

NOVEMBER 2016



KENDALL-WHITTIER SECTOR PLAN

City of Tulsa • Tulsa Development Authority

prepared by Houseal Lavigne Associates

ACKNOWLEDGEMENTS

The Kendall-Whittier Sector Plan is the result of collaboration among City leaders and staff, the Tulsa Development Authority, planning professionals, and citizens of the Kendall-Whittier community.

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The planning process was funded by the Tulsa Development Authority in order to assist the community in establishing a vision for housing, commerce, employment, transportation, and recreation that embodies the character of the community over the next 10 to 15 years.

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prepared by





INTRODUCTION

The Kendall-Whittier Sector Plan articulates a vision of a neighborhood poised for growth and new investment. Built upon neighborhood anchors like the Circle Theater and University of Tulsa, Kendall-Whittier is becoming an attractive destination for young professionals, families, and others who seek a vibrant urban neighborhood with contemporary housing and services.

The Kendall-Whittier Sector Plan is an update to a previous Sector Plan. A Sector Plan is a report approved by the Tulsa City Council that establishes how citizens would like land to be developed in the future. This designation as a Sector Plan allows the City and various partners to utilize policies, strategies and funding sources to implement the vision it articulates.

Tulsa Development Authority & The City of Tulsa

The Kendall-Whittier planning area falls within the City of Tulsa, and is therefore subject to the services, regulations, and standards maintained by City government. However, the City is not alone in providing local services or supporting investment in this portion of the city. The Tulsa Development Authority (TDA) is an important partner that supports the City through investments in property acquisition, infrastructure, housing, commerce, and other aspects of community development. The TDA has a strong presence in Kendall-Whittier, and has played a direct or supporting role in several recent successes.

Citizen Advisory Team

In support of the planning process, a Citizen Advisory Team (CAT) was formed as a first line to communication with community residents and stakeholders. The CAT helped ensure that the Neighborhood Plan is aligned with the needs, aspirations, and concerns of the Kendall-Whittier community. Throughout the planning process the CAT met to review and discuss interim reports, draft documents, and plan recommendations.

A complete summary of public outreach results can be found in the Kendall-Whittier Sector Plan Existing Conditions Report that is maintained on file by the TDA and City of Tulsa.

Study Area

The Plan study area includes the Kendall-Whittier neighborhood bounded by the Burlington Northern Santa Fe (BNSF) railroad on the North, Harvard Avenue on the East, 11th Street on the South, and Utica Avenue on the West.

The study area is home to the University of Tulsa, which moved to the area as Henry Kendall College in 1907 as the first higher education facility in Tulsa. The Kendall-Whittier neighborhood was once a prominent stop on Route 66, particularly the historic Whittier Square Shopping Center. Together, these two community assets have helped shaped growth and development in Kendall-Whittier, combining to give the neighborhood its name.

Located east of Downtown Tulsa, Kendall-Whittier is well served by major transit corridors that provide access to the greater Tulsa region, including I-244/Crosstown Expressway that runs through the center of the neighborhood and the U.S. Route 64/State Highway 51 to the south.

Regional Setting

The City of Tulsa is the second largest municipality in the State of Oklahoma, with a 2010 population of 391,906 residents. Tulsa is also central to the Tulsa–Broken Arrow–Owasso Metropolitan Statistical Area with a population just shy of 1 million residents. Situated in northeastern Oklahoma along the Arkansas River, Tulsa is part of the Green County region, an area of transition from heavily wooded Ozark Mountain foothills in the east to the farthest reaches of the Great Plains in the west. In recent years, Tulsa has received recognition as one of America’s most livable large cities, as well as an important city for the future.



REGIONAL SETTING

University of Tulsa

The University of Tulsa has been a part of the area for over a century. The school started as a Presbyterian school for girls in Muskogee, intended to offer education to Native American girls. It was expanded in 1894 to become the Henry Kendall College, named after Reverend Henry Kendall, secretary of the Presbyterian Board of Home Missions. In 1907, struggling to attract and retain students, the school was relocated to Tulsa, a comparatively smaller town at the time. The move was encouraged by the Tulsa Commercial Club, who offered \$100,000 of funding, 20 acres of land, and guarantees for utilities and street car service.

In 1920, concern that the City could not support multiple higher education facilities, Henry Kendall College merged with the Methodist Church's proposed McFarlin College to become the University of Tulsa. The new university thrived, opening the School of Petroleum Engineering in 1928. Heavily impacted by the Great Depression, school president Clarence Isaiah Pontius, a former investment banker, helped erase the University's growing debt as well as expanding the institution with the opening of the business administration school in 1935 and the law school in 1943.

Whittier Square Historic District

Whittier Square was Tulsa's first suburban shopping center. The land was purchased by Alvin T. Hodge in 1903 from the Creek Nation. Hodge used the land as a cattle pasture before selling it in 1906 for development. The completion of the Tulsa Street Railway (TSR) in 1909 spurred growth in the neighborhood, connecting Whittier Square to Downtown Tulsa. The addition of the John Greenleaf Whittier School in 1916, a post office substation in 1926, and the East Second Street Library in 1931 helped attract residents to the growing area.

Whittier Square saw its greatest growth and activity during the 1920s through 1940s as a result of the official designation of Route 66. A major route for transportation across the country, Route 66 traveled directly through Whittier Square, attracting visitors, investors, and residents to the area. Automobile service stations, restaurants, grocery stores, and various other commercial uses grew in the area to serve travelers moving through the region. During World War II, Whittier Square was an important transit location for workers heading to the Douglas Aircraft Company.

Post-World War II, Whittier Square began to decline, as residents moved to newer areas of Tulsa. The development of Interstate 244 further reduced interest in Whittier Square, diverting traffic from the area and effectively removing traffic from Route 66. The area decline through the 1970s and 80s, but numerous efforts during the 1990s to revitalize the district have begun to take hold. Today, the Whittier Square Historic District includes land bounded by I-244 on the North, Lewis Avenue on the East, 1st Street on the South, and Zunis Avenue on the West.

PREVIOUS PLANS & POLICIES

Kendall-Whittier Neighborhood Masterplan

In 1991 the City completed the Kendall-Whittier Neighborhood Masterplan, intended to stabilize the area and guide revitalization of the historic neighborhood. The plan has a unique history of its own, with initial support coming from the University of Tulsa, local businesses, and community churches. Together these groups provided 50% of the initial cost to produce the plan, challenging the city to match. The city did, which established the masterplan's funding.

The plan provides a detailed analysis of the Kendall-Whittier neighborhood, focusing on land use and overall appearance of the area. The neighborhood is broken into subareas to provide specific analysis of existing conditions within unique parts of the community. The masterplan also includes a detailed analysis of Whittier Square, often considered the commercial center of the neighborhood. Recommendations focus on attracting new uses to the area that will help revitalize other commercial and residential uses.

In 1996, the Whittier Square segment of the original plan was updated to reflect changes in the area. The update provides strategies for capital improvements that will better situate Whittier Square as thriving commercial center in the Tulsa market. This document includes a detailed analysis of the area, including site specific improvements, parking layouts, and cost estimates for the redevelopment of desirable parcels.

In addition to the Kendall-Whittier Neighborhood Masterplan and those highlighted in this section, there are several other relevant plans and policies in place that have served as a foundation for the new Plan, these include:

- Tulsa Public Schools Strategic Plan 2010-2015
- Tulsa Parks and Recreation Master Plan Planning Process
- Elm Creek Master Drainage Plan
- Pearl District 6th Street Infill Plan
- Utica Midtown Corridor Small Area Plan

PLANiTULSA

In 2010, the City of Tulsa adopted a new Comprehensive Plan that was drafted over a two-year process through intensive public engagement. The Plan, entitled PLANiTULSA, is the City's first since the 1970s and focuses on five core themes;

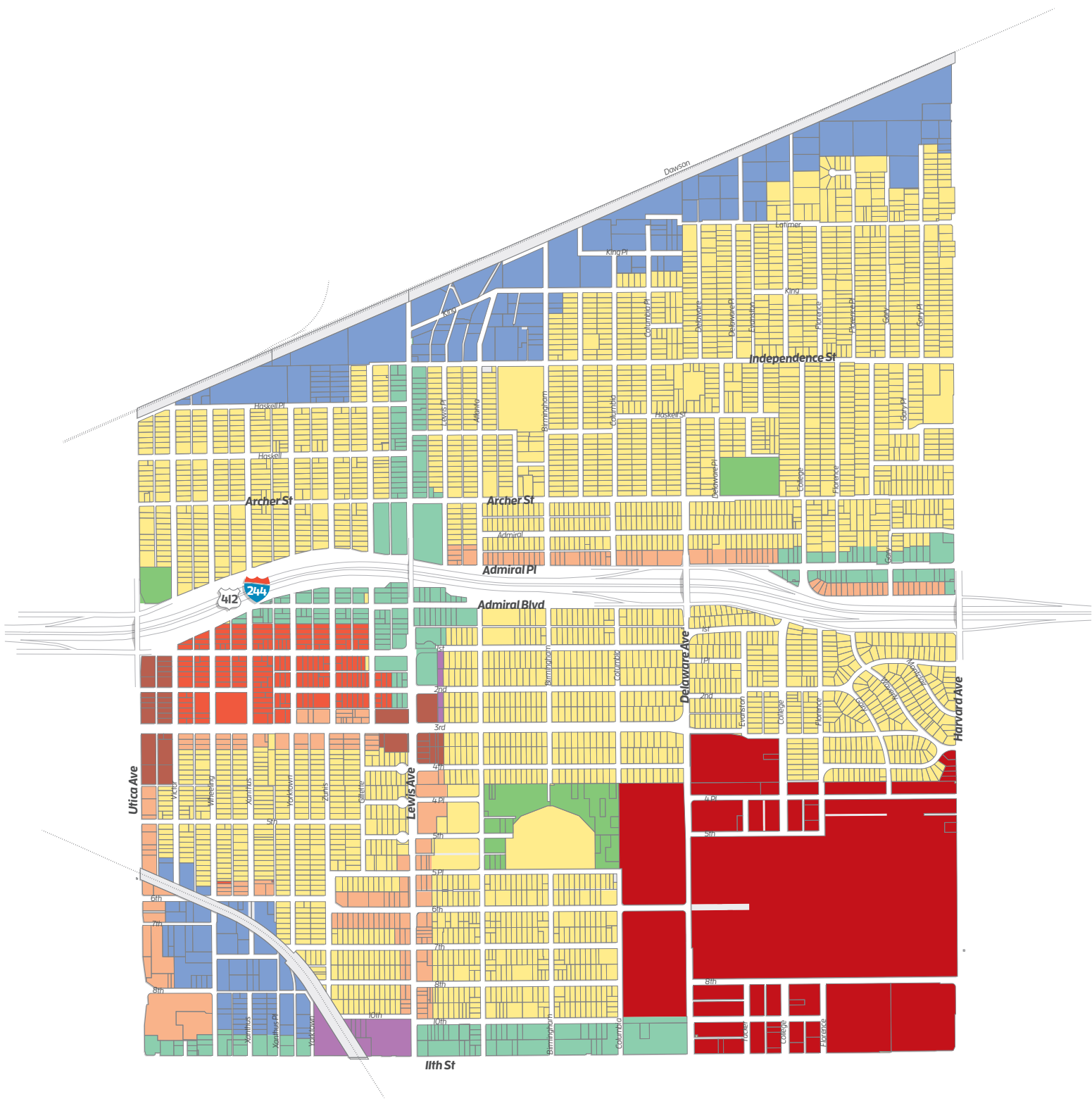
- Have a Vibrant & Dynamic Economy,
- Attract & Retain Young People,
- Provide Effective Transportation,
- Provide Housing Choices, and
- Protect the Environment & Provide Sustainability.

The Plan is organized around five core chapters addressing fundamental comprehensive planning elements, such as land use and transportation planning. These chapters include Land Use, Transportation, Economic Development, Housing, and Parks, Trails and Open Space.

Kendall-Whittier in PLANiTULSA

The Kendall-Whittier neighborhood was a particular focus in many of the PLANiTULSA chapters and the area was generally highlighted as a key urban neighborhood in close proximity to Downtown and the University of Tulsa. Kendall-Whittier is discussed as a place for reinvestment and considerable opportunity. Specific PLANiTULSA recommendations include:

- **Employment District:** Properties along the St. Louis – San Francisco Railway corridor are envisioned as a source of employment for the neighborhood.
- **Main Street Node:** The Lewis Avenue corridor adjacent to the I-244 interchange is presented as a major “Main Street” node with a higher level of intensity and development density than mixed-use areas further south.
- **11th Street:** The Lewis Avenue intersection with 11th Street is proposed as a major activity center for the Kendall-Whittier neighborhood. A major employment hub west of the Missouri-Kansas-Iowa Railroad transitions into a Town Center at the intersection, before continuing into the University of Tulsa campus.
- **Downtown Relationship:** Although most of the Kendall-Whittier neighborhood is presented as a stable, single-family area, the blocks within Utica Avenue, 3rd Street, Lewis Avenue, and Admiral Boulevard are envisioned as a “downtown neighborhood” placetype and anticipate more active redevelopment.
- **Main Street Design:** A number of roadways around the University of Tulsa are identified as multi-modal corridors concentrated on the “Main Street” building block type.
- **Transit Connectivity:** The Kendall-Whittier neighborhood is considered a kind of “fulcrum point” in the regional transit network, with local Main Street corridors connecting into the “T” created by Peoria Avenue and 21st Street.



LAND USE PLAN - PLANITULSA

- | | |
|--|--|
| Existing Neighborhood | Mixed-Use Corridor |
| Neighborhood Center | Regional Center |
| Downtown Neighborhood | Employment |
| Town Center | Parks & Open Space |
| Main Street | |

PLANNING PROCESS

The planning process was specifically designed to result in a plan that responds to the needs of the Kendall-Whittier citizens and stakeholders. Central to the process is public engagement with a variety of citizens, including local residents, business owners and operators, key service providers, elected and appointed officials, and municipal staff. The complete planning process included the following 8 steps:

- **Step 1:** Project Initiation, including preliminary meetings with key staff from the Tulsa Development Authority and representatives from involved City departments.
- **Step 2:** Define Boundary, including an analysis of the Sector Plan Study Areas to develop simplified boundaries that better reflect the function, character, influences, and opportunities that impact the Kendall-Whittier neighborhood.
- **Step 3:** Community Participation, including several events or tools designed to allow residents to identify local issues and opportunities, and aid in the establishment of short- and long-term priorities.
- **Step 4:** Assessment-Inventory and Analysis, including an analysis of existing conditions and future potentials within the study based on information provided by the TDA, field reconnaissance, data sources, and reviews of past plans, studies, and policies.
- **Step 5:** Vision Statement, including the development of an overall vision for the Kendall-Whittier area.
- **Step 6:** Civic Responsibilities and Citywide Context, including an assessment to determine whether vision is consistent with those of the greater Tulsa community and City as a whole.
- **Step 7:** Plan Recommendations & Implementation, including the preparation of draft and final plan documents for the Kendall-Whittier Sector Plan.
- **Step 8:** Adoption Process, including public review and a multi-step adoption and approval process by the TDA, The Tulsa Metropolitan Area Planning Commission, and Tulsa City Council.

COMMUNITY OUTREACH

Public input and opinions are an essential element to the development of the Kendall-Whittier Neighborhood Plan. Through outreach events and online tools, residents and community stakeholders were able to provide insight regarding local issues, concerns, and opportunities. Public engagement helps to establish an understanding of the community and its surroundings in the existing conditions report and directly inform recommendations and policy within the resulting Neighborhood Plan.

A project website was developed to act as a portal for information regarding planning efforts, interim reports, upcoming workshops, and online outreach tools. The following workshops and online tools were provided in order to gather feedback from the Kendall-Whittier Neighborhood community:

- Community Workshop (March 23, 2015)
- Business Workshop (March 24, 2015)
- Resident Questionnaire
- Business Questionnaire
- sMap (map based outreach tool)

EXISTING CONDITIONS

This section presents a series of relevant findings based on data analysis, field reconnaissance, and other source of information that establish the foundation for recommendations aimed at achieving the community's long-term vision. These findings are based on analysis related to:

- Market potential and demographics
- Existing land use
- Current zoning
- Community resources
- Transportation characteristics
- Parks and environmental features

A more detailed analysis of existing conditions can be found in the Kendall-Whittier Sector Plan Existing Conditions Report that is maintained on file by the TDA and City of Tulsa.

MARKET & DEMOGRAPHIC ANALYSIS

An analysis of Kendall-Whittier's demographic and market conditions was conducted to guide the sector planning process and provide the necessary background information for developing market-viable policy recommendations. This analysis focuses on three topics: (1) demographics, (2) employment and commerce, and (3) housing. Each section presents and assesses current trends, highlights important market implications, and where possible, notes future growth and development challenges and opportunities. Information is presented to allow for both *external* comparisons (comparing Kendall-Whittier to the City of Tulsa) and *internal* comparisons (comparing different blocks within Kendall-Whittier to one another).

Sources

Data for this study were acquired from a variety of sources, including the 2000 and 2010 U.S. Census, the 2009-2013 American Community Survey (ACS), and ESRI Business Analyst, a nationally recognized provider of business and market data. For purposes of clarification, data from 2000 and 2010 are actual figures from the U.S. Census. 2009-2013 American Community Survey data reflects a five year average based on surveys conducted by the U.S. Census Bureau during that time period.

Aligning Available Data with Study Area Boundaries

The Kendall-Whittier study area boundaries were defined through a mixture of outreach, civic and governmental priorities, and past plans and studies. Data collection by the aforementioned sources varies based on the variable and provider. In some cases, data could be obtained for the exact study area geography. In other cases, data for the study area had to be approximated based on Census geographies. To the extent possible, data from incongruent areas has been proportionally applied to the area included in the sector plan. An explanation of how available data was aligned with the study area boundaries is presented below, organized by chapter topic.

