical designation (better public transport)
0	Sandwich Shop (Archer/Quanah)
0	"Hope Village", like in Seattle
0	Mental health housing
0	Irving School
0	More kids
0	** Youth education programs on history of CH through TCC, Tulsa Tech.
	Change of location

WEAKNESSES

WEARINESSES	
Dots	Category
16	Irresponsible/absentee landlords
13	Need to calm traffic
9	Lack of sidewalks
8	Lack of retail
8	Lack of lighting
8	Trail closed at bridge
8	Food desert
5	Dated infrastructure
5	Difficulty crossing Chas Page Blvd ped/bike due to site distances, hills,
	curves
4	Gentrification
3	No water connections for fire
2	Loss of swimming pool
2	Poor coordination with Army Corps, railroad
2	Inability to enhance and restore
2	Overgrown trees on 11th Street
1	No trash receptacles in park
1	Poor commercial services although zoning allows it
1	Poor on-street parking (volume) in high-density areas
0	No publicity
0	Not working with Brady Heights
0	Condition of real estate
0	Homelessness on the River
0	Lack of community center
0	Lack of park use
0	Lack of medical clinic
0	Railroad issues: noise, unmaintained R-0-W
0	Can't get across levee
0	No schools
0	Nat. disaster possibilities: flood, levee
0	Oak Creek Basin stormwater
0	No schools
0	Natural disasters

THREATS

-	
Dots	Category
18	No housing rehab programs
17	Old sewer & infrastructure
10	Banks unwilling to finance
9	No schools
7	Refinery smells
5	Empty property (squatters)
5	Archer corridor disconnect
4	Hike & bike bridge not friendly
4	Quiet title mess
3	Restrictive street parking
3	Lack of police enforcement
3	Levee hazard, floodplain
3	Title clean-up / need for quiet titles
1	Littering
1	Weaknesses of title "North Tulsa"
1	Floodplain
1	Real Estate "comp sales"
1	Traffic@Quanah exit from 412: cuts through neighborhood
0	Low highway access
0	Lack of respect by trash service
0	Motorcycles & ATVs in park
0	Through-traffic
0	Oil tankers on RR tracks
0	Irving School redevelopment



STEP 4: ENVISION Meeting Notes

Crosbie Heights Small Area Plan

New Beginnings Community Church 1401 W. Charles Page Boulevard 6:00 to 7:300PM

June 23, 2014

CAT Members:

Attending: Jonathan Belzley, Amanda DeCort, Antoine Harris, Kevin Harrison, KJ (Rev. Kujanga) Jackson, Mia Leighty, Dr. Miriam Mills, Larry Mitchell, David Phillips, Janet Pieren (for Rose Washington), Joe Wrest. Not attending: Femi Fasesin

Planners:

<u>City Staff:</u> Martha Schultz, Planner III, Project Manager; Joel Hensley, Planner I; Dennis Whitaker, Planner II; Suzanna Auerbach, Office Assistant. <u>INCOG Staff:</u> Nikita Moye, AICP, Senior Planner.

General Attendance:

23 other persons signed in, attended the meeting and participated in planned activities.

The meeting began at 6:03PM in the main assembly area of the church.

Project Manager Martha Schultz welcomed everyone and thanked them for attending the third meeting for the Crosbie Heights Small Area Plan, and thanked the New Beginnings Community Church for hosting the meeting and agreeing to host all future events.

Safety Check. As a City of Tulsa function, the meeting started with a Safety Check, advising participants to note nearby emergency exits. One attendee volunteered to call 9-1-1 in the unlikely event of any medical, police/fire, or weather emergency. *Safety Check is a standard agenda item for all Crosbie Heights SAP meetings.*

Introductions. Attending CAT members were asked to introduce themselves to the group.

For the record, the Citizen Advisory Team (CAT), invited to serve by City Councilor Blake Ewing, is comprised of the following individuals.

- Jonathan Belzley Developer, with KMO Development
- Amanda DeCort Tulsa Foundation for Architecture, Executive Director (arrived
- Antoine Harris Alfresco Community Development Corporation
- Kevin Harrison Resident, Crosbie Heights Neighborhood Association (CHNA) President
- Rev. Kujanga (KJ) Jackson Pastor, New Beginnings Community Church
- Mia Leighty Government & non-profit consulting
- Miriam Mills Pediatrician, Crosbie Heights resident and property owner
- Larry Mitchell Crosbie Heights resident, cycling advocate
- David Phillips Crosbie Heights resident, former CHNA president, public defender
- Janet Pieren (for Rose Washington) TEDC Creative Capital, Executive Director
- Joe Wrest Trustee, Nogales Avenue Baptist Church
- Femi Fasesin Architect and Crosbie Heights resident



Ms. Schultz then introduced staff from the City of Tulsa and INCOG, acknowledged design professionals from the American Institute of Architects Eastern Oklahoma Chapter and graduate students and faculty members from the University of Oklahoma Urban Design Studio and who will also be working with the community to develop the plan and assist at the Visioning Workshop. OU-UDS faculty members Shawn Michael Schaefer and Michael Birkes were also present.

