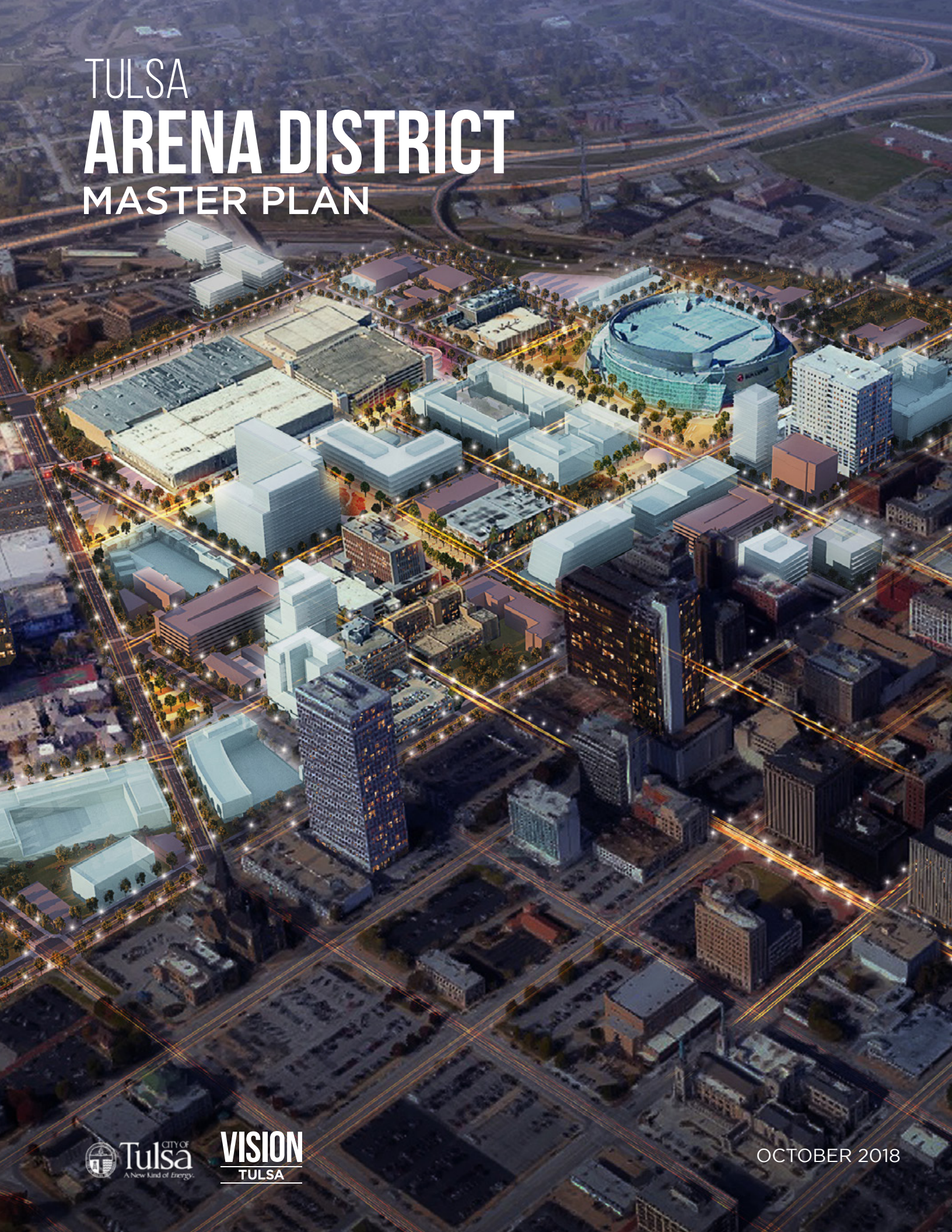


TULSA ARENA DISTRICT MASTER PLAN



ACKNOWLEDGMENTS

This Arena District Master Plan was funded by **Vision Tulsa**.

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

City of Tulsa

Mayor G.T. Bynum

Tulsa Arena District Master Plan Working Group

James McHendry, *AICP*, Planner, City of Tulsa

Theron Warlick, *AICP*, Senior Planner, City of Tulsa

Dawn Warrick, Director of Planning & Development, City of Tulsa

Nick Doctor, Chief of Community Development & Policy, City of Tulsa

Tulsa Arena District Master Plan Steering Committee

Blake Ewing, District 4 City Councilor, Tulsa City Council

Karen Keith, District 2 County Commissioner, Tulsa County – Commission

J. Fothergill, Tulsa County – Commission

Jeff Nickler, General Manager, SMG - BOK Arena

Kerry Painter, Asst. General Manager, SMG - Cox Business Center

Ray Hoyt, President, VisitTulsa, Tulsa Regional Chamber

James Cunningham, General Manager, Hyatt

Elliot Nelson, Owner, McNellie's Group

Gordy Guest, President, Cyntergy AEC

Kyle Johnston, Downtown Coordinating Council

Kimberly Johnson, CEO, Tulsa City-County Library

Nick Doctor, Chief of Community Development & Policy, City of Tulsa, Mayor's Office

Dawn Warrick, Director, Planning & Development, City of Tulsa, Planning Department

Theron Warlick, Senior Planner, City of Tulsa, Planning Department

John Snyder, Owner, Brickhugger LLC

Macy Armatucci, Owner, Brickhugger LLC

Shelby Snyder, Owner, Brickhugger LLC

Jan Redrupp, Stratford Hospitality - Double Tree Hotel

Michele Hammond, Stratford Hospitality - Double Tree Hotel

Judge Terry Kern, US Federal Courts

Judge Gregory Frizzell, US Federal Courts

Jeff Scott, Realtor, Downtown Coordinating Council

Jane Ziegler, Transportation Planner, INCOG

Susan Miller, Manager, Land Development, INCOG

Jim Coles, Director of Economic Development, City of Tulsa

Tulsa Metropolitan Area Planning Committee

Michael Covey, Chairman

John Dix, 1st Vice Chair

John Shivel, 2nd Vice Chair

Luisa Krug

Joshua Ritchey

Ted A. Reeds, II

Joshua Walker

Mike Fretz

Margaret Millikin, Secretary

John Fothergill, Tulsa County Commissioners' Designee

Nick Doctor, Mayor's Designee

Prepared By:

MKSK

HR&A Advisors

Kolar Design

The Columbus Architectural Studio

Groundswell Design Group

Wallace Engineering

Zakerion Strategies & Consulting

TABLE OF CONTENTS

INTRODUCTION	04
THE VISION	16
COMMUNITY ENGAGEMENT SUMMARY + RESULTS	28
PLAN ALIGNMENT + EXISTING CONDITIONS ANALYSIS	40
MARKET ANALYSIS	66
CATALYTIC CHANGE	80
PHASING + IMPLEMENTATION	126

FIGURES

SECTION 1: INTRODUCTION		
FIGURE	TITLE	PAGE
Figure 1.1	Recommended Projects	11
Figure 1.2	Study Area	13
SECTION 2: THE VISION		
FIGURE	TITLE	PAGE
Figure 2.1	Welcome Diagram	21
Figure 2.2	Activate Diagram	23
Figure 2.3	Connect Diagram	25
Figure 2.4	Live Diagram	27
SECTION 3: COMMUNITY ENGAGEMENT SUMMARY + RESULTS		
FIGURE	TITLE	PAGE
Figure 3.1	District Strengths Heatmap	33
Figure 3.2	District Weaknesses Heatmap	33
Figure 3.3	District Priorities Heatmap	33
Figure 3.4	Three Things People Like About the District Treemap	34
Figure 3.5	Three Things People Would Like to See Changed or Improved in the District Treemap	35
SECTION 4: PLAN ALIGNMENT + ANALYSIS		
FIGURE	TITLE	PAGE
Figure 4.1	Arena District Context Map	47
Figure 4.2	Arena District Existing Land Use Map	49
Figure 4.3	Arena District Attractions + Destinations + Parking Map	51
Figure 4.4	Arena District Park + Plaza Map	53
Figure 4.5	Arena District Infrastructure Conditions Map	55
Figure 4.6	Arena District Block Size + Walkability Map	57
Figure 4.7	Arena District Frontage + Fixtures Map	59
Figure 4.8	Arena District Transit Map	61
SECTION 5: MARKET ANALYSIS		
FIGURE	TITLE	PAGE
Figure 5.1	Primary Study Area Map	69
Figure 5.2	Secondary Study Area Map	69
Figure 5.3	Population Growth Rate	70
Figure 5.4	Growth Rate of Age 25-34 Cohort	70
Figure 5.5	Multifamily Deliveries (Percent Growth)	71
Figure 5.6	Proposed and Projected Housing Supply + Demand	71
Figure 5.7	Job Growth Indexed to 2010 Employment Levels	72
Figure 5.8	Office Deliveries (SF)	73
Figure 5.9	Office Deliveries (% Growth)	73
Figure 5.11	Office Rental Rates (%/PSF) - All Classes	73
Figure 5.12	Office, Pipeline	73
Figure 5.13	Downtown Demand (Room Nights Sold)	74
Figure 5.14	Year-Over-Year Downtown REVPAR & Occupancy Rate	74
Figure 5.15	Market-wide REVPAR	74
Figure 5.16	Existing, Under Construction, and Proposed Hotels	75
Figure 5.17	Existing Retail: Downtown Tulsa	76
Figure 5.18	Existing Retail: South Tulsa	76
Figure 5.19	Capturable Spending Potential	77

SECTION 6: CATALYTIC CHANGE

FIGURE	TITLE	PAGE
<i>Figure 6.1</i>	Arena District Improvements Diagram	83
<i>Figure 6.2</i>	Identity Integration Diagram	84
<i>Figure 6.3</i>	Recommended Projects Diagram	86
<i>Figure 6.4</i>	Signature Projects Diagram	88
<i>Figure 6.5</i>	Convention Center Expansion + Full-service Hotel Diagram	91
<i>Figure 6.6-6.8</i>	Convention Center Expansion + Full-service Hotel Concepts	91
<i>Figure 6.9</i>	Page Belcher Federal Building Site Redevelopment Diagram	93
<i>Figure 6.11-6.13</i>	Page Belcher Federal Building Concepts	93
<i>Figure 6.14</i>	Transit Center Block Redevelopment + Transit Integration Diagram	95
<i>Figure 6.15-6.17</i>	Transit Center Block Redevelopment + Transit Integration Concepts	95
<i>Figure 6.18</i>	Public Realm Projects Diagram	96
<i>Figure 6.19</i>	BOK Center in the Park Diagram	99
<i>Figure 6.21</i>	BOK Center in the Park Rendering	100
<i>Figure 6.22</i>	Convention Center Linear Park Diagram	103
<i>Figure 6.23</i>	Creating a Park Edge Along Civic Center Drive Rendering	104
<i>Figure 6.24</i>	Civic Center Commons Diagram	107
<i>Figure 6.25</i>	Civic Center Commons Rendering	108
<i>Figure 6.26</i>	Denver Avenue Park Diagram	111
<i>Figure 6.27</i>	New Denver + 3rd Park Rendering	113
<i>Figure 6.28</i>	Plaza of the Americas Diagram	115
<i>Figure 6.29</i>	Transformed Plaza of the Americas Rendering	116
<i>Figure 6.31</i>	Streets + Connections Projects Diagram	118
<i>Figure 6.32</i>	Denver Avenue + 3rd Street Sections	121
<i>Figure 6.33</i>	I-244 ODOT Opportunity Diagram	122
<i>Figure 6.34</i>	Southwest Boulevard + Houston Avenue ODOT Opportunity Diagram	123
<i>Figure 6.35</i>	Tulsa Arena District Master Plan Projects	124

SECTION 7: PHASING + IMPLEMENTATION

FIGURE	TITLE	PAGE
<i>Figure 7.1</i>	Implementation Framework Table	129
<i>Figure 7.2</i>	Existing TIFs and Proposed TIF "I" Map	131
<i>Figure 7.3</i>	Short-term Implementation Projects Map	133
<i>Figure 7.4</i>	BOK Lawn Short-Term Activation Rendering	135
<i>Figure 7.5</i>	Cox Business Center Short-Term Activation Rendering	137
<i>Figure 7.6</i>	Cox Business Center Short-Term Activation Rendering	137
<i>Figure 7.7</i>	Near-term Development Sites Map	141
<i>Figure 7.8</i>	Intermediate-term Implementation Map	143
<i>Figure 7.9</i>	Long-term Implementation Map	145
<i>Figure 7.11</i>	Convention Center Hotel Sites Map	155
<i>Figure 7.12</i>	Needs + Recommended Governance Structure Diagram	157

EXECUTIVE SUMMARY

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

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

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

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

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

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





THE CHALLENGE

THE ARENA DISTRICT TODAY

ONLY ACTIVE FROM 9 TO 5

FRAGMENTED

DISCONNECTED

AUTO-CENTRIC

SINGLE-USE



THE SOLUTION

THE FUTURE ARENA DISTRICT

18-HOUR LIFE & ACTIVATION

VIBRANT & ENERGETIC

WALKABLE & BIKABLE

LIVABLE

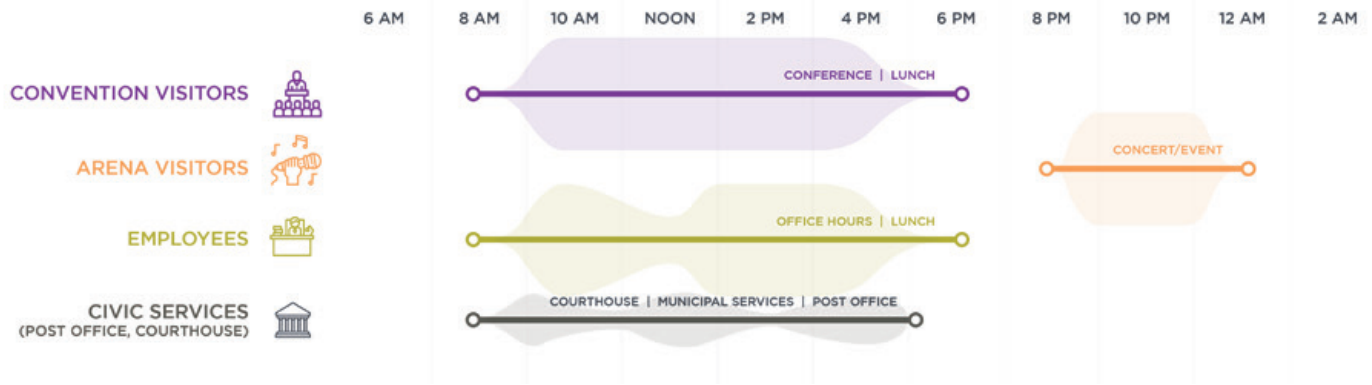
CONNECTED

WELCOMING

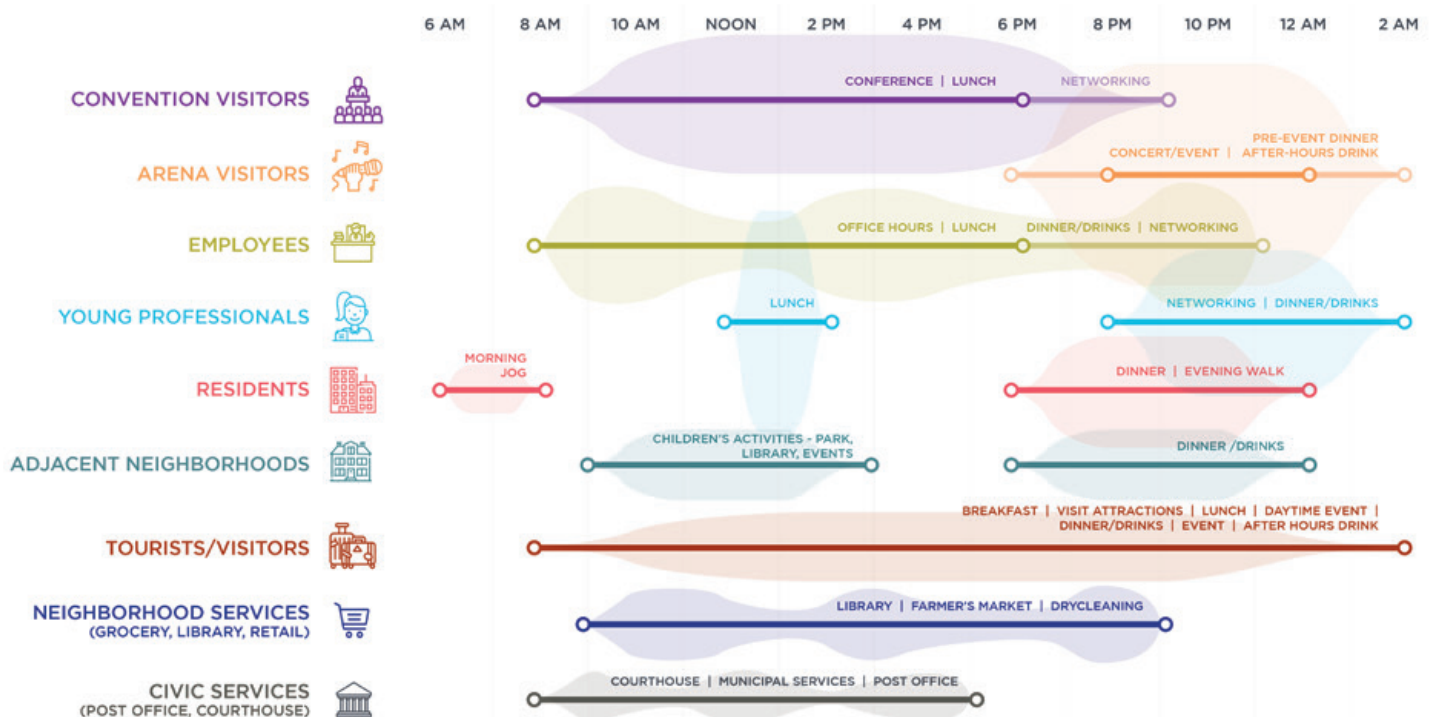
A DESTINATION

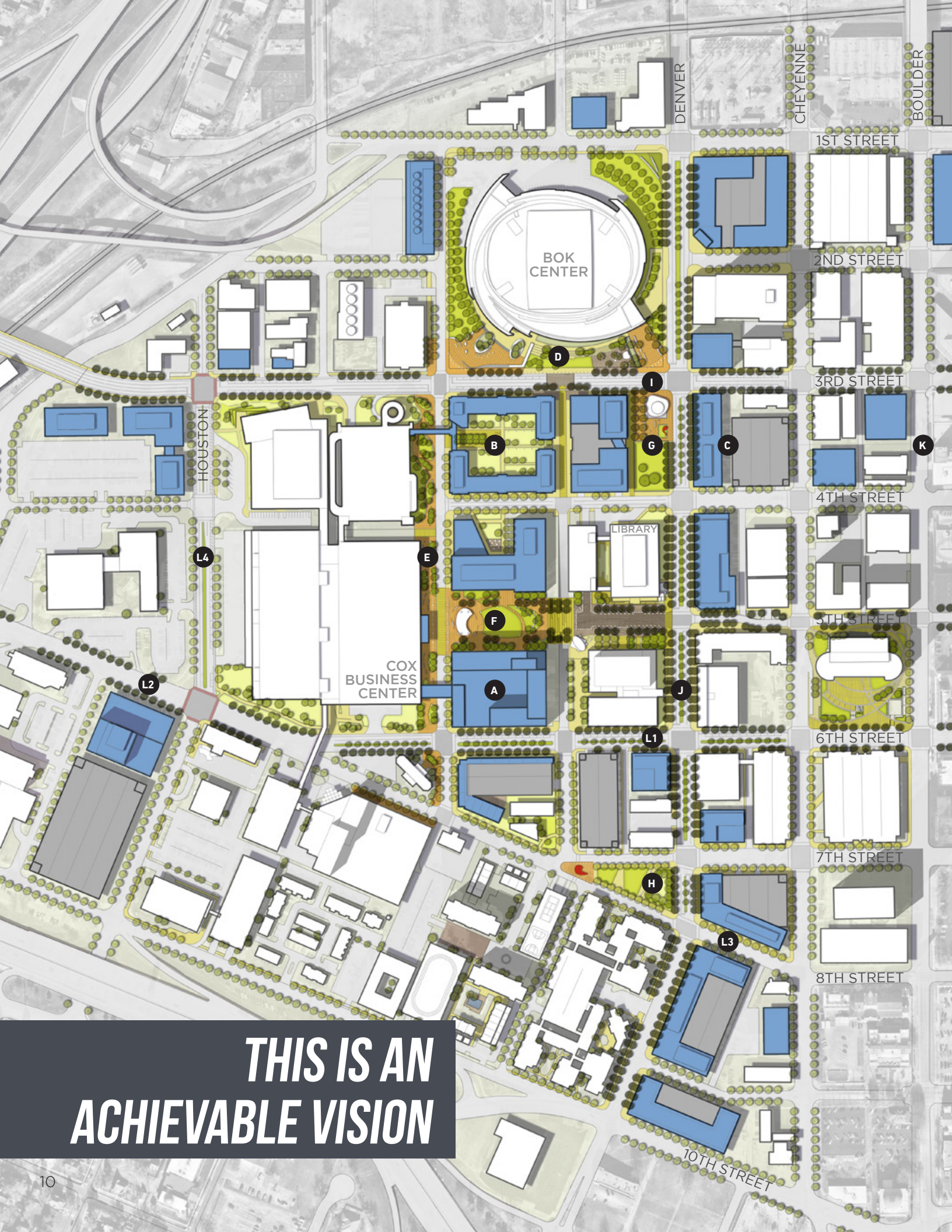


EXISTING USER GROUPS



POTENTIAL: 18 HOUR NEIGHBORHOOD







**THIS IS AN
ACHIEVABLE VISION**





RECOMMENDED PROJECTS

REFERENCE
PAGE

SIGNATURE PROJECTS

<input type="checkbox"/>		A. Convention Center Expansion + Full-Service Hotel	90
<input type="checkbox"/>		B. Page Belcher Federal Building Site Redevelopment	92
<input type="checkbox"/>		C. Transit Center Block Redevelopment + Transit Integration	94

PUBLIC REALM PROJECTS

<input type="checkbox"/>		D. BOK Center in the Park	98
<input type="checkbox"/>		E. Convention Center Linear Park	102
<input type="checkbox"/>		F. Civic Center Commons	106
<input type="checkbox"/>		G. Denver Avenue Park	110
<input type="checkbox"/>		H. Plaza of the Americas	114

STREET PROJECTS

<input type="checkbox"/>		I. 3rd Street Streetscape	120
<input type="checkbox"/>		J. Denver Avenue Streetscape	120
<input type="checkbox"/>		K. Boulder Avenue Streetscape	120
<input type="checkbox"/>		L1. 6th Street L2. 7th Street L3. 8th Street L4. Houston Avenue	120

Figure 1.1

THE IMPORTANCE OF THE “ARENA DISTRICT”

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

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

PROJECT PURPOSE

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

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

Figure 1.2



Cox Business Center

BOK Center

City-County Library

OSU Medical Center



27%

Parking



3.5%

Park Space



57%

Publicly Owned



1.8M

Visitors Annually

Arkansas River

BROADEN AND STRENGTHEN THE DISTRICT'S ROLE in the Tulsa economy by identifying strategies to reinforce the visitor experience and promote and foster growth and development.



UNCOVER A DISTINCT DISTRICT AND DOWNTOWN IDENTITY by telling a bold and authentic story through dynamic placemaking, landmarks, public art, and messaging.



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



SHRINK PERCEIVED AND REAL DISTANCES within and between the District and its downtown and riverfront neighborhoods for residents, workers, and visitors.



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



HOW TO USE THIS MASTER PLAN

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

The Vision

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

Community Engagement

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

Plan Alignment + Existing Conditions

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

Market Analysis

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

The Arena District

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

Phasing + Implementation

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

THE VISION

THE VISION

A Gateway to Downtown

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

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

Welcome

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



Activate

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



Live

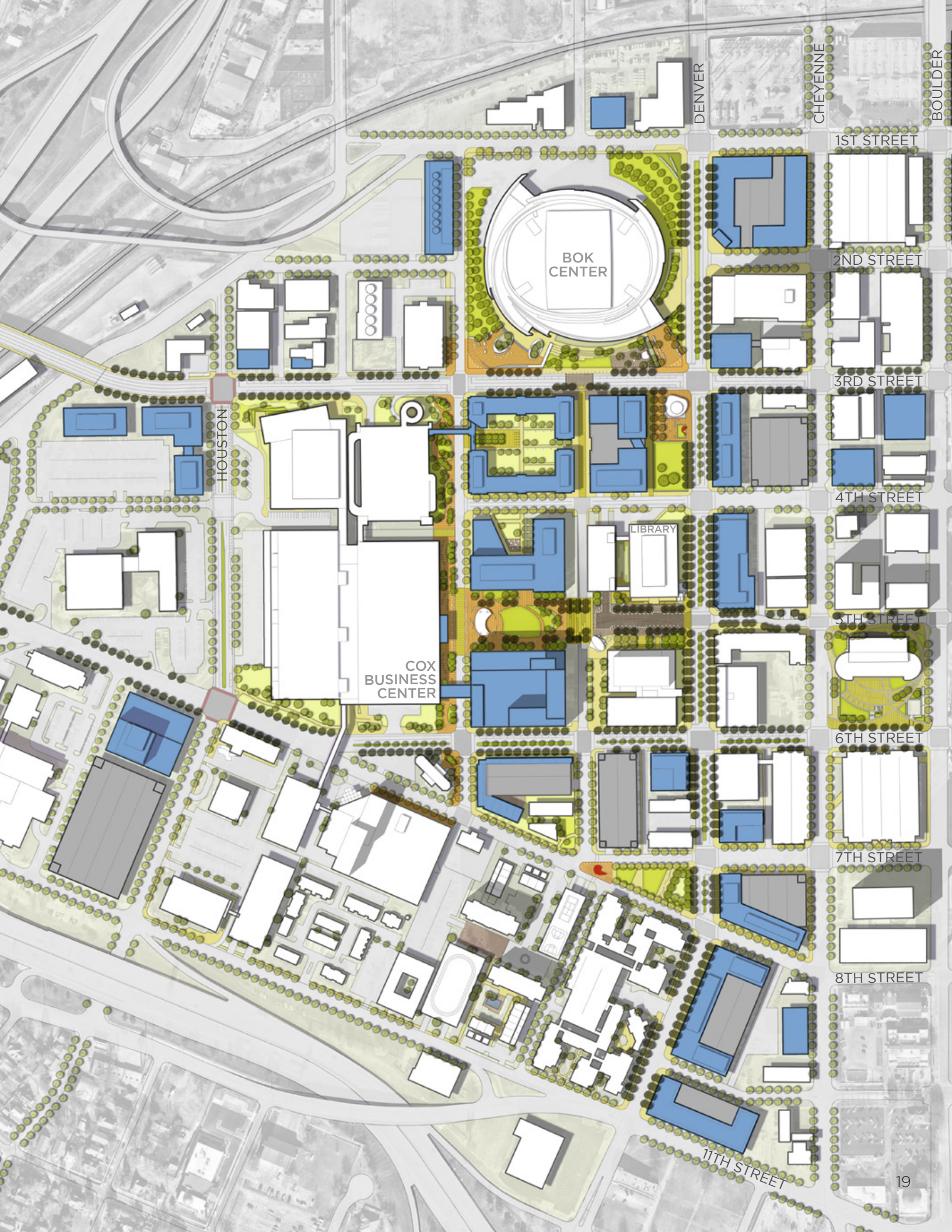
- 1 : Create a robust downtown neighborhood where people live and call home.
- 2 : Build a place with a mix of uses that creates an 18-hour day of activity.



Connect

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





WELCOME

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

WEL·COME

/ welkəm /



1 : Welcoming Visitors and Tulsans and introducing them to what downtown has to offer.

2 : This is the gateway to downtown.

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

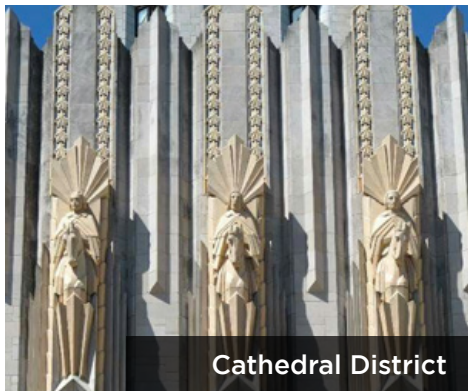
The Arena District Master Plan, through the following design concepts, public realm enhancement strategies and recommendations, addresses these issues and concerns. The civic identity of the Arena District will come to life through a network of connected typologies, narratives, and local amenities that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

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

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



Figure 2.1



ACTIVATE

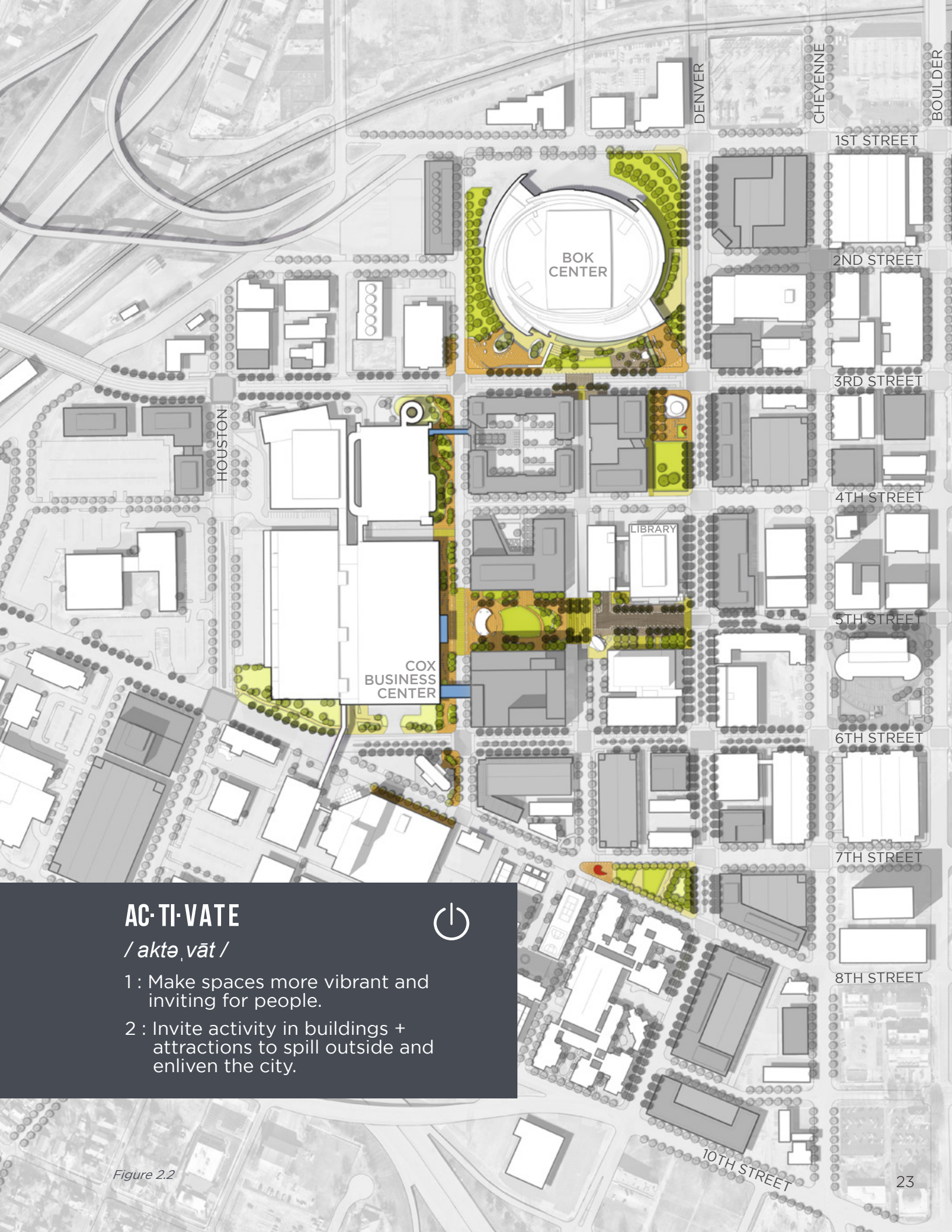
Investment in great public spaces has proven to create catalytic change in urban districts. Investment in these spaces shows developers, potential users and residents that the city is committed to improving the quality of life in the area.