Demographics & Housing. The smallest geography for which the U.S. Census Bureau publishes demographic and housing data are block groups. Block groups are composed of multiple contiguous city blocks, and generally contain between 600 and 3,000 people. Because the boundaries of Tulsa's block groups are not coterminous with the boundaries of the Kendall-Whittier study area, the consulting team assessed all block groups comprising the study area to build a collection of census blocks that closely approximates the boundaries of the study area. However, because block groups cannot be split, this collection of census blocks mirroring the study area does include territory that falls outside the study area. Any Census block group boundaries or numbering that changed between the 2000 and 2010 Censuses were re-aligned, where possible, to ensure consistency in comparison over time and accuracy in data analysis.

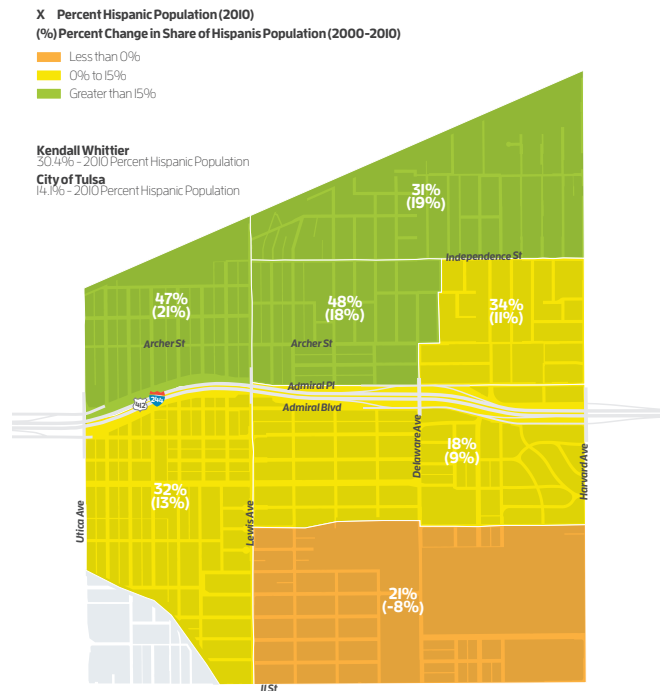
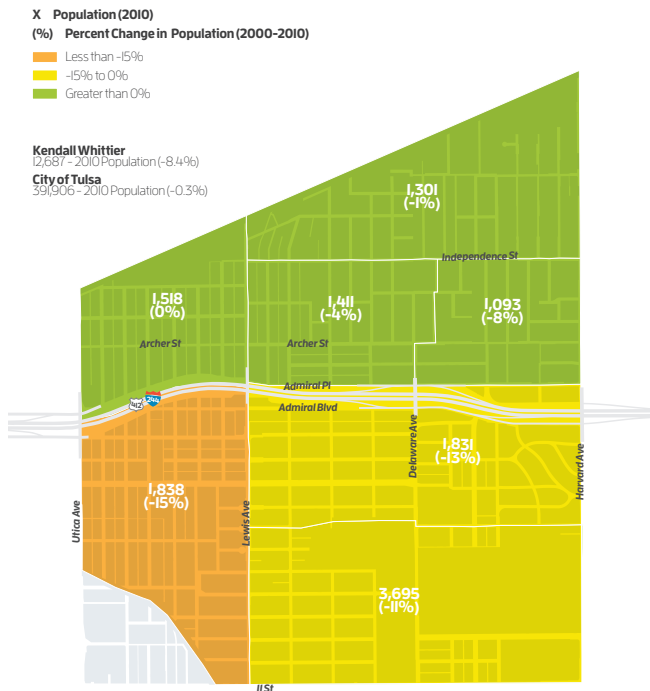
Employment & Commerce. Data for the employment and commerce section was available for the study area geography and includes data for only the Kendall-Whittier study area.

Key Market & Demographics Findings

Demographics

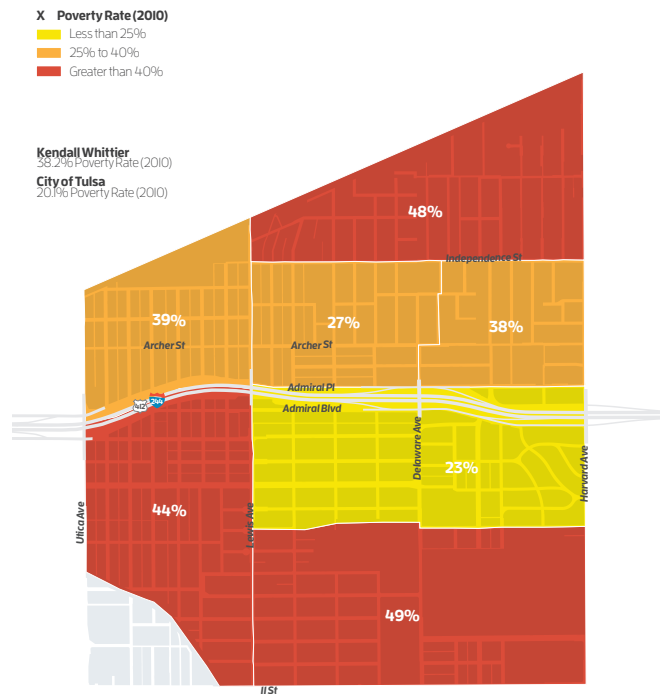
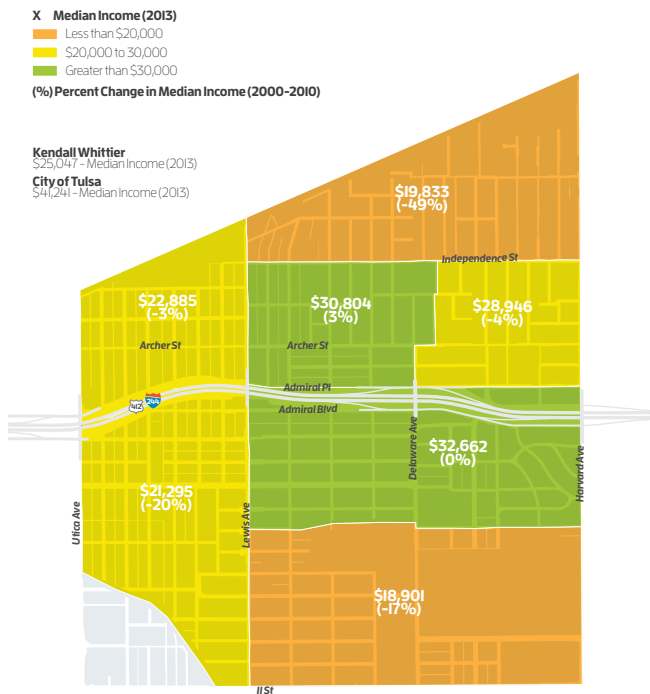
- The population of Kendall-Whittier decreased between 2000 and 2010.
- Kendall-Whittier’s population aged slightly between 2000 and 2010, however, it remains much younger than the entire city.
- Kendall-Whittier share of Hispanic residents continues to grow at a faster rate than the entire City of Tulsa and the racial minority share of the population continues to increase.

- Incomes in Kendall-Whittier declined between 2000 and 2013 and remain significantly lower than city-wide incomes.
- Kendall-Whittier’s poverty rate is rate is significantly higher than both the city-wide and national rate.



Employment & Commerce

- The number of jobs within Kendall-Whittier increased between 2007 and 2011.
- Over half of Kendall-Whittier’s jobs are found within the manufacturing or educational services industries.
- Kendall-Whittier residents spend roughly \$64 million annually, most of it outside of Kendall-Whittier.



Retail Spending Summary (2014)

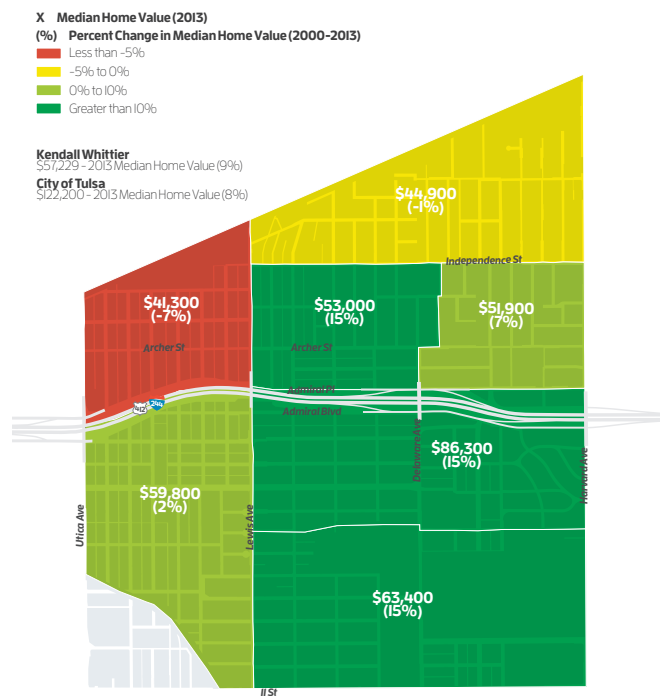
Retail Gap (\$M)	\$18.3
Total Retail Demand (\$M)	\$63.8
Total Retail Supply (\$M)	\$45.5

Retail Gap by Industry Group	Retail Demand (\$M)	Retail Supply (\$M)	Gap (\$M)
Motor Vehicle & Parts Dealers		\$4.8	\$7.0
Furniture & Home Furnishings Stores	\$0.4	\$0.0	\$0.4
Electronics & Appliance Stores	\$1.7	\$1.4	\$0.3
Bldg Materials, Garden Equip. & Supply Stores	\$1.6	\$0.0	\$1.6
Food & Beverage Stores	\$6.8	\$7.5	-\$0.7
Health & Personal Care Stores	\$4.7	\$0.7	\$4.0
Gasoline Stations	\$6.5	\$18.4	\$11.9
Clothing & Clothing Accessories Stores	\$3.4	\$0.5	\$2.9
Sporting Goods, Hobby, Book, & Music Stores	\$1.3	\$2.3	-\$1.0
General Merchandise Stores	\$14.7	\$1.6	\$13.1
Miscellaneous Store Retailers	\$1.9	\$2.1	-\$0.2
Nonstore Retailers	\$1.4	\$1.1	\$0.3
Food Services & Drinking Places	\$6.8	\$4.0	\$2.8

Source: ESRI Business Analyst; Houseal Lavigne Associates

Housing

- The number of housing units within Kendall-Whittier increased between 2000 and 2010 at a similar pace as the entire city.
- More than half of units within Kendall-Whittier are rental units, and owner occupancy declined in Kendall-Whittier between 2000 and 2010 while renter occupancy and vacancy increased.
- Home values rose between 2000 and 2013, but remain much lower than city-wide values.
- The majority of Kendall-Whittier's housing units are single family detached homes.





Existing Land Use & Development

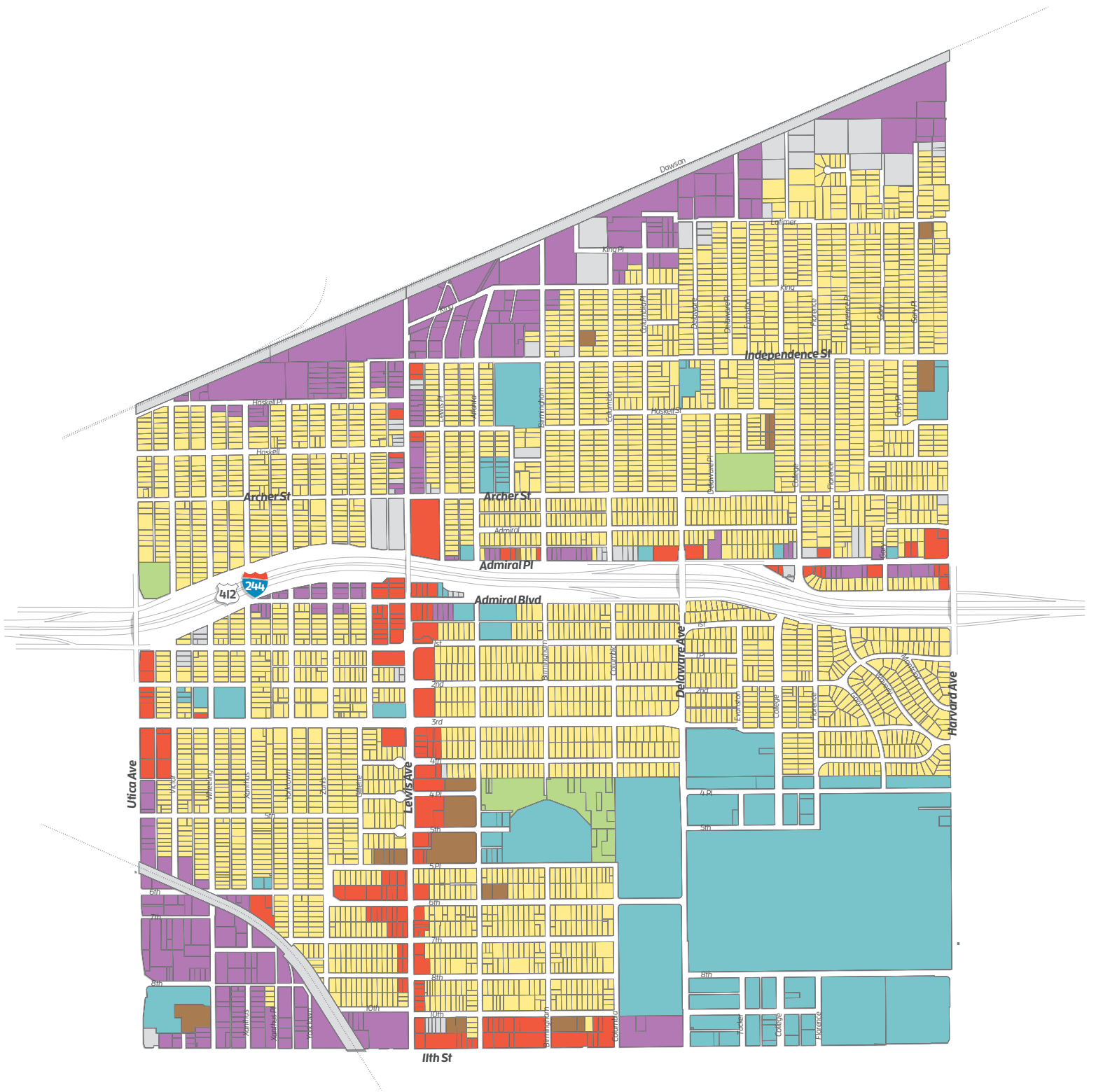
Kendall-Whittier is a neighborhood slightly over one square mile in area and includes a wide range of land uses. Local land uses are framed by several significant factors, including:

- **The traditional Whittier Square neighborhood center**, which continues to provide Lewis Avenue and 3rd Avenue with much of their prominence as commercial corridors;
- **Rail corridors** in the northern and southwestern portions of the neighborhood that support industrial uses;
- **The University of Tulsa**, which occupies the southeastern quadrant of the neighborhood; and
- **I-244**, which bisects the neighborhood into two distinct sections.

Character/Urban Design

Kendall-Whittier has several built elements that help define its history and character. These include long-standing factors that must remain in place, and provide models for new investment in the future. They include:

- **Whittier Square**, with its traditional architecture, pedestrian-oriented environment, and focus on preservation. A good example is the municipal parking lot at Lewis Avenue and Admiral Boulevard, which preserves a traditional building façade and meets the contemporary needs of the neighborhood;
- **Organic block layout centered on Waverly Drive**, which is distinctively different than the regular grid pattern in the rest of Kendall-Whittier;
- **Residential alleys**, which typically exist west of Lewis Avenue and provide the opportunity for hidden utility lines, rear loaded garages, and reduced curb cuts along the public street;
- **Varying commercial development character**, which includes traditional architecture in Whittier Square, contemporary office and commercial development with attractive landscaping, and older development that is deteriorating and has prominent parking and loading areas;
- **Overhead utilities** along major corridors that impact the character of the neighborhood for residents, businesses, and visitors;
- **The I-244 corridor**, and its aesthetic, noise, and light impacts; and
- **The University at Tulsa**, which has invested significantly in gateways, fencing and screening, and campus entries along 11th Street.