General Announcements. Ms. Schultz then made general announcements and addressed project housekeeping items, including:

- Explanation of the purpose of the SAP, the role of the CAT, and general ground rules regarding how meetings are conducted.
- Recap of the Crosbie Heights SAP process to date.
- Overview of the evening's agenda (Visual Preference Survey and SWOT priorities).
- Feeling Rushed Touching base with CAT on the SAP's pace: CAT members were asked if they were feeling too rushed as we pursue our aggressive schedule, and were presented with options to add meeting(s) or extend time on scheduled meetings. CAT member Miriam Mills suggested that the question be raised again at the conclusion of the meeting.
- Visioning Workshop, August 1st, 9am to 4pm. Ms. Schultz reminded all attendees about the upcoming workshop (at New Beginnings Community Church) and asked for CAT assistance to promote the event. Mr. Shane Hampton from the Institute of Quality Communities (IQC) at the University of Oklahoma will provide a keynote address to start the workshop. She emphasized the need for firm RSPVs for planning purposes. By the conclusion of the meeting, all agreed that workshop RSVPs would be required by Monday, July 27th.
- **Block Party.** CAT member Mia Leighty proposed a neighborhood block party to share information about the SAP and generate participation for the workshop. Ms. Leighty enlisted support from other CAT members and attendees to plan and conduct a block party, looking for a date in mid-July.
- Other SAP items. (Backup materials for these items are posted for the June 23rd meeting)
 - Guiding Principles. CAT members were reminded about Guiding Principles, introduced at the May 12 meeting and asked to continue to think about them. Crosbie Heights' Guiding Principles must be defined before we can complete the plan and submit it to TMAPC.
 - Vision Statement. Attendees were provided with a handout with an example of a Vision Statement developed for another small area plan. The CAT was asked to start thinking about how a similar statement could capture the values, goals and aspirations of Crosbie Heights, and to expect more clarity on the subject after the Visioning Workshop.

Visual Preference Survey.

Mr. Hensley introduced the Visual Preference Survey PowerPoint presentation (posted for this meeting), with general instructions on how to proceed and references to the score sheet. After presenting 4 practice images, the timed survey began. For 30 to 40 minutes, participants considered 70 images and scored them according to their preferences. Completed score sheets were submitted to staff prior to the end of the meeting.

Break / Ice Breaker

Following a brief period for questions, Ms. Schultz then asked attendees to take a moment to introduce themselves to someone sitting nearby that they didn't already know.



Feeling Rushed? The CAT was asked this question again, prior to the SWOT activity and the meeting's conclusion. In response to *no response*, <u>Ms. Schultz suggested that she could electronically poll CAT members</u>. All agreed to this approach.

SWOT (Strengths, Weaknesses, Opportunities and Threats) Priorities.

Please review the <u>meeting notes from the May 12, 2015 CAT meeting</u> for background on this activity.

As the final activity for this meeting (to be conducted as attendees left the meeting), each attendee was provided 12 adhesive dots and directed to posters of the lists of SWOTs. That material was also included in the handouts. The lists consisted of the following:

- List of SWOTs compiled in September 2011 by residents of Crosbie Heights as part of another community planning exercise called "Big Night". Note: "Big Night" was part of a coalition-building community planning effort for the Crosbie Heights, Owen Park, Country Club Square and Brady Heights Neighborhood. Each of those neighborhoods, including Crosbie Heights conducted its own unique SWOT Analysis. The Crosbie Heights CAT agreed to use this list as a starting point for the 2015 SWOT exercise.
- New items added at the May 12th Crosbie Heights CAT meeting. Staff recorded new items as they were mentioned and later added those items in **blue**, on both the handout and the posters.
- Staff requested clarification from the CAT regarding how some items were recorded, and made relevant changes on the posters before priority voting started.

Attendees were asked to record their priorities by placing their dots on corresponding items on the posters. *Instructions, blank worksheets, images of posters AFTER the dot exercise, and SWOT lists sorted in priority order are included in the web posting for this meeting,* **STEP 4: ENVISION.**

Finally, Ms. Schultz reminded everyone about **STEP 5: EXPLORE**, scheduled for **Saturday**, **August 1, from 9 a.m. to 3 p.m.** This activity will focus on a small area plan visioning workshop, Volunteer design professionals from the Eastern Oklahoma Chapter of the American Institute of Architects and students from the University of Oklahoma Urban Design Studio will facilitate the workshop.

At the conclusion of SWOT instructions at approximately 7:15 p.m., the meeting was adjourned to the SWOT exercise. The SWOT exercise was completed around 7:30 p.m.