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

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

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





AC-TI-VATE

/ aktəˌvāt /



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

Figure 2.2

CONNECT

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

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

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

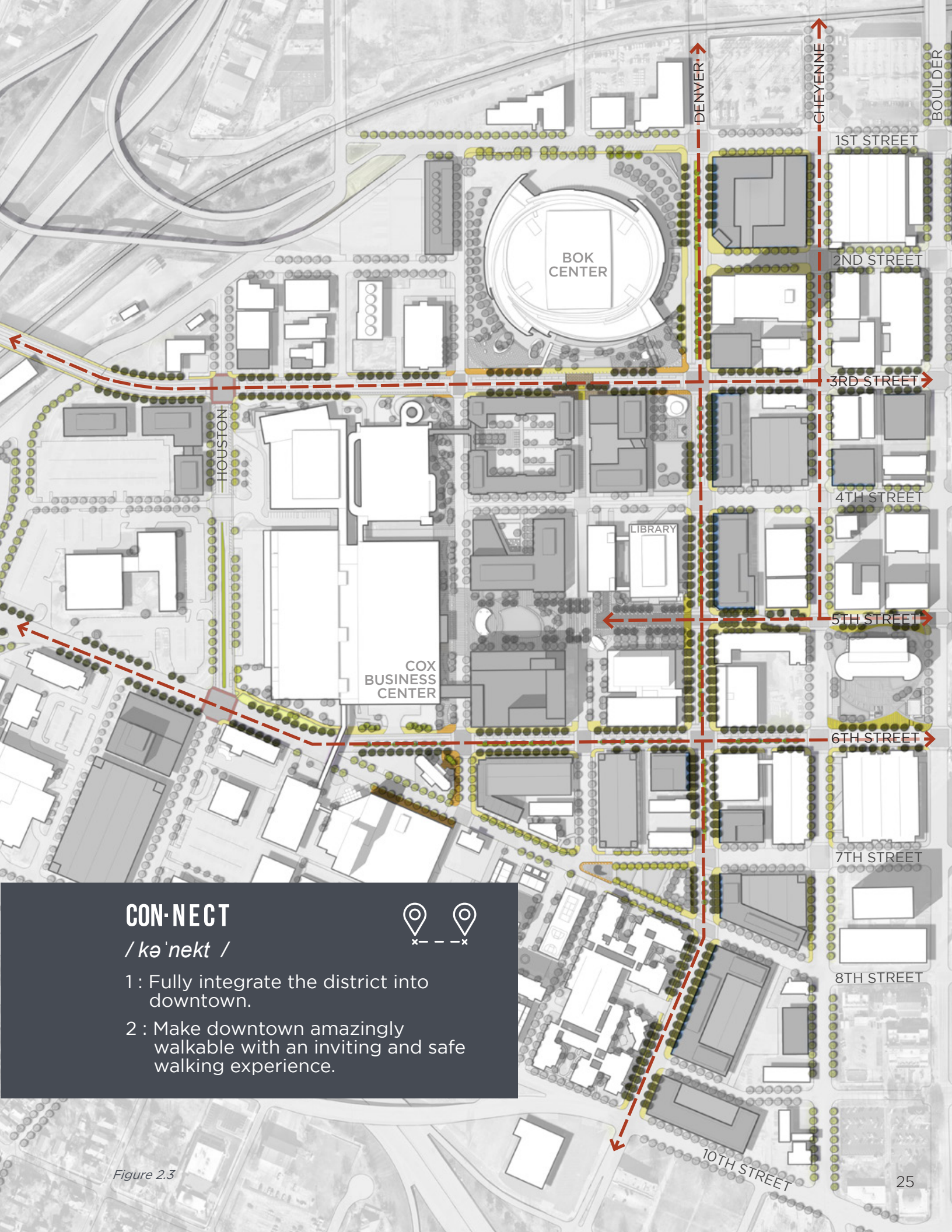
Running north/south, Denver and Boulder Avenues should serve as enhanced green corridors through the district, connecting to the Tulsa Arts District to the north and Riverview Neighborhood to the south.

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

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

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





CON-NECT

/ kə'nekt /



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

Figure 2.3

LIVE

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

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

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





LIVE

/ liv /



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

Figure 2.4

COMMUNITY ENGAGEMENT SUMMARY + RESULTS

My vision for the Arena District is:

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

COMMUNITY ENGAGEMENT SUMMARY & RESULTS

ENGAGEMENT OVERVIEW

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

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

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



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



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

3

COMMUNITY WORKSHOPS

5

STEERING COMMITTEE MEETINGS

3

FEEDBACK TULSA SURVEYS

84

STAKEHOLDERS INTERVIEWED

220

WORKSHOP ATTENDEES

750

WORKSHOP COMMENTS/IDEAS

150

ONLINE SURVEY RESPONSES

30

URBAN HIKE ATTENDEES

SOCIAL MEDIA PLATFORMS USED



NextDoor

(90K registered neighborhood Tulsa residents)



Facebook (8.5K followers)



Twitter (48.5K followers)



Instagram (1.5K followers)

MY VISION FOR THE ARENA DISTRICT IS...



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

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

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

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

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

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

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

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

DISTRICT STRENGTHS, WEAKNESSES & PRIORITIZATION

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

WHAT ARE THE STRENGTHS? WHAT IS WORKING WELL?

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

WHAT ARE THE WEAKNESSES? WHAT IS NOT WORKING WELL?

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

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

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

Figure 3.1



Figure 3.2

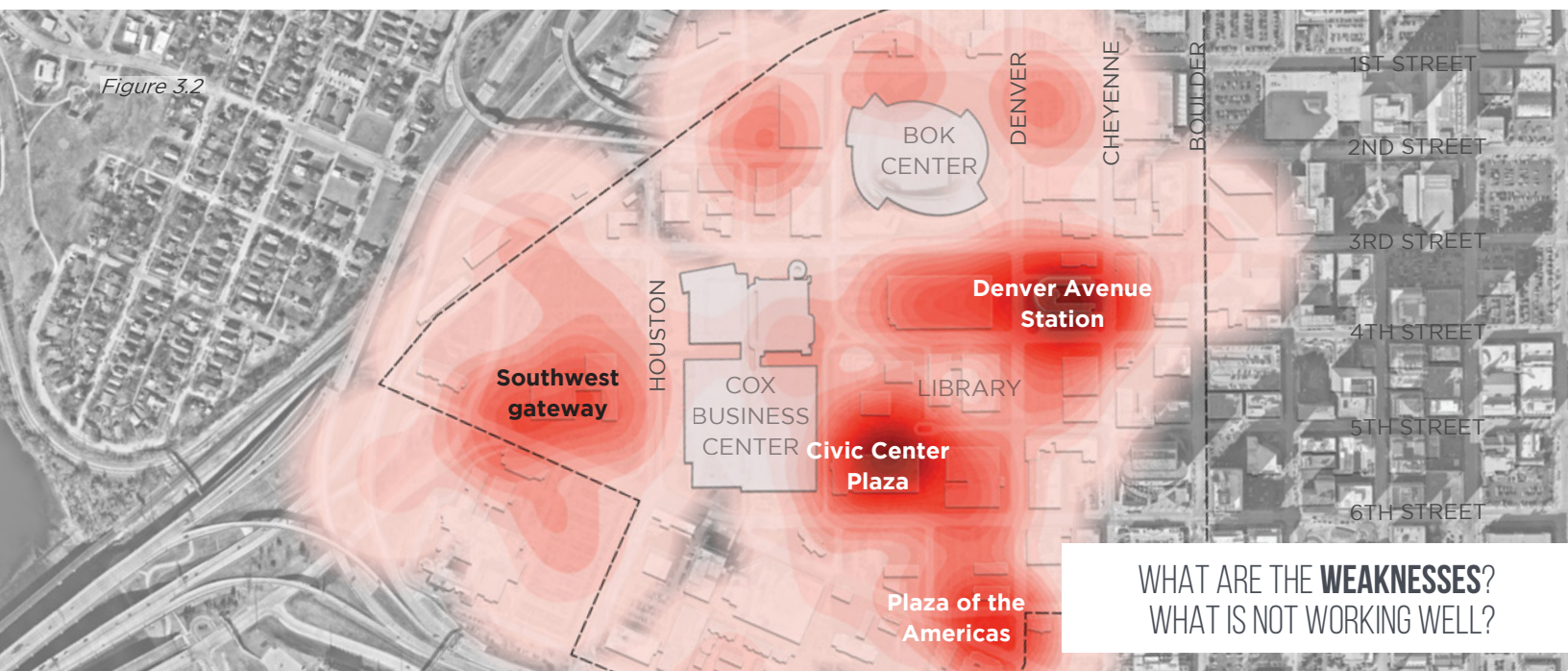
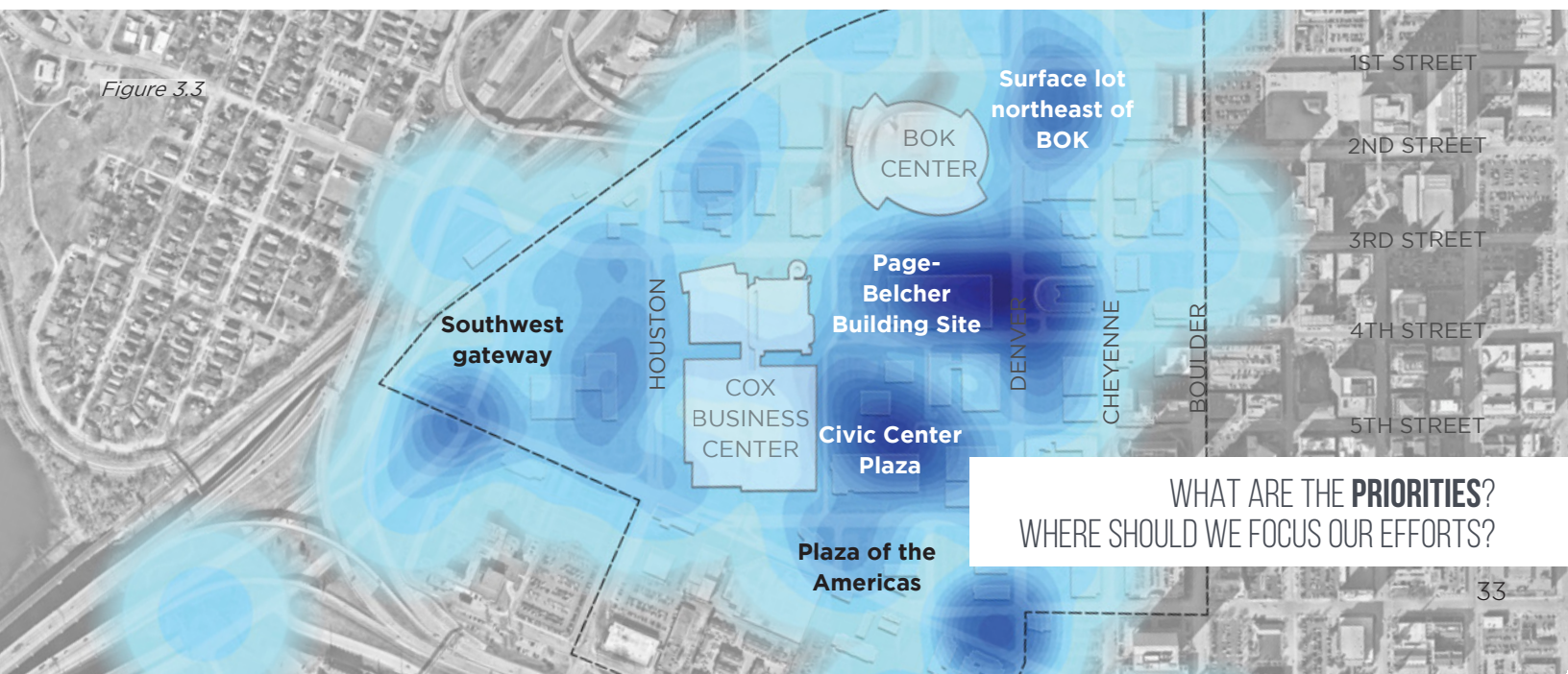


Figure 3.3





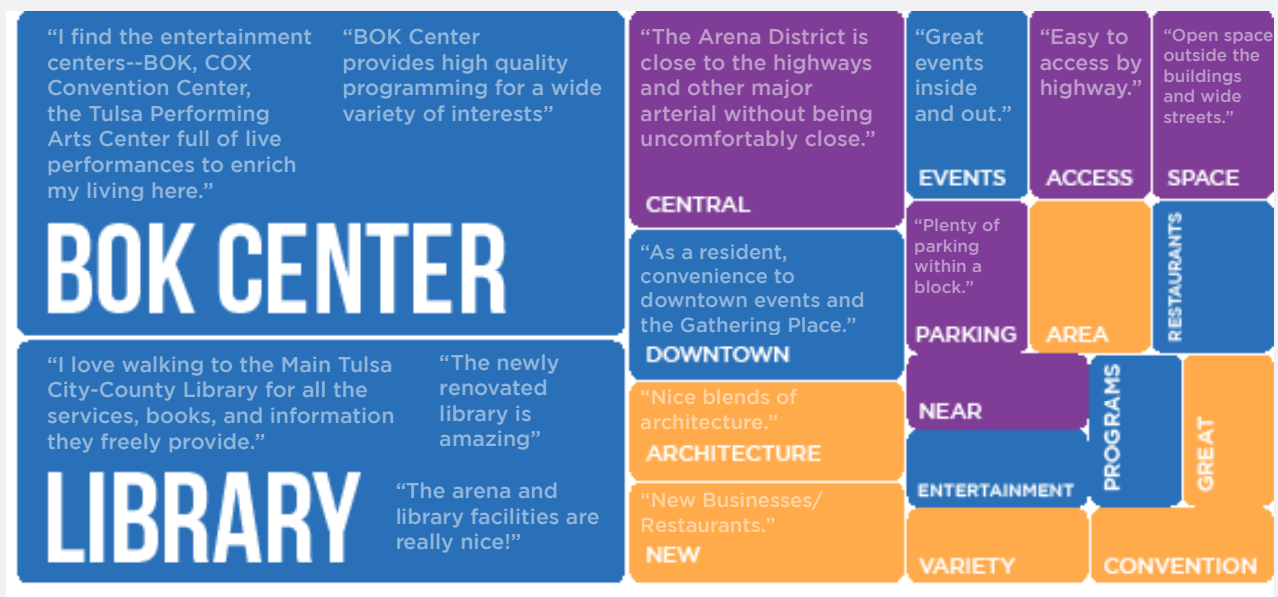
WHAT PEOPLE LIKE ABOUT THE DISTRICT

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

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

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

WHAT ARE 3 THINGS YOU LIKE ABOUT THE DISTRICT?



GREAT ANCHORS

LOTS OF THINGS TO SEE/DO

EASY TO GET TO

Figure 3.4

WHAT PEOPLE WOULD LIKE TO SEE CHANGED OR IMPROVED

The district needs more things to do:

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

The district should be better connected to downtown:

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

The district needs to be safer and

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

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

Results from Workshop 2 & Feedback Tulsa



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



Figure 3.5



STREETS & CONNECTIVITY

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

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

CATALYTIC OPPORTUNITY SITES

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

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



PARK SPACES

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

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

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

Results from Workshop 2 & Feedback Tulsa

“YES!”

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

CONSIDER THE FOLLOWING

(Ordered by most to least mentioned)

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

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

Results from Workshop 2 & Feedback Tulsa



WHAT WE HEARD: SUMMARY

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

Reposition the district as a welcoming gateway to Downtown Tulsa

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

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

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

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

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

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

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

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

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

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

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

Re-think the Page-Belcher Building Site

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

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

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

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

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

Implement the plan

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



PLAN ALIGNMENT + ANALYSIS

PLAN ALIGNMENT + ANALYSIS

PLANS REVIEWED

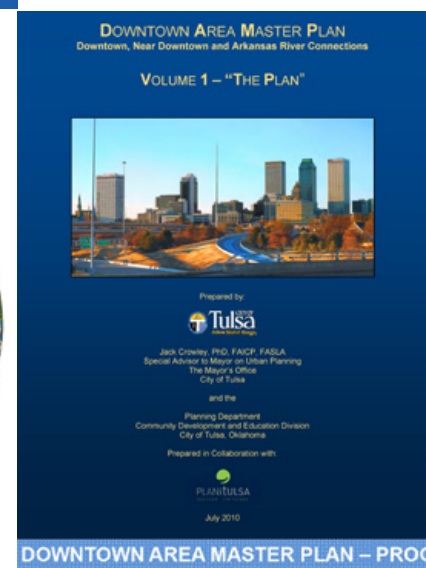
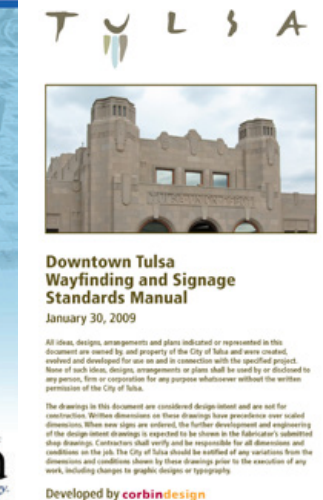
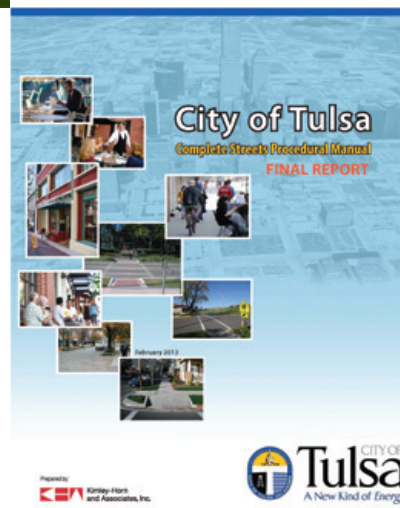
In order to understand and align previous planning efforts, this chapter includes an analysis of past studies that have recommendations important to the Arena District. This analysis identifies common themes within these plans, as well as potential improvements that are directly relevant to creating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

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

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

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

PLANS REVIEWED

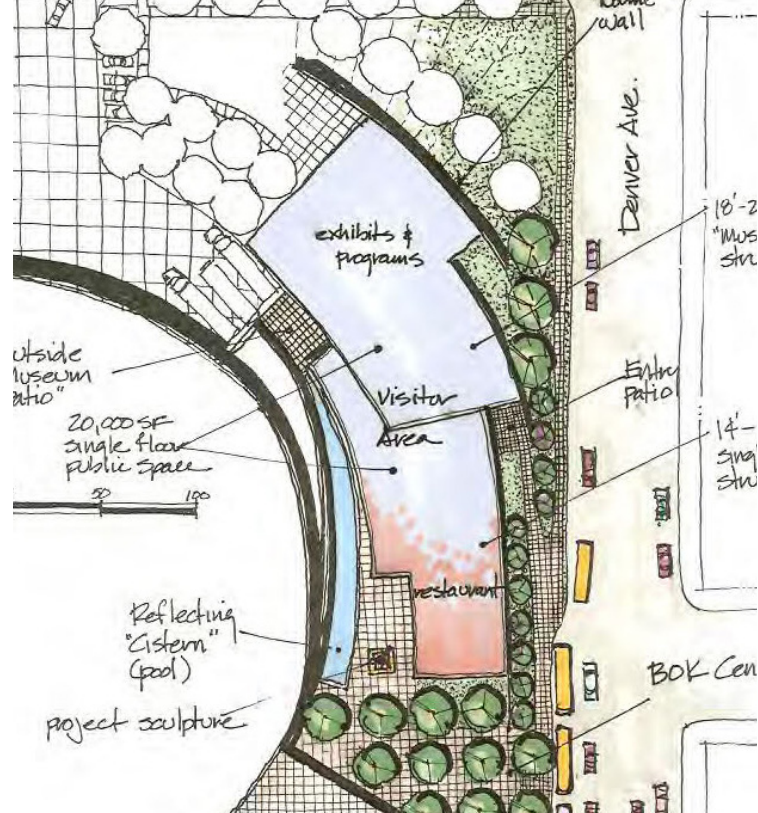


COMMON THEMES

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

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

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



2010

DOWNTOWN AREA MASTER PLAN

Improving outdoor space around
BOK Center

Hall of Fame development in NE
Corner of BOK Center Block

Mixed-use Infill around BOK Center

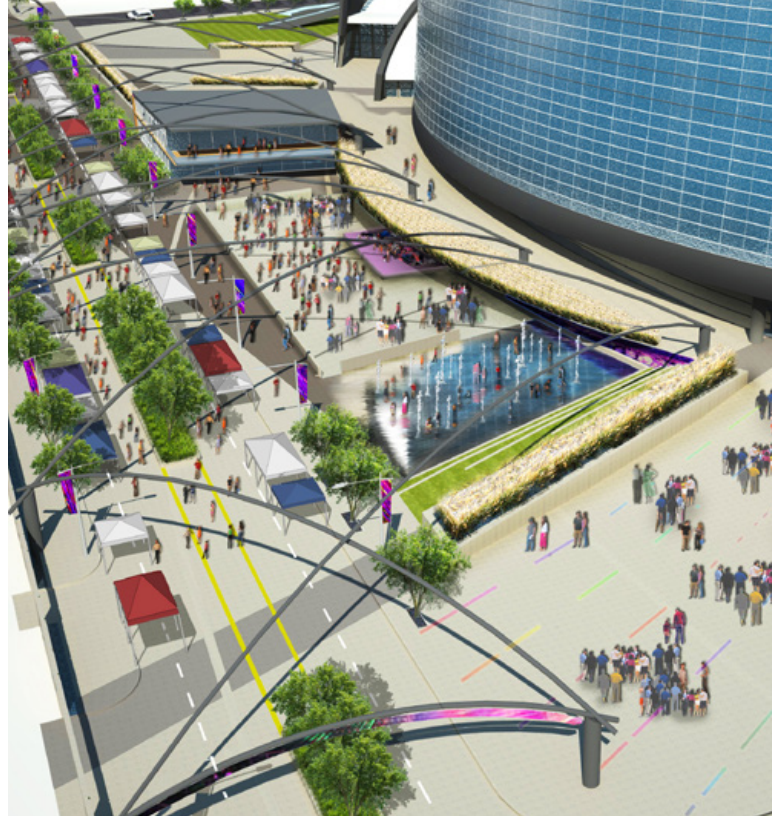
Relocating government uses for
adaptive-reuse of Post-Office &
other civic buildings

Streetscape enhancements

Hotel Expansions & new hotels

Cox Business Center Expansion

5th Street Plaza Improvements



2012

BOK CENTER MASTER PLAN

Outdoor Improvements around BOK Center and temporary activation

Restaurant development in NE Corner of BOK Center Block

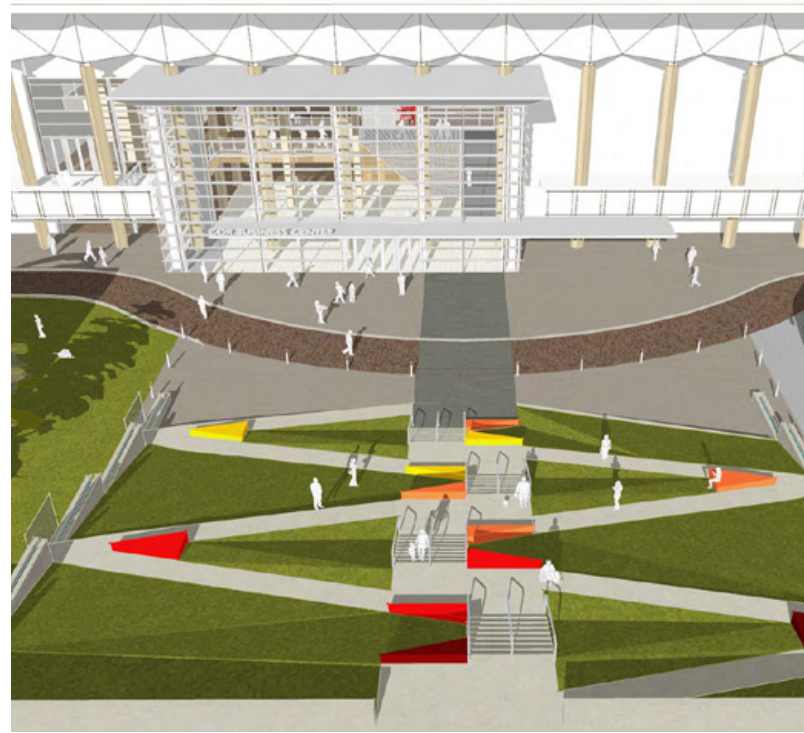
Mixed-use Infill around BOK Center

Adaptive Re-use of Post-Office

Streetscape enhancements

Hotel around BOK Center/CBC

5th Street Pedestrian Mall



2017

COX BUSINESS CENTER SCHEMATIC

Cox Business Center Entry Expansion & Ballroom Renovation

5th Street Plaza Improvements

EXISTING CONDITIONS ANALYSIS

INTRODUCTION

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

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

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

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

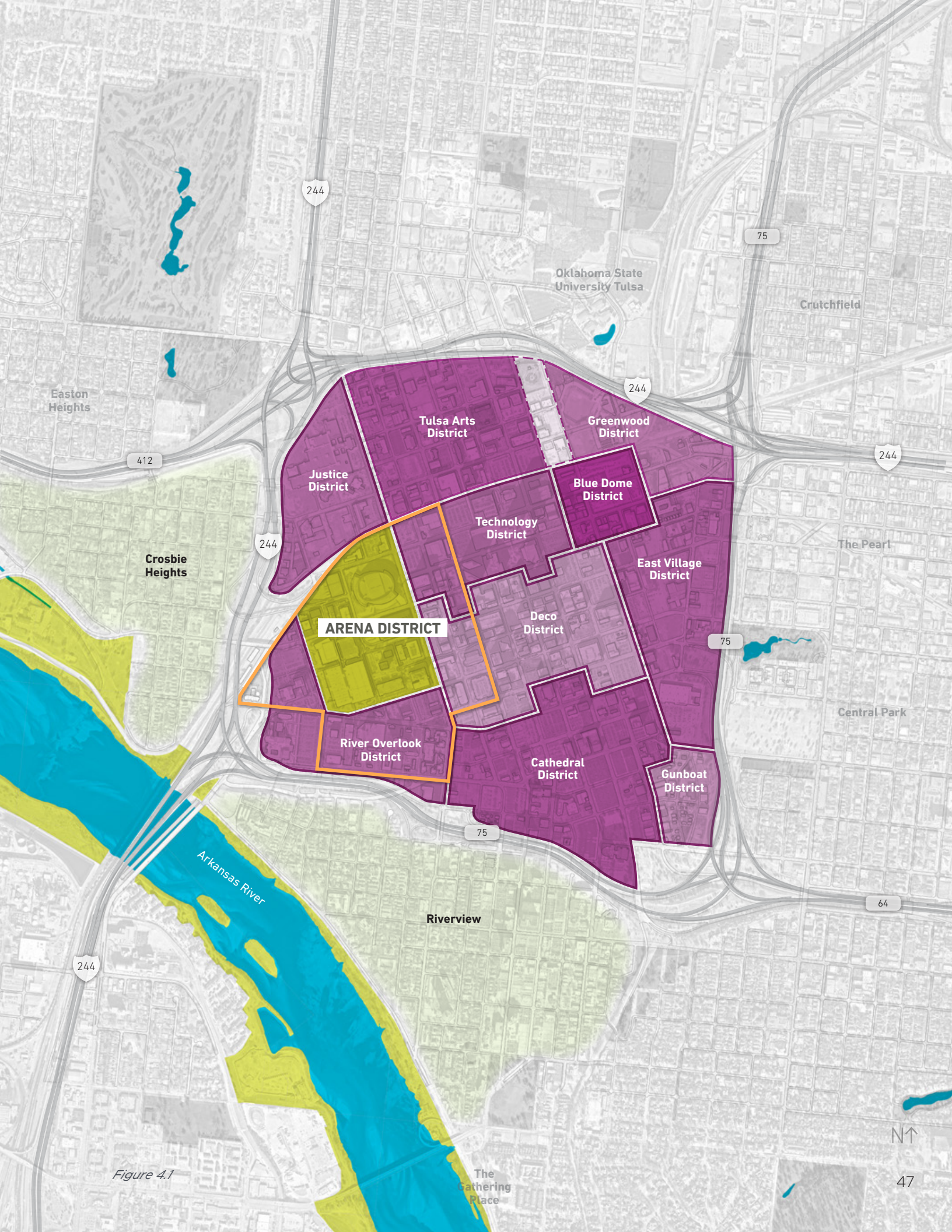


Figure 4.1

LAND USE

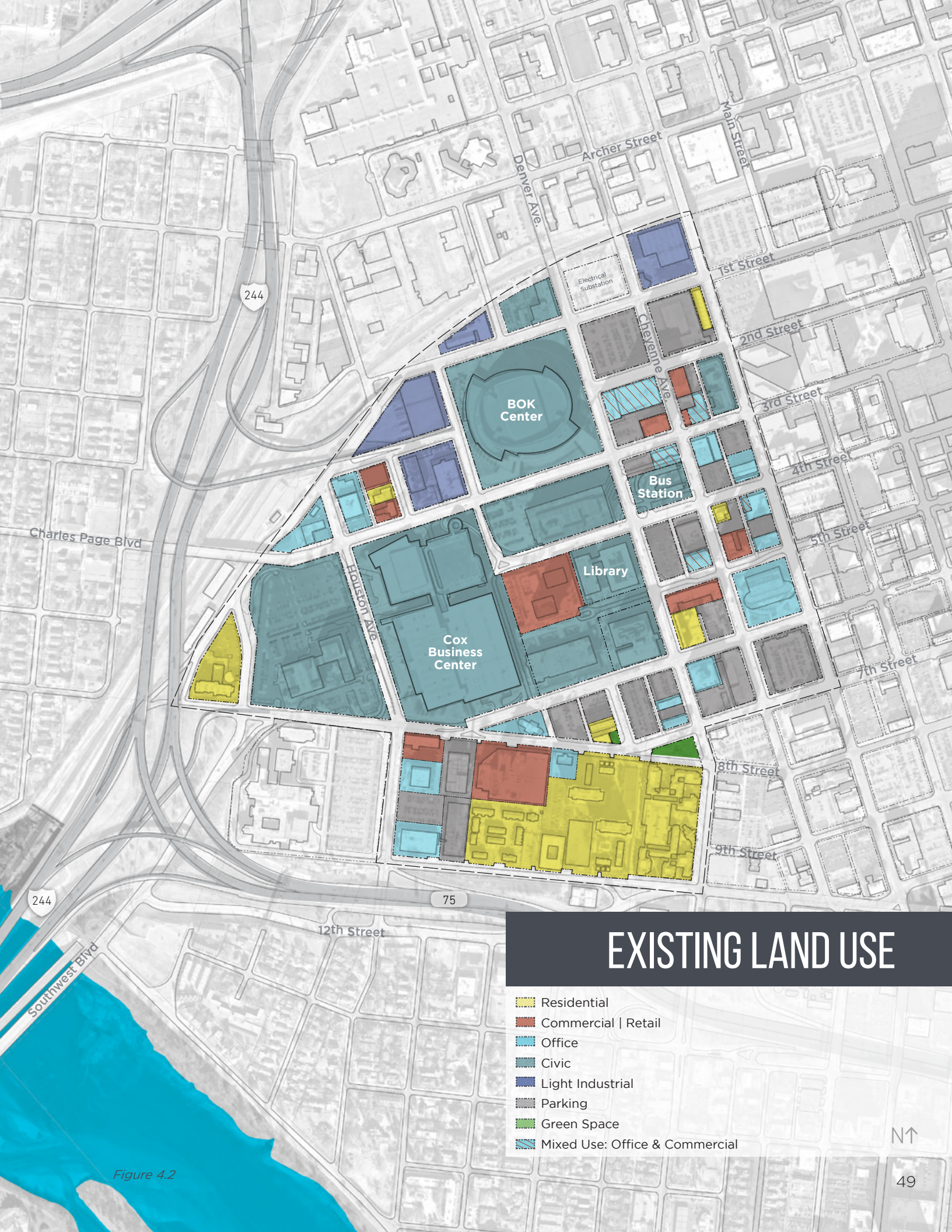
The Arena District is largely a civic and commercial district. A majority of the Arena District's parcel land acreage (excluding right-of-way) is currently owned by public institutions, such as the City of Tulsa, the State of Oklahoma, and the U.S. Federal Government. Due to the prevalence of civic uses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