GENERALIZED EXISTING LAND USE

- | | |
|---|---|
| Single-Family Detached | Parks and Open Space |
| Multi-Family | Public / Semi Public |
| Commercial | Vacant |
| Industrial/Business Park | |

Community Resources

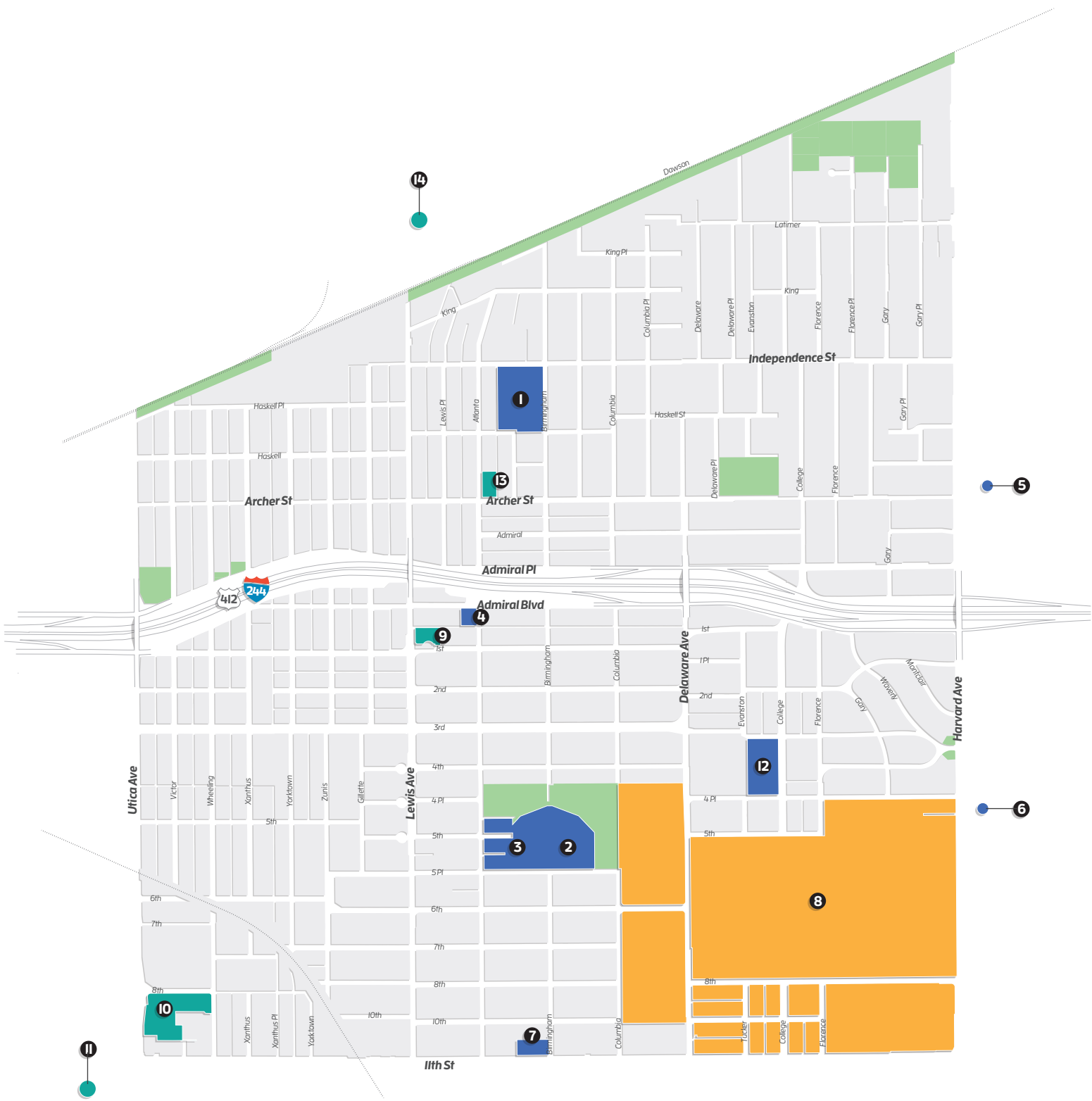
Community Resources include the various facilities, features, and elements of a neighborhood to contribute to the local quality of life and establish the area as a desirable place to live and work. This is comprised of those services administered by the City of Tulsa, public safety and healthcare associations, local schools, economic development organizations, and community organized institutions. In addition, community resources can include unique uses, physical features, and historic elements that help establish a distinct identity for the neighborhood.

Historic Resources

The most significant historic resource for Kendall-Whittier is the Whittier Square Historic District, which includes the area roughly bounded by I-244 on the north, Lewis Avenue on the east, 1st Street on the south, and Zunis Avenue on the west. Whittier Square is designated as a historic district both by the National Register of Historic Places and the Tulsa Preservation Commission, and is one of 8 commercial historic districts in the City. Per the overlay district's zoning, any exterior renovations or repairs are subject to design review by the Tulsa Preservation Commission.

The neighborhood also includes three structures included on the National Register of historic places:

- Circle Theater
- Phillips 66 Station No. 473
- Tulsa Monument Company



COMMUNITY RESOURCES

- Parks / Open Space
- Schools
- Universities
- Quasi-Public Institution or Facility

- | | | |
|---|---|---|
| 1 Sequoyah Elementary | 7 Tulsa Welding School | 12 The University School for Gifted and Talented Children at the University of Tulsa |
| 2 Kendall-Whittier Elementary School | 8 University of Tulsa | 13 Crosstown Learning Center |
| 3 Educare Tulsa | 9 Kendall-Whittier Library | 14 Tulsa Jobs Corps Center |
| 4 San Miguel Middle School | 10 The Center for Individuals with Physical Challenges | |
| 5 Tulsa School of Arts and Sciences | 11 Hillcrest Medical Center | |
| 6 Will Rogers College Junior High School | | |



Transportation & Mobility

The following sections summarize the key transportation influences and issues that may shape long-term community development.

Roadways

Kendall-Whittier includes the following roadway types:

- **Freeways**, which are limited access corridors providing regional and interstate mobility;
- **Secondary arterials**, which provide mobility to surrounding areas and require a right-of-way of at least 100' in width;
- **Urban arterials**, which connect to surrounding areas and require a right-of-way of 70' in width;
- **Residential collectors**, which provide access to local destinations within a 60' right-of-way; and
- **Local streets** that host residential uses and provide direct access to local development.

Multi-modal streets support the implementation of bike lanes or transit lanes by prioritizing a portion of the right-of-way for such amenities. Main Streets support the prioritization of right-of-way for on-street parking and expanded sidewalks that would accommodate traditional commercial development and pedestrian activity.

Roadway-based mobility in Kendall-Whittier is impacted by the following factors:

- **I-244** severs the neighborhood, providing four vehicular crossing points (Utica, Lewis, Delaware and Harvard.)
- **The rail corridor** running through the southwest corner of the neighborhood limits access to the Hillcrest Medical Center and other related medical services.
- **The University of Tulsa's street grid** ties into the surrounding block pattern at some points, but to a large extent the grid is disrupted, limiting neighborhood access between Lewis and Harvard, and funneling additional traffic on to 11th Street.
- **Access to several local streets** from Lewis Avenue has been limited. While these isolated instances have little impact on local mobility, continuing this trend would place additional traffic demand on streets ill equipped to carry such traffic volumes.



EXISTING STREET NETWORK

Functional Classifications

-  Freeway
-  Urban Arterial
-  Secondary Arterial
-  Residential Collector
-  Commercial / CBD / Industrial Collector

City Designation

-  Multi-Modal Street
-  Main Street

Transit

Kendall-Whittier is served by five bus transit lines that provide regular weekday and Saturday service, and one bus transit line that provides night service. Bus transit service is managed and operated by Tulsa Transit, and is summarized by the following table.

Given the limited right-of-way available for bus stop amenities, no bus stops in Kendall-Whittier include shelters or dedicated bus stop pull-over lanes. Most designated stops include a bus stop sign and small concrete pad for boarding.

Bike & Pedestrian Facilities

The traditional nature of the Kendall-Whittier neighborhood – its regular street grid, pedestrian-friendly block sizes, close relationship between commercial areas and neighborhoods, etc. – provides the foundation for a strong bicycle and pedestrian network. The following are key findings regarding the presence and safety of bicycle and pedestrian networks in Kendall-Whittier.

Bicycle Network

The Indian Council of Governments (INCOG) Bicycle and Pedestrian Master Plan designates on-street bike routes on 3rd Street and Delaware Avenue. However, there are no marked bike lanes, and 3rd Street is designed as a four-lane roadway with markings or shoulder to accommodate cyclists. Delaware Avenue has adequate shoulder to safely accommodate cyclists within traffic flow.

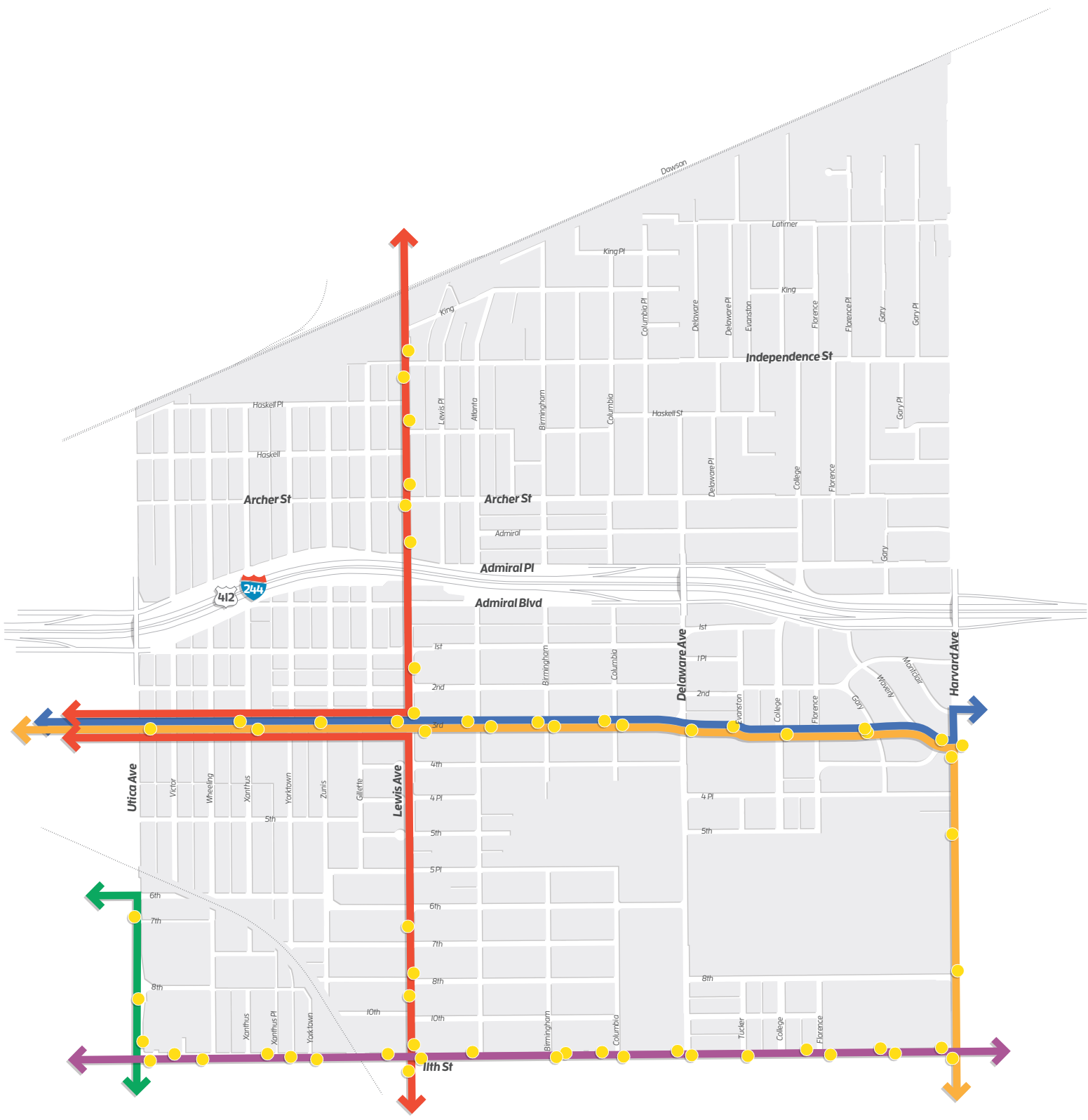
According to the INCOG Master Plan, 11th Street is planned as a future designated bike corridor. However, the configuration and traffic flow characteristics of the street will present similar challenges as 3rd Street.

Pedestrian Network

Throughout Kendall-Whittier, many blocks have sidewalks that support local pedestrian mobility. However, the condition of these sidewalks has been cited as a concern, and several local intersections lack accessible curb cuts and crosswalks. Once north of I-244, the sidewalk network begins to disappear. Between I-244 and Independence Street, several blocks lack sidewalks on one or both sides of the street. North of Independence Street, no residential blocks have sidewalks.

Commercial streets include several characteristics that inhibit pedestrian mobility. High traffic volumes and speeds on Utica, Lewis, Harvard, 3rd, and 11th make crossing difficult. Few non-signalized intersections provide marked crosswalks, and several signalized intersections lack highly visible crosswalks that provide adequate warning for motorists. The location of commercial buildings along these corridors varies. In some cases, buildings are located close to the sidewalk, providing direct pedestrian access from the public walk. However, when buildings are set back from the sidewalk with parking in front of the building, the sites typically lack pedestrian connections.

There are several examples of efforts to reconnect the pedestrian network. Pedestrian bridges across I-24 at Birmingham Avenue and Jamestown Avenue (east of the planning areas but within walking distance) provide intermittent crossings. Where local streets along Lewis Avenue have been cul-de-sacked, cut-through access is provided to allow for pedestrian mobility from adjacent neighborhoods.



PUBLIC TRANSPORTATION

- Bus Stops
- Route 100
- Route III
- Route 112
- Route 210
- Route 222

Parks, Open Space & Environmental Features

Parks and recreation is a critical part of quality of life for Kendall-Whittier residents. These amenities provide valuable social gathering places, facilities for exercise and athletic recreation, and opportunities for youth development, physical exercise, and general wellness.

City of Tulsa Parks & Recreation Department

The City of Tulsa owns and operates 135 parks, covering approximately 6,000 acres. The Parks & Recreation Department is responsible for the City's parks, community centers, playgrounds, sports fields and complexes, over 60 miles of trails, skate parks, picnic shelters, swimming pools, water playgrounds, splash pads, fitness facilities, and golf courses.

In addition, the following parks are located close to the Kendall-Whittier Study Area and provide nearby recreational access:

- Gary Park
- Sequoyah Park
- Turner Park

Trails System

The Kendall-Whittier neighborhood does not feature any formal, paved bicycle trails. The neighborhood does feature some smaller, internal trail loops in Kendall-Whittier Park and on the University of Tulsa campus. 3rd Street is sometimes recognized as a "bicycle-friendly" corridor although it does not feature dedicated lanes or a formal bike route designation. University students and other cyclists are often observed traveling this corridor between Kendall-Whittier, The Pearl, and Downtown Tulsa. The 3rd Street corridor connects Turner Park to Centennial Park near The Pearl neighborhood, which links into the Midland Valley Trail and the regional trail network, approximately 1 mile to the west of Lewis Avenue. The Midland Valley Trail is approximately 3 miles long and travels along the former rail corridor once used by the local-service Midland Railroad. The trail is a critical segment in the regional network as it connects Downtown to eastern neighborhoods around the University of Tulsa to the River Parks trails on both sides of the river, including the pedestrian bridge near the Zink Dam and 31st Street.

Open Space

As a dominantly urban, built out community, the Kendall-Whittier Neighborhood does not have any significant areas of open space. The University of Tulsa includes a few areas of open space for student use, specifically Dietler Commons and Chapman Common. However, these areas are more formal in design and function.

Parkland Analysis

While the Parks and Recreation Master Plan is generally an accurate reflection of parks and recreational facilities, a few conditions specific to Kendall-Whittier were noted during the planning process. In terms of parkland access, the neighborhood has a limited number of parks, mostly including medium sized facilities that provide recreational opportunities for the surrounding community. While the 3 existing parks are spread throughout the neighborhood, I-244 greatly reduces their service area. In essence, Admiral Park and Archer Park serve northern Kendall-Whittier, while Kendall-Whittier Park serves all areas south of I-244.

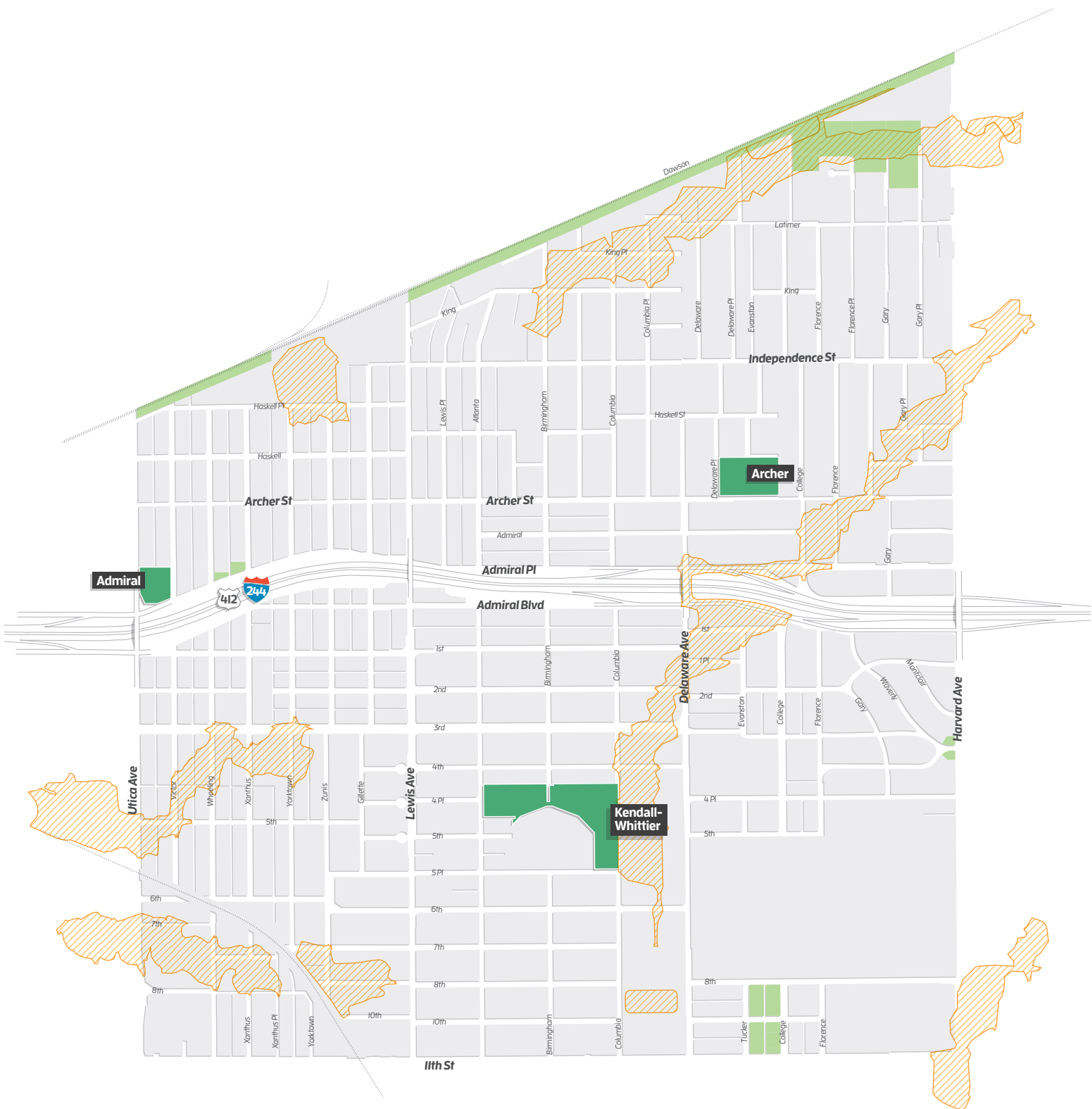
School Parks

Local school grounds serve an important function by providing additional public park space to the neighborhood. Playground facilities can be accessible and remain open to neighborhood children and school grounds provide additional open space.

The Kendall-Whittier neighborhood has some opportunities for school-owned outdoor recreation at Kendall-Whittier Elementary School and Cleveland Middle School, however, their campuses are densely developed and feature less than an acre of athletic fields and open space. The University of Tulsa features a wide variety of outdoor open spaces as well as athletic facilities.

Environmental Considerations

Given the urban character of the neighborhood, Kendall-Whittier residents may be subject to some human-made environmental impacts. At the time of this drafting, no specific information was available about brownfield sites in Kendall-Whittier. However, given the legacy of commerce and industry in the neighborhood, some contamination on specific sites is possible. This could inhibit future development if not fully inventoried and remediated.



EXISTING PARKS & ENVIRONMENTAL FEATURES

- Open Space
- 500-Year Floodplain
- Park



VISION STATEMENT

The Vision Statement incorporates the main ideas and recurring themes discussed throughout the community outreach process including key person and stakeholder interviews, meetings with the Steering Committee, community workshops, on-line questionnaires, and visioning workshops. The Vision Statement provides a foundation for the goals, objectives, policies, and recommendations contained in the new plan. As the need for new improvements emerges, they should be assessed based on their ability to help attain the following characteristics.

Over the next 20 years, the neighborhoods of the Greenwood Heritage area will...

- strive to strengthen Whitter Square through historic preservation, responsible infill development, a mix of vibrant activities, and enhanced multi-modal access from within the neighborhood and throughout the city.
- grow as a diverse, mixed-income community that values the ability of all residents to support the neighborhood through volunteerism, commerce, and other means.
- provide a variety of housing for new residents who wish to move to the neighborhood, or long-time residents who wish to stay.
- thrive as a place where people can enjoy quality life-long education, from early childhood to primary and secondary schools, top-notch universities, vocational training.
- be a vibrant center for creativity, innovation and culture in terms of the arts, entertainment, and entrepreneurship.
- capitalize on connections to Downtown Tulsa and surrounding neighborhoods, and overcome the perception of a neighborhood severed by an expressway.
- build upon the collaboration among local institutions, communities of faith, not-for-profits, employers, and developers to create a unique experience in the Tulsa region.



LAND USE FRAMEWORK

The Kendall-Whittier Future Land Use Plan establishes the overall functional framework for the neighborhood. It reflects the city-wide land use plan put forth in PLANiTULSA, with two important differences. First, it provides additional detail or nuance where appropriate within the context of PLANiTULSA's future land use designations. Secondly, it highlights some areas where PLANiTULSA's future land use plan should be changed. This is due to one of three possible reasons:

- In some cases, the Kendall-Whittier Sector Plan uses future land use to create a more distinct line between incompatible land uses. As a result, the location of this transition differs from PLANiTULSA. The proposed extension of industrial land uses south to Latimer Street between Evanston Avenue and Harvard Avenue is an example of this. PLANiTULSA shows these areas as "Existing Neighborhood."

- There are instances where PLANiTULSA's future land use vision is overly ambitious in creating pedestrian-oriented commercial areas under its "Main Street" designation. 11th Street is a good example of this. On this corridor, active industrial uses and its auto-orientation will make it impractical to transform into what PLANiTULSA describes as a Main Street environment. The Kendall-Whittier Sector Plan redesignates this and other such areas as "Mixed-use Corridors" and includes policies to reflect the "Main Street" vision to the greatest extent possible within realistic opportunities. There are locations where PLANiTULSA's future land use doesn't align with existing development that is likely to remain in place. For example, there are large apartment complexes at Delaware Avenue and 4th Place that PLANiTULSA designates as "Regional Center." While these are associated with the University, they are traditional multi-family developments that should be recognized as such within the context of the Kendall-Whittier Sector Plan.

LAND USE FRAMEWORK

The following text describes the future land use designations included in the Kendall-Whittier Sector Plan, while the accompanying table demonstrates the relationship between these land use designations and those included in PLANiTULSA.

Land Use Designations

PLANiTULSA	Kendall-Whittier Sector Plan
Existing Neighborhoods	Low Density Residential
	Medium Density Residential
	High Density Residential
Neighborhood Center	Neighborhood Center
Main Street	Main Street
Mixed Use Corridor	Mixed Use Corridor
	Commercial Corridor
Regional Center	Regional Center
Employment	Neighborhood Industrial
	General Industrial
Parks & Open Space	Parks & Open Space

Low Density Residential

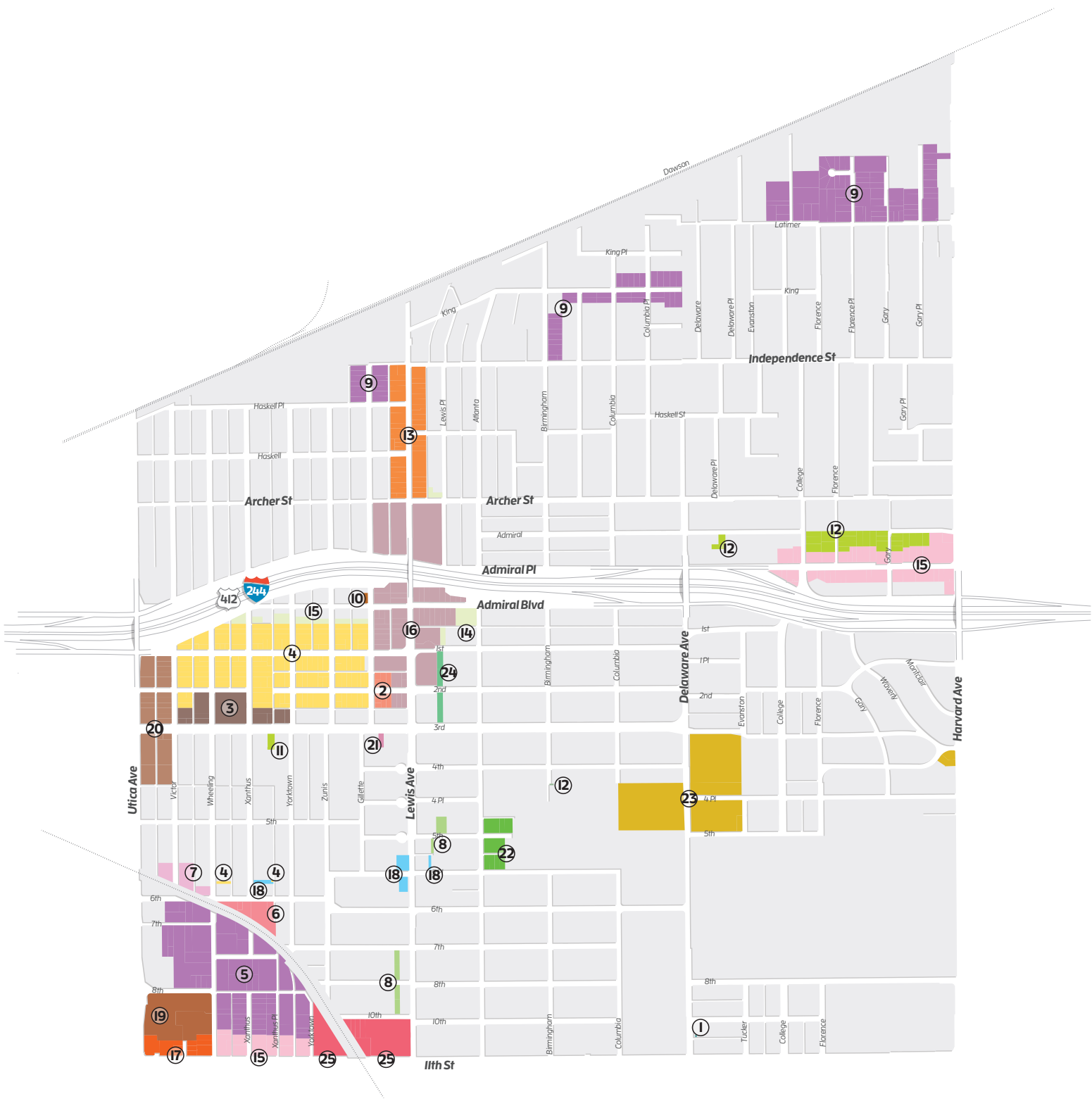
These areas generally include detached single-family houses representative of the traditional neighborhood pattern. Lot sizes and house design tend to be consistent, though the patterns change in some areas, resulting in a more distinct character. Though these areas could include small townhouses or apartment buildings, such development should be well integrated into the character of the neighborhood in terms of scale and form. These areas may also include neighborhood based public or civic uses such as schools or churches.

Medium Density Residential

These areas include a mix of single-family housing, townhouses, or small apartment buildings. These areas are located between Kendall-Whittier Elementary School and 11th Street, and west of Whittier Square. Over time, these areas could continue to see a mix of housing redevelopment to accommodate different housing demand. These areas may also include neighborhood based public or civic uses such as schools or churches.

High Density Residential

These areas include clusters multi-family apartment buildings, typically occupying one or more blocks. They often include several buildings, on-site amenities (i.e. small parks or playgrounds), and a coordinated parking and access plan. These areas could be owned and managed by a property manager, home owners association, or institution. They may also include neighborhood based public or civic uses such as schools or churches.



KENDALL-WHITTIER SECTOR PLAN / PLANITULSA ALIGNMENT

- 1 Existing Neighborhood to Regional Center
- 2 Downtown Neighborhood to Mixed Use Core
- 3 Downtown Neighborhood to Mixed Use Corridor
- 4 Downtown Neighborhood to Existing Neighborhood
- 5 Employment to General Industrial
- 6 Employment to Mixed Use Corridor
- 7 Employment to Neighborhood Industrial
- 8 Existing Neighborhood to Commercial Corridor
- 9 Existing Neighborhood to General Industrial
- 10 Existing Neighborhood to Main Street
- 11 Existing Neighborhood to Mixed Use Corridor
- 12 Existing Neighborhood to Parks & Open Space
- 13 Main Street to Commercial Corridor
- 14 Main Street to Existing Neighborhood
- 15 Main Street to Mixed Use Corridor
- 16 Main Street to Mixed Use Core
- 17 Main Street to Regional Center
- 18 Mixed-Use Corridor to Existing Neighborhood
- 19 Mixed-Use Corridor to Regional Center
- 20 Neighborhood Center to Commercial Corridor
- 21 Neighborhood Center to Mixed Use Corridor
- 22 Parks & Open Space to Existing Neighborhoods
- 23 Regional Center to Existing Neighborhood
- 24 Town Center to Existing Neighborhood
- 25 Town Center to Mixed Use Corridor

Neighborhood Center

This includes the historic Whittier Square area along Lewis Avenue between Archer Street and 3rd Street. Uses in this areas should focus on retail, restaurants, or services on the ground floor, with office or residential uses on upper floors. Development should reflect the historic character of the Square, with transparent ground floor facades, quality materials, and attractive architectural elements.

Main Street

The Main Street designation is applied to Admiral Boulevard west of Lewis Avenue. This area should host traditional commercial uses as well as mixed-use with residential or office uses on upper floors. While this area lacks the prominence of the heart of Whittier Square, development on Admiral Boulevard should reflect the walkable character and attractive building design desired along Lewis Avenue.

Mixed Use Corridor

These areas include a variety of non-residential uses, such as retail, restaurants and offices. However, some industrial uses may be appropriate as well, assuming they minimize impacts on surrounding development and the overall character of the corridor.

Commercial Corridor

These areas include community-oriented commercial uses, such as retail, restaurants, offices, and services. They do not include industrial uses, and uses similar to automotive repair and restoration are discouraged. In Kendall-Whittier, commercial corridors serve as a transition between more intensive commercial or industrial areas and residential neighborhoods.

Regional Center

Institutional uses generally include the University of Tulsa and development dedicated to medical care. While these uses provide public services, they tend to be used by targeted patrons rather than the broader population.

Neighborhood Industrial

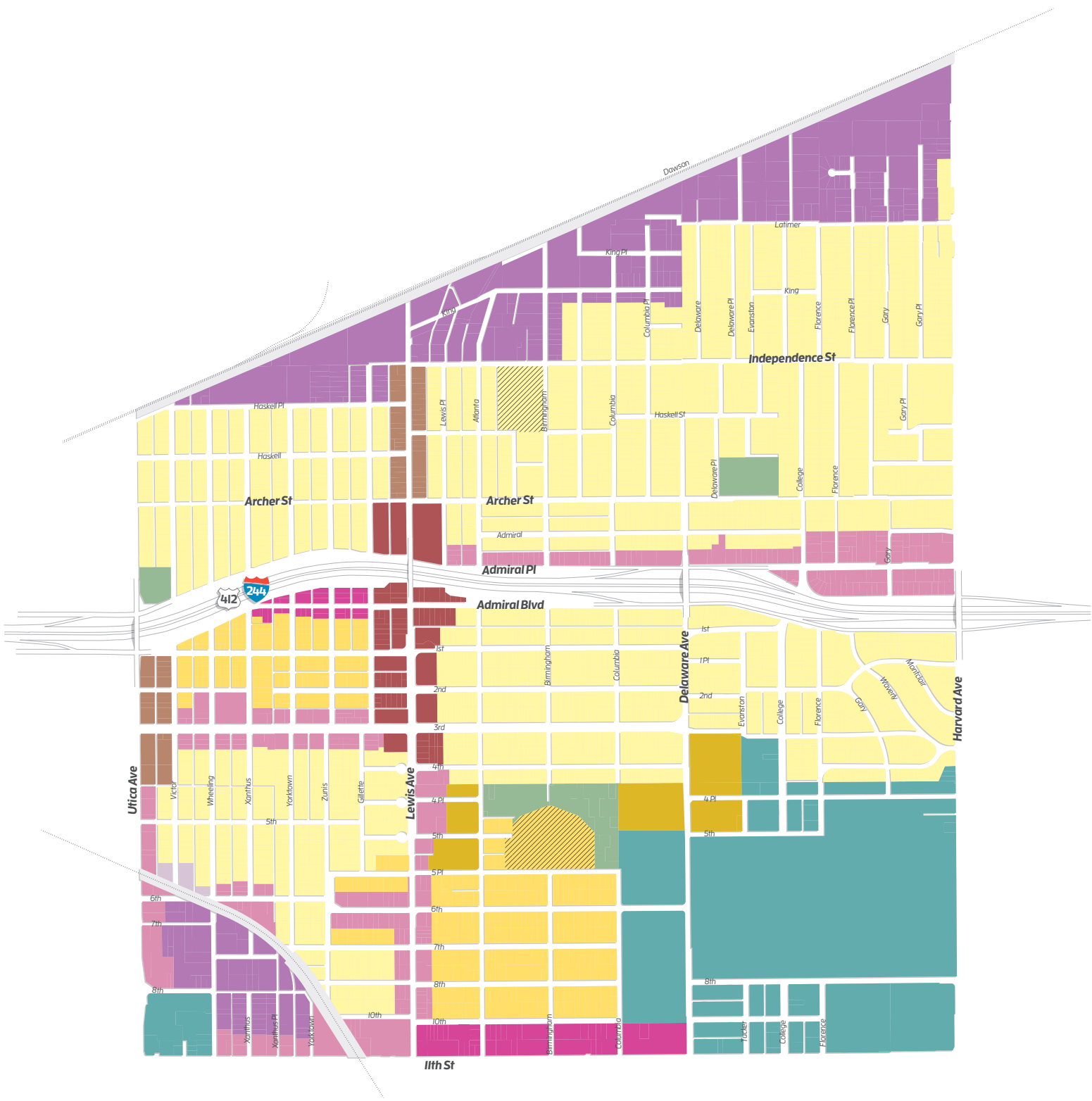
These areas include small-scale and low-intensity industrial uses, such as auto body repair, storage, or small manufacturing and assembly. They are located adjacent to residential areas, and may include the reuse of traditional industrial buildings as offices or other commercial uses.

General Industrial

General industrial areas include large-scale and more intensive manufacturing, assembly, and inventory operations. In Kendall-Whittier, these areas are associated with rail infrastructure and can have significant impacts on surrounding land uses if not properly screened.

Parks & Open Space

Open spaces in Kendall-Whittier include active parks and recreation areas, such as Archer Park, Admiral Park, and Kendall-Whittier Park.



FUTURE LAND USE

Existing Neighborhoods

- Low Density Residential
- Mixed Residential
- High Density Residential
- Public Schools

Neighborhood Center

- Mixed Use Core

Main Street

- Main Street

Mixed-Use Corridor

- Mixed Use Corridor
- Commercial Corridor

Regional Center

- Institutional

Employment

- Neighborhood Industrial
- General Industrial

Parks & Open Space

- Parks & Open Space



GOALS, OBJECTIVES & RECOMMENDATIONS

Goal #1

Leveraging neighborhood institutions

Continue to leverage neighborhood institutions as a catalyst for reinvestment and revitalization.

The Kendall-Whittier neighborhood is fortunate to house a number of institutions, all with a vested stake in the neighborhood's health and vitality. As the Kendall-Whittier Neighborhood Plan is implemented, the Tulsa Development Authority and the City of Tulsa should continue to leverage the University of Tulsa, Kendall-Whittier Elementary School, Sequoyah Elementary School, local churches, Kendall-Whittier Park as amenities, attractions, and partners for stabilizing, improving, and revitalizing the neighborhood.

Objectives & Recommendations

I.I Work with the University of Tulsa to ensure that benefits to neighborhood residents and businesses are maximized by the actions implemented through their Master Plan.