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

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

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

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



EXISTING LAND USE

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



Figure 4.2

ATTRACTIONS + DESTINATIONS

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

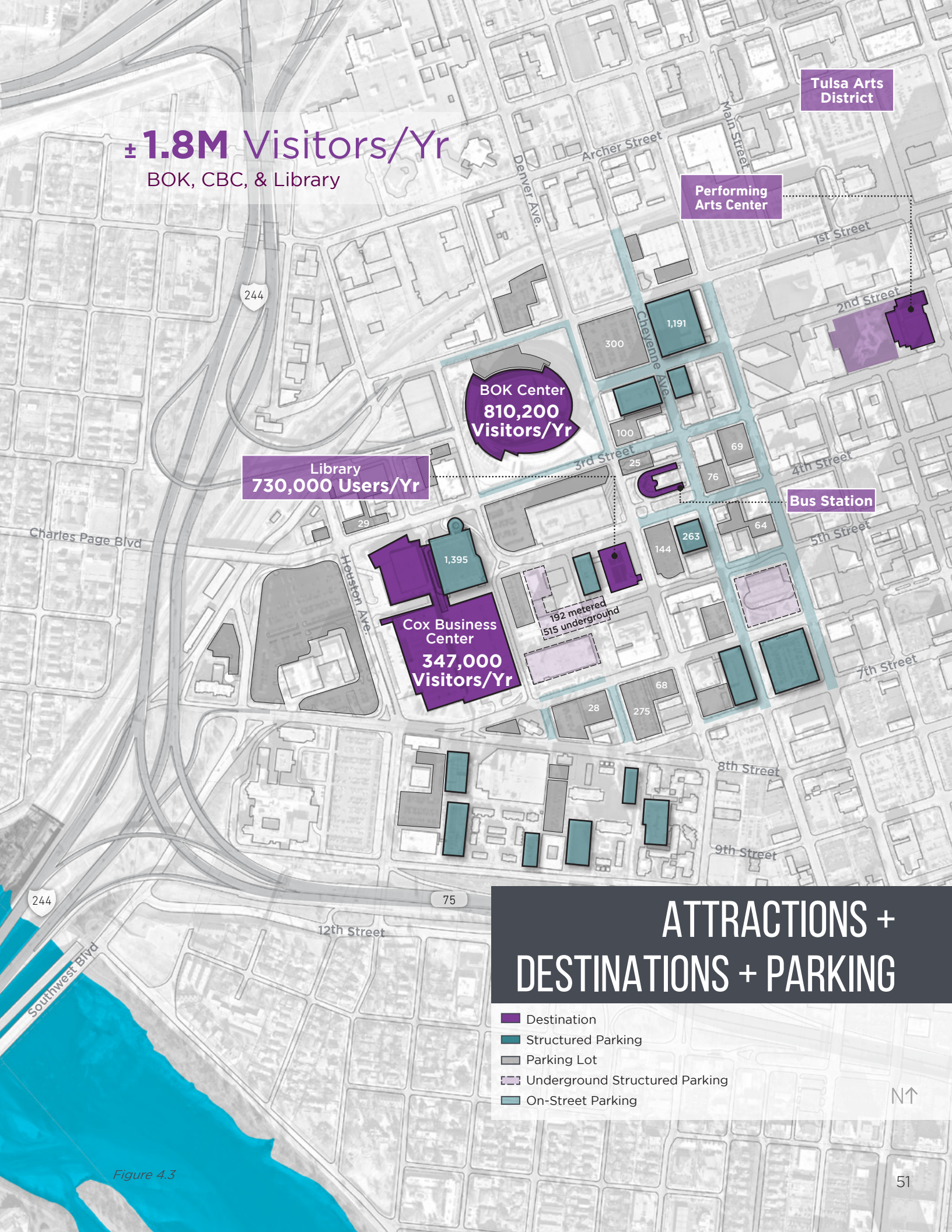
There is market loss however. Based on conversations with area stakeholders, visitors coming into the district for events at the BOK Center generally drive and find parking near the facility, and tend to leave the district shortly after the event. The CBC, while bringing in more than 347,000 conventioners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

PARKING

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

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

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



PARK + PLAZA SPACE

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

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

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

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

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

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



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



PARK + PLAZA

Private
Public

N↑

53

Figure 4.4

INFRASTRUCTURE

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

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

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

1. Past testing in 2000 indicated very high chloride ion content in the existing concrete slabs, beams and columns at all levels of the plaza and garage. The high levels of chloride were caused by many years of using deicing salts on the plaza and the surrounding streets and sidewalks during freezing weather. The combination of carbonization, high chloride content and water has caused years of corrosion in the steel mesh and rebar reinforcing in this structure. For example, testing in 2000 found chloride ion content in the concrete structure ranging from 1.92 pounds per cubic yard of concrete to 12.62 pounds per cubic yard. Any chloride ion content above 1.2 pounds per cubic yard is known to cause corrosion in the reinforcing steel.

2. The existing parking garage and plaza were repaired based on available funds and emergency priorities. Funds were not available for all of the repairs or protective coatings recommended by Wallace Engineering in 2000. At the time, it was estimated that \$16,200,000 was needed for repairs to allow the structure to continue functioning safely for 10 to 20 more years. That was 18 years ago. To the best of the planning team's knowledge, only about \$3,000,000 to \$4,000,000 was available for the repairs that were actually done from 2001 to 2004. Because of the limited funds available, only emergency repairs on areas with major spalls, cracks, visible corrosion and highly dilapidated slabs were implemented.

3. Since the emergency repairs described in item 2 above were completed, Fifth Street was extended across the top of the Civic Center Plaza to allow access to the new Aloft Hotel for fire trucks and to allow better access to all of the buildings in the complex. Steel beams and columns were added to the bottom of the existing concrete structure to increase the capacity of the deck to carry fire trucks. The planning team does not know what, if anything, was done beyond the strengthened area under the street to seal, protect and repair the corroded reinforcing steel and carbonated concrete that still has very high chloride content.

4. As part of this master plan, the planning team visually assessed the parking area and made some preliminary observations of the current condition of the structure. Based on these observations, there are large areas where netting has been installed to catch falling pieces of concrete. There are many new areas of cracking, including some with efflorescent salts dripping through the cracks and forming stalactites hanging from the concrete. There are also several areas with spalled concrete and obvious steel rebar and mesh corrosion.

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



Figure 4.5

BLOCK SIZE + WALKABILITY

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

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

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

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

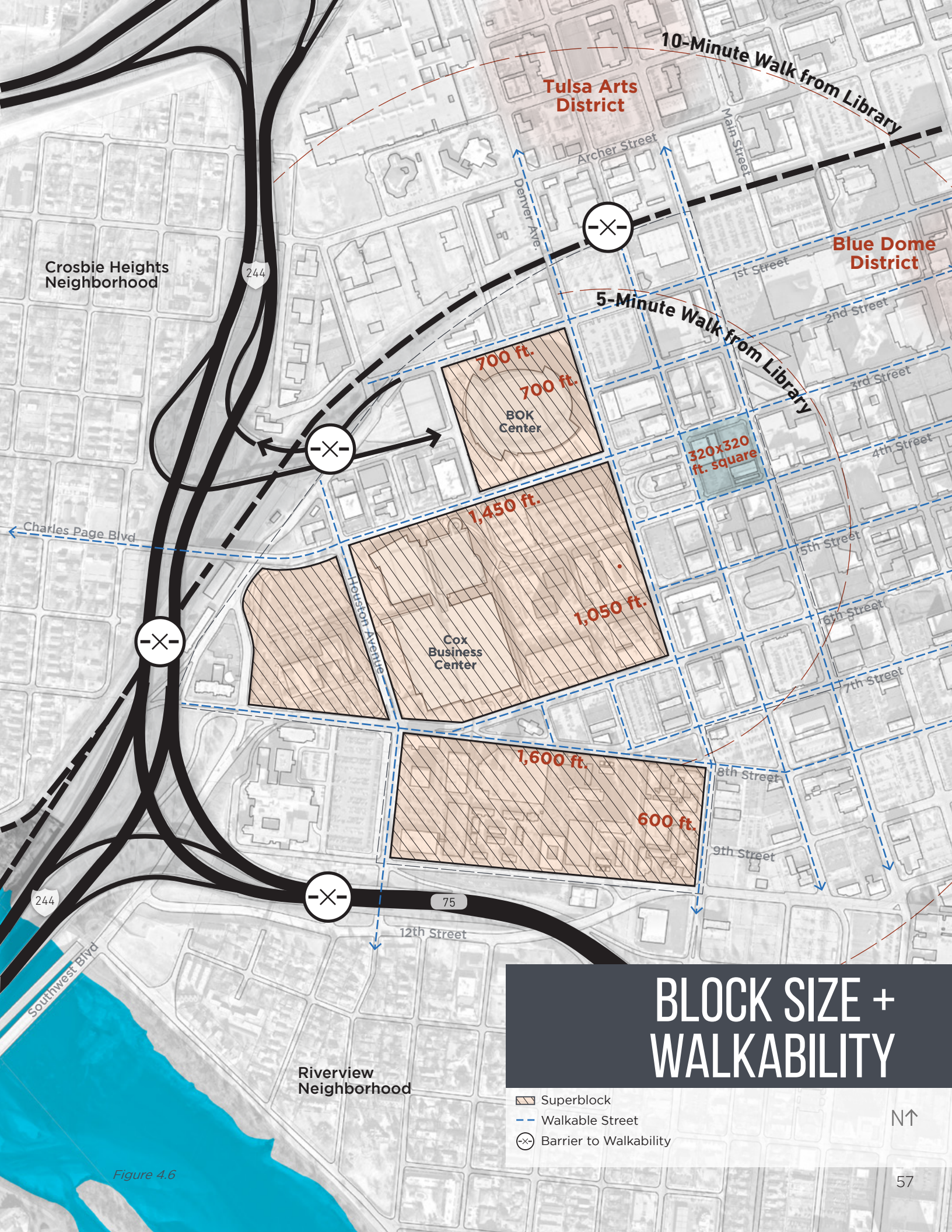
The north, west, and south edges of the district are confined by Interstate 244, Highway 75, and the existing rail line. This

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

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

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

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



BLOCK SIZE + WALKABILITY

- Superblock
- Walkable Street
- Barrier to Walkability

N↑

Figure 4.6

PEDESTRIAN CONDITIONS

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

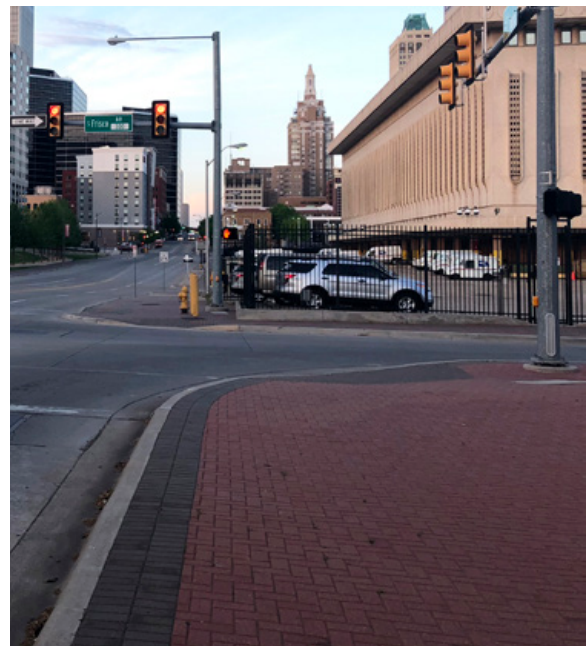
Obvious things that make the pedestrian experience better and safer are level sidewalks in good condition, sidewalks that are wide enough for two couples to pass each other, clearly marked crosswalks, and pedestrian scale street lighting and building lighting. Street trees are also an important component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

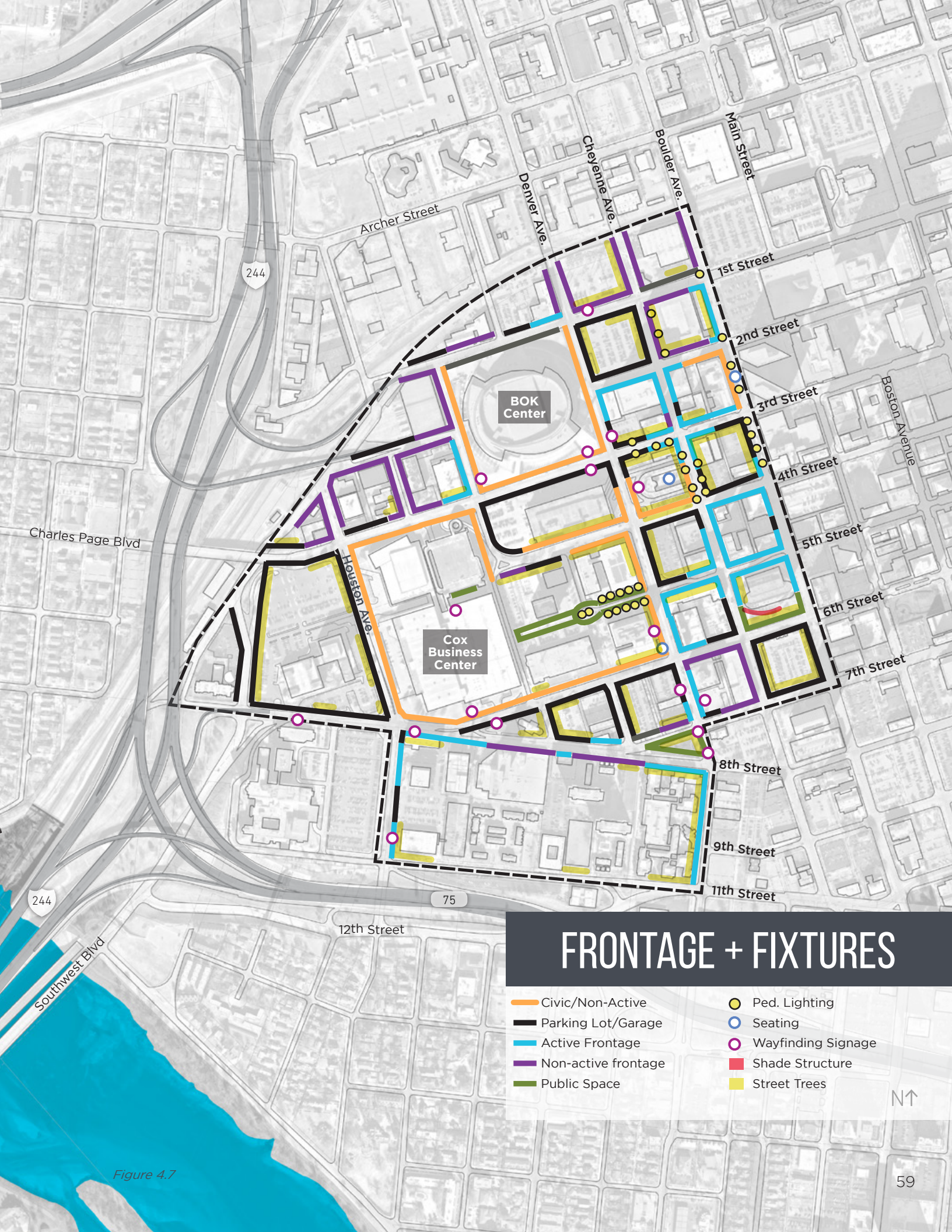
The built environment is also critical to the pedestrian experience. People are willing to walk further when the walking experience is interesting and enjoyable. This means walking next to buildings that have storefronts, as well as windows, doors, and entryways. It means areas of outdoor seating, plazas,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

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

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

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





TRANSIT

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

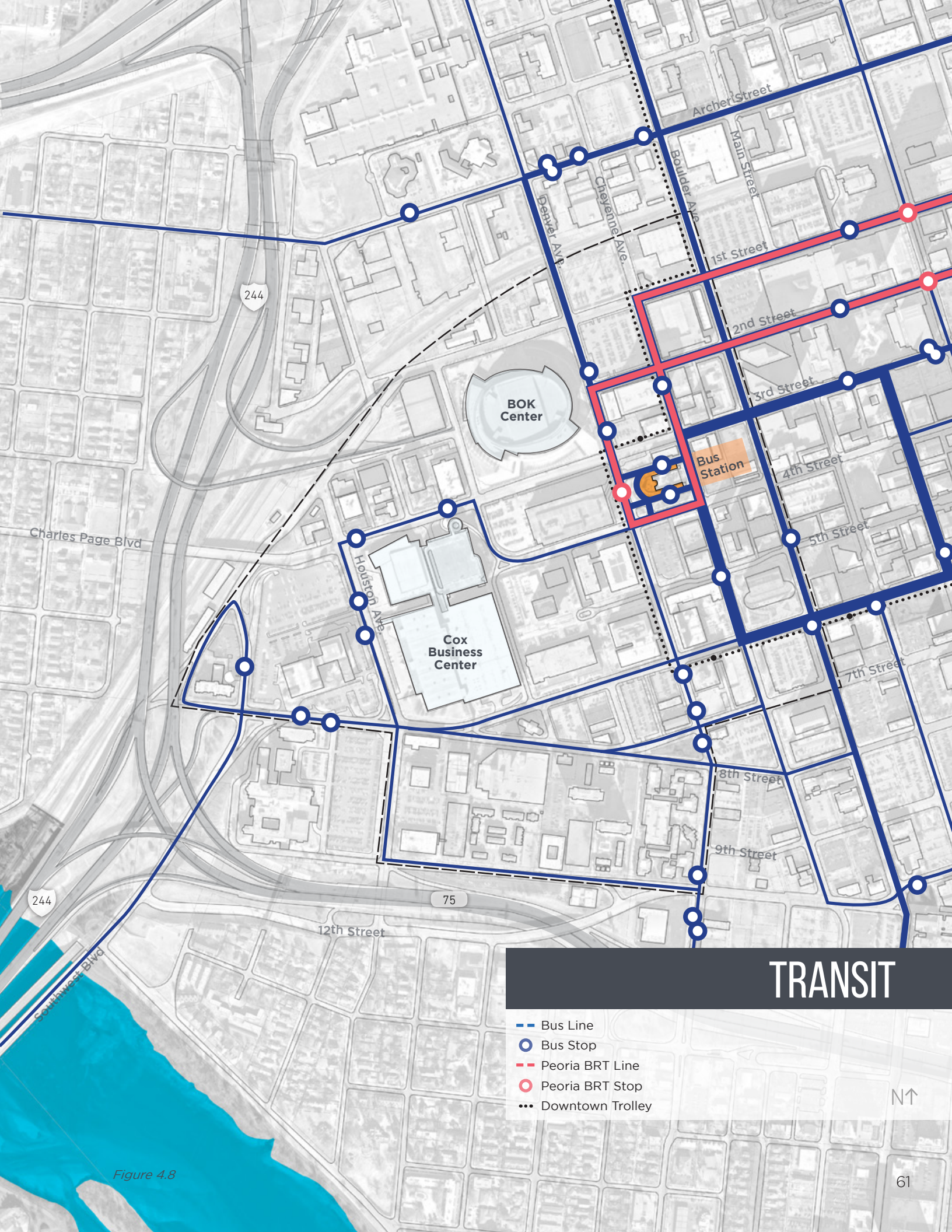
The Denver Avenue Station has served as a major hub and transfer point since its opening in 1998. As the largest of two hubs in the network, the station serves transit riders for much of the day and evening and contains indoor and outdoor facilities. Its location within downtown is at a transition point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

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

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

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





TRANSIT

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



Figure 4.8

KEY LAND USE TAKEAWAYS

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



KEY CONNECTIVITY TAKEAWAYS

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



MARKET ANALYSIS

MARKET ANALYSIS

PROCESS

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

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

STUDY AREA

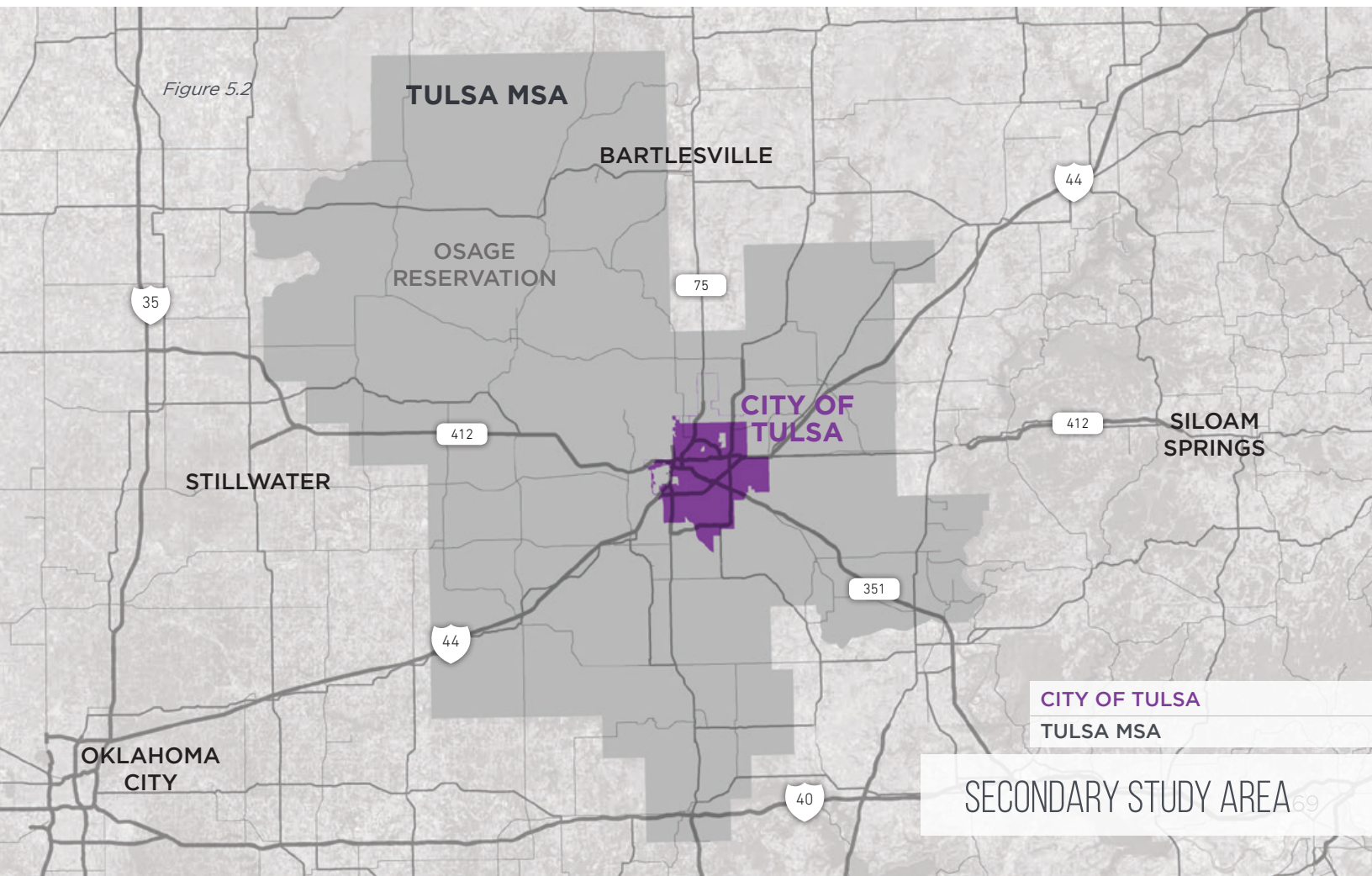
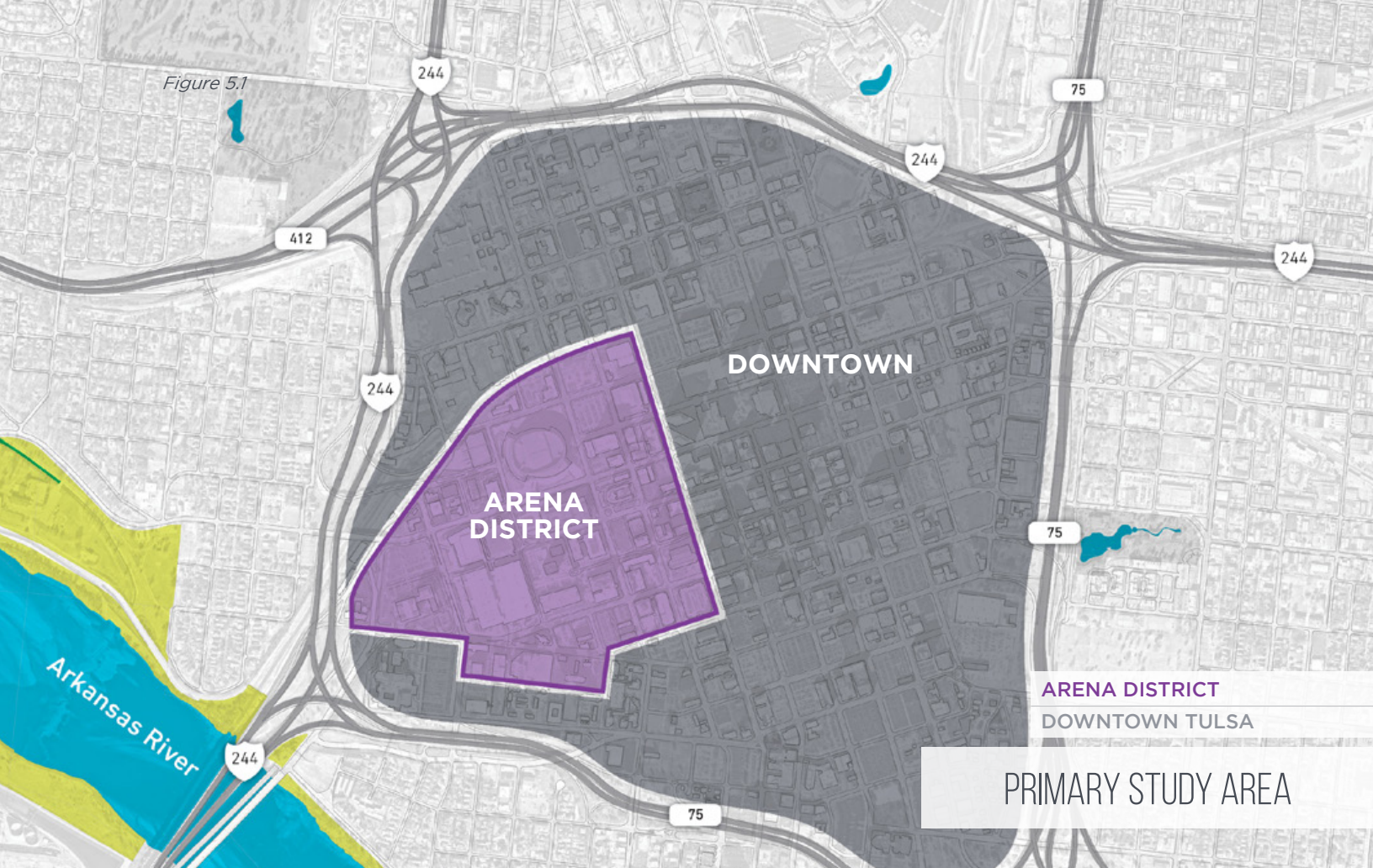
The assessment examined socioeconomic and market conditions at both the local and regional level to develop a contextual understanding of the competitiveness of

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

PEER CITIES ANALYSIS

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

KANSAS CITY	INDIANAPOLIS
OKLAHOMA CITY	LOUISVILLE
FORT WORTH	CINCINNATI



RESIDENTIAL FINDINGS

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

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

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

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

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

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

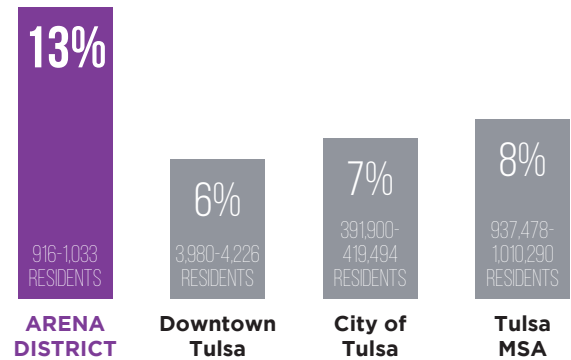


FIGURE 5.4 | GROWTH RATE OF AGE 25-34 COHORT
2010 - 2017 | Source: ESRI

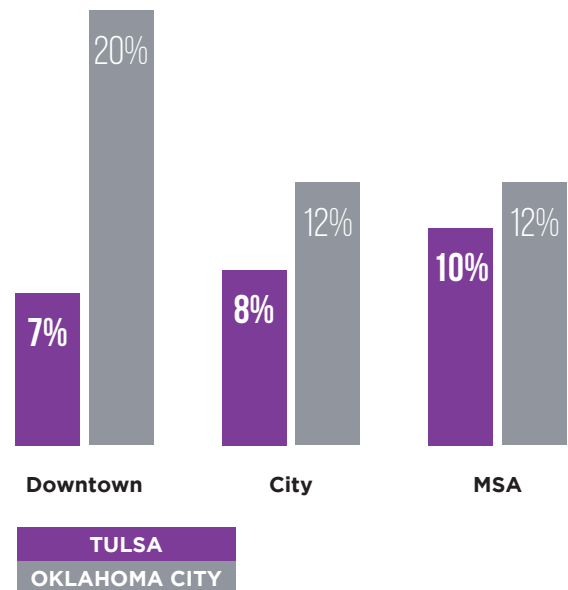


FIGURE 5.5 | MULTIFAMILY DELIVERIES (PERCENT GROWTH)
2009 - 2018 | Source: Costar

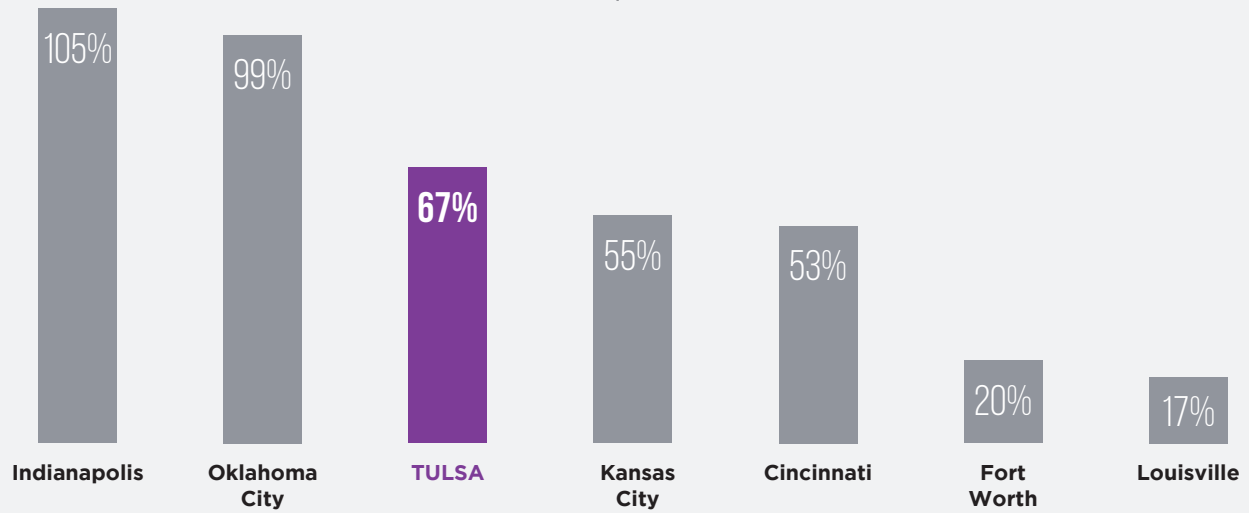


Figure 5.6

CONDO, PROPOSED

A | Davenport Urban Lofts - 2019, 24 Units

RENTAL, UNDER CONSTRUCTION

B | Flats on Archer - 2018, 62 Units

C | The Adams Building - 2019, 93 Units

D | Reunion Building - 2019, 80 Units

RENTAL, PROPOSED

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

F | 111 Greenwood - 2019, 55 Units

G | The View - 2020, 220 Units

H | Santa Fe Square - 2020, 291 Units

+110K

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

450

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

1,065

Residential units
in the downtown
pipeline

1,600

Projected new
downtown residents
associated with
multifamily pipeline*

* Projection assumes 1.5 residents per unit.