The University of Tulsa maintains and regularly updates a Campus Master Plan that guides land acquisition, development, and services. While the Campus Master Plan is intended to primarily serve the University, the City should be an important partner as it is developed and implemented. The University is a unique asset, and as such, ways to accommodate growth that benefits the neighborhood and larger Tulsa community should be sought. However, the Campus Master Plan may call for concepts or actions that impact nearby local residents or businesses based on parking, scale, and other characteristics of development. As the Campus Master Plan is implemented and amended, it should be assessed in order to identify such risks. In instances where risks are identified, the University should be engaged to discuss alternatives to ensure investment can occur in a positive way.

I.2 Support the development of quality high-density residential development that appeals to a broad spectrum of potential tenants – including students, seniors, young professionals, and families of mixed incomes – around the University of Tulsa.

Kendall-Whittier’s diverse residential population, comprised of students, young professionals, families, and seniors, creates demand for a variety of housing types in the neighborhood. This demand is amplified by general trends that favor smaller homes in urban areas. The Land Use Framework included in this Sector Plan illustrates several areas where such housing can be developed, including west of the campus between Columbia Avenue and Lewis Avenue, along 3rd Street, and as a component of mixed-use development near Whittier Square. Such housing development should be supported if it is compatible with the character of the surrounding neighborhood and does not pose long-term risks related to maintenance or vacancy. This housing should meet the demand for a range of affordable and market-rate housing necessary to support a mixed-income neighborhood.

I.3 Collaborate with Kendall-Whittier Main Street, the University of Tulsa, and other neighborhood entities to create a marketing campaign promoting Kendall-Whittier’s shopping and dining, educational opportunities, neighborhood amenities, and other assets.

Kendall-Whittier is home to many groups that support various aspects of the neighborhood. For example, Kendall-Whittier Main Street is an advocate and resource for the revitalization of the Square and its entire Main Street boundary, and has programs specifically aimed at marketing and improving that area. These groups should be engaged to create a comprehensive marketing campaign that captures all aspects of quality of life in Kendall-Whittier, including neighborhoods, parks, education, commerce, arts and culture, and history.

I.4 Work with churches in the neighborhood to anticipate and develop plans related to long-term impacts pertaining to parking, access and egress, and land needs.

Several churches hold significant properties in Kendall-Whittier, and many are continuing to evolve in terms of the services they provide and amount of land they require. Neighborhood churches should be engaged to regularly assess concerns with their current sites related to access, parking and services. This should also include updates related to long-term land needs for growing campuses that may require additional property, and shrinking campuses that could provide the opportunity to transform buildings or parking into new housing, local commerce, or public open spaces.

I.5 Work with local education providers and employers to market curricula, mentorships, and internship opportunities that build a skilled workforce in Kendall-Whittier.

The Kendall-Whittier neighborhood is fortunate to have primary education, a major university, and a significant employment base located within its boundaries. Service providers like Growing Together Tulsa are capitalizing on these assets to facilitate local mentorship and workforce training. These programs should be expanded wherever possible to include additional industries and employers. They should also be more proactively advertised through Tulsa Public Schools, the University of Tulsa, and neighborhood employers in order encourage student and employer participation.

I.6 Encourage local institutions to share facilities and maximize the benefits to the community and effectiveness of public resources.

Tulsa Public Schools, the Kendall-Whittier Library, the University of Tulsa, Crosstown Learning Center, and other entities in the neighborhood maintain facilities that support local programming. As programming evolves over time and requires more, less, or different types of facilities, these entities should work with one another and other local service providers to identify opportunities to share facilities for recreation, education, and community programs. This will minimize public costs for new facilities and provide low-cost options for emerging services.

I.7 Work with the Circle Cinema, University of Tulsa, and other local stakeholders to establish spaces and marketing to grow Kendall-Whittier as a local creative and performing arts neighborhood.

The presence of cultural institutions and landmarks like the University of Tulsa and Circle Cinema provide a natural foundation for arts and culture in Kendall-Whittier. A long-term vision should be established for the neighborhood as an arts and culture hub in Tulsa. This vision could include artist live-work housing, year-round programming for performance and fine arts, facilities and public spaces for exhibits, and marketing within the Tulsa arts community and broader population.

I.8 Work with Growing Together Tulsa, the George Kaiser Family Foundation, and other community-minded not-for-profits to implement a comprehensive revitalization and stabilization plan for a healthy, vibrant, and mixed-income community.

Growing Together Tulsa and the George Kaiser Family Foundation are striving to implement a plan for Kendall-Whittier that focuses on three critical components; high-quality education, community vibrancy, and a mixed-income community. Collectively, these components represent an approach to comprehensive neighborhood revitalization. This method recognizes the benefits of positive growth and reinvestment in Kendall-Whittier, but balances that growth with investments benefiting current residents that allow them to remain in their neighborhood. These objectives should be advanced through the coordination of public services, not-for-profit support, and investment from the private development community.

I.9 Collaborate with Tulsa Public Schools to support a high-quality education pipeline.

The development of Kendall-Whittier Elementary School and Tulsa Educare over the past two decades demonstrate the potential when a community becomes an active partner with Tulsa Public Schools. Neighborhood groups, parent-led organizations, and local not-for-profits should continue to partner with Tulsa Public Schools in order to ensure all local youth have access to high-quality education. This includes establishing a long-term vision for facilities, programs, support services, accessibility, funding, and volunteerism.



Goal #2

Reconnecting Across I-244

Minimize the physical and functional impacts on the Kendall-Whittier Neighborhood created by the Crosstown Expressway (I-244).

Before the Crosstown Expressway (I-244) was constructed in the late 1960's, Kendall-Whittier was a cohesive neighborhood with a connected street grid. The expressway construction tore through the fabric of the neighborhood, dividing Kendall-Whittier into north and south. Today, only Utica Avenue, Lewis Avenue, Delaware Avenue, Harvard Avenue, and a narrow pedestrian bridge at Birmingham Avenue provide connections across the expressway. The Oklahoma Department of Transportation, the City, Tulsa Development Authority and others should work to “heal” the tear, improving the physical cohesion of the Kendall-Whittier Neighborhood and the quality of life for those living along the expressway.

Objectives & Recommendations

2.1 Work with Oklahoma DOT to develop a plan to screen the I-244 corridor as it passes through Kendall-Whittier Neighborhood.

I-244 impacts the character of Kendall-Whittier due to the aesthetic, noise, and light pollution on nearby commercial areas and neighborhoods. This is especially true where the expressway is close to at-grade with the neighborhood's roadway network. To mitigate these impacts, a buffer should be installed along the I-244 corridor. Improvements will vary based on the amount of available right-of-way, difference in elevation, and slope of the land between the expressway and local roadway network, but could include decorative screening walls, landscaping on sloped green areas, and dense tree and shrub plantings along local streets.

2.2 Work with ODOT to install a decorative overpass and retaining wall elements at the I-244/Lewis Avenue interchange.

The Kendall-Whittier neighborhood and Whittier Square are indistinguishable from I-244. The only marker for anything in the neighborhood is a sign for the University of Tulsa at the Delaware Avenue exit. In order to call greater attention to the neighborhood, a decorative overpass and retaining walls that include 'Kendall-Whittier', 'Whittier Square', 'University of Tulsa', and other noteworthy identifiers should be installed. ODOT is currently scheduled to rehabilitate the Lewis Avenue overpass during Fiscal Year 2022. This represents an opportunity to coordinate with ODOT to ensure that decorative overpass elements are included in the design plan.



2.3 Work with ODOT to improve the design of the pedestrian overpass to minimize traffic noise and wind that make the overpass uncomfortable or unsafe.

The Birmingham Avenue bridge provides access for bicyclists and pedestrians over I-244. However, the bridge is entirely open to the elements and lacks any lighting. The bridge should be improved to include screening from the sun and wind, as well as basic lighting. The improvements should not fully enclose the walkway, as visibility enhances safety.

2.4 Maintain the entrances to the Birmingham Avenue pedestrian bridge over I-244, ensuring safe passage is not blocked by overgrowth, deteriorated sidewalks, or litter.

The north entrance to the Birmingham Avenue pedestrian bridge is generally well maintained, with a crosswalk to the north side of Admiral Place and an intact sidewalk to the foot of the bridge. However, there is no curb cut on the south side of Admiral Place, making the overpass inaccessible by ADA standards. Additionally, the south entrance lacks a continuous sidewalk, and has overgrown vegetation at the foot of the ramp. Access points to the pedestrian bridge should be properly maintained through sidewalk repairs, crosswalk striping, and tree trimming. Infrastructure improvements should be made to ensure entrances comply with ADA standards

2.5 Expand overpass roadway decks as improvements are made to include adequate pedestrian amenities.

Roadway overpasses over I-244 typically include narrow sidewalks with no barrier against vehicular traffic. The Lewis Avenue and Utica Avenue overpasses are scheduled to be improved in the next 5-10 years. As these and other future improvements are completed, road decks should be expanded where feasible to include a wider sidewalk on each side, buffers from vehicular traffic, and bike lanes where called for by the City's Go Plan.

Lewis Avenue Overpass Design Concept

Existing Lewis Avenue Overpass Cross-Section



Conceptual Cross-Section Design





Goal #3

Revitalizing Industrial Uses

Revitalize Kendall-Whittier's industrial areas to provide local jobs and minimize impacts on nearby neighborhoods.

Historically, industrial areas were located along rail lines or rail lines were constructed to serve industrial areas. Either way, the City of Tulsa, and the Kendall-Whittier neighborhood to be specific, is no different. Industrial uses align both railroads within the neighborhood – the north along the Burlington Northern Santa Fe (BNSF), and in the south along the Union Pacific (UP). Today these industrial areas provide local jobs, however in some instances they are creating conflicts and negatively affecting adjacent residential areas. Several key projects and actions by the City of Tulsa could dramatically improve and transform these areas and improve their desirability from all segments of the industrial spectrum – from manufacturing to research and development, and all areas in between. Reinvestment and redevelopment within the neighborhoods will not only strengthen the local economy, but provide the City with an opportunity mitigate any impacts on adjacent residential areas.

Objectives & Recommendations

3.1 Amend Chapter 15 (Office, Commercial and Industrial Districts) and Chapter 65 (Landscaping, Screening and Lighting) of the City's zoning code to provide more specific and robust standards related to required buffers between light industrial uses and residential lots.

Chapter 15 of the City's zoning ordinance identifies permitted uses within industrially-zoned properties. Industrial lots in Kendall-Whittier are zoned as either IM or IL. Chapter 65 establishes screening and landscaping requirements for all development. However, neither of these sections adequately address the screening of industrial properties and rail corridors in neighborhoods like Kendall-Whittier where old industrial uses are immediately adjacent to and in close relationship with residential uses. These chapters should be amended to prescribe more specific and robust screening techniques, including minimum heights for screening walls or fences, minimum widths for buffer yards, and minimum landscaping or berming requirements to further protect neighborhoods. The zoning ordinance should also be reviewed and amended to require buffering along rail corridors in order to limit unwarranted access and minimize impacts related to noise and light.

3.2 Prohibit the use of barbed wire fences along the edges of industrial properties when visible from residential uses or public right-of-way.

Section 45.080 of the City's zoning ordinance establishes regulations related to fences. However, the sections does not provide detail regarding appropriate fence materials, specially in areas directly visible from the public right-of-way. This section should be amended to prohibit the use of barbed wire fencing along public streets, and identify appropriate fence materials and designs that achieve the needed level of security for industrial tenants.

3.3 Support the reuse or redevelopment of older industrial buildings adjacent to residential areas with uses that are more "neighborhood-friendly," such as offices, restaurants, or local services.

There are several examples, especially in the southwestern industrial area, of traditional industrial buildings being adapted for restaurants, offices, or other uses that complement adjacent neighborhoods. This is a preferred approach where older buildings are unfit for modern industry and where there is not adequate space to provide buffers between industrial and residential uses. Tax rebates and other funding tools should be used to support developers who propose the reuse of industrial buildings for uses that support nearby neighborhoods.

NORTHERN INDUSTRIAL REDEVELOPMENT CONCEPT

3.4 Limit access to local roadways between residential streets and the northern industrial area in order to reduce truck traffic in neighborhoods.

The construction of the industrial circulator road as described in the previous objective would eliminate reliance of truck traffic on local streets. Once the circulator is built, access between industrial areas and residential areas east of Lewis Avenue should be limited by cul-de-sacking local streets. Generally east-west streets between industrial and residential areas should continue to provide access to residential blocks to the south. Additionally, north-south streets should be stubbed to create industrial cul-de-sacs. However, west of Lewis Avenue, Haskell Place is already serving industrial uses and employee parking areas. Here, residential streets should be cul-de-sacked just south of Haskell Place.

3.5 Encourage the consolidation and redevelopment of obsolete or underperforming industrial properties.

The construction of the industrial circulator road and the potential easing of local north-south industrial streets would allow for the consolidation, reconfiguration, or redevelopment of industrial uses. Property owners should be encouraged to improve or redevelop these sites as opportunities arise. This could include property acquisition, clearing, and redevelopment in accordance with the redevelopment concept included in this Sector Plan.

3.6 Utilize vacant land in industrial areas to encourage the expansion of existing uses.

There are several vacant lots that provide the opportunity for industrial expansion or lot consolidation and redevelopment. This is especially true in the northern industrial area, where vacant lots would benefit from recommended roadway improvements. These sites should be targeted for the expansion or redevelopment of existing uses as opportunities arise.

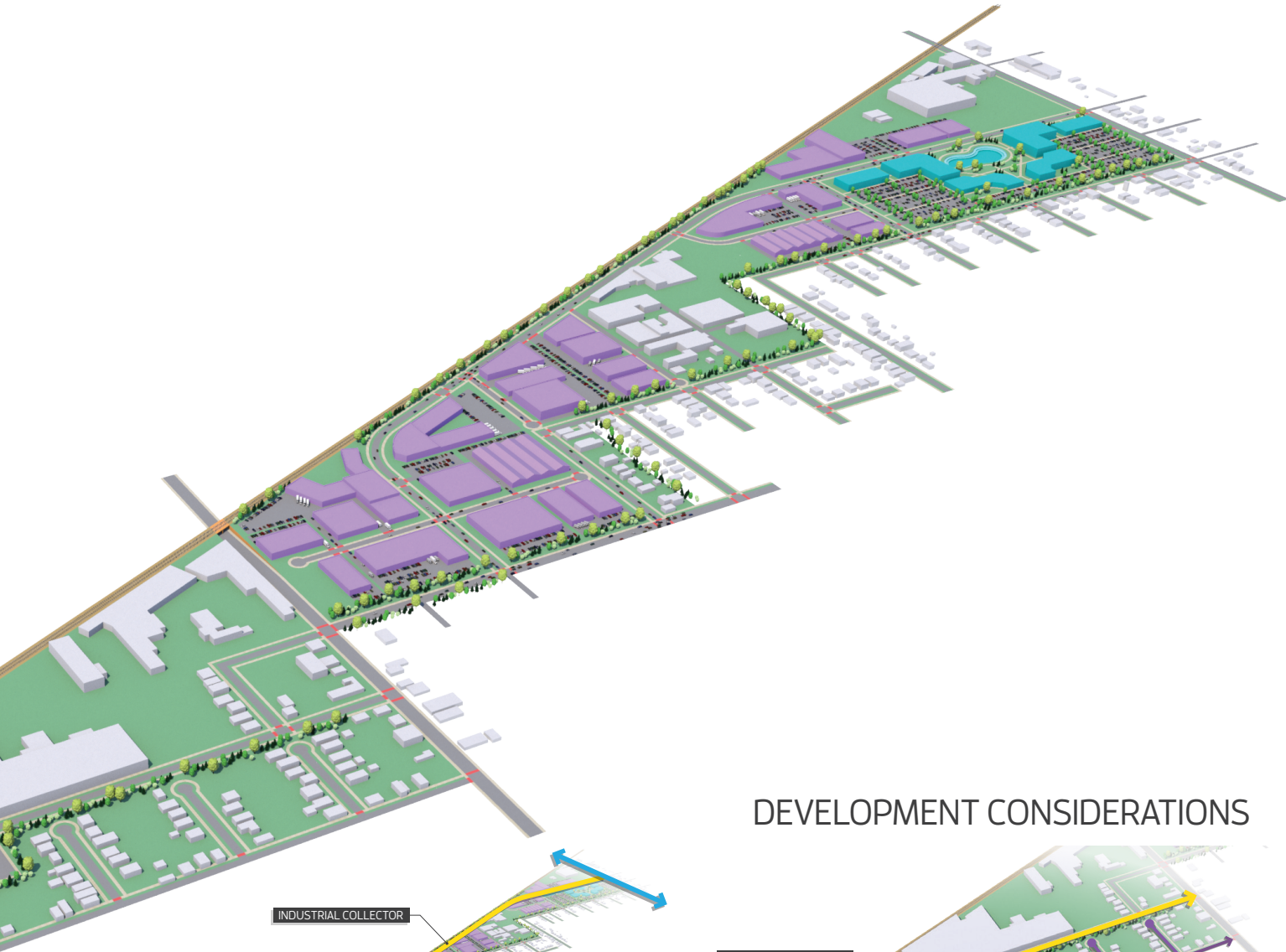
3.7 Utilize municipal incentives or outside funding sources to implement key industrial infrastructure improvements and redevelopment projects in the northern industrial area.

Previous objectives identify proactive and costly initiatives in order to revitalize the northern industrial area in Kendall-Whittier. To help fund these improvements, municipal incentives should be used and outside funding sources should be sought. For example, roadway improvements, land acquisition and site preparation are eligible projects within a Tax Increment Financing District that could result in increased property values to offset such investments. This would provide a portion of the funding for specific projects that could have a significant impact on the long-term success of the area.

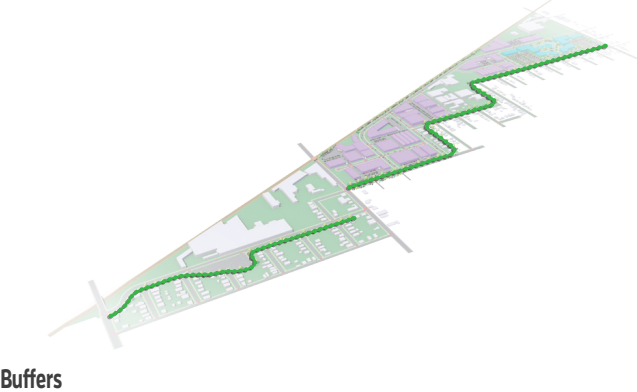
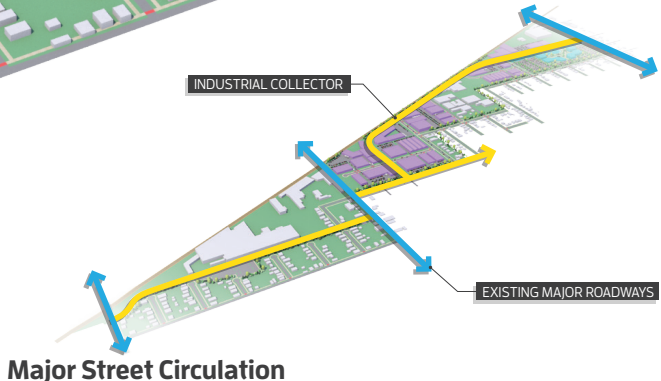
3.8 Establish an industrial circulator running parallel to the Dawson Street rail corridor between Harvard Avenue and Independence Street that would provide access to local uses and minimize truck traffic on residential streets.

The northern industrial area includes uses reliant on local streets that also serve residential blocks to the south. This traditional roadway network has resulted in small industrial developments that often generate truck traffic on local streets. A right-of-way should be established and a new industrial circulator should be constructed from Harvard Avenue and Independence Street between Lewis Place and Atlanta Avenue. This roadway would have several benefits, including enhanced access to industrial properties, a reduction in reliance on local streets for truck traffic, and the potential vacation of existing streets that would allow for industrial lot consolidation and redevelopment.





DEVELOPMENT CONSIDERATIONS





Goal #4

Supporting A Healthy Neighborhood

Support the long-term health of the Kendall-Whittier neighborhood through maintenance, infrastructure improvements, and investment in local amenities.

The Kendall-Whittier neighborhood is fortunate to have local amenities and institutions that contribute significantly to its desirability. There are however, opportunities to improve the overall health of the residential areas. Transitioning the Kendall-Whittier Neighborhood into a healthy place requires the cooperation of both private property owners and the public sector. Educational opportunities, parks and open space, and improved municipal infrastructure can provide the necessary foundation, however the residents and property owners must consider themselves partners in the vested interest of making Kendall-Whittier an attractive and desirable neighborhood today, and in the future.

Objectives & Recommendations

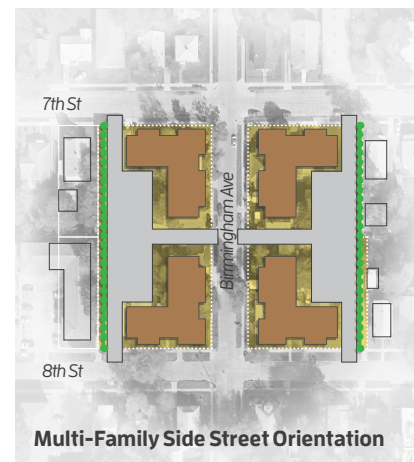
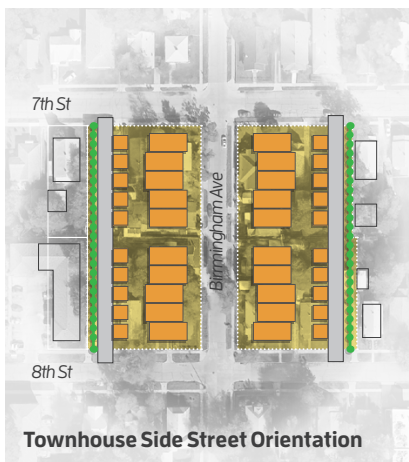
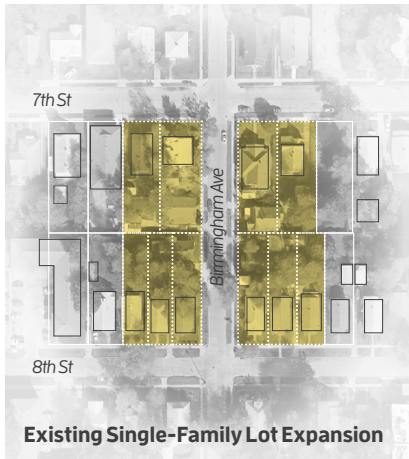
4.1 Install mid-block street lighting on local streets.

Kendall-Whittier lacks street lights along its residential streets. (Currently, they are provided at street corners, with limited mid-block lighting where utilities run in the public street right-of-way.) Street lights should be installed along all of the neighborhood's residential streets. Since power lines currently run through rear alleys, this will require the installation of wiring along the public right-of-way to provide power to new street lights. This will require a long-term capital plan to address both installation and maintenance.

4.2 Identify opportunities for new senior housing and multi-family housing near commercial services, transit services, parks, and other amenities.

Senior housing and multi-family housing should not be isolated in small pockets of the neighborhood. Instead, they should be scattered throughout Kendall-Whittier, and be located within close proximity to key destinations and services. Senior and multi-family housing should be assessed and approved on a case-by-case basis, especially in areas where it is expected to increase housing choice within Kendall-Whittier, redevelops otherwise disinvested housing, and supports nearby commercial or public uses. The City's zoning map should be reviewed and amended to allow for increased densities near commercial nodes where potential negative impacts to existing residences can be minimized.

Residential Block End Redevelopment Concepts



4.3 Encourage the reconfiguration of residential block ends to eliminate inadequate lots oriented toward shorter side streets.

Several residential blocks in Kendall-Whittier have residential lots and block ends that orient towards the intersecting side street. This results in three or four residential parcels with inadequate depth (sometimes as little as 100' compared to a typical depth of up to 150') to accommodate a yard and on-site parking. Over time, these parcels will likely struggle to be market-competitive with other parcels on the block, resulting in disinvestment or vacancy. These parcels should be consolidated and redeveloped with single-family housing that is reflective of surrounding development, or townhouses or apartments that use the consolidated parcels to properly manage on-site parking and screening.

4.4 Work with the University of Tulsa to require compliance with residential design standards to ensure compatibility between student housing and surrounding blocks.

Multi-family and townhouse student housing that has emerged on the north and west sides of the University of Tulsa campus provides an appropriate land use transition to surrounding neighborhoods. However, in some instances, the scale of the housing or specific aspects of site design can have detrimental impacts on single-family uses. The University's Master Plan includes voluntary residential design guidelines. These guidelines should be mandatory for all new housing, or major improvements to existing housing, developed as a component of the University Master Plan.

4.5 Facilitate the acquisition and redevelopment of vacant or tax delinquent residential properties.

Throughout Kendall-Whittier, there are several neglected residential lots that remain undeveloped due to procedural or legal barriers to the City or another agency gaining ownership. These barriers add time to the development approval process and limit the ability of developers to improve housing in the neighborhood, putting nearby properties at risk of disinvestment in the meantime. Vacated, dilapidated, or tax delinquent residential properties should be cleared through title transfer, lien forgiveness, tax delinquency write-off, or other techniques to prepare the site for expedited development once purchased by an investor.

4.6 Assess all parks and open spaces for safe and secure design, specifically addressing lighting, visual and physical access, areas of concealment or isolation, maintenance, and vandalism.

Crime Prevention Through Environmental Design, or CPTED, is an approach to the design of public spaces that argues “the proper design and effective use of a built environment can lead to a reduction in the fear and incidence of crime, and thus a better quality of life.” The principles of CPTED should be incorporated into designs for public parks and facilities in order to reduce real or perceived risks of crime through natural surveillance, clear distinction of private, semi-private and public realms, access control, activity support, and management and maintenance.

4.7 Establish a capital program to support residents with the removal of tree stumps and unsightly vegetation.

It was observed through field reconnaissance that several lots in Kendall-Whittier have tree stumps and trunks remaining after removal or destruction of a tree. In other cases, unintended vegetation has taken over lots or buildings. The result is a perception of lack of maintenance and investment. A tree trunk and plant removal program should be established to assist homeowners with the removal of these impactful elements.

4.8 Adopt multi-family design and development standards that ensure they are compatible with the character of the surrounding neighborhood.

Much of the older multi-family housing in Kendall-Whittier is isolated from the surrounding neighborhood in terms of either location or design. This results in deterioration, or structures that turn their backs to the neighborhood and public street. Zoning regulations should be amended to include design standards for multi-family developments that ensure they are contextually appropriate. Standards could include requirements related to building orientation toward the public street, massing that is compatible with surrounding single-family homes, tenant open spaces that have sight lines to public areas, and parking locations that do not isolate multi-family buildings from their surroundings.

Property owners and multi-family housing developers should be encouraged to reconfigure or redevelop these sites. Potential solutions include the redevelopment of multi-family housing on the same site in a more context-sensitive configuration, or redevelopment of the site with compatible single-family housing and replacement of multi-family housing in another portion of Kendall-Whittier.

4.9 Continue to strictly enforce regulations prohibiting the parking of vehicles on unpaved portions of residential lots.

Throughout Kendall-Whittier, several residents park personal or recreational vehicles on grass portions of their yards. Chapter 55 (Parking) of the City's zoning ordinance prohibits this. This regulation should be strictly enforced, as it typically entails a relatively minimal or no cost to property owners to conform.

4.10 Re-establish Archer Park as a safe and vibrant recreation amenity for the north side of the Kendall-Whittier neighborhood.

Archer Park was improved with a new playground between 2012 and 2013. However, many of the other facilities are in need of repair or removal. The basketball courts could be improved through new surfacing, though the most apparent need is renovation or removal of the swimming pool. Demand for, and viability of renovating and reopening the pool, should be assessed. If it is neither appropriate nor possible to reopen it, the facility should be filled or retrofitted with another amenity, such as a skate park.

4.11 Support the redevelopment of Admiral Place from College Avenue to Lewis Place as a mixed-use corridor.

Admiral Place between College Avenue and Lewis Place includes a mix of residential, commercial, and light industrial uses. However, many of these uses do not reflect the desired character of the neighborhood and do not provide important local goods and services. Redevelopment of this portion of Admiral Place should be supported through zoning map amendments and incentives that would result in new housing and local commerce. The resulting development would benefit from other recommendations included in this Sector Plan, including a more substantial buffer along I-244 and the calming of traffic along Admiral Place.

4.12 Establish local open space in the southwestern portion of the neighborhood.

Residential areas south of 3rd Street and west of Lewis Avenue lack direct access to local open space. Where opportunities exist, contiguous vacant, dilapidated or tax delinquent properties should be assembled and redeveloped as a pocket park with basic amenities for residents. This concept is explored in more detail in the Elm Creek Master Drainage Plan. That plan recommends the acquisition of properties in flood-prone areas in order to mitigate flood impacts and support the movement of stormwater. This approach would also provide local open space that could include flood-resistant facilities such as paths and play areas.

4.13 Modify one-way traffic patterns near Kendall-Whittier Elementary School.

At the time of the development of Kendall-Whittier Elementary School, Columbia Avenue north of 6th Street was designated as a one-way street heading north and 5th Place between Columbia Avenue and Atlanta Avenue was designated as a one-way street heading east. This was done to serve drop-off and bus traffic during peak times. However, this limits local neighborhood circulation other times during the week. These segments should be converted to two-way traffic during non-peak school traffic times, yet operate in their current one-way configuration during peak times to facilitate efficient school traffic in and out of the residential area.



Goal #5

Preserving Whittier Square

Strengthen Whittier Square as the heart of the neighborhood.

Whittier Square has long been the “heart” of the neighborhood – a centralized node of businesses and activity and a place that belongs to the entire neighborhood. Today it is home to a handful of businesses and a branch of the Tulsa Public library, but many recall its “heyday” – a time where it was much more active and vibrant. With a guiding vision and a dedicated effort, there is potential for the intensification, expansion, and full revitalization of the area.

Objectives & Recommendations

5.1 Utilize regulatory and financial incentives to encourage the development of quality mixed-use and multi-family housing that attracts young professionals, artists and entrepreneurs in the area bound by Lewis Avenue, I-244, and 3rd Street.

The neighborhood immediately west of Whittier Square between I-244 and 3rd Street is a mix of single-family housing, small apartment buildings, and local commercial uses. This area has the potential to be a neighborhood with a wide variety of housing types that would support businesses in Whittier Square and on 3rd Street. Consolidation and redevelopment of lots in this area should be encouraged in order to introduce new townhouse or multi-family housing. Such development should be compatible with existing neighborhood character and appropriately integrated through building orientation, design, and parking management.

5.2 Support the redevelopment of lots fronting on Lewis Avenue on the fringes of Whittier Square as mixed-use areas with a character that is reflective of the historic Whittier Square.

Lewis Avenue north of I-244 is typically not thought of as part of Whittier Square. However, prior to the construction of the expressway in 1965, these blocks were reflective of the character of the neighborhood center. South of 1st Street, the Square’s traditional character dissipates. These areas should be thought of as extensions of Whittier Square. Property acquisition assistance, zoning incentives, infrastructure improvements, and tax abatement should be used to encourage development in these areas to integrate appropriate site planning, building design, and access management that is compatible with the traditional character of Whittier Square.

Vacant Lot Reuse for Commercial Development



5.3 Work with property owners to expand the boundaries of the Whittier Square Historic District.

The existing Whittier Square Historic District includes a series of blocks on the west side of Lewis Avenue and along Admiral Boulevard. This designation allows for tax credits for projects that maintain the historic character of the area. Property owners on the east side of Lewis Avenue should be engaged in order to expand the boundaries of the Historic District.

5.4 Explore a diverse range of potential parking solutions.

Parking capacity is an important issue in Whittier Square. On one hand, businesses rely on adequate parking capacity to support patron access. On the other hand, too much parking, or parking in the wrong location, can be detrimental to the character of the area. The following parking concepts should be explored in Whittier Square:

- Public parking lots that alleviate the demand for on-site parking by individual businesses
- On-street diagonal or perpendicular parking for the first block of Lewis Avenue on intersecting side streets
- Reconfiguration of the Lewis Avenue cross-section to reduce the number of travel lanes to two and introduce reverse diagonal parking on either side of the street. (This concepts would require detailed engineering and analysis to assess the impacts on local traffic flow and right-of-way availability.)

5.5 Redevelop vacant or dilapidated residential lots adjacent to development on Lewis Avenue to create mixed-use lots to accommodate larger projects and commercial parking.

Immediately west of buildings fronting on Lewis Avenue between 3rd Street and Admiral Boulevard, there are several vacant lots that provide a buffer between commercial and residential uses. Some of these lots have been improved for parking to support businesses. The acquisition and development of these properties for additional parking that would support Whittier Square should be encouraged. Where this occurs, parking lots should be lined with decorative fencing and landscaping in order to maintain an attractive transition between the neighborhood and Whittier Square.

5.6 Establish a comprehensive streetscape program throughout Whittier Square.

Some areas of Whittier Square have been improved with decorative lights and pavers. However, these improvements do not cover the entire area and lack some pedestrian-oriented amenities, such as benches or trash receptacles. A comprehensive streetscape program should be established for the areas designated as Neighborhood Center or Main Street on the Future Land Use Plan. This program should establish standards related to landscaping, paving, and hardscape materials. It should also include a phasing strategy based on the priority of each area of Whittier Square.



Goal #6

Transforming Key Corridors

Transform Utica Avenue, Lewis Avenue, and Ist Street into thriving commercial corridors.

With the exception of the northern boundary, the Kendall-Whittier neighborhood is defined by the corridors that surround it – Harvard Avenue on the east, 11th Street on the south, and Utica Avenue on the west. In addition, Lewis Avenue runs north-south through the middle of the neighborhood. While each corridor provides uniquely different opportunities for development, their revitalization and sustained vitality is important to health of the neighborhood. These heavily travelled streets are ideally suited for a wide range of land uses that can benefit from access and visibility from a larger area, while providing living, shopping, and employment opportunities to residents of the neighborhood.

Objectives & Recommendations

6.1 As the demand for commercial redevelopment emerges, encourage the expansion of commercial lot depth to support investment and minimize impacts on adjacent neighborhoods.

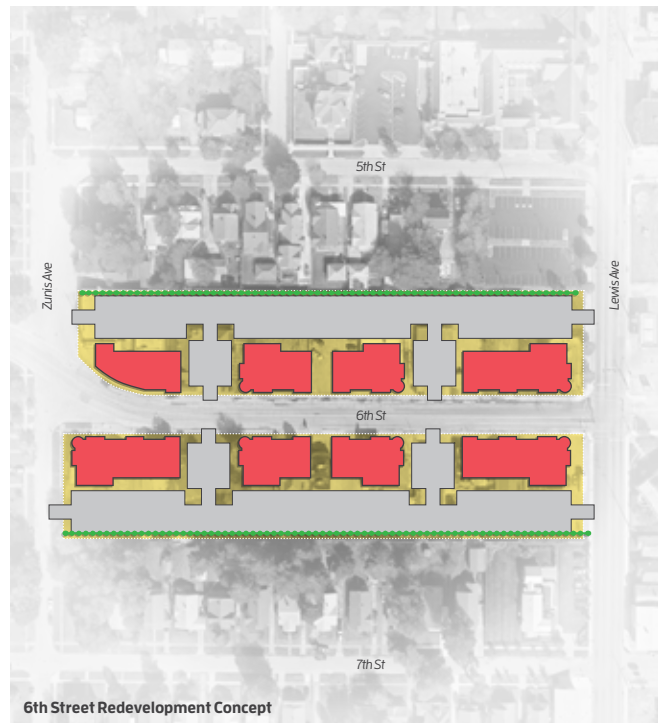
Several commercial lots in Kendall-Whittier lack the lot depth to support commercial development that is compatible with the desired character of the neighborhood. Some commercial lots have a depth of as little as 55', which has resulted in dysfunctional parking areas and disrupted sidewalk networks. In order to allow for functional commercial development along Lewis Avenue, Utica Avenue, and 3rd Street, expansion of commercial lots to a more functional lot depth should be encouraged. In many cases, these residential lots are heavily impacted by commercial parcels. The resulting lots will be able to better accommodate parking, access, landscaping, and screening against remaining residential parcels. It should be noted, however, that only the minimum number of residential lots necessary to support commercial development should be consolidated. Excessive parking or unused portions of commercial lots have negative impacts on residential character. Commercial lot expansion should only be supported if a given project can demonstrate that it meets the following criteria:

- The amount of needed on-site parking is minimized.
- The required number of residential lots needed to create a feasible commercial lot is minimized.
- Adequate buffers are provided against remaining residential lots.