OFFICE FINDINGS

32,000+

Jobs in Downtown Tulsa

42%

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

0.89%

annual job growth rate in Downtown Tulsa

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

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

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

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

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

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

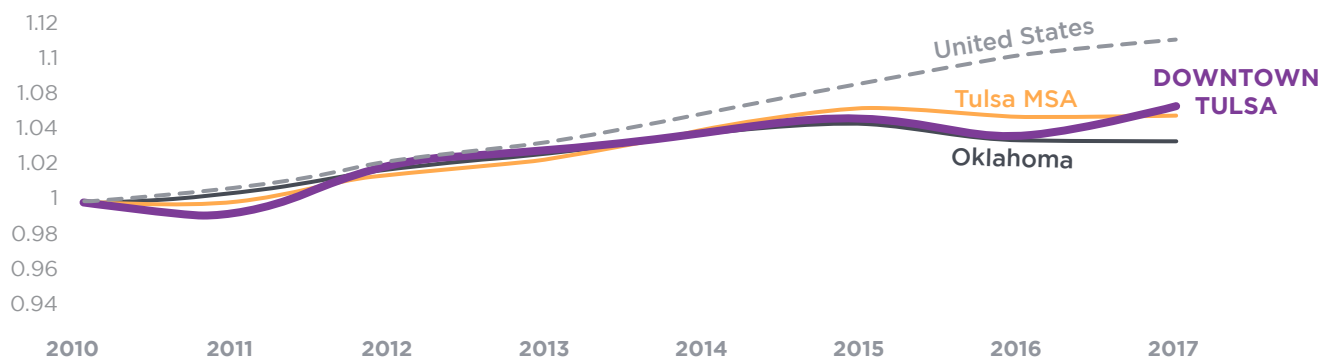


FIGURE 5.8 | OFFICE DELIVERIES (SF)
2009-2018 | Source: Costar

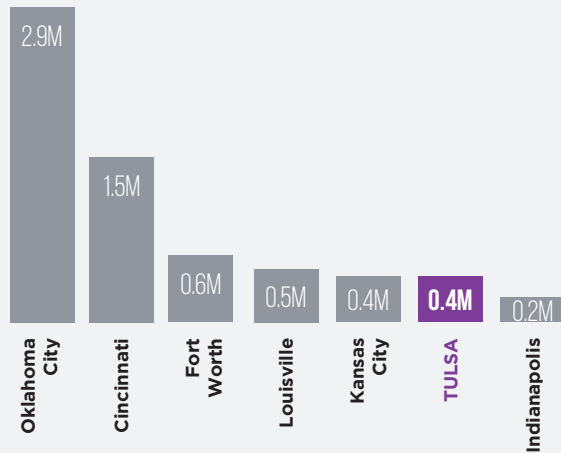


FIGURE 5.9 | OFFICE DELIVERIES (% GROWTH)
2009-2018 | Source: Costar

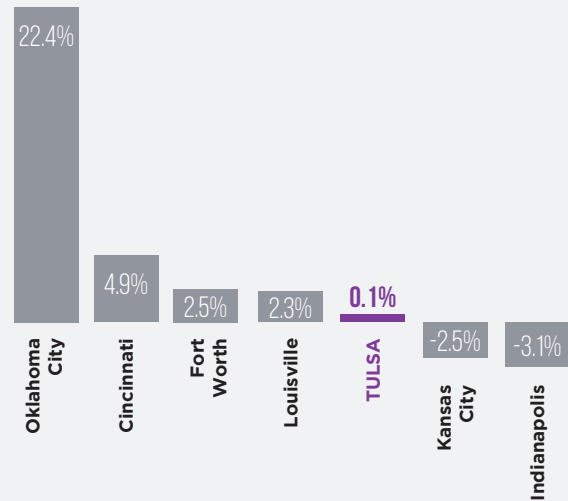


FIGURE 5.11 | OFFICE RENTAL RATES (\$/PSF) - ALL CLASSES
2009 - 2018 | Source: Costar

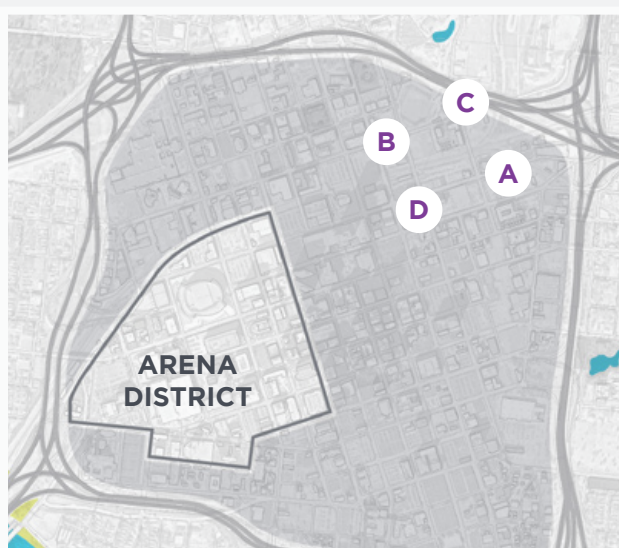
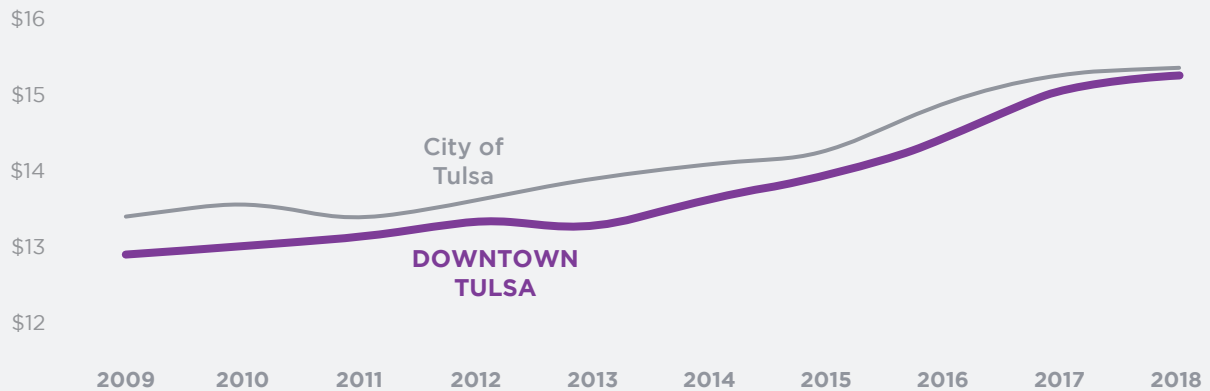


Figure 5.12

OFFICE, PIPELINE

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

HOTEL FINDINGS

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

Abundance of Select Service Hotels:

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

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

FIGURE 5.13 | DOWNTOWN DEMAND (ROOM NIGHTS SOLD)

2012-2017 | Source: STR

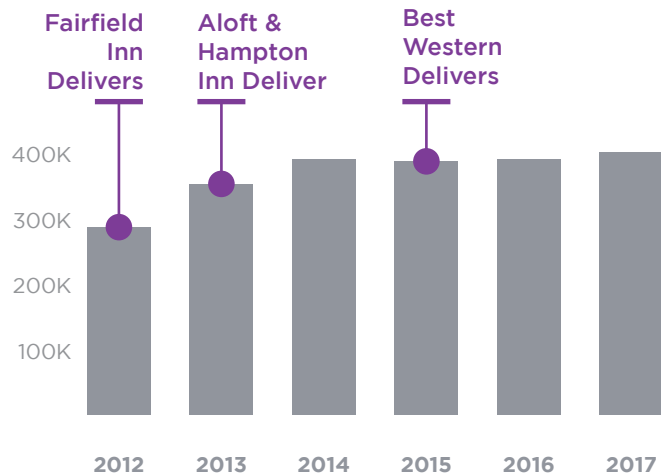


FIGURE 5.14 | YEAR-OVER-YEAR, DOWNTOWN REVPAR & OCCUPANCY RATE

2012-2017 | Source: STR

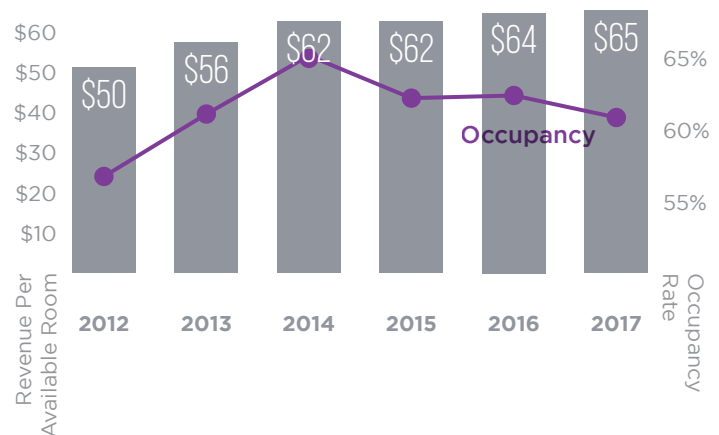
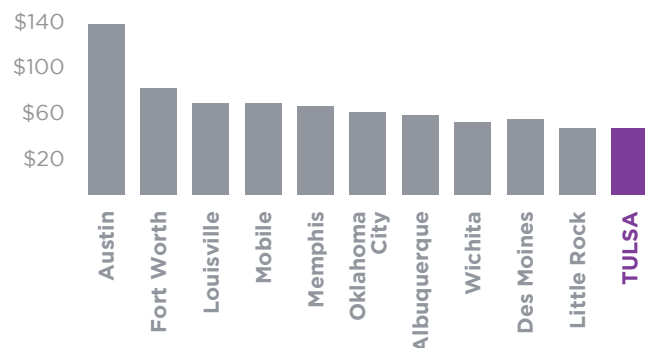


FIGURE 5.15 | MARKET-WIDE REVPAR

March 2018 | Source: STR



DOWNTOWN SNAPSHOT

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

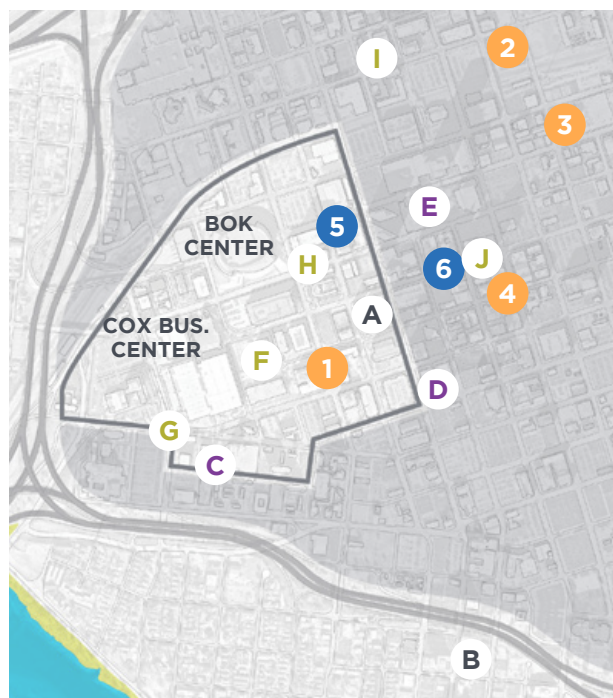


Figure 5.16

PIPELINE

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

BOUTIQUE HOTELS

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

FULL SERVICE HOTELS

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

SELECT SERVICE HOTELS

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

HOTELS IN PIPELINE, UNDER CONSTRUCTION

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

HOTELS IN PIPELINE, PROPOSED

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

CONVENTION CENTER EXPANSION

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

OKLAHOMA CITY

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

LOUISVILLE

Renovation and expansion **\$207 million**

ORLANDO

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

MIAMI

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

FORT LAUDERDALE

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

DENVER

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

SEATTLE

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

KANSAS CITY

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

LAS VEGAS

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

RETAIL FINDINGS

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

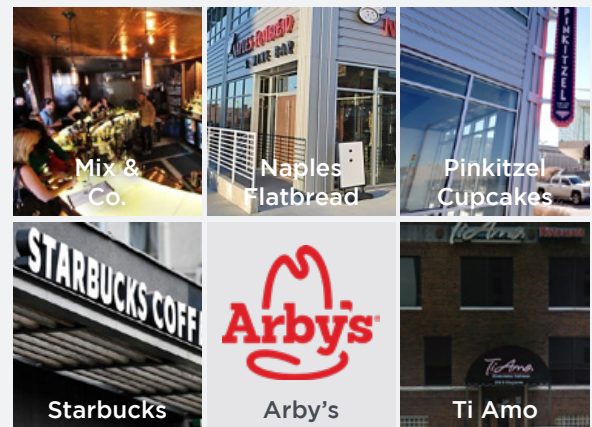
Retail Needs: There is no concentrated shopping district in Downtown Tulsa, and national and regional chains are concentrated in shopping centers and districts in South Tulsa. Further, there is a lack of convenience services for downtown residents, workers, and visitors. To date, the density of rooftops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

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

EXISTING RETAIL

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

EXISTING RETAIL: ARENA DISTRICT



EXISTING RETAIL: DOWNTOWN TULSA

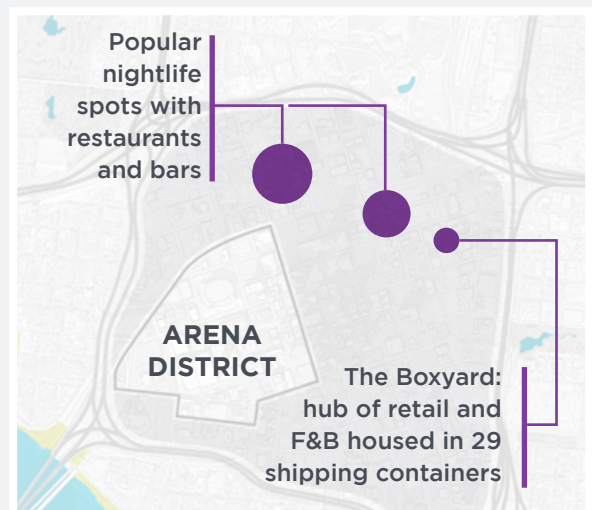


Figure 5.17

EXISTING RETAIL: SOUTH TULSA

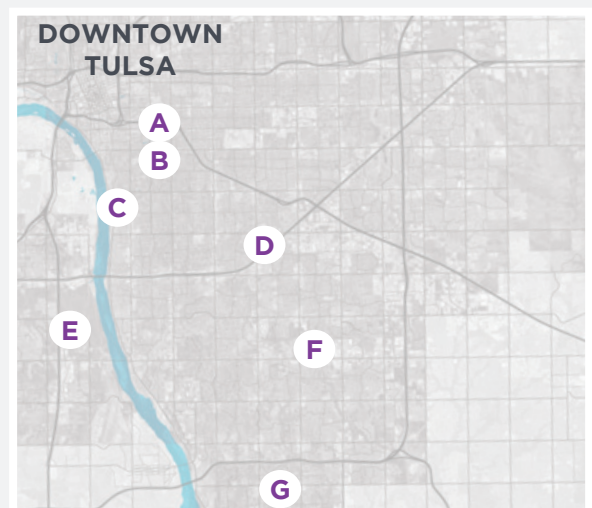


Figure 5.18

FIGURE 5.19 | CAPTURABLE SPENDING POTENTIAL

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

PROGRAM RECOMMENDATIONS

FOOD & BEVERAGE OUTLETS

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



CONVENIENCE GOODS & SERVICES

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





KEY MARKET ANALYSIS TAKEAWAYS

RESIDENTIAL

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

COMMERCIAL OFFICE

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

HOTEL

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

RETAIL

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

OVERALL IMPLICATIONS FOR THE DISTRICT

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

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

Concentrate investment to achieve critical mass in a dispersed environment.

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



CATALYTIC CHANGE

THE ARENA DISTRICT

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

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

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

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

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

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

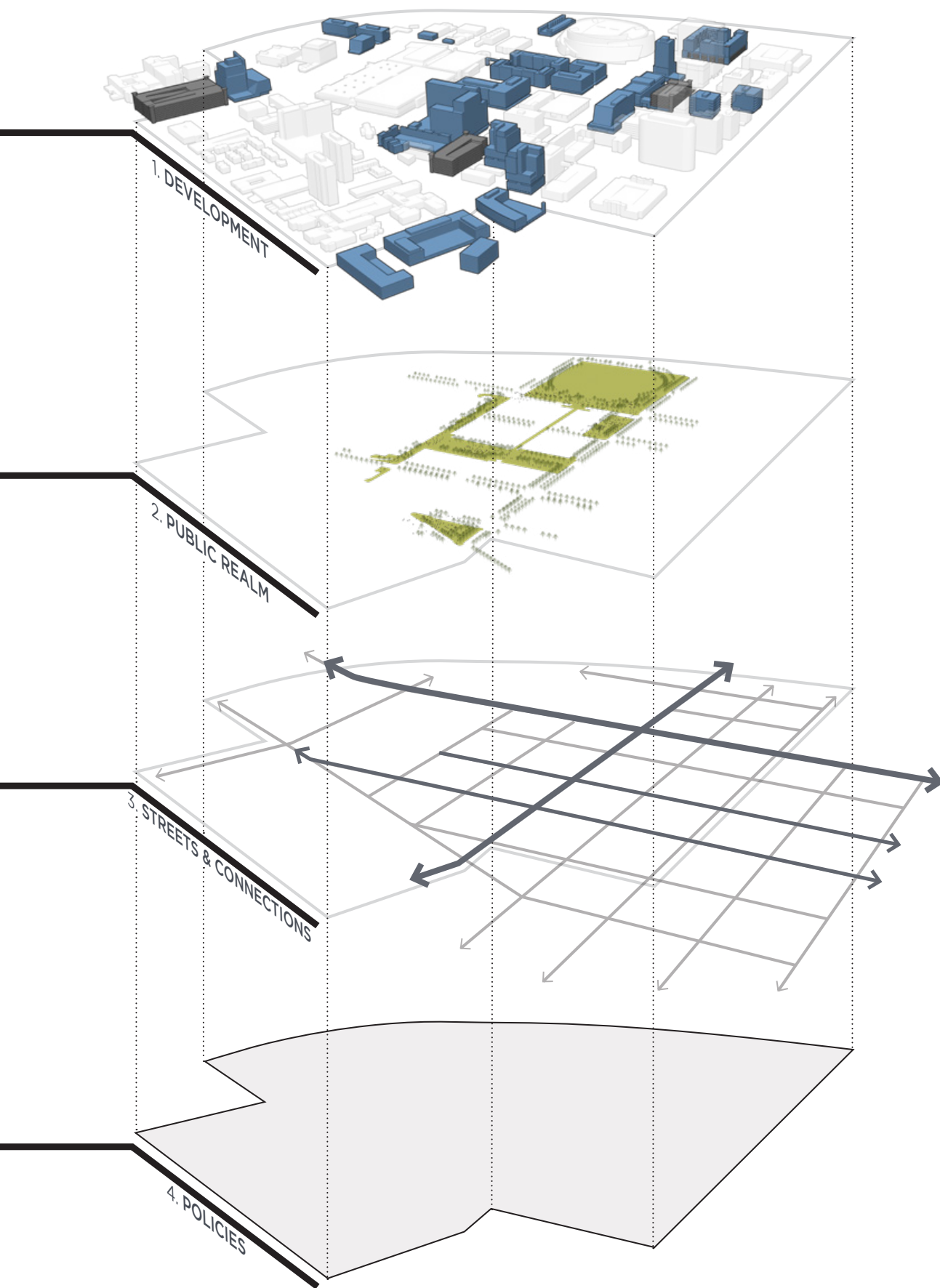


Figure 6.1

IDENTITY INTEGRATION: FROM HIGHWAY TO HALLWAY™

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

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

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

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

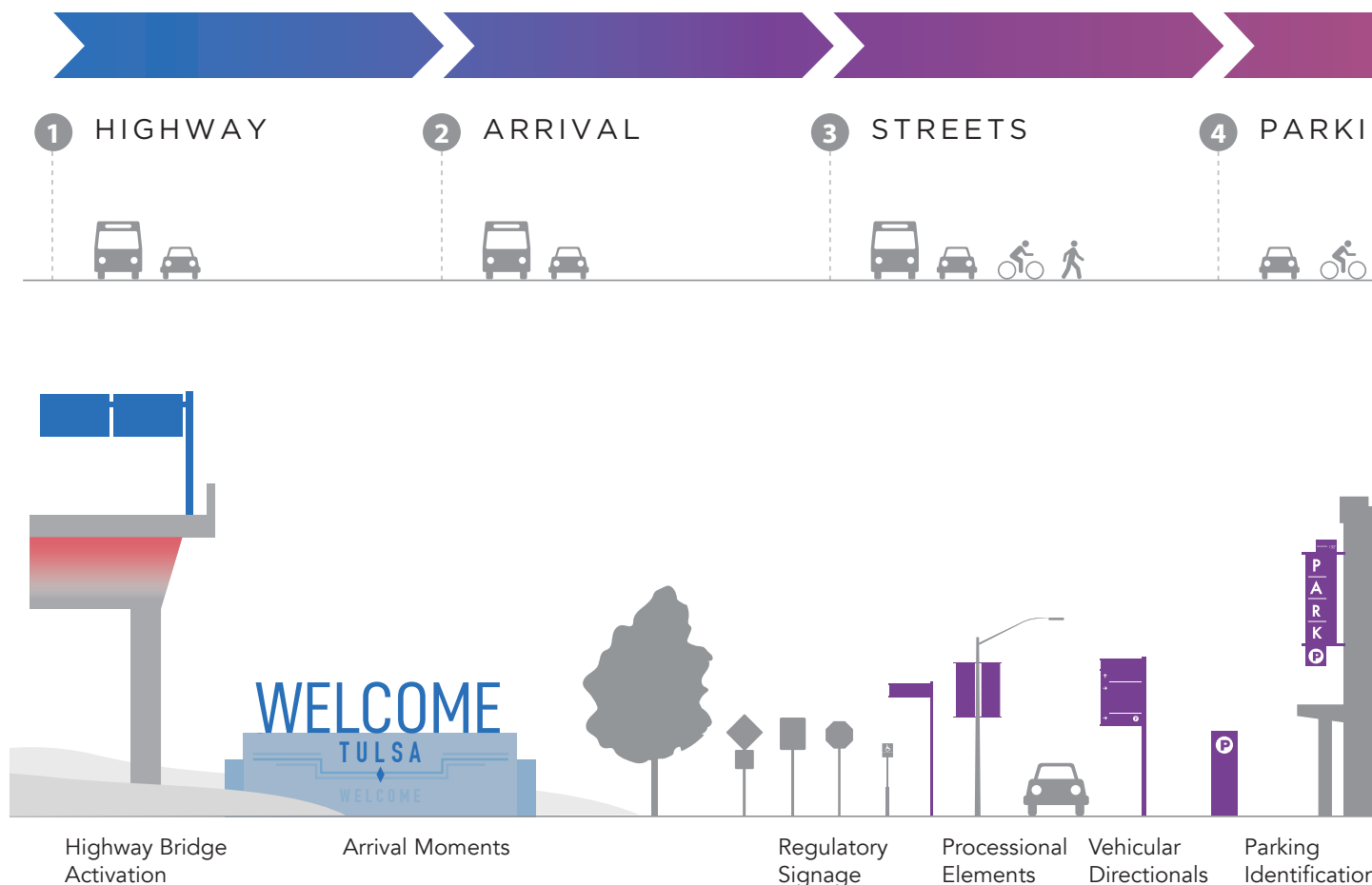
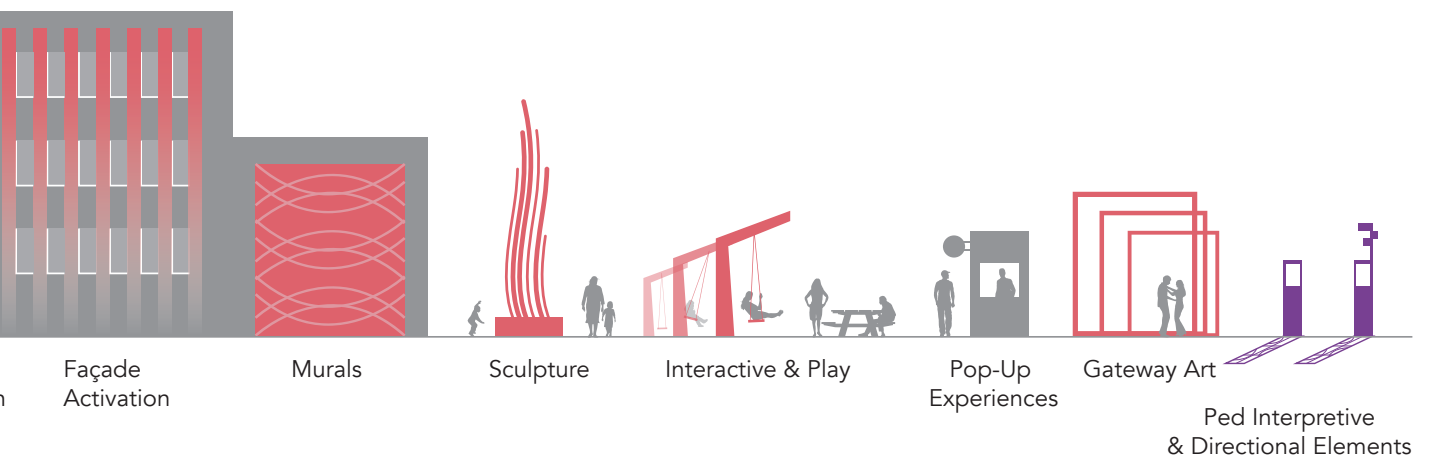