6.2 Support the redevelopment of secondary commercial uses on 6th Street between Lewis Avenue and Zunis Avenue for new mixed-use and neighborhood-based commercial uses.

6th Street between Lewis Avenue and Zunis Avenue currently hosts a mix of residential, commercial, and small industrial uses. The consolidation of these lots should be encouraged in order to support new mixed-use or commercial development that meets retail and service needs for Kendall-Whittier residents. New development should integrate quality design and coordinated on-site parking and circulation, and existing property owners and tenants should be encouraged to relocate uses to other areas of Kendall-Whittier where they are more compatible with surrounding development. Rear lot lines against adjacent residential uses should include substantial landscape screening and fencing to minimize noise and lighting from development along 6th Street.



6.3 Encourage the redevelopment of commercial sites along 3rd Street to residential or mixed-use structures.

Existing development along the 3rd Street corridor includes a mix of commercial and residential land uses. The Land Use Framework included in this Sector Plan differs slightly from PLANiTULSA’s vision for this area as a mixed-use corridor. This Sector Plan recommends these blocks become mixed-residential in nature, supporting single-family detached, townhouse, or multi-family buildings. This will support the conversion of 3rd Street into a more complete multi-modal corridor as recommended in this Sector Plan. Given the level of density the corridor could support and its role as a link to Downtown Tulsa and Whittier Square, small commercial spaces that support neighborhood retail and services could be integrated into housing development, but the predominant land use along the corridor should be residential. The City’s zoning map should be reviewed and amended in order to allow for residential or mixed-use redevelopment as described above through the Zoning Ordinance’s MX District.



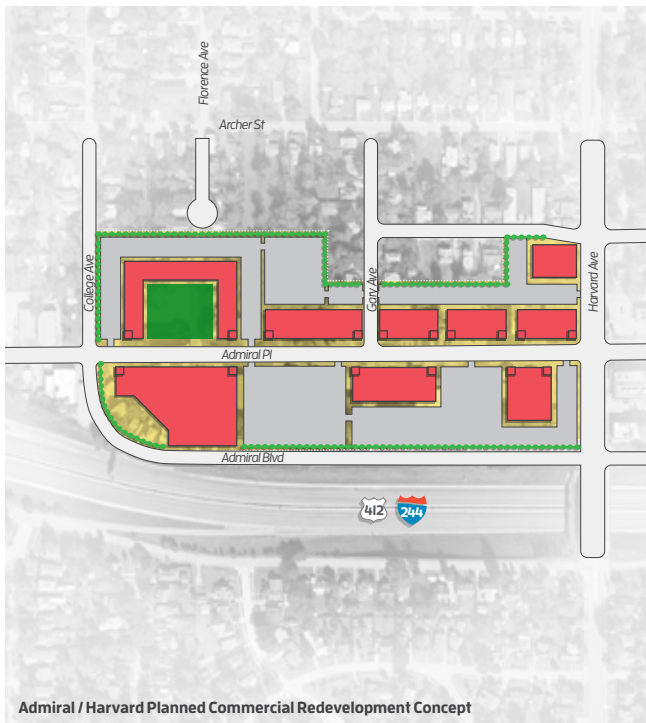
11th Street Redevelopment Concept

6.4 Utilize zoning regulations and incentives to allow for the acquisition and redevelopment of residential lots on the south side of 10th Street between Lewis Avenue and Columbia Avenue for commercial uses along 11th Street with a full-block lot depth.

The auto-oriented character of 11th Street has resulted in development that requires significant off-street parking. However, the expansion of 11th Street over time to its current four-lane configuration and shallow commercial lot depths often constrain the ability to appropriately accommodate access, parking, and other site development characteristics. Commercial lot depth along the north side of 11th Street should be expanded north to 10th Street by allowing residential lots to convert over time as market demand dictates. This can be supported by modifying the City’s zoning map to reclassify parcels on the south side of 10th Street from residential to commercial, and utilizing incentives to encourage property acquisition and redevelopment. As redevelopment occurs, properties should integrate coordinated access and circulation, connections to adjacent commercial lots, designated pedestrian access to building entries, and on-site landscaping. Additionally, substantial buffers or greenways should be provided along 10th street to minimize impacts on nearby residential blocks.

6.5 Utilize zoning regulations and incentives to encourage the redevelopment of single-family housing and small commercial uses to a planned commercial area at Admiral Place and Harvard Avenue.

The area bound by Admiral Place, Harvard Avenue, Admiral Boulevard and College Avenue include small commercial uses, auto service and salvage, and single-family residences that are isolated from the rest of the neighborhood. The consolidation and redevelopment of properties in this area should be encouraged in order to create a planned commercial center that would eliminate existing land use conflicts and take advantage of access from I-244. This would require the rezoning of the residential lots from residential to commercial. Incentives related to land acquisition, infrastructure improvements, and tax abatements to encourage high quality design desired uses could be used to support this transformation.



Admiral / Harvard Planned Commercial Redevelopment Concept

6.6 Adopt commercial design standards that would result in development that is attractive and reflective of the character in different parts of Kendall-Whittier.

As PLANiTULSA and this Sector Plan are implemented over time, commercial redevelopment and revitalization will have a significant impact on the character of Kendall-Whittier. Design standards for the neighborhood’s commercial areas should be adopted in order to maximize control over building character, landscaping, signage, and parking and access management. This can be done through provisions for a Special Area Overlay in the City’s zoning ordinance. Standards should reflect the individual objectives and issues in each commercial area in terms of both intended design and implementation.

- **Whittier Square**, including all blocks on Lewis between Archer Street and 3rd Street, should have the most prescriptive standards, requiring traditional mixed-use design. Standards could be implemented through the expansion of the Whittier Square Historic District or as a special overlay to the existing commercial zoning districts.
- **Utica Avenue** and the remaining portions of Lewis Avenue should have standards that support walkability and quality design by orienting building placement toward the street, and including cross-access between adjacent parking areas, quality building materials, edge landscaping around parking lots, and buffers from adjacent neighborhoods.
- **11th Street and Admiral Place** should have standards that aim to implement the 2005 Route 66 Master Plan. Along 11th Street, standards should be compatible with the University of Tulsa. Along both corridors, standards should address building placement, traditional character, parking management, and screening along adjacent neighborhoods.

6.7 Eliminate conflicts between vehicles and pedestrians caused by poor parking lot access, circulation, and design.

Several commercial parking lots in Kendall-Whittier are configured in a way that creates unsafe conflicts between pedestrians and motorists. In order to make the neighborhood more walkable and increase the efficiency of the roadway system, commercial parking lots should be required to meet three general standards:

- Parking lots should not be configured so that motorists must cross directly over a public sidewalk or back into the street in order to access or leave a space.
- All parking lots should clearly delineate the edge of the parking lot from the public sidewalk through the use of fencing or landscaping.
- The number and width of curb cuts should be minimized in order to avoid long stretches where cars can pull up over a sidewalk.

Chapter 55 (Parking) of the City’s zoning ordinance should be fully enforced in order to ensure that properties meet these requirements.

6.8 As redevelopment occurs, encourage adjacent commercial properties to use cross-access agreements to enhance circulation between lots and increase on-site parking capacity.

Lewis Avenue, 3rd Street, Utica Avenue, and 11th Street currently have several commercial developments with adjacent parking lots that do not connect. As improvements are made to these existing lots, property owners should be encouraged to provide cross-access between sites, allowing for a reduction in the number of curb cuts and potentially increasing parking capacity. This can be done through zoning incentives, such as increased building intensity or reduced on-site parking requirements, which allow for more desirable development.

6.9 Install neighborhood gateways at key points of entry on Utica Avenue, Lewis Avenue, Harvard Avenue, 3rd Street, 6th Street, and 11th Street.

Kendall-Whittier currently lacks gateway markers that announce entry into the neighborhood. While the University of Tulsa has installed gateway markers at its entry points, they only advertise the university and not the neighborhood as a whole. Right-of-way should be identified that can accommodate various styles of gateways, and neighborhood gateways should be installed at Utica and 3rd, Utica and 11th, Lewis and 11th, at exit ramps from I-244, and Harvard and Latimer. Gateway installations along roadways maintained by ODOT will require coordination to determine siting and massing.

6.10 Install decorative rail overpass and retaining wall elements at Lewis Avenue near King Street.

Lewis Avenue is the only grade-separated underpass in Kendall-Whittier under the BNSF rail corridor. The underpass is just north of Independence Street, and provides direct access to the heart of Whittier Square. As redevelopment of the northern industrial area happens over time, decorative facades on the rail overpass and retaining walls should be installed on either side of Lewis Avenue at the BNSF rail corridor underpass.

6.II Work with City departments and local utility companies to bury or relocate utilities along arterial corridors as redevelopment occurs over time.

Overhead utilities are a dominant feature of the streetscape of many of Kendall-Whittier's commercial corridors. As redevelopment of these corridors occurs over time or as roadway or underground infrastructure upgrades are installed, coordination should be facilitated among local utility providers, City departments, and transportation agencies to bury power and telecommunications lines. This will improve the character of the neighborhood and reduce the risk of service disruptions caused by weather events, traffic accidents, and other factors. Due to the expense of such improvements, outside funding sources should be sought and improvements should be coupled with redevelopment and roadway maintenance in order to reduce overall costs.

6.I2 Work with City departments, the Oklahoma DOT, partner agencies and local property owners on 11th Street and Admiral Place to implement the recommendations of the 2005 Route 66 Master Plan related to informational signs, streetscaping, specific sign and building installations, lighting, banners, landscaping, parking management, and building character.

The 2005 Route 66 Master Plan establishes a series of policies and design standards for its alignment through Tulsa. In Kendall Whittier, Historic Route 66 is designated on 11th Street and Admiral Place. The plan calls for streetscape improvements that could include decorative lighting, banners, intersection treatments, and street furnishings. It also described design principles for new development in order to respect historic structures and reflect the character of the corridor. Implementation of the Route 66 Master Plan should continue to be supported through coordination among ODOT, City departments, the Tulsa Regional Chamber of Commerce, Tulsa Convention and Visitors Bureau, and private developers, requiring compliance with design principles for projects that require municipal assistance, and working with local property owners to support marketing efforts related to local awareness and tourism.



Goal #7

Creating a Multi-Modal Network

Create a multi-modal neighborhood that allows for safe and efficient bicycling, walking, and transit use.

It is possible to walk, bike, drive and take transit within the Kendall-Whittier neighborhood. There are, however, significant barriers, including gaps in infrastructure or services, which make these modes of transportation difficult. Mobility for pedestrians, safe routes for cyclists, convenient reliable transit, and safe and efficient movement of vehicles are critical considerations for improving the Kendall-Whittier neighborhood.

Objectives & Recommendations

7.1 Reduce traffic speeds on Admiral Place north of I-244, between Harvard Avenue and Utica Avenue, through posted speed limits, signage, and passive traffic calming (i.e. narrowing of travel lanes, on-street residential parking, etc.)

Despite having a posted speed limit of 35 miles per hour, the wide lanes of Admiral Place and its function as a parallel alternative to I-244 create an environment where motorists often travel significantly faster than the speed limit. As this area transitions to primarily residential land uses as recommended in this Sector Plan, the design of the roadway should be modified to calm traffic and encourage motorists to use I-244 as the east-west corridor through the neighborhood. Potential improvements include restriping the street with narrower lanes, integrating on-street bike lanes or parking, adding periodic landscape bumpouts, or adding stop signs at midpoints between signalized intersections. (For example, a stop sign at Birmingham Avenue would slow traffic speeds along the length of the corridor and provide a controlled pedestrian crossing for people using the Birmingham Avenue bridge.)

7.2 Install on-street bike lanes in accordance with the 2015 Bike and Pedestrian Master Plan.

The City's "Go Plan" establishes a series of project and policy recommendations for bike routes throughout Tulsa and in Kendall-Whittier. Among them is a comprehensive network of integrated or buffered bike lanes on the neighborhood's existing street grid. The Go Plan recommends facilities on portions of Independence Street, Archer Street, 6th Street and 11 Street, as well as portions of Wheeling Avenue, Gillette Avenue, Birmingham Avenue, Delaware Avenue, and Harvard Avenue. These new segments would complement facilities already in place on 3rd Street and Delaware Avenue. The vision established in the Go Plan should continue to be implemented through restriping and signage, and coordination with ODOT where necessary on facilities under their jurisdiction.

7.3 Establish a capital program for sidewalk installation for blocks lacking pedestrian infrastructure.

Generally, Kendall-Whittier's residential blocks include sidewalks. However, north of Independence Street and east of Lewis Avenue, and south of Independence east of Florence Avenue, there are no sidewalks. A phased capital improvement program should be established to install sidewalks over time. This program could utilize funding from the City's budget or outside grants designed to support walkability and non-motorized transportation. It could also explore public/private partnerships for sidewalks near pedestrian traffic generators, such as churches, that could support funding and short-term implementation of improvements.

7.4 Prioritize investment in pedestrian network improvements in areas around Whittier Square, the Kendall-Whittier Library, schools, and other destinations for youth and seniors.

Within Kendall-Whittier's comprehensive sidewalk network, there are areas that warrant more investment in order to maximize access to important destinations. Improvements to sidewalks and crosswalks around Sequoyah Elementary School, Kendall-Whittier Elementary School and Educare Tulsa, Whittier Square and the Kendall-Whittier Library, the Crosstown Learning Center, Archer Park, and Admiral Park should be prioritized through short-term capital funding and focused grant pursuits.

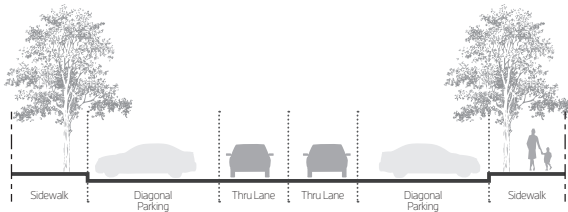
7.5 Explore road diets on primary corridors envisioned as strong pedestrian or mixed-use areas.

Multi-modal mobility is viewed as a high priority in Kendall-Whittier, and several corridors within the neighborhood have the potential to accommodate multiple modes of transportation. However, the priority given to each mode varies depending on surrounding land uses and context within the larger transportation network, and any modifications will have to be accommodated within existing right-of-way dimensions. As a result, “road diets”, or improvements that include the reduction in the number of vehicular travel lanes in order to accommodate other amenities in the right-of-way, may be necessary in order to enhance multi-modal mobility.

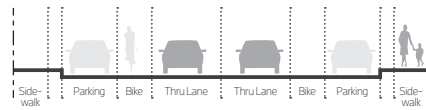
The following conceptual cross-sections below and accompanying table identify potential elements proposed for various roadway segments throughout Kendall-Whittier. It should be noted that the recommendations of this Sector Plan are intended to introduce potential road diet solutions, but each location and concept will require a detailed multi-modal study to fully assess impacts on local and regional mobility, land use and development, and neighborhood character. Based on additional traffic engineering or site constraints, there may be portions of a corridor where the typical cross-section must be modified, such as intersections that warrant dedicated turn lanes that would require the removal of on-street parking or landscaping for a short segment.