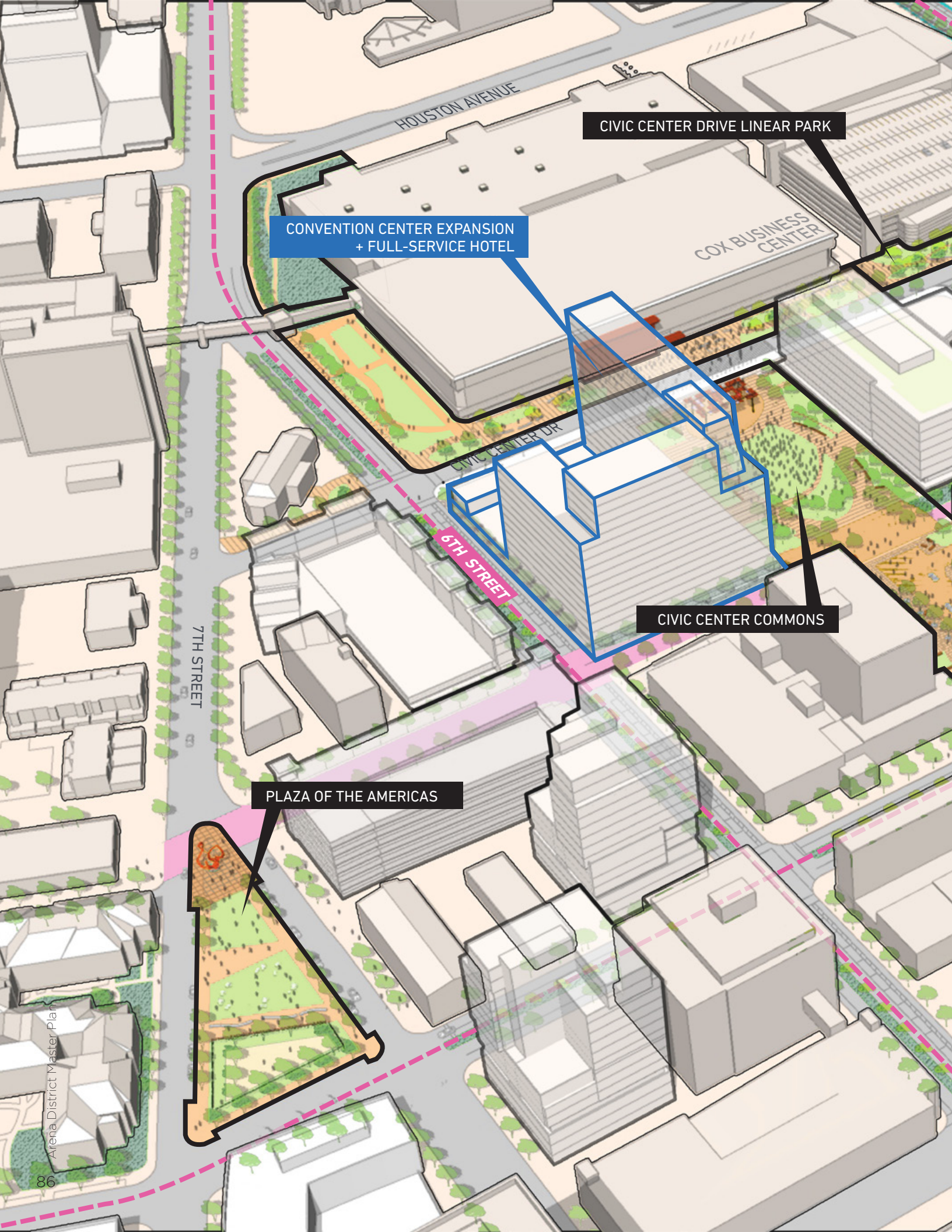
Figure 6.2

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

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

- Gateway Arrival Features
- Wayfinding
- Placemaking & Public Art





HOUSTON AVENUE

CIVIC CENTER DRIVE LINEAR PARK

CONVENTION CENTER EXPANSION
+ FULL-SERVICE HOTEL

COX BUSINESS CENTER

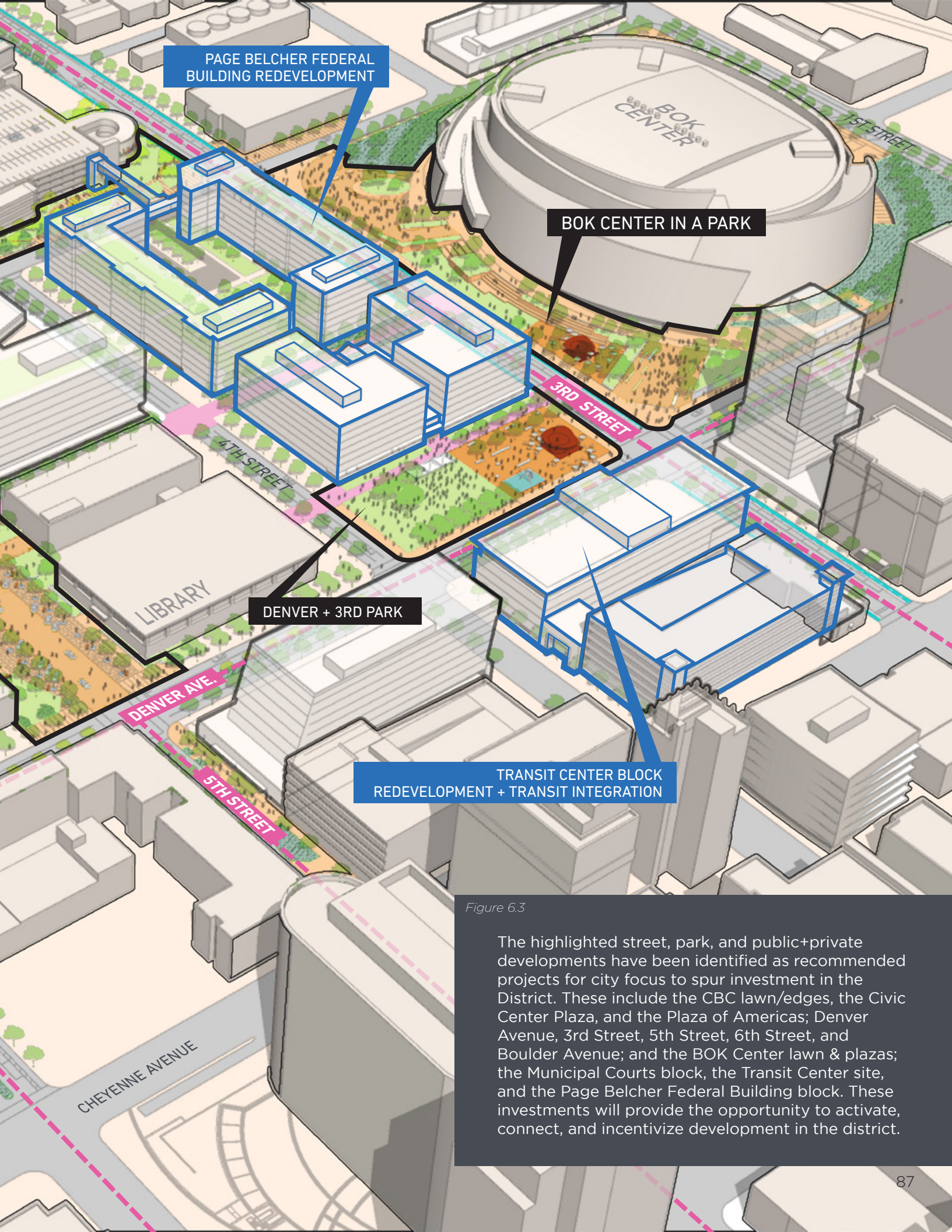
CIVIC CENTER DR

6TH STREET

CIVIC CENTER COMMONS

PLAZA OF THE AMERICAS

7TH STREET



PAGE BELCHER FEDERAL
BUILDING REDEVELOPMENT

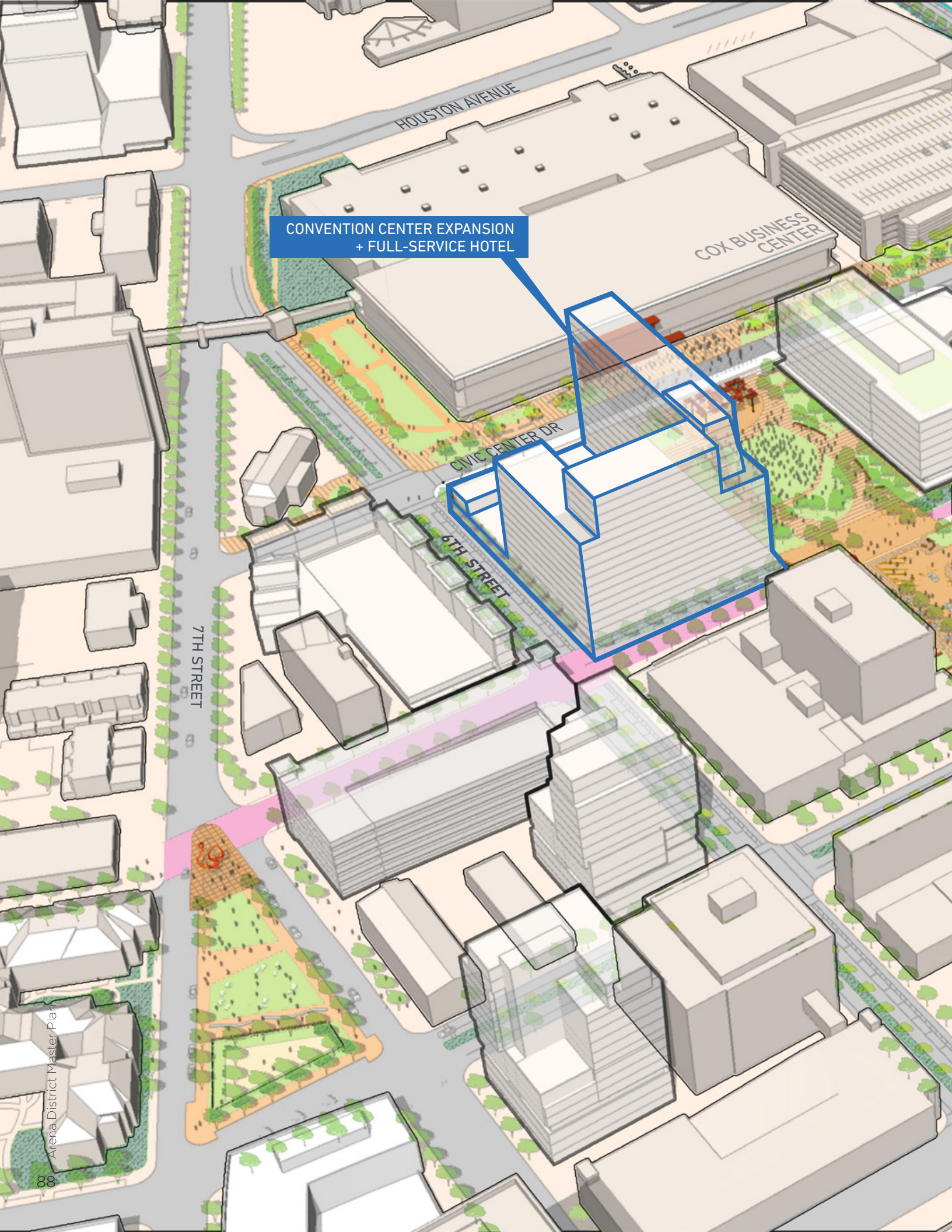
BOK CENTER IN A PARK

DENVER + 3RD PARK

TRANSIT CENTER BLOCK
REDEVELOPMENT + TRANSIT INTEGRATION

Figure 6.3

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



CONVENTION CENTER EXPANSION
+ FULL-SERVICE HOTEL

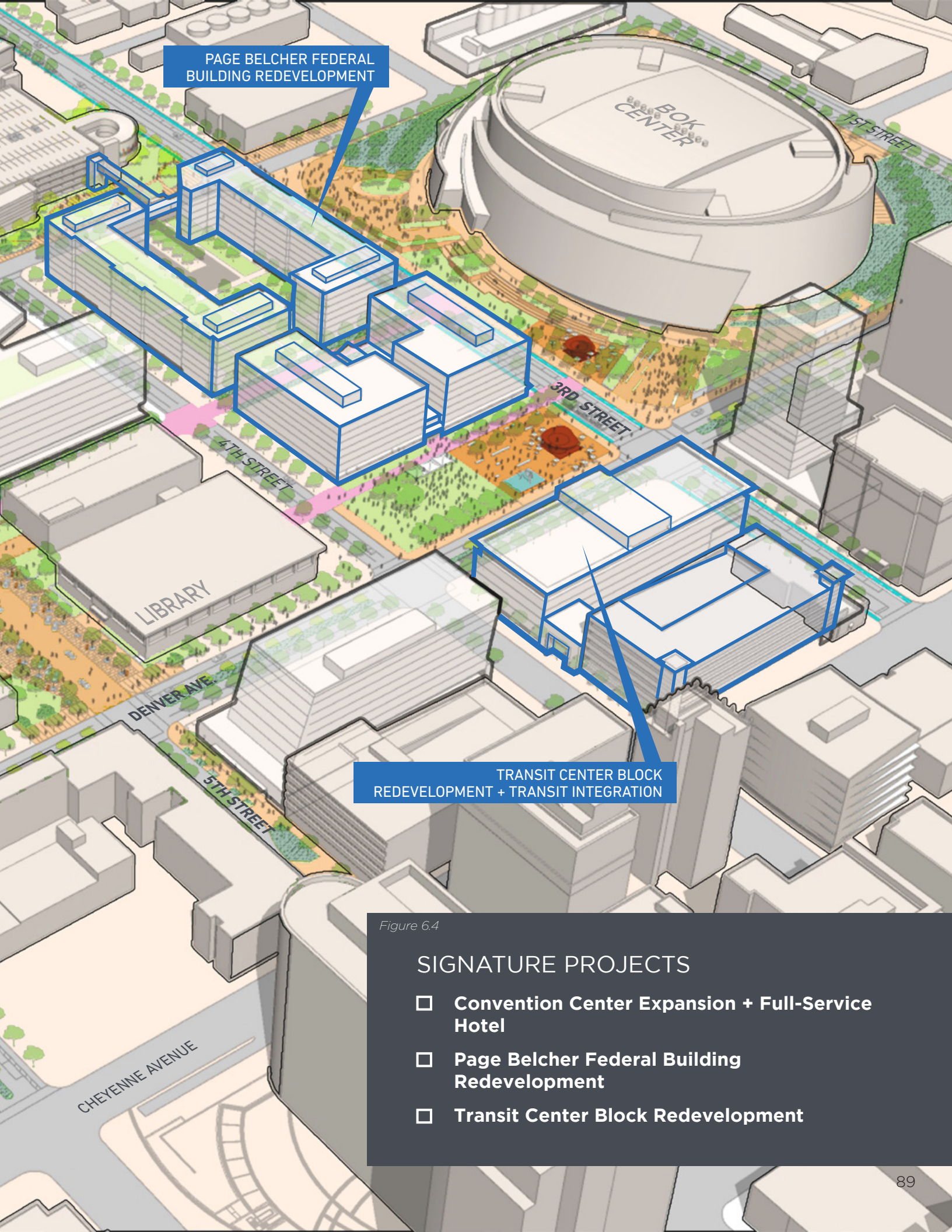
COX BUSINESS CENTER

HOUSTON AVENUE

CIVIC CENTER DR

6TH STREET

7TH STREET



PAGE BELCHER FEDERAL
BUILDING REDEVELOPMENT

TRANSIT CENTER BLOCK
REDEVELOPMENT + TRANSIT INTEGRATION

Figure 6.4

SIGNATURE PROJECTS

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

CONVENTION CENTER EXPANSION + FULL- SERVICE HOTEL

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

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

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

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

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

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

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

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

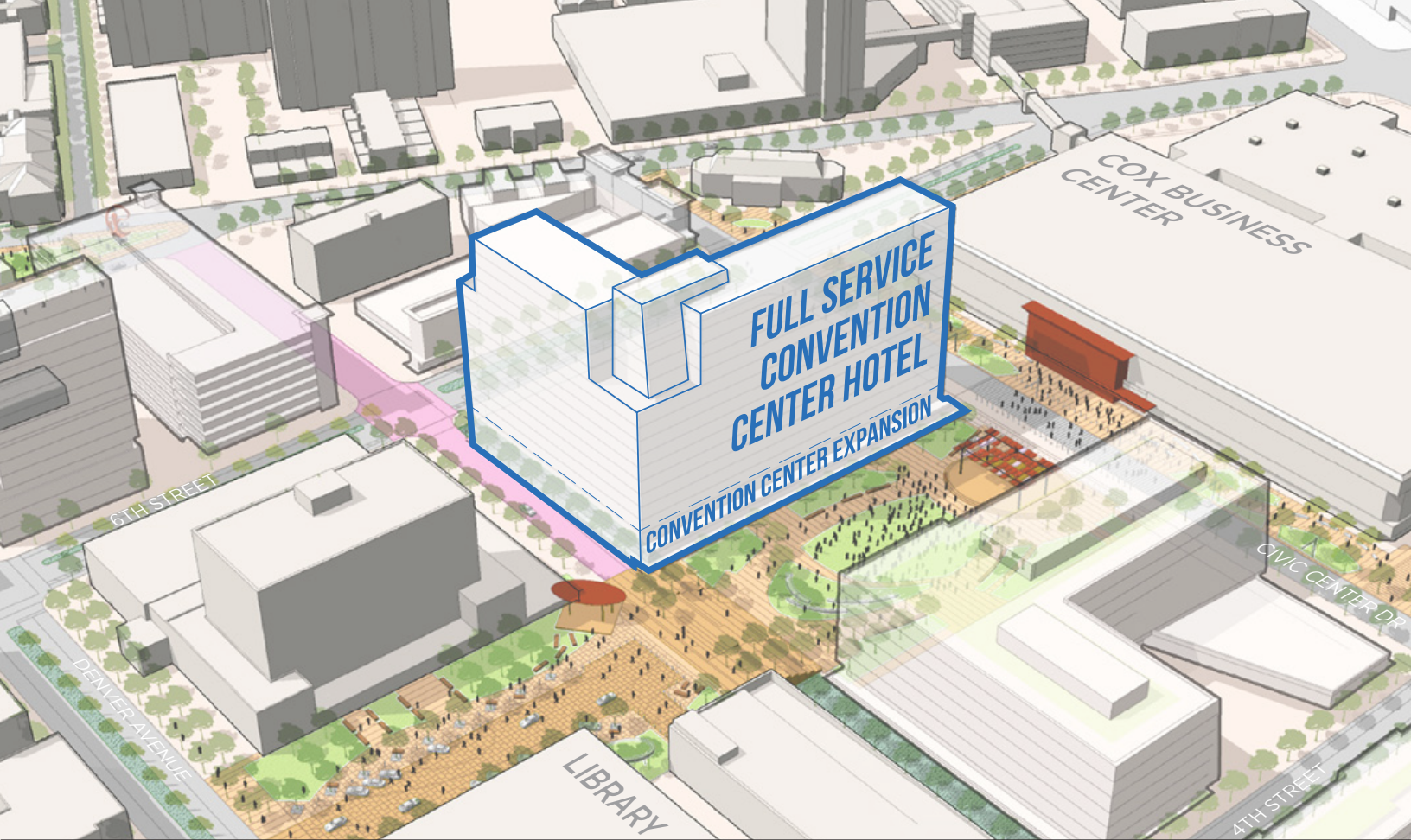


Figure 6.5
CONVENTION CENTER EXPANSION + FULL-SERVICE HOTEL - PREFERRED OPTION

Figure 6.5

Figure 6.6
 SHORT-TERM TEMPORARY
 ENHANCEMENT

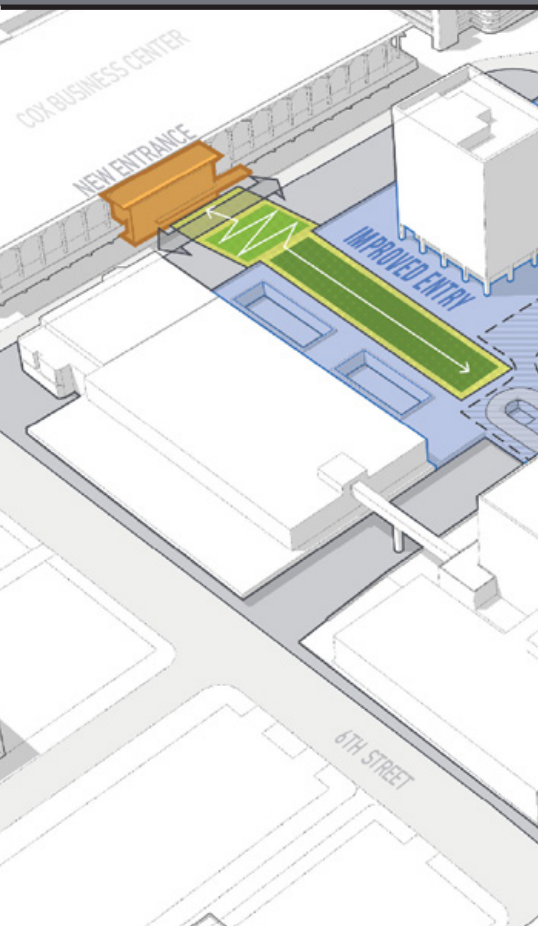
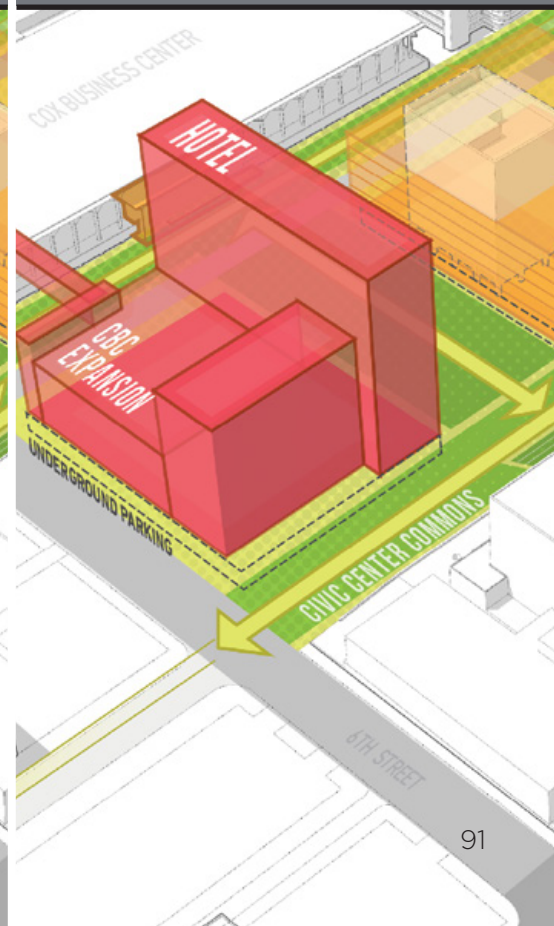


Figure 6.7
 LONG-TERM IMPROVEMENT:
 MIXED-USE - OPTION 1



Figure 6.8
 LONG-TERM IMPROVEMENT:
 FULL-SERVICE HOTEL - OPTION 2



PAGE BELCHER FEDERAL BUILDING SITE REDEVELOPMENT

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

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

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

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

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

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

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

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

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

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

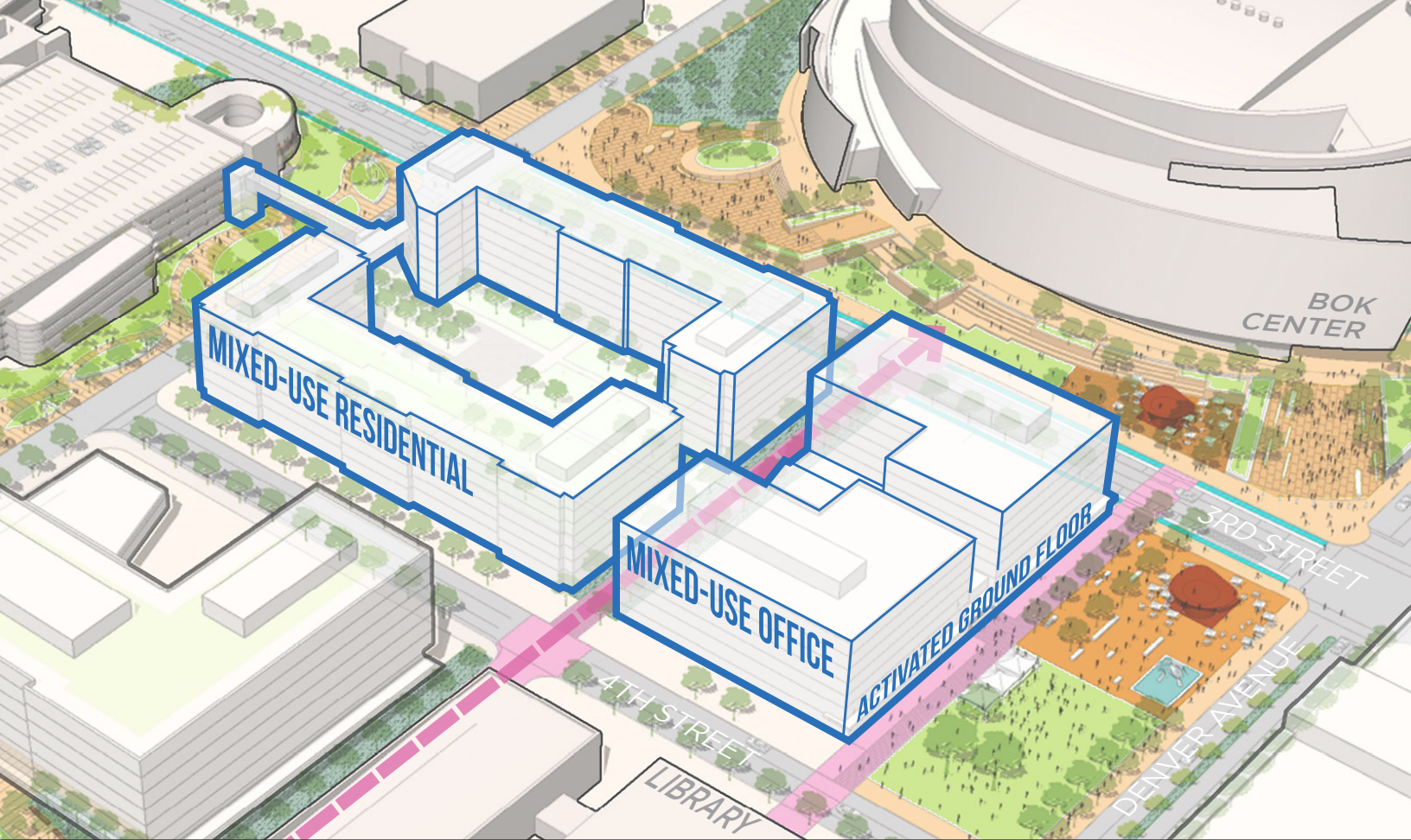


Figure 6.9
MIXED-USE REDEVELOPMENT + DENVER AVENUE SIGNATURE PARK - PREFERRED OPTION

Figure 6.9

Figure 6.11
ADAPTIVE REUSE + MIXED-USE - OPTION 1

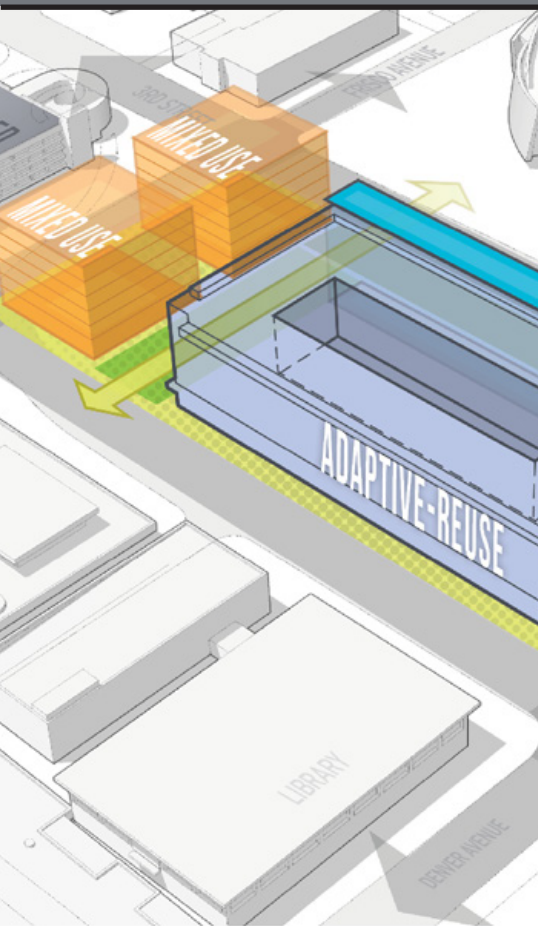
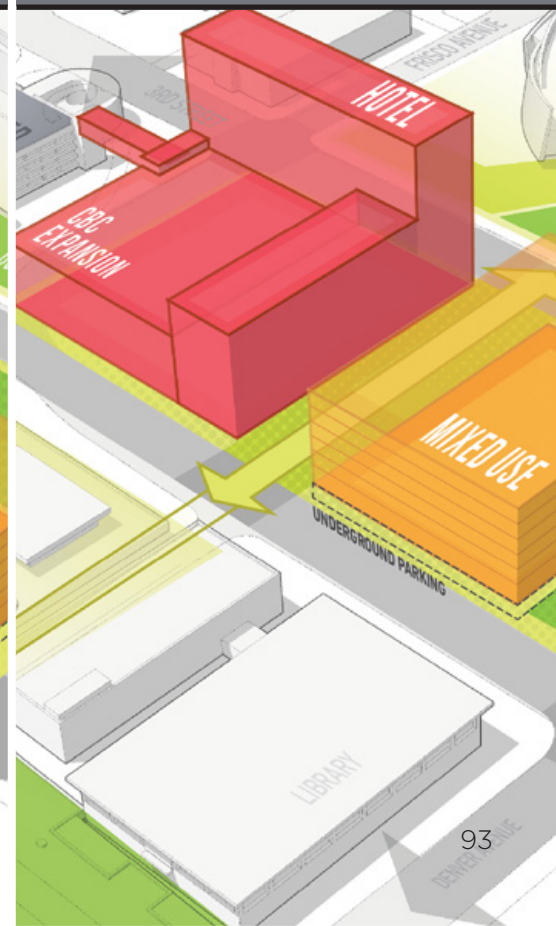


Figure 6.12
MIXED-USE + 3RD STREET PARK - OPTION 2



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



TRANSIT CENTER BLOCK REDEVELOPMENT + TRANSIT INTEGRATION

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

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

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

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

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

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

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

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

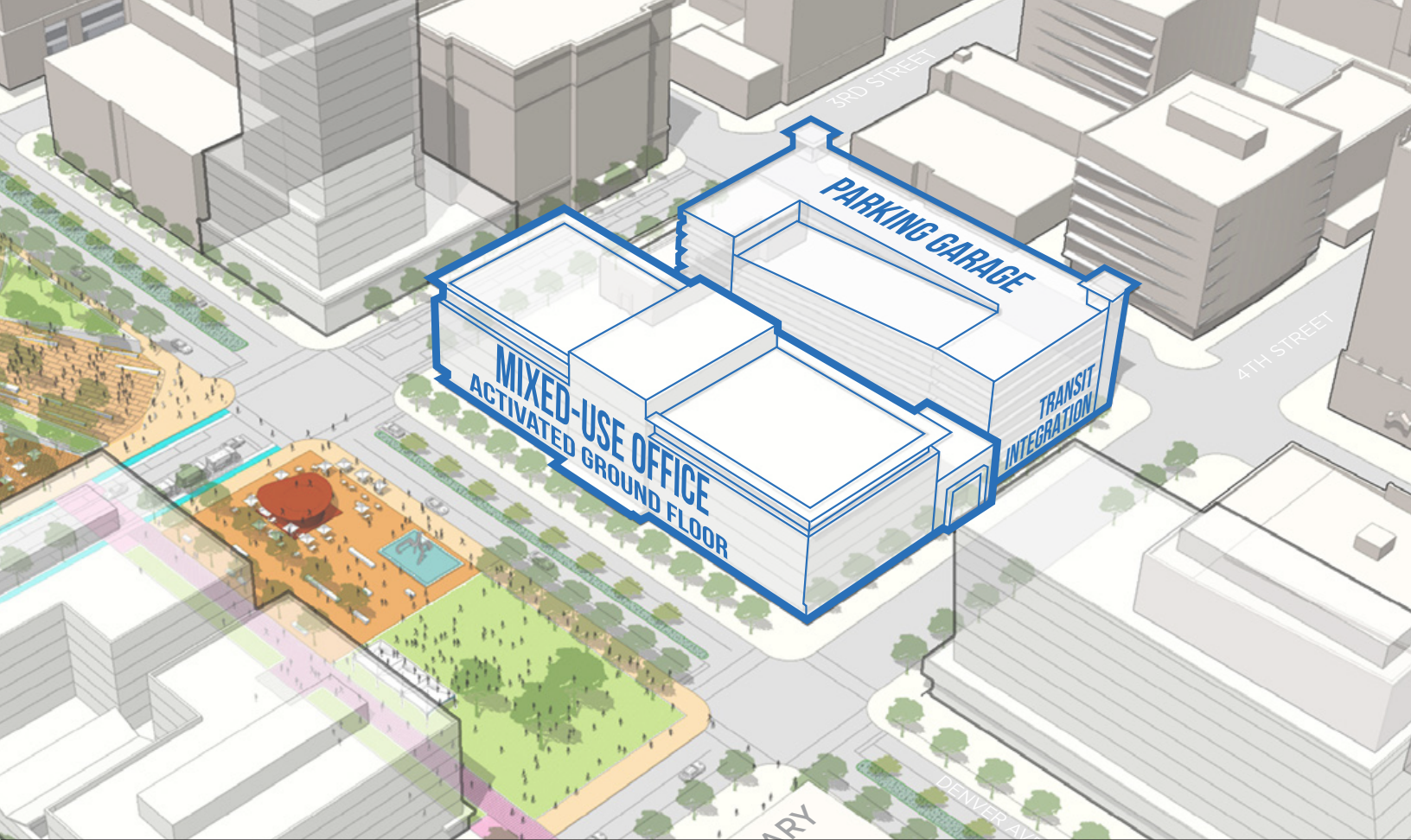


Figure 6.14
MIXED-USE REDEVELOPMENT + PARKING GARAGE WITH TRANSIT INTEGRATION - PREFERRED OPTION 6.14

Figure 6.15
 EXISTING CONDITION - OPTION 1

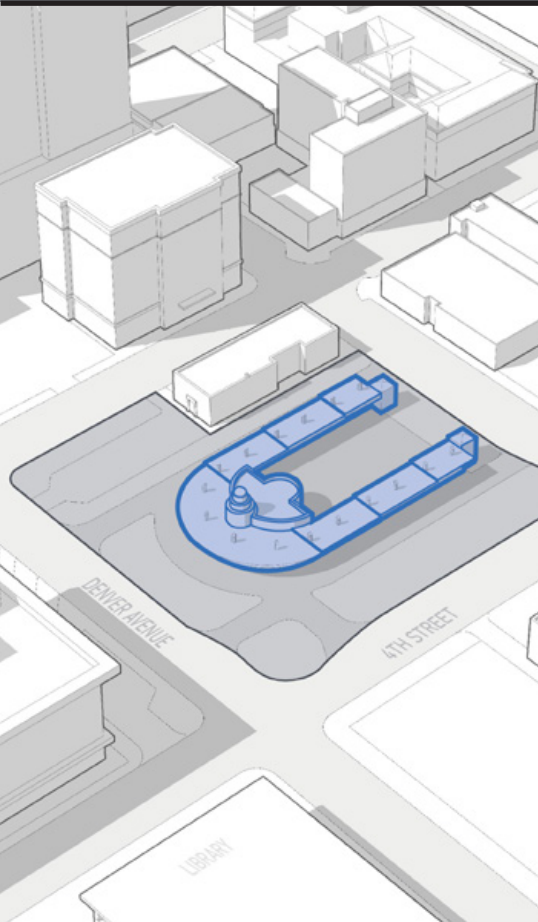


Figure 6.16
 WORLD CLASS TRANSIT CENTER - OPTION 2

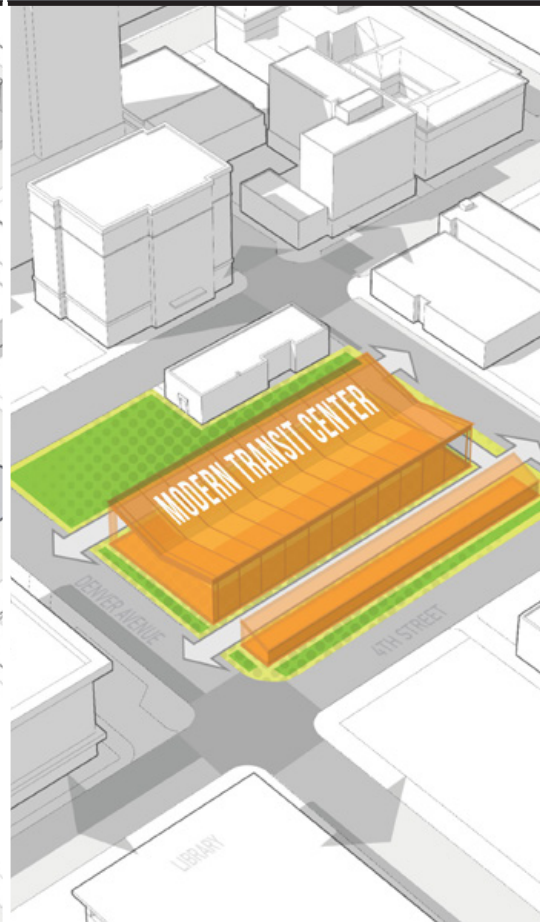
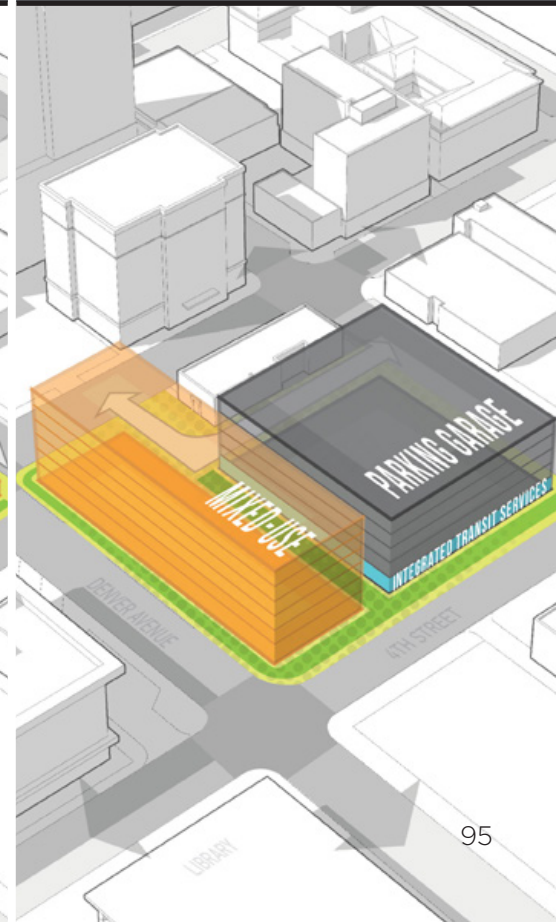


Figure 6.17
 MIXED-USE + PARKING STRUCTURE - OPTION 3





CIVIC CENTER DRIVE LINEAR PARK

COX BUSINESS CENTER

CIVIC CENTER COMMONS

PLAZA OF THE AMERICAS

HOUSTON AVENUE

7TH STREET

6TH STREET

CIVIC CENTER DR

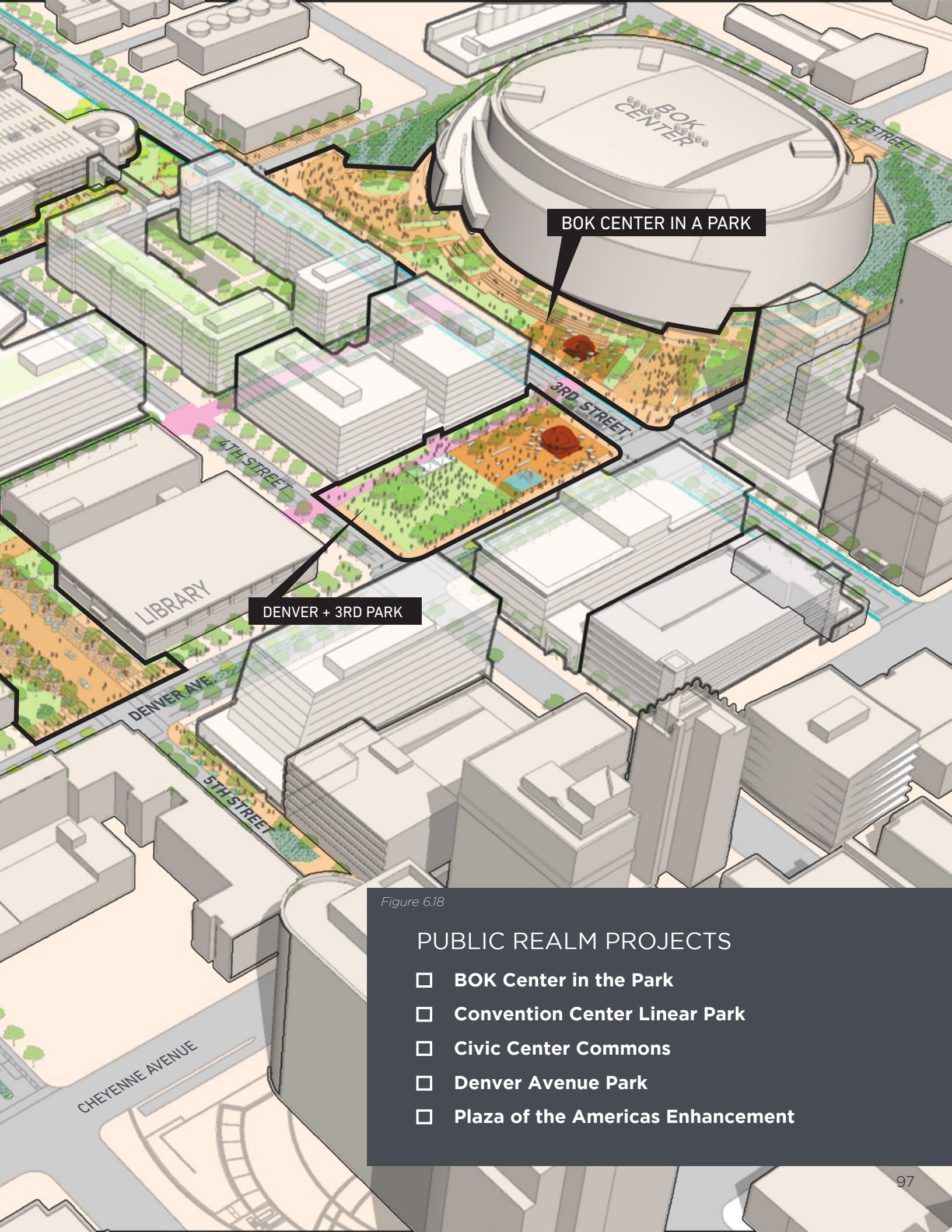


Figure 6.18

PUBLIC REALM PROJECTS

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

BOK CENTER IN THE PARK

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

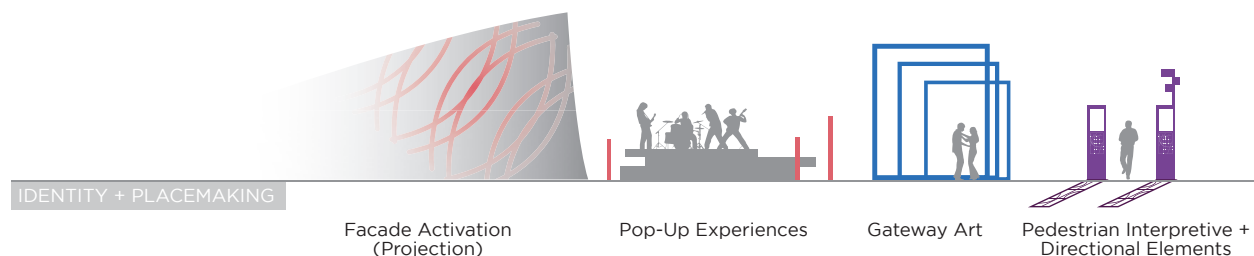
This plan envisions the BOK Center located in a park — a new destination park surrounding the BOK Center and anchored along 3rd Street. This park would activate the neighborhood and downtown with innovative programming and activities that encourage residents, workers, conventioners, and tourists alike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

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

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

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

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



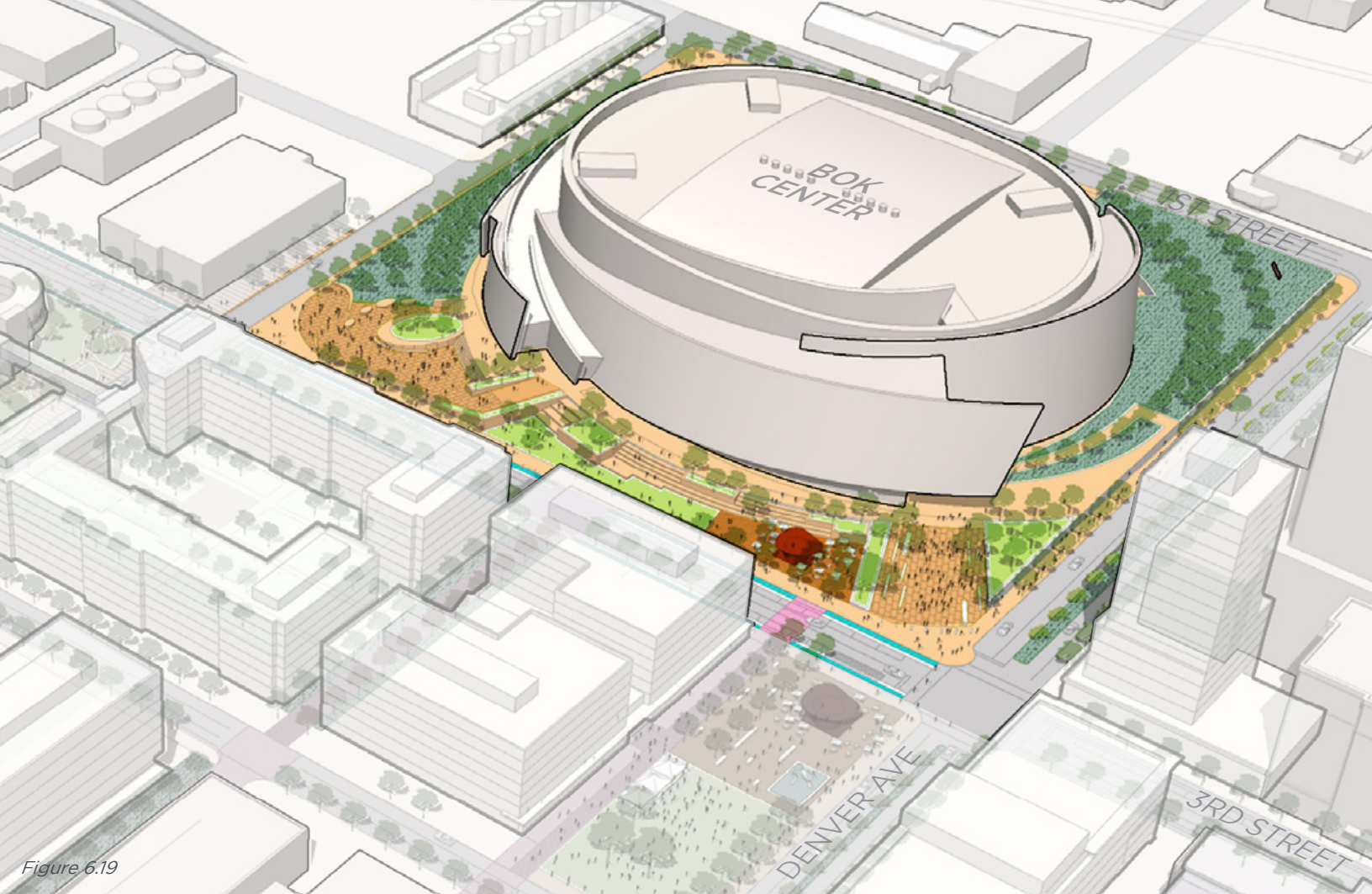


Figure 6.19



BOK CENTER IN THE PARK

ENHANCED
ENTRY

NEW ACTIVATED
GATHERING SPACE

Figure 6.21



1ST ST + DENVER
AVE GATEWAY

ENHANCED
ENTRY

IMPROVED DENVER
AVE + 3RD STREET

3RD STREET

DENVER AVE

CONVENTION CENTER LINEAR PARK

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

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

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

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

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

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

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

IDENTITY + PLACEMAKING

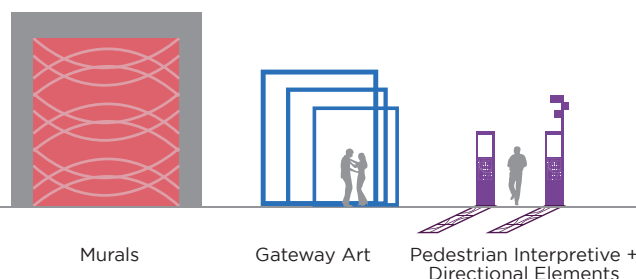




Figure 6.22



An architectural rendering of a city street scene. On the left is a large, modern building with a glass facade and a sign that reads "NEW CONVENTION CENTER HOTEL + EXPANSION". A glass-enclosed skybridge connects this building to the "COX BUSINESS CENTER" on the right. The street, labeled "CIVIC CENTER DRIVE", has a wide sidewalk with many pedestrians, trees, and a few cars. A black line with a dot at the end points to a specific area on the sidewalk labeled "PUBLIC ART ELEMENTS". Another black line with a dot at the end points to a red crosswalk structure on the street labeled "NEW MIXED-USE DEVELOPMENT". The background shows a tall skyscraper and a blue sky with clouds.

**NEW CONVENTION
CENTER HOTEL +
EXPANSION**

**PUBLIC ART
ELEMENTS**

CIVIC CENTER DRIVE

**NEW MIXED-USE
DEVELOPMENT**

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



DOUBLE
TREE

ENHANCED
GARAGE RAMP

3RD ST. GATEWAY
ELEMENT

Figure 6.23

CIVIC CENTER COMMONS

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

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

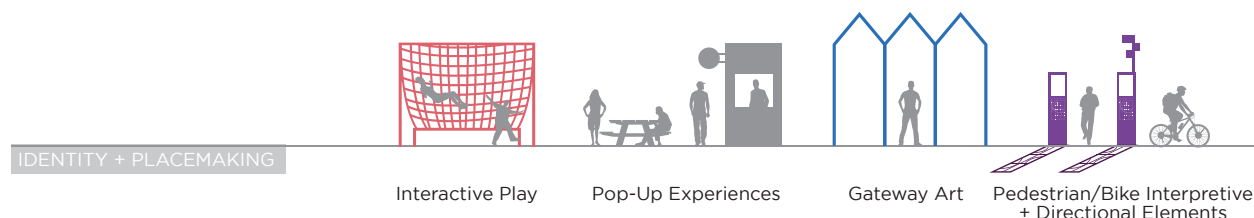
Civic Center Commons needs to continue to serve the access needs of existing users, including the City-County Library and Aloft hotel, but could contribute to enhancement of the Aloft site in the short term or future redevelopment in the long term. A revamped Civic Center Plaza could incentivize improvements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

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

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

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

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



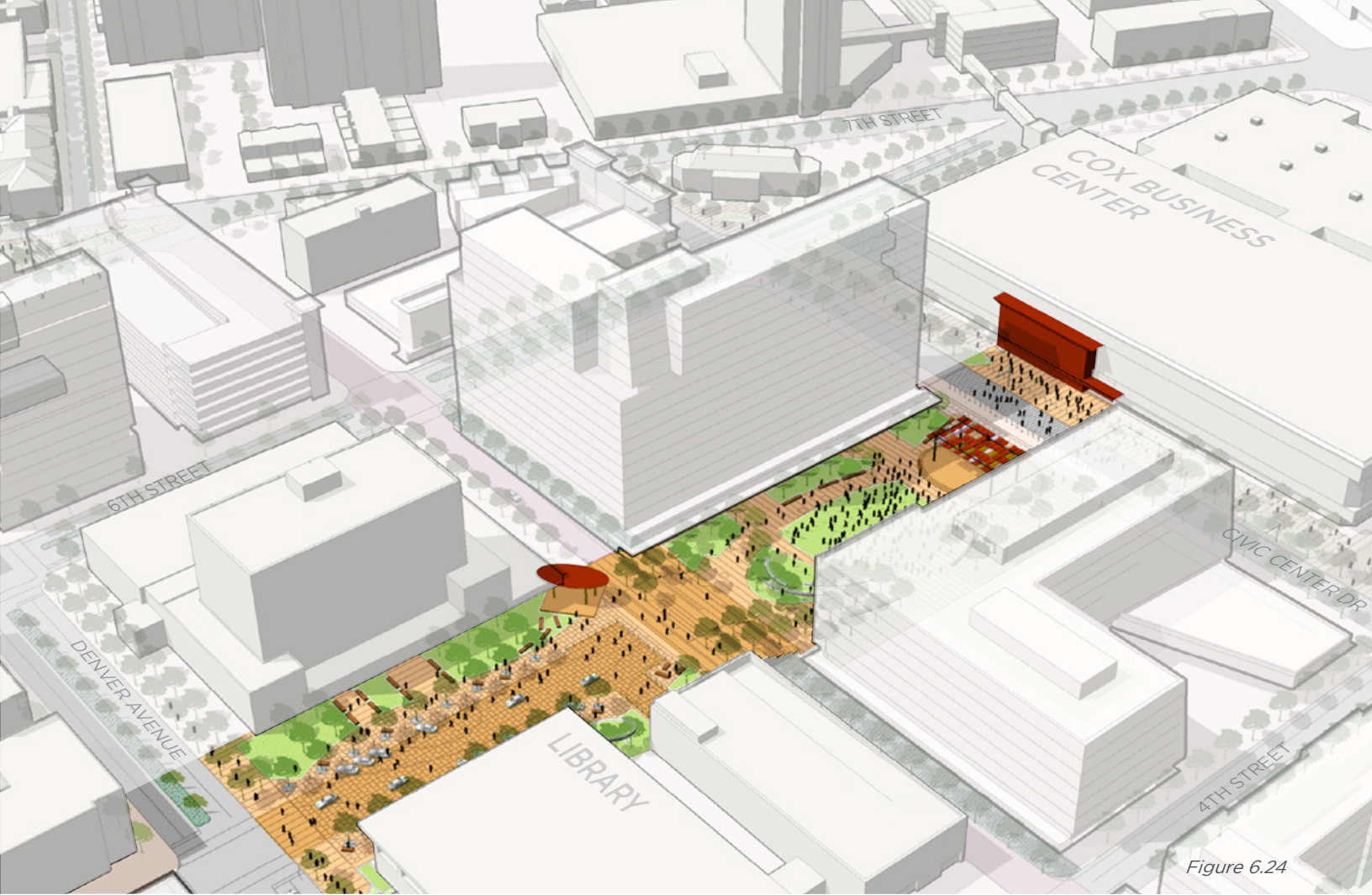


Figure 6.24



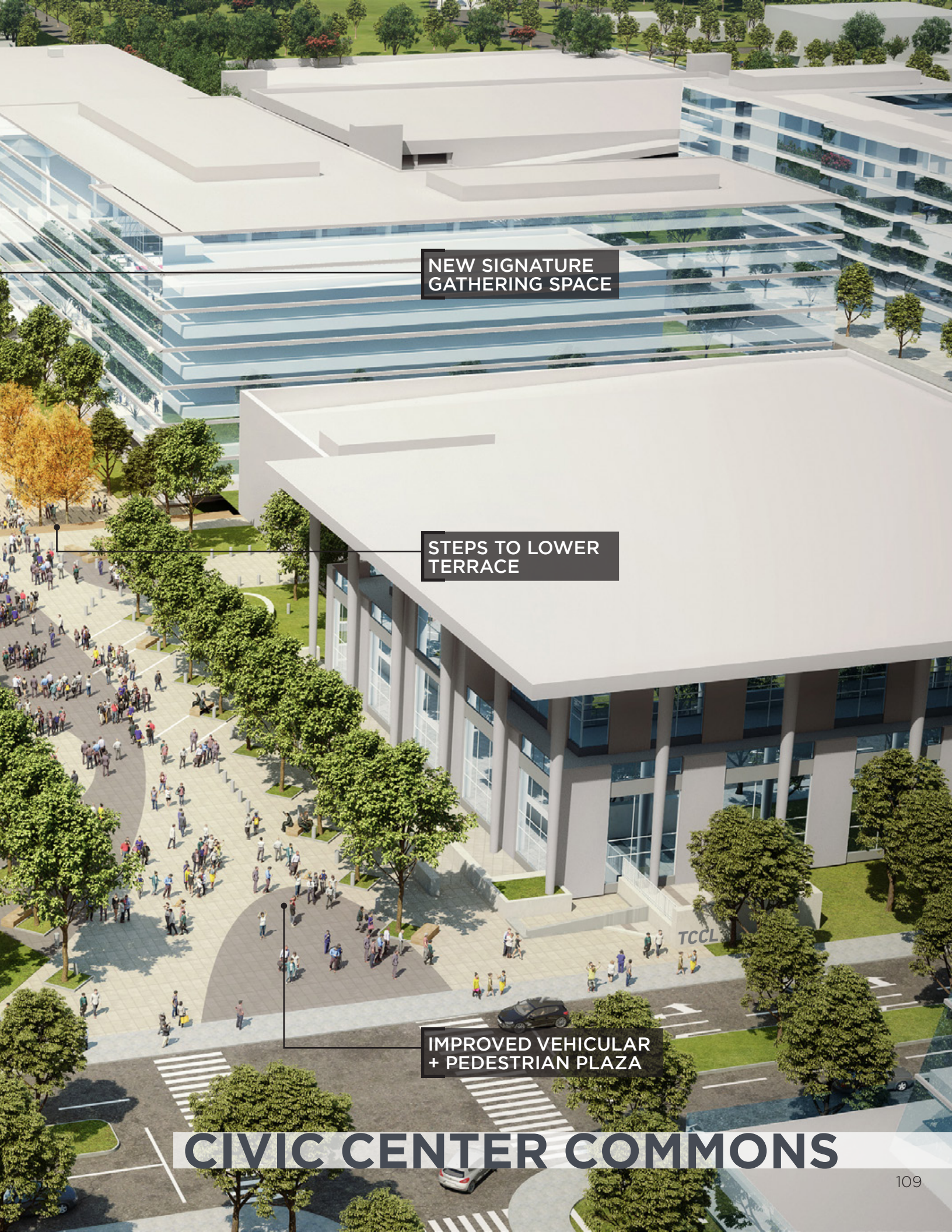


COX BUSINESS CENTER

NEW CBC
ENTRY

Figure 6.25

DENVER AVENUE



**NEW SIGNATURE
GATHERING SPACE**

**STEPS TO LOWER
TERRACE**

**IMPROVED VEHICULAR
+ PEDESTRIAN PLAZA**

CIVIC CENTER COMMONS

DENVER AVENUE PARK

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

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

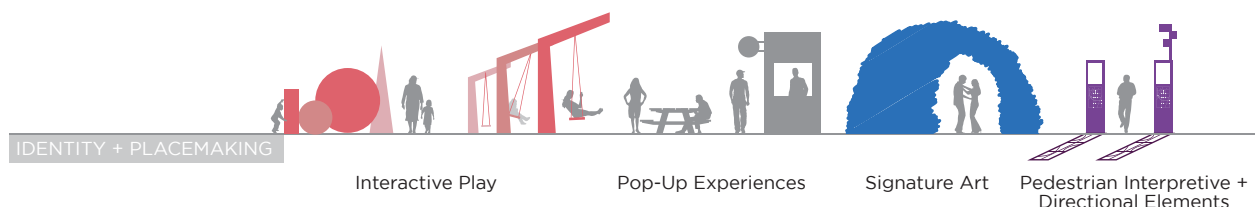
Framed by the active ground floors of a redeveloped Page Belcher Federal Building site and new mixed-use redevelopment on the existing transit center block, this plan suggests that there is an opportunity to create a new, signature park space along Denver Avenue. This park would help anchor the prime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

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

surrounding, revitalized park.