Road Diet Design Concepts

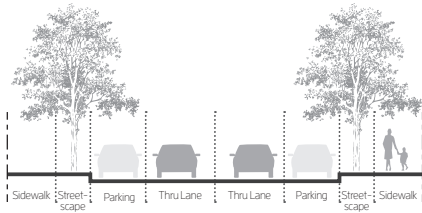
Lewis Ave between Archer St & 3rd St



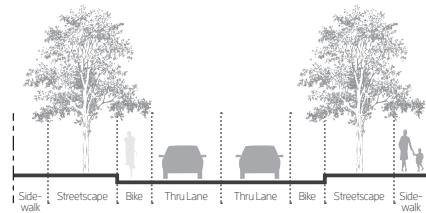
6th St from Lewis Ave to Zunis Ave



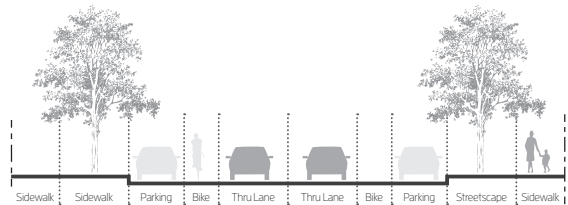
Lewis Ave north of Archer St & south of 3rd St



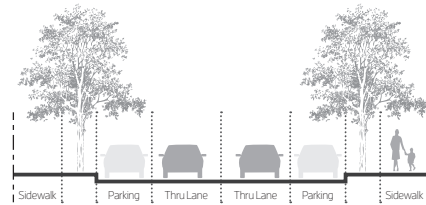
6th St from Zunis Ave to Utica Ave



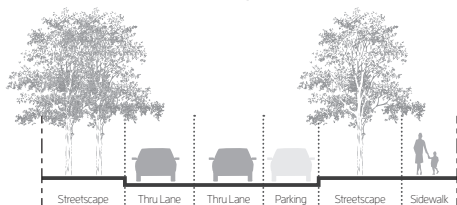
3rd St between Utica Ave & Lewis Ave



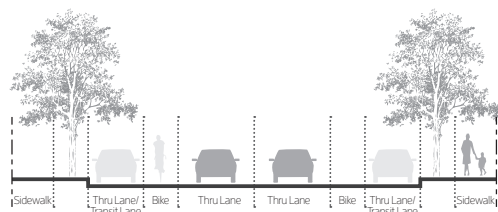
Admiral Pl from Harvard Ave to College Ave



Admiral Pl from College Ave to Utica Ave



11th St from Utica Ave to Harvard Ave



Segment	Priority Amenities							Comments
	Typical ROW Width	Expanded Sidewalk	Expanded Parkway (Streetscaping or Buffer)	Diagonal On-street Parking	Parallel On-street Parking	On-street Bike Lane Pair	Upgraded Transit Infrastructure/Facilities	
Lewis Ave between Archer St and 3rd Street	80'-90'	H	M	H				Where ROW expands beyond typical 80', additional parkway space could be accommodated No on-street parking could be accommodated directly in front of the Circle Cinema, as is the current condition
Lewis Ave north of Archer St and south of 3rd St	60'-70'	M	H		H			Where ROW expands beyond typical 60', additional parkway space could be accommodated
3rd St between Utica Ave and Lewis Ave	80'	M	H		M	H		
6th St from Lewis Ave to Zunis Ave	60'	M	H			H		
6th St from Zunis Ave to Utica Ave	60'	M	H			H		
Admiral Pl from Harvard Ave to College Ave	60'	H	M		H			
Admiral Pl from College Ave to Utica Ave	60'	H	M		H			Sidewalks and on-street parking required on only the north side of the street Excess ROW width should be used for increased buffering and screening against I-244
11th St from Utica Ave to Harvard Ave	70'	H	M			H	H	Planned BRT service should prioritize transit infrastructure and facility upgrades to enhance operations and rider experience

H=High Priority; M=Medium Priority

7.6 Improve pedestrian crossings along arterial roadways through enhanced crosswalk striping, signal phasing, reductions in the crossing distance, and pedestrian signage.

Even where neighborhood blocks in Kendall-Whittier have sidewalks, they are often isolated because it is unsafe to cross major streets. Improvements to crossings on arterials and collector streets should be made, including highly visible crosswalks, pedestrian countdown signals, and refuge islands, bump outs or “porkchops” that reduce crossing distances. Where appropriate, these improvements should integrate paving materials and landscaping that reinforce other design objectives, such as in historic Whittier Square or along Route 66.

7.7 Establish a long-term capital program to improve pedestrian crossings throughout the neighborhood to ensure they are fully ADA accessible and highly visible to motorists.

Several local street intersections lack ADA-compliant crosswalks. An inventory and assessment of residential crossings should be conducted to determine what improvements are necessary to achieve ADA compliance, considering ramping, elevation, textures surfaces, and striping. Priorities within the City’s capital improvement program and grant pursuits should also be established to identify funds for improvements to crossings in high pedestrian activity areas and those near senior housing.

7.8 Coordinate with utility providers to relocate infrastructure off of sidewalks as incremental improvements are made.

Limited available right-of-way between the roadway curb and property line on several corridors has resulted in utilities being located in the middle of sidewalks or crosswalk ramps. Coordination with local utility and telecommunications companies to relocate these utilities should occur as roadway improvements and redevelopment are completed. Potential alternatives include burying utilities underground or working with local property owners to establish narrow front yard utility easements on portions of the site not needed for active use.

7.9 Work closely with Tulsa Transit to assess potential changes to local bus services.

Kendall-Whittier is served by five bus transit routes that operate during different times of the day on 3rd Street, 11th Street, Lewis Avenue, and a short segment of Utica Avenue. As the community implements the recommendations of this Sector Plan and other plans over time, it is likely to see an increase in ridership demand from several groups, such as seniors, students, and millennials who seek quality neighborhoods with convenient access to employment, culture, goods and services. Coordination with Tulsa Transit should take place regularly to assess ridership demand and potential service modifications based on changing demographics and commercial and employment-based development.

7.10 Work closely with Tulsa Transit to implement BRT service on 11th Street.

Tulsa Transit is currently planning Bus Rapid Transit (BRT) service on 11th Street. This service model could include dedicated bus rights-of-way, signal technology upgrades, enhanced station facilities, and real-time rider information. Roadway design improvements, local land uses, and infrastructure capital improvements should be coordinated with the BRT service concept and more detailed planning is completed.



Goal #8

Providing a Long-Term Regulatory Framework

Provide a regulatory framework that minimizes barriers to quality development and supports the long-term health of Kendall-Whittier.

The City of Tulsa's Code of Ordinances establishes the regulatory development framework for the City. The Sector Plan for the Kendall-Whittier neighborhood will provide a guiding vision and plan of action to foster reinvestment in the neighborhood. Amendments to the City's regulations may be needed to help achieve specified objectives. In some instances however, stricter enforcement of existing ordinances may be all that is needed to help Kendall-Whittier's continued revitalization.

Objectives & Recommendations

8.1 Continue to support code enforcement in the neighborhood through dedicated resources for enforcement officials.

The George Kaiser Family Foundation currently funds a full-time position for a Code Enforcement Officer dedicated to the area covered by the Kendall-Whittier Neighborhood Association. The officer enforces municipal codes related to maintenance and nuisance. While there is no reason to believe that the funding for this position will be revoked in the foreseeable future, long-term funding commitments should be affirmed, either through the Foundation or through other resources, to ensure that this position remains in place.



8.2 Amend Chapter 5, Residential Districts, of the City’s zoning code to require higher density housing to appropriately manage parking, utilities, trash containers, and other potentially harmful characteristics.

High-density housing can often have negative impacts, especially when closely integrated with lower density housing or when occupying traditionally single-family homes converted into multi-unit structures. Chapter 5 of the City’s zoning ordinance includes regulations related to residential development. This chapter should be amended to address common impacts caused by high-density housing, such on-site parking capacity and location, utility and telecommunications services, refuse container location and screening, and others.

8.3 Establish a Historic Route 66 Special Area Overlay.

The 2005 Route 66 Master Plan establishes a vision for the design of public streets and development along 11th Street and Admiral Place. A design overlay should be adopted along designated Route 66 corridors to ensure that the character of private development aligns with long-term investments in the design of the public right-of-way. This would allow base zoning districts to continue to govern basic land use and bulk allowances, while creating a consistent character through many different places throughout the City.

8.4 Use zoning regulations and district boundaries to encourage the transition or redevelopment of land uses as described in the objectives and recommendations of this Sector Plan.

Zoning is the City’s primary regulatory tool for dictating the types of uses and character of development in Kendall-Whittier. Several of the recommendations included in this Sector Plan will require amendments of zoning standards or the City’s zoning map. These include the following:

- Residential parking standards to manage driveway design and the location of vehicles;
- Commercial parking standards to address access, circulation, and landscaping;
- Enhanced buffering requirements between industrial and residential land uses;
- Expanded commercial lot depth along primary corridors;
- Transition of residential to an industrial zoning district to support revitalization of the northern industrial area;
- Transition of commercial lots to a mixed-residential or local mixed-use district along 3rd Street; and
- Transition of residential to a commercial zoning district in the Admiral Place/Harvard Avenue commercial redevelopment area.



IMPLEMENTATION

This chapter of the Kendall-Whittier Sector Plan identifies key actions or funding sources that will support long-term implementation of the community’s vision. In all, the Kendall-Whittier Sector Plan includes 73 objectives aimed at improving resident quality of life, local commerce, mobility, and recreational opportunities. Implementing these objectives will require a strategic and collaborative approach among City government, supporting agencies, residents, businesses, service providers and other stakeholders.

KEY ACTIONS

Implementation of all 73 objectives included in the Kendall-Whittier Sector Plan will take several years. However, several objectives include short-term actions that will either set the table for the implementation of other objectives, or demonstrate more immediate successes that help maintain commitment and excitement for the plan and the vision it articulates. Many of these are low-cost actions that rely more on collaboration and strategy than substantial capital investment. Key short-term actions related to implementation of the Kendall-Whittier Sector Plan include:

- **Establish a strategic action plan for northern industrial revitalization.** The Sector Plan establishes a vision for the northern industrial area on Kendall-Whittier. This vision includes transformative infrastructure improvements and redevelopment. The implementation of this vision will require a more detailed strategic framework in order to address right-of-way preservation/acquisition for a new industrial circulator, funding sources for site clearing, zoning map amendments, and other key actions.



- **Program roadway cross-section improvements.** The Sector Plan includes several recommendations related to roadway cross-section design in order to better accommodate multi-modal infrastructure and parking. These improvements will take time to implement and will be influenced by capital programs maintained by the City, ODOT or other agencies. In the short-term, these improvements should be introduced as potential projects so they can be accounted for on long-term capital improvement programs.
- **Remove barriers to residential reinvestment.** Given its history, anchor institutions, and connectivity within the City and region, Kendall-Whittier is poised to remain an attractive neighborhood for new housing investment. However, there are several statutory barriers related to land transfer, title clearance, and other procedural steps that are constraining potential development or redevelopment that would strengthen existing neighborhoods. Addressing these recommendations in the short-term would allow the development community to positively invest in Kendall-Whittier.
- **Stress the importance of neighborhood history.** Whittier Square, the University of Tulsa and Historic Route 66, among others, represent a unique set of assets in this neighborhood. The presence of these pieces should be celebrated through local history and culture, and future investment should recognize their importance in shaping what the neighborhood is becoming.

POTENTIAL FUNDING SOURCES

Implementation of the objectives identified in the Kendall-Whittier Sector Plan goes beyond the funding capacity of the City of Tulsa, TDA, or other local partners. Ultimately, funding of several recommendations will require collaboration and outside funding sources. The following are a series of potential funding sources related to specific actions or improvements identified in the plan.

General Economic Development Sources

Tax Increment Finance (TIFs)

The purpose of Tax Increment Finance (TIFs) funding is to incentivize and attract desired development within key commercial areas. TIF dollars can typically be used for infrastructure, streetscaping, public improvements, land assemblage, and offsetting the cost of development.

TIF utilizes future property tax revenues generated within a designated area or district to pay for improvements and further incentivize continued reinvestment. As the Equalized Assessed Value (EAV) of properties within a TIF district increases, the incremental growth in property tax over the base year that the TIF was established is reinvested in that area. Local officials may then issue bonds to undertake other financial obligations based on the growth in new revenue. The maximum life of a TIF district in the State of Oklahoma is 25 years, though the City of Tulsa typically limits TIF Districts to 15 years. The City of Tulsa has four active TIF Districts; however, none are located within or near the Kendall Whittier Study Area.

Incubators

Business incubators provide low-cost space and specialized support to small companies. Such services might include administrative consulting, access to office equipment and training, and assisting in accessing credit. Incubators are typically owned by public entities such as municipalities or economic development agencies who then subsidize rents and services with grants. In addition to job creation and generating activity, the goal is to facilitate growth and expansion of startup businesses within an area. Tulsa is served by The Forge, a local business incubator which provides tax incentives, mentorship, free business counsel, and comprehensive business planning, amongst other benefits.

Improvement District

Improvement Districts allow the City to make special assessments that will support improvements within the area. These are most commonly used to support businesses within commercial districts through related improvements. Tulsa has two existing improvement districts: Tulsa Stadium Improvement District and Whittier Square Improvement District.

Community Development Block Grants (CDBG)

The Community Development Block Grants program is a federal funding source provided by the Department of Housing and Urban Development (HUD) and administered by the Indian Nations Council of Governments (INCOG) for the Tulsa Metropolitan Region. The goal of the program is to support and establish thriving urban communities by creating quality living environments with a variety of housing options and economic opportunities. While CDBG funds can be applied to a variety of projects, they are most commonly used for:

- Acquisition, construction, and installation of public facilities and real property for public ownership and maintenance;
- Reconstruction or rehabilitation of publicly owned and maintained industrial buildings or structures and other industrial real property;
- Publicly owned fiber optic lines;
- Water and wastewater system improvements;
- Street improvements;
- Park development;
- Clearance, demolition and removal of buildings and improvements;
- Senior citizen centers;
- Gas and electrical system improvements;
- Removal of architectural barriers which impede accessibility;
- Storm water drainage improvements; and,
- General economic development

Federal Historic Preservation Tax Credits

The Federal Historic Preservation Tax Credits program is administered by the National Park Service (NPS) and the Internal Revenue Service (IRS) in partnership with the State Historic Preservation Offices (SHPOs). The amount of credit available under this program equals 20% of the qualifying expenses of a rehabilitation. Key criteria to obtain the credit include:

- The tax credit is only available to properties that will be used for a business or other income-producing purpose, and a “substantial” amount must be spent rehabilitating the historic building;
- The building needs to be certified as a historic structure by the National Park Service; and
- Rehabilitation work has to meet the Secretary of the Interior’s Standards for Rehabilitation, as determined by the National Park Service.

Sales Tax Financing

Authorized by the State, cities within Oklahoma are able to use sales tax revenue to build community facilities and provide economic development benefits to improve and encourage local business. This method of funding requires a public vote within the municipality to establish the program.

Oklahoma Department of Commerce (ODOC)

The Oklahoma Department of Commerce offers a comprehensive variety of programs to encourage economic development within the state. This includes grants, tax rebates, and other incentives available both to municipalities and private businesses that support the growth of commerce. Below is a list of available properties which may be applicable within the Kendall Whittier study area and can be utilized to help implement the goals and objectives of this Sector Plan. It should be noted that this list does not represent the full range of available programs, but rather those most readily applicable to the study area. The City should continue to review and identify other programs offered by the ODOC which could be utilized in the future.

Programs which could be utilized include:

- **Advanced Degrees Programs**-Provides funds to universities to develop programs for workforce, build expertise in specific industries, and transfer research to the marketplace.
- **Workforce Innovation and Opportunity Act**-Provides funds to help align state and local workforce needs with education and economic development to address economic and market challenges.
- **CareerTech System**-Provides workforce training for employees of Oklahoma businesses including programs for Industry Training, Management and Organization Development, Career Development for Adults, Safety Training, and Customized Businesses.

- **Oklahoma Community Economic Development Pooled Finance**-Provides funding for target business expansion projects which will result in job creation and significant investment in facilities, machinery, and equipment.
- **Industrial Access Roads**-Provides funding for development of access facilities connecting industrial areas to state or local road systems
- **Infrastructure Finance Community Development Block Grants**-Provides grants to cities, towns, and counties to support the creation of jobs for targeted income groups, funded through federal CDBG resources.
- **Historic Rehabilitation Tax Credit**-Provides a credit against taxes imposed on rehabilitation expenditures for qualified historic structures.
- **State Small Business Credit Initiative**-Provides capital investment for new and expanding small businesses.



Incentives

Utilizing other funding mechanisms, such as TIF districts, the City can provide a variety of incentive programs to help with implementation of the Plan. These incentives can be used to attract new development, improve existing development, and encourage business owners to remain in the community. This list identifies both existing and potential incentive programs that establish a starting point for the City in creation of a comprehensive range of incentive programs that help the City complete its objectives.

Existing Incentives

Tax Incentive Districts (TID)

The City of Tulsa establishes tax incentive districts to provide a 5 to 6 year local property tax abatement for qualified development projects within the district. Tulsa's only existing tax incentive districts covers all real property located Downtown within the interstate highway loop surrounding the area.

Enterprise Zone

An Enterprise Zone is a specific area designated by the State to receive tax incentives and other benefits to stimulate economic growth and revitalization in economically depressed areas. Businesses located in the designated Enterprise Zone can obtain special state and local tax incentives, regulatory relief, and improved governmental services. The City's only existing enterprise zone is Downtown Tulsa.

Economic Development Public Infrastructure Fund

The Economic Development Public Infrastructure Fund was established in 2013 as part of the Improve Our Tulsa package. The program provides funding to assist with public infrastructure needs that are related to business retention, expansion, and attraction. The fund includes \$6 million allocated over the life of the program.

Small Business Capital Formation Tax Credit Act

This program offers an income tax credit to aid with the formation of necessary capital to start small businesses. The program offers eligible investors, perspective business owners, or business capital companies an income tax credit of 20% of equity or near-equity investment.



Potential Incentives

Sales Tax Rebate

A sales tax rebate is a tool typically used by municipalities to incentivize business to locate to a site or area while making cost effective physical improvements. For developments that require public infrastructure extensions, the City can enter into a sales tax rebate agreement, by which the developer agrees to pay for the cost of improvements. The City will then reimburse the developer over a specified period of time utilizing the incremental sales taxes which are generated by the improvement. Sales tax rebates have proven effective in attracting new businesses and encouraging redevelopment and renovation.

Façade & Site Improvement Programs

Façade and site improvement programs can be used to beautify and improve the appearance of existing businesses. These programs provide low interest loans or grants to business owners to improve the exterior appearance of designated structures or properties. These programs are most commonly supported by funding made available through TIFs.

Payment in Lieu of Taxes (PILOT)

The City can use Payment in Lieu of Taxes (PILOT) to reduce the property tax burden of a desired business for a predetermined period. In this instance, the City and property owners will agree to the annual payment of a set fee in place of property taxes. Payments are generally made in the form of a fixed sum, but they may also be paid as a percentage of the income generated by a property.

In addition, PILOT can be a means of reducing the fiscal impact on the City of a nonprofit, institutional use, or other non-taxpaying entity location on a key site. While such uses can be desirable as activity generators, they can also negatively impact municipal services because they do not pay taxes. Provisions can be made to offset that negative impact by allowing the City to be compensated for at least a portion of the revenue that would otherwise be collected in the form of property tax.

Transportation & Infrastructure Funding

Fixing America's Surface Transportation (FAST) Act

In December 2015 the FAST Act, a five-year transportation reauthorization bill, was established. The FAST Act replaces the Moving Ahead for Progress in the 21st Century (MAP-21) Act, which expired in October 2015 and was extended three times. The FAST Act aims to improve infrastructure, provide long-term certainty