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

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



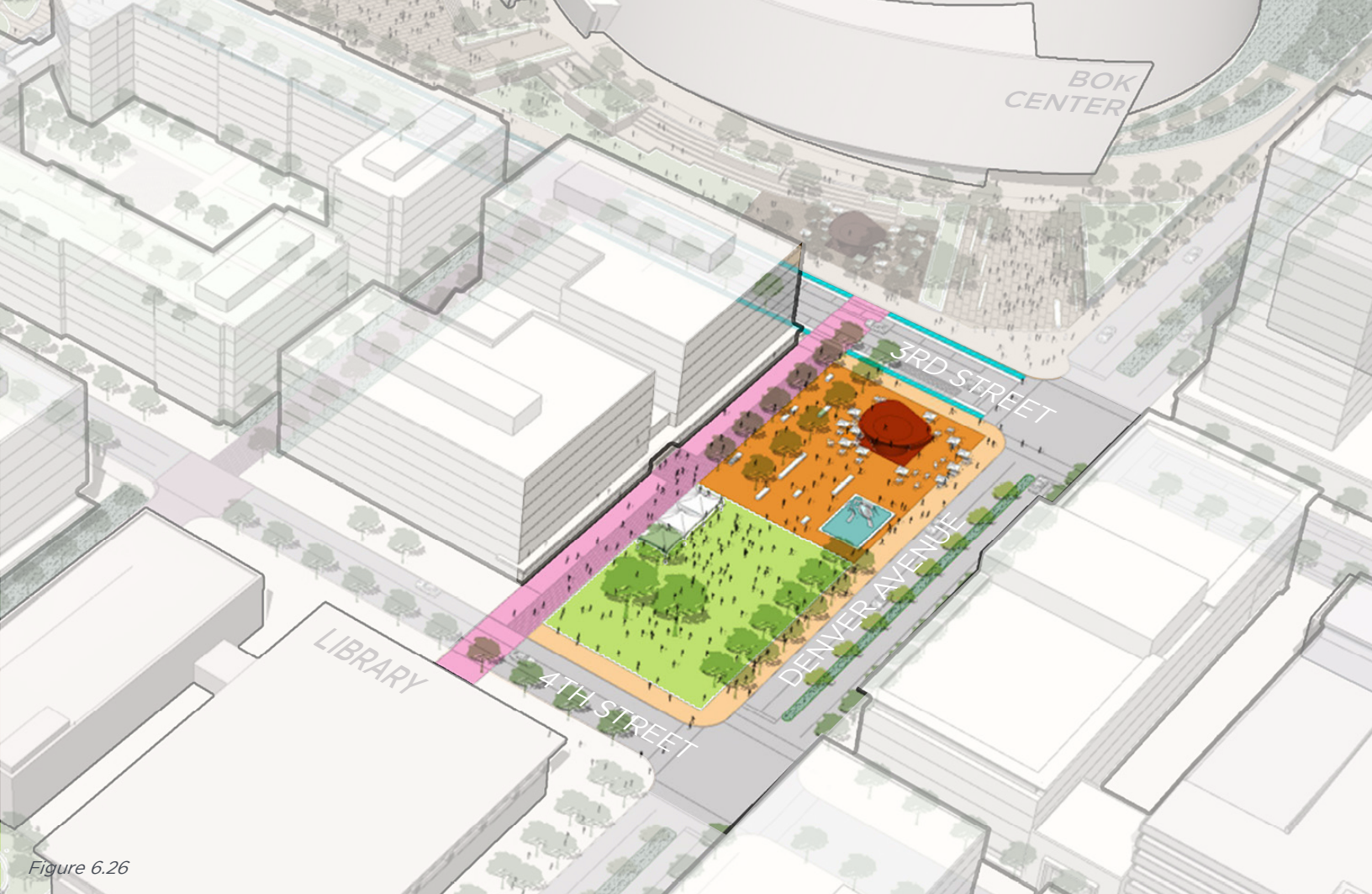



Figure 6.26



An aerial architectural rendering of a city development project. The scene features a large, modern building with a glass facade and a white roof. A central green park area is surrounded by trees and paved walkways. A white tent is set up on the grass. A fountain is visible in the lower right corner. The word "DENVER" is partially visible on a street in the bottom right. Three text boxes with black backgrounds and white text are overlaid on the image, connected by thin black lines to specific areas of the development. The first box points to the building's ground floor, the second to a walkway, and the third to the central park area.

**ACTIVATED RETAIL
STOREFRONTS +
OUTDOOR DINING**

**CONNECTION TO
BOK + LIBRARY**

**NEW SIGNATURE PARK +
GATHERING SPACE**

NEW DENVER + 3RD PARK

**NEW MIXED-USE
DEVELOPMENT**

3RD STREET

**NEW PLAZA +
RESTAURANT**

VER AVENUE

Figure 6.27

PLAZA OF THE AMERICAS

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

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

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

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

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

IDENTITY + PLACEMAKING

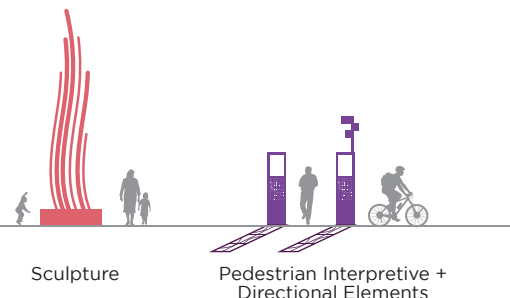
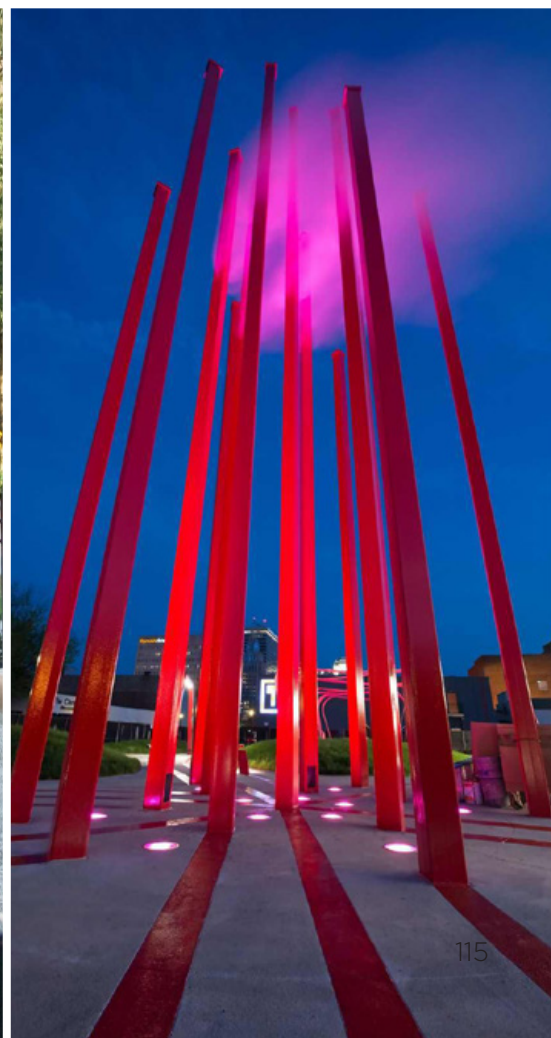
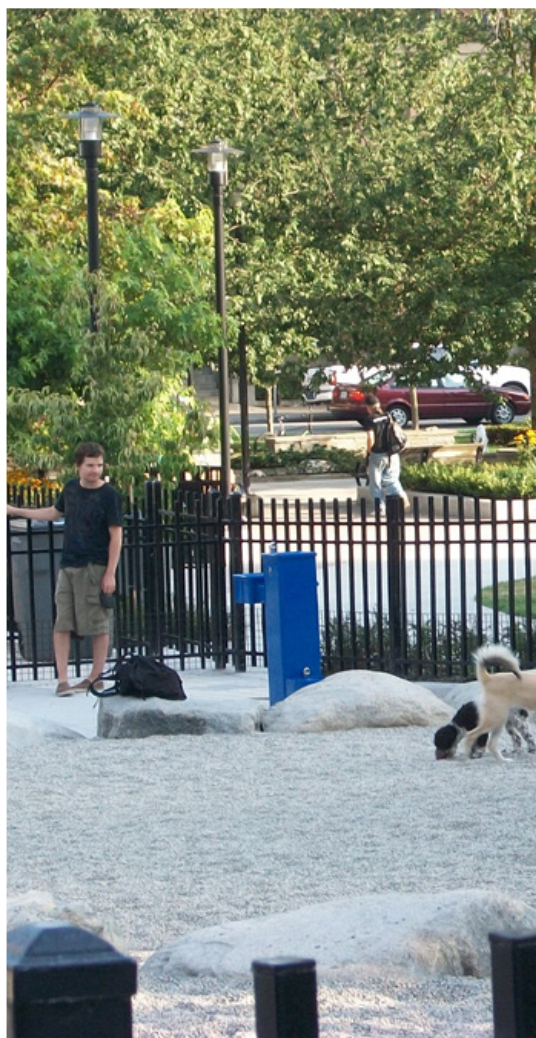




Figure 6.28



TRANSFORMED PLAZA OF THE AMERICAS

NEW SHARED
PARKING GARAGE

OPPORTUNITY FOR
PUBLIC ART ELEMENT

7TH STREET

Figure 6.29



An aerial architectural rendering of a city block development. The scene shows a mix of modern and traditional architecture. A large, multi-story building with a green roof is on the left. A modern building with large glass windows is on the right. A street labeled 'DENVER AVENUE' runs horizontally across the middle. Another street labeled '8TH STREET' runs vertically through the lower half. A fenced-in area is labeled 'DOG PARK'. A large grassy area with people is labeled 'ACTIVE PLAY AREA + GATHERING SPACES'. The area is filled with trees, sidewalks, and parked cars. Lines connect the text labels to their respective areas in the rendering.

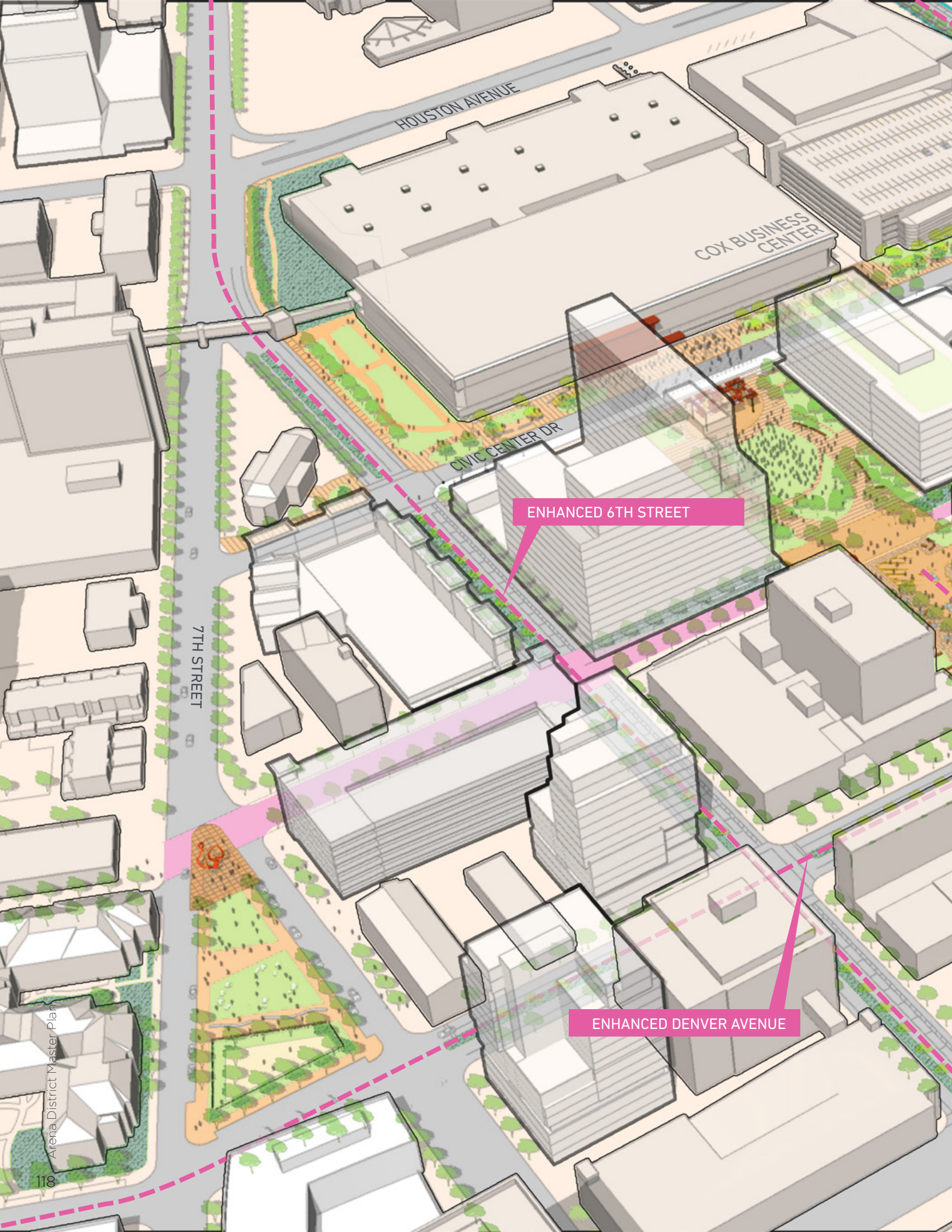
**NEW RESIDENTIAL
DEVELOPMENT**

DOG PARK

DENVER AVENUE

8TH STREET

**ACTIVE PLAY AREA +
GATHERING SPACES**



HOUSTON AVENUE

COX BUSINESS CENTER

CIVIC CENTER DR

ENHANCED 6TH STREET

7TH STREET

ENHANCED DENVER AVENUE

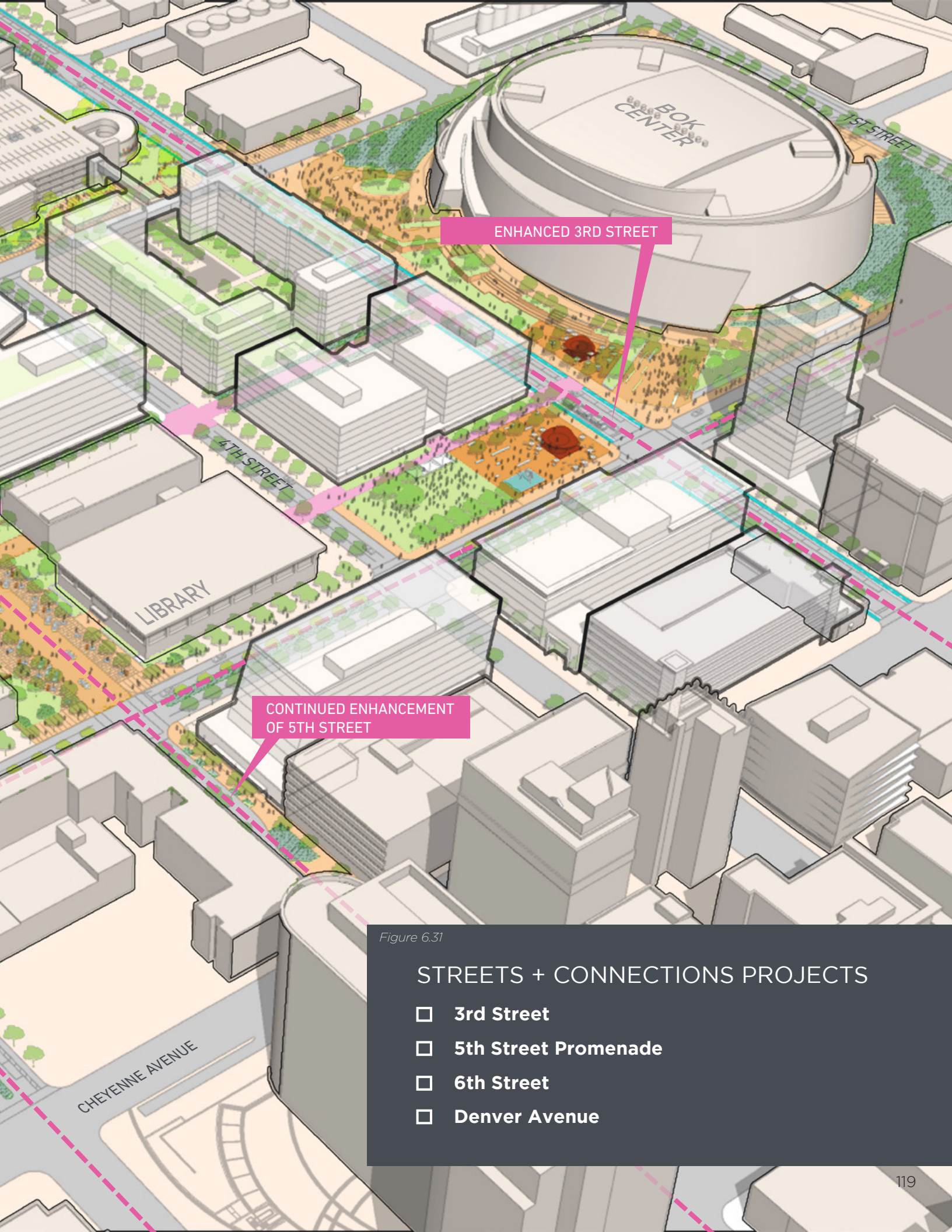


Figure 6.31

STREETS + CONNECTIONS PROJECTS

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

STREETS + CONNECTIONS

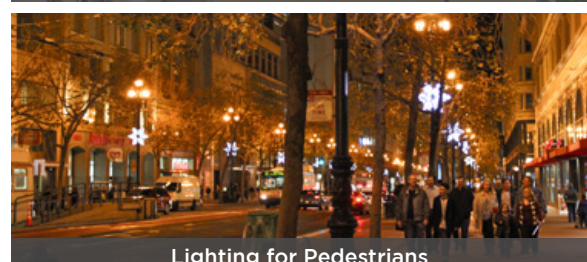
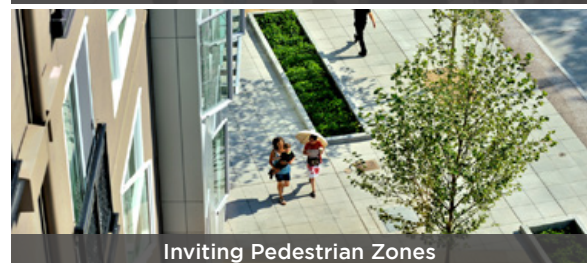
One of the defining characteristics of vibrant downtowns and districts are great streets. Streets are the public realm – where people travel and explore a place, whether by transit, vehicle, bike, or foot. How streets appear and function – are they safe, comfortable, and inviting? – says a lot about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

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

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

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

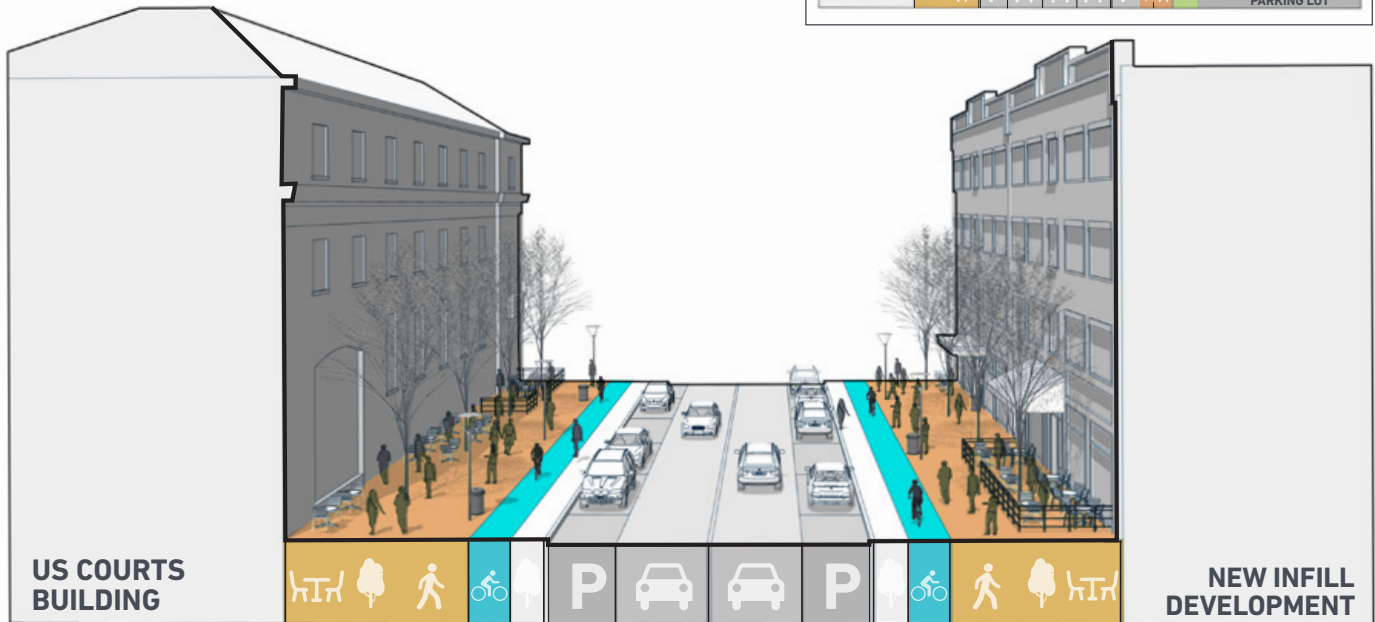
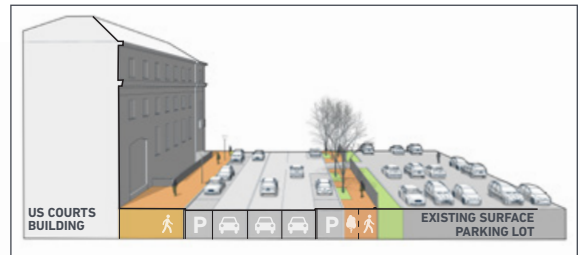
Denver Avenue as the primary north-south spine, as well as 3rd Street and 6th Street as primary east-west connectors that help bind the Arena District and downtown together. The 5th Street promenade is critically important as a complete street with pedestrian emphasis to link both ends of downtown, including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



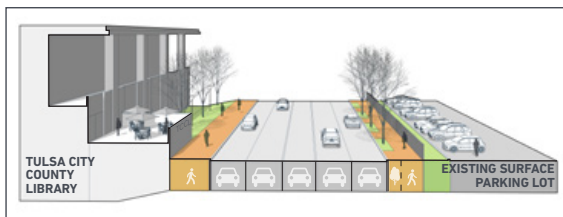
3RD STREET

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

3rd Street Today



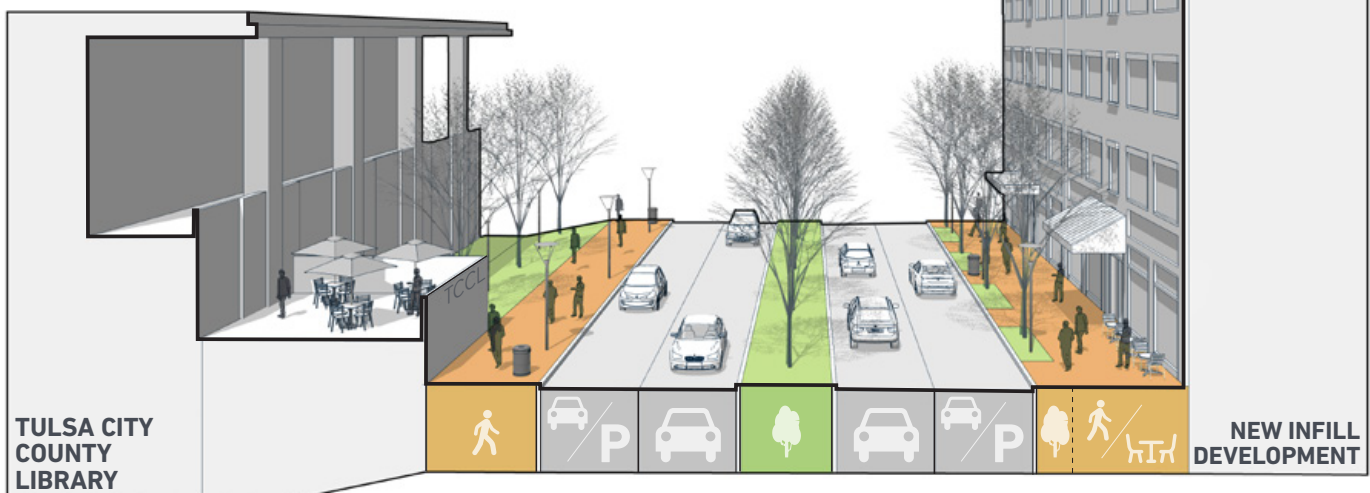
3rd Street Improved



Denver Avenue Today

DENVER AVENUE

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



Denver Avenue Improved

Figure 6.32

ODOT OPPORTUNITIES

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

I-244 Ramp Realignment

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

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

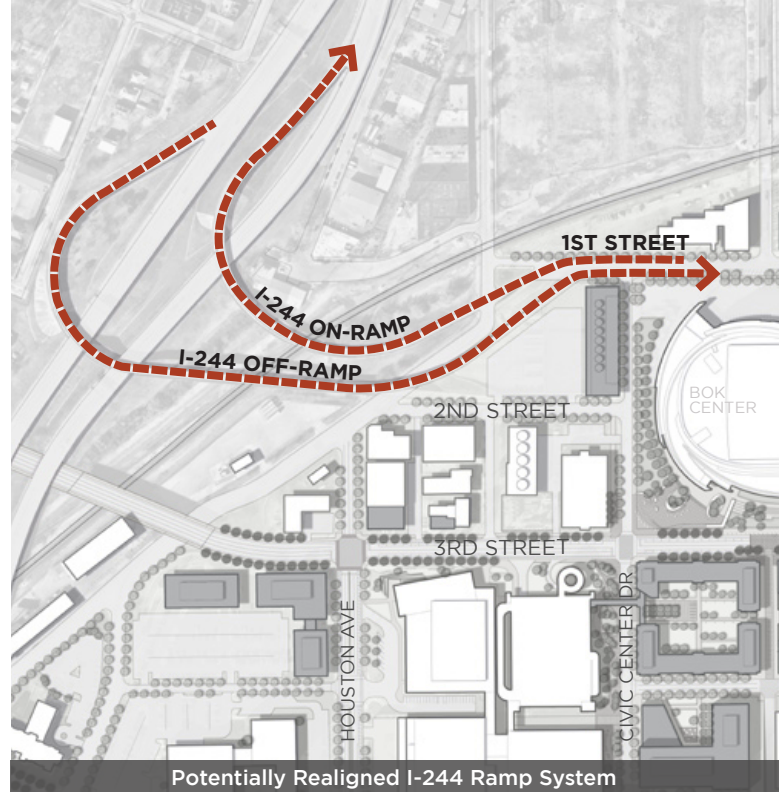


Figure 6.33

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

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

Connectivity to the Neighborhood and Riverfront

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

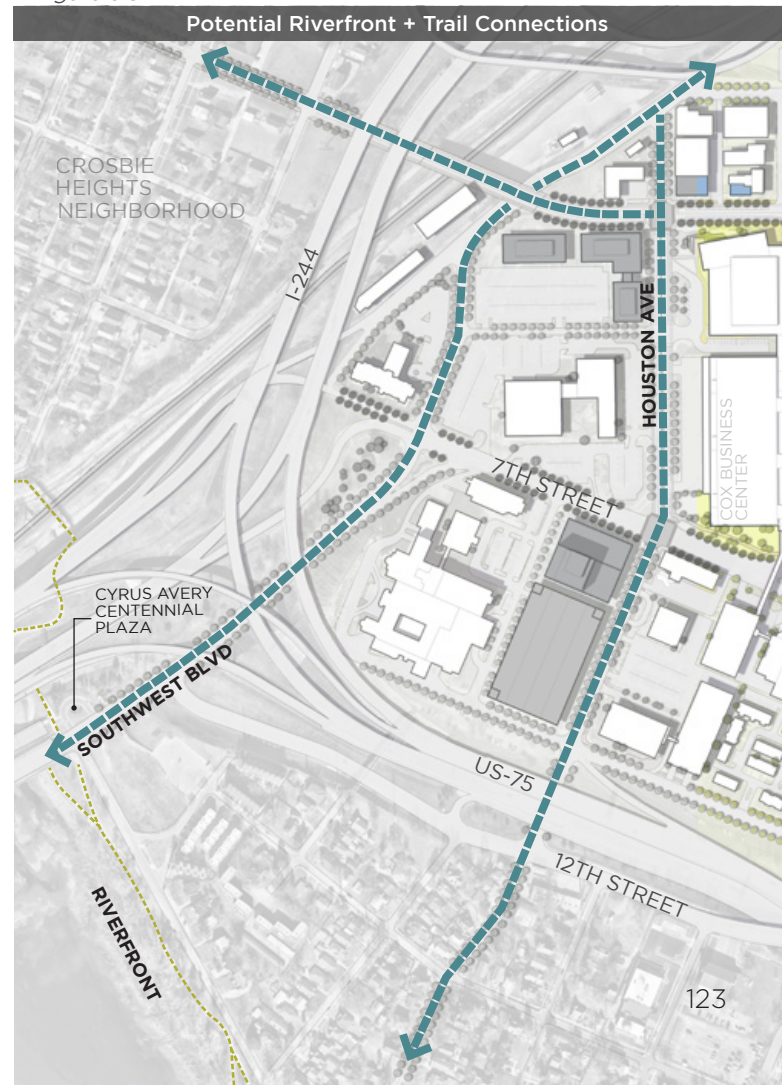
Today the IDL and related vehicular-oriented infrastructure create a significant divide. Houston Avenue is a natural connection between the Arena District and the riverfront because it weaves through the neighborhoods south of US 75. This makes it attractive to pedestrians and is not as intimidating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

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

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

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

Figure 6.34



TULSA ARENA DISTRICT MASTER PLAN PROJECTS

A. SIGNATURE PROJECT PUBLIC-PRIVATE INVESTMENT

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

B. PUBLIC REALM INVESTMENT

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

C. STREETS + CONNECTIONS INVESTMENT

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

D. OKLAHOMA DEPARTMENT OF TRANSPORTATION (ODOT) INVESTMENT

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

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

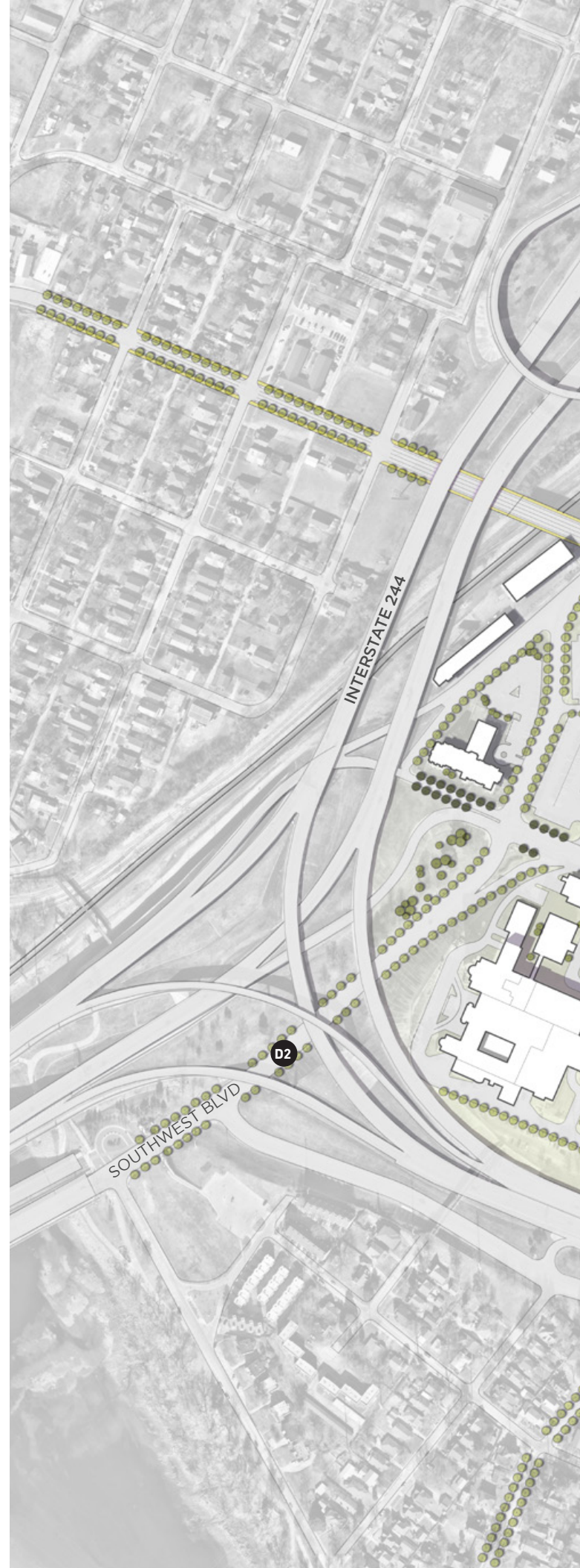
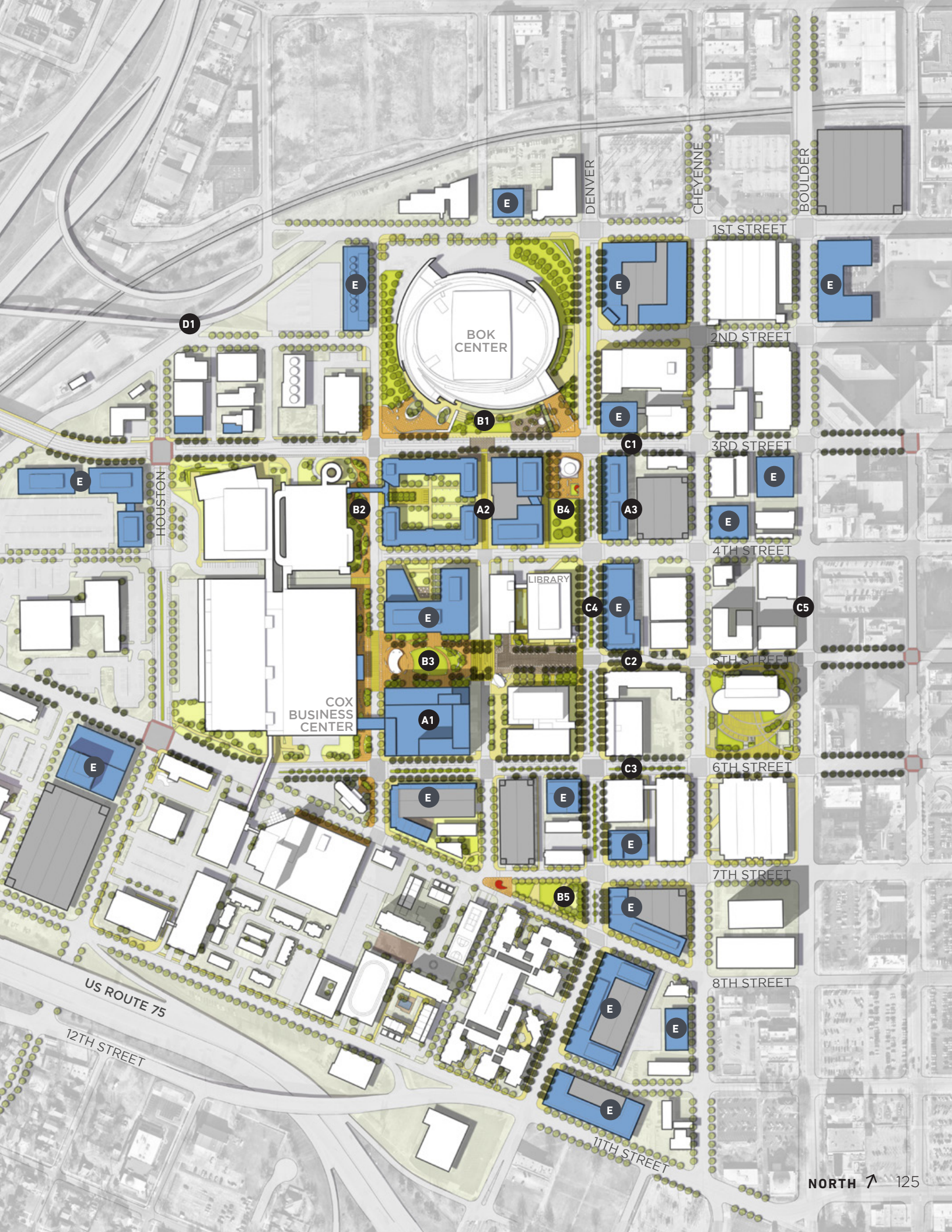


Figure 6.35



D1

HOUSTON

BOK CENTER

B1

B2

A2

B4

A3

E

C4

C2

C5

COX BUSINESS CENTER

A1

E

B5

C3

6TH STREET

7TH STREET

8TH STREET

11TH STREET

US ROUTE 75

12TH STREET

DENVER

CHEYENNE

BOULDER

1ST STREET

2ND STREET

3RD STREET

4TH STREET

5TH STREET

PHASING + IMPLEMENTATION

IMPLEMENTATION STRATEGY

INTRODUCTION

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

This includes:

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

RECOMMENDATIONS FOR PUBLIC PROJECTS

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

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

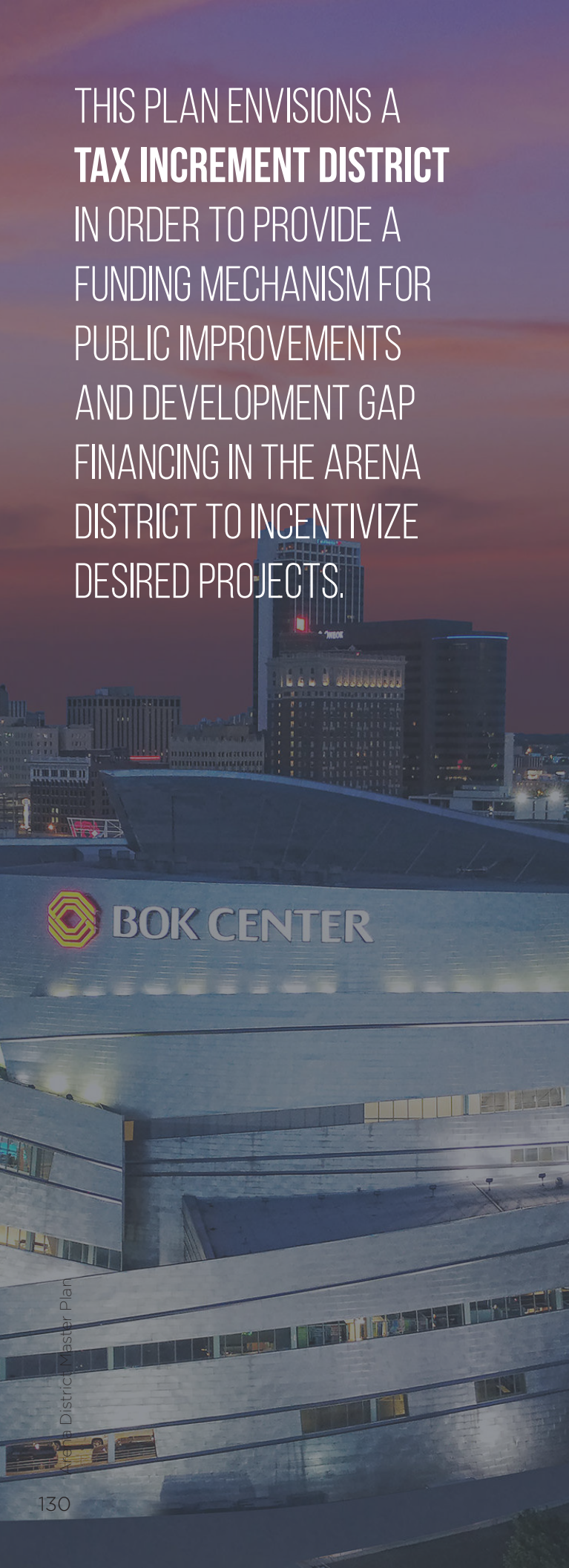
The estimates of probable preliminary cost ranges (“cost estimates”) on the opposite page were calculated in 2018 dollars. Escalation for project year has not been included.

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

* Refer to Figure A for project extents.

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

Figure 7.1



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

FINANCING MECHANISMS

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

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

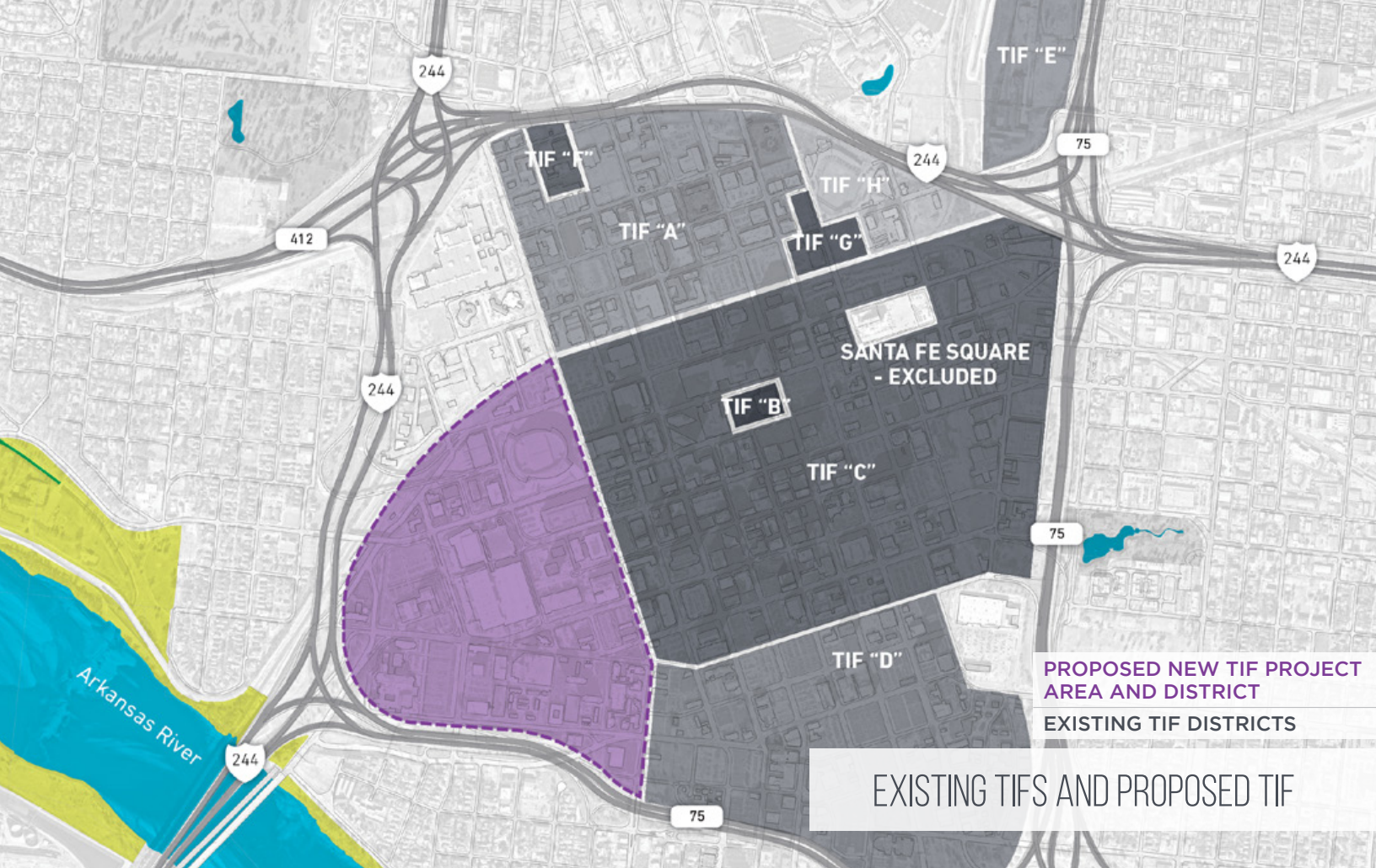


Figure 7.2

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

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

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

PRIORITY RECOMMENDATIONS

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

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

SHORT-TERM RECOMMENDATIONS (0 - 5 YEARS):

Activate the BOK Center Lawn.

Renovate the Cox Business Center.

Implement streetscaping and wayfinding improvements.

Enhance the district's clean and safe program.

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

INTERMEDIATE-TERM RECOMMENDATIONS (5 - 10 YEARS):

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

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

LONG-TERM RECOMMENDATIONS (10 - 15 YEARS):

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

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



Figure 7.3

SHORT-TERM RECOMMENDATIONS (0 - 5 YEARS)

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

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

A1. ACTIVATE THE BOK CENTER LAWN

Funding

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

Capital Cost Funding

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



These potential funding streams are further detailed below:

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

Operational Cost Funding

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

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

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



Figure 7.4

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

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

Short-Term / Temporary Activation

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

BOK LAWN: SUMMARY OF KEY RECOMMENDATIONS

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

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

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

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

Funding

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

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

Short-Term / Temporary Activation

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

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

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

COX BUSINESS CENTER: SUMMARY OF KEY RECOMMENDATIONS

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

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

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

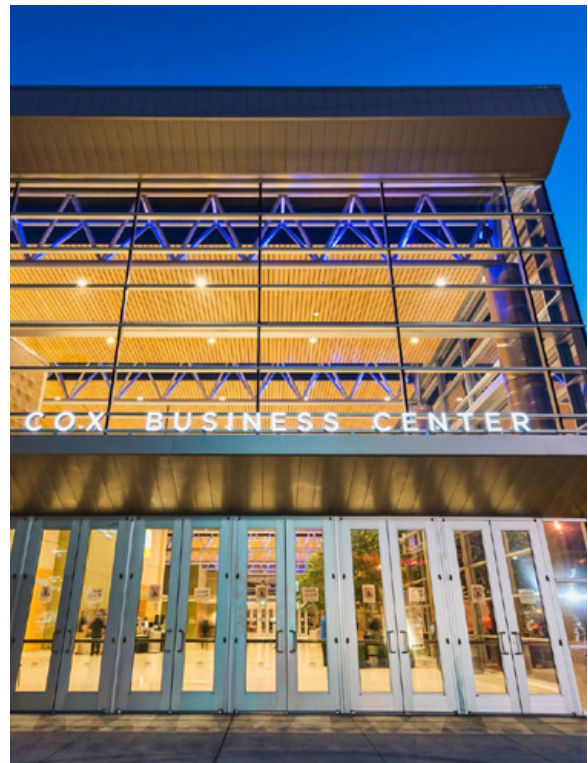


Figure 7.5



Figure 7.6





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

A3. IMPROVE THE PUBLIC REALM

Targeting Locations for Public Realm Improvements

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

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

Funding

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

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

PUBLIC REALM: SUMMARY OF KEY RECOMMENDATIONS

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

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

Finance these improvements through the proposed 2019 bond issuance.

A4. ENHANCE CLEAN & SAFE STRATEGIES AND SUPPORTIVE SERVICES

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

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

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



Develop Framework for Clean and Safe and Supportive Services

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

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



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

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

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

Funding

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

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

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

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

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

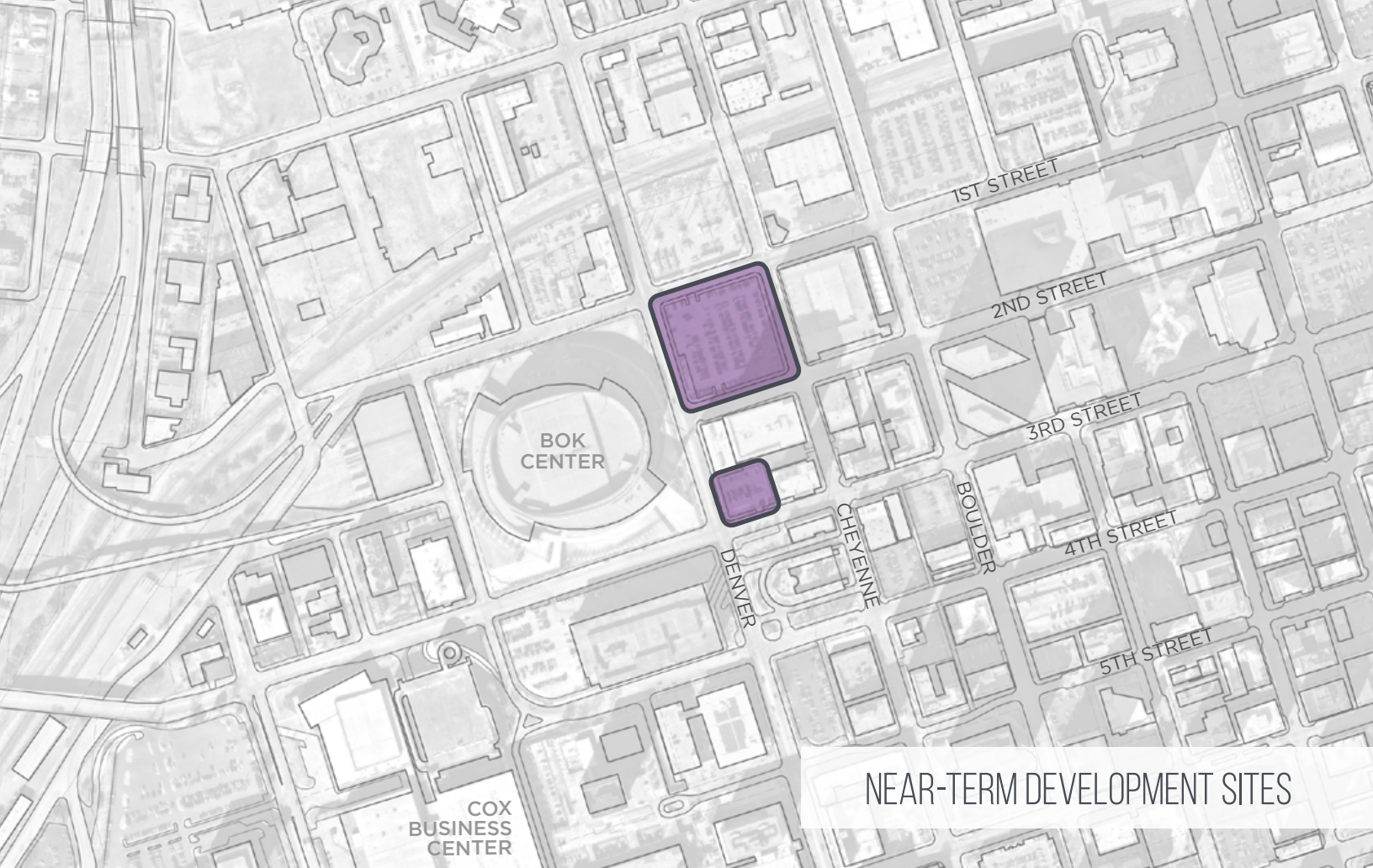


Figure 7.7

A5. LEVERAGE NEAR-TERM DEVELOPMENT PROPOSALS

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

Confirm Development Vision

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

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

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

Determine Development Framework

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



NEAR-TERM DEVELOPMENT PROPOSALS: SUMMARY OF KEY RECOMMENDATIONS

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

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

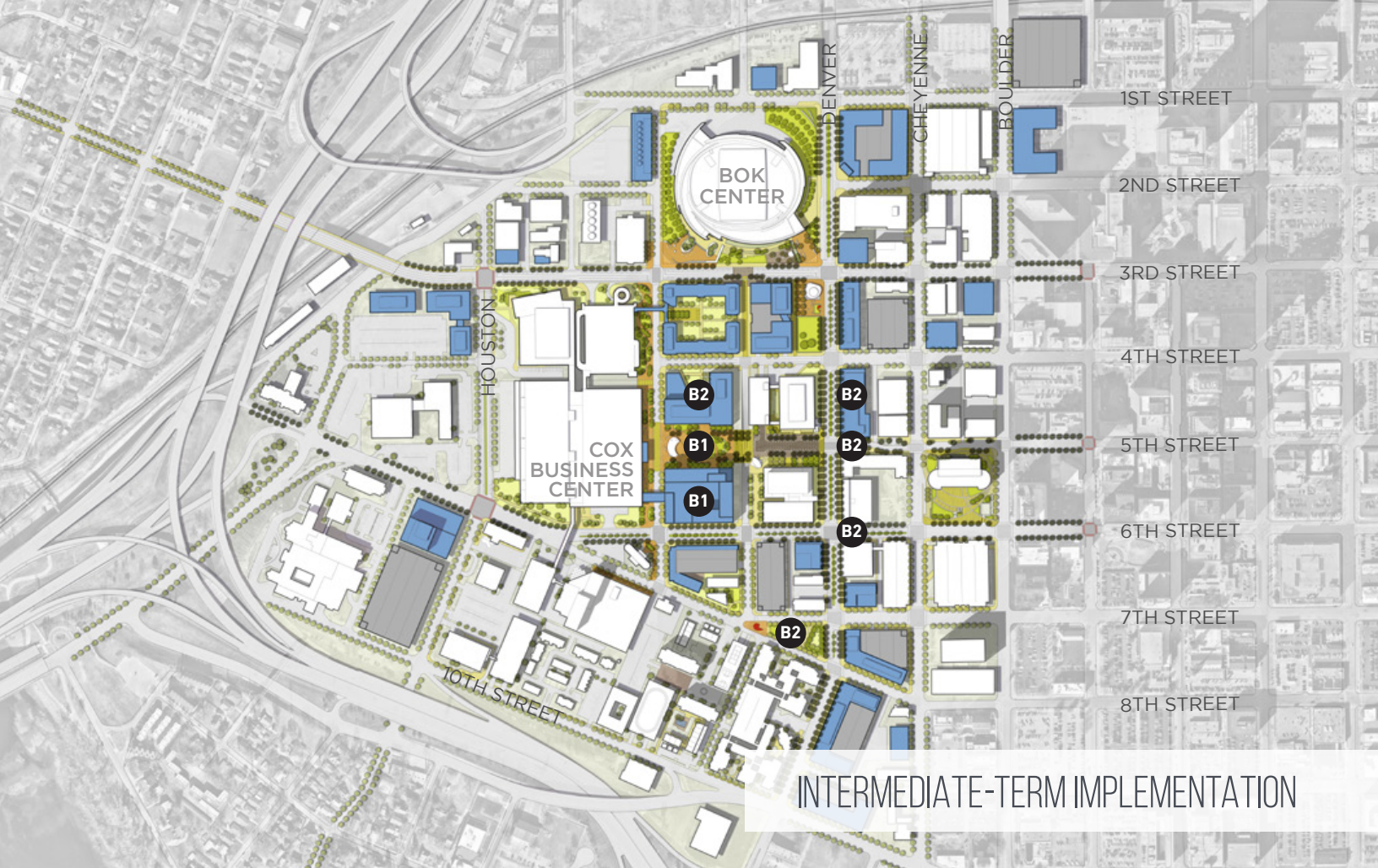


Figure 7.8

INTERMEDIATE-TERM RECOMMENDATIONS (5 - 10 YEARS)

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

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

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

SITE REDEVELOPMENT

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

A REIMAGINED CIVIC CENTER COMMONS WILL ENLIVEN THE NEIGHBORHOOD

B1. Reimagined Civic Center Commons and Public Realm Improvements

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

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

Build-Out of Development Parcels

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

Infrastructure Funding

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

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

Vertical Development Funding

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

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

SITE REDEVELOPMENT: SUMMARY OF KEY RECOMMENDATIONS

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



Figure 7.9

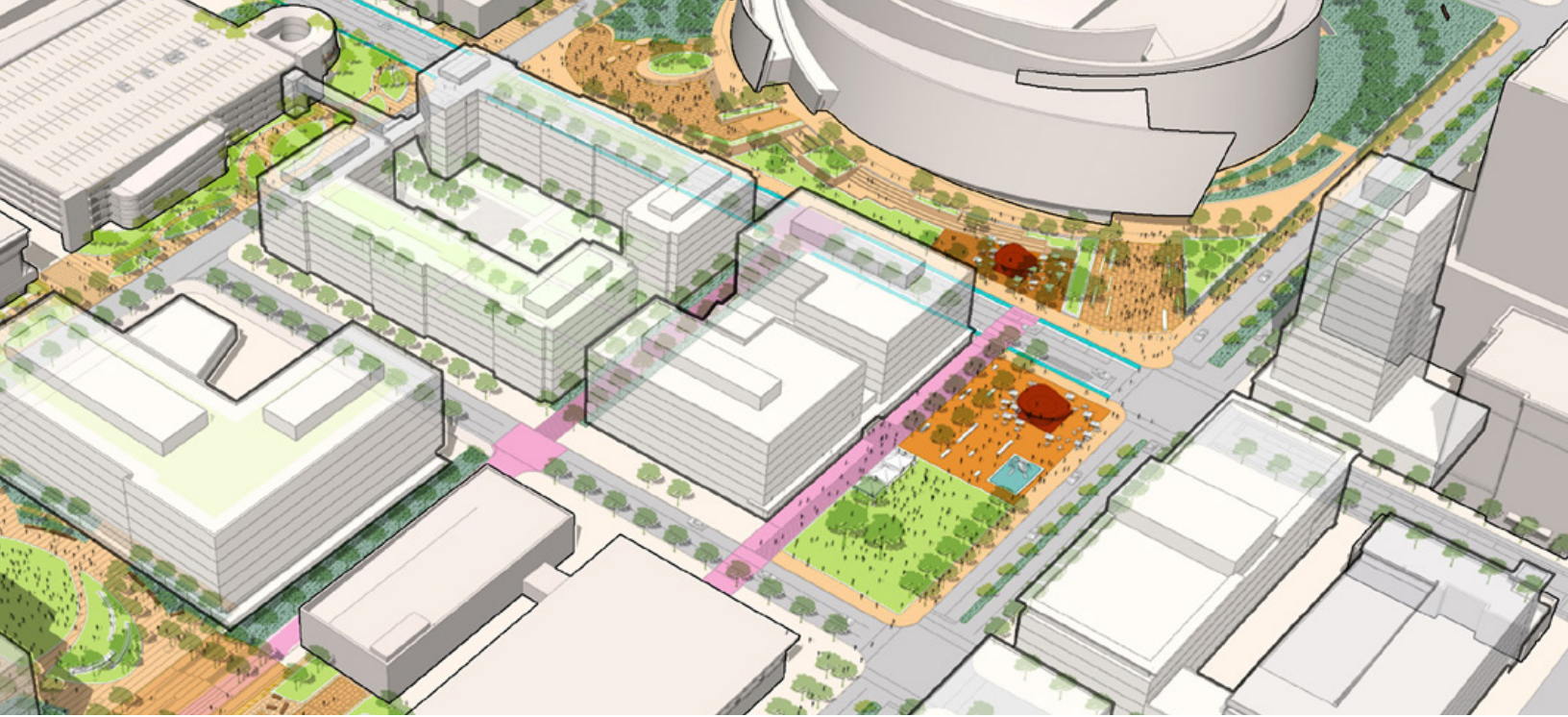
LONG-TERM RECOMMENDATIONS (10 - 15 YEARS)

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

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

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

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



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

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

Determine Development Framework

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

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



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

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

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

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

Determine Disposition Strategy

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

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

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

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

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

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

Funding

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

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

CATALYTIC SITE REDEVELOPMENT: SUMMARY OF KEY RECOMMENDATIONS

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

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

DISTRICT WIDE RECOMMENDATIONS

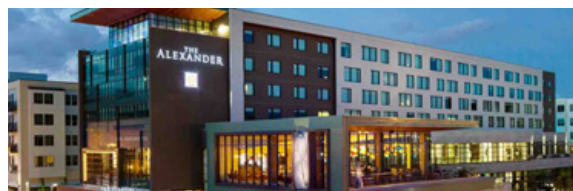
These location-specific priorities must be supplemented by districtwide strategies to truly transform the Arena District into a gateway for downtown. These district strategies include:

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

URBAN DESIGN GUIDELINES

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

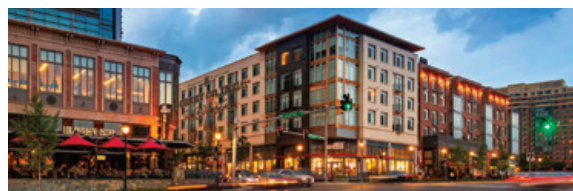
The guidelines should cover general urban design elements that are desired as part



Buildings Should Contribute to the Public Realm



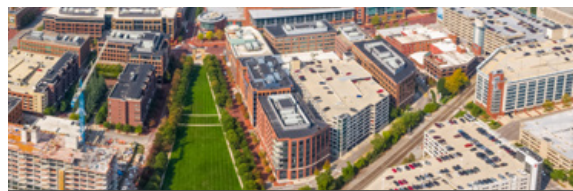
Active Ground Floors



Appropriate Scale + Massing



Four Sided Architecture



Parking Internal to Blocks

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

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

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



20,000

Square Feet
FOOD & BEVERAGE
OPPORTUNITY



15,000

Square Feet
CONVENIENCE GOODS &
SERVICES OPPORTUNITY

TENANTING CRITERIA

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

RETAIL STRATEGY

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

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

Understanding the Context

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

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

Tenancing Recommendations

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

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

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

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

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

Additional information on each category is listed below:

Convenience Services:

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

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

Dining/Entertainment:

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

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



Food Hall:

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

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

Full-Service Restaurant

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

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

Future Infill Concept

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

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

Targeting Locations

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

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

Retail Incentives

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

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

RETAIL INCENTIVES

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

FEE WAIVERS OR REDUCTIONS

SALES TAX REBATE

TENANT UPFIT GRANTS



CONVENTION CENTER HOTEL STRATEGY

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

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

Targeting Locations for Convention Center Hotel Development

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

- 1 **Site 1 - The block immediately to the South of the Aloft Hotel.** This site is city-controlled and can be targeted for a later intervention providing the city with additional time to develop a comprehensive strategy for convention center upgrades in conjunction with the delivery of this new hotel. In addition, the city could include funds for the development of this hotel in a future bond issuance, giving it more time to understand the full financial needs of the hotel, but this site would require the relocation of existing users to new facilities.
- 2 **Site 2 - The block immediately to the North of the Aloft Hotel.** This site's main advantage comes from its centralized location between the Convention Center and the BOK Center, which would further contribute to the new core of the Arena District. This site, however, will not be ready for redevelopment until at least 2024 when the GSA's lease in the Pager Belcher Federal Building expires. The city would then need to include funds for development in a future bond issuance, which could potentially lead to the site sitting empty for a few years while funding and then a developer is secured.



Figure 7.11

Funding

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

CONVENTION CENTER HOTEL: SUMMARY OF KEY RECOMMENDATIONS

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

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

Fund a convention center hotel through a bond issuance.



GOVERNANCE PLAN

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

Governance Framework

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

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

Governance Recommendation

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

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

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

ARENA DISTRICT NEEDS

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

RECOMMENDED GOVERNANCE STRUCTURE



Figure 7.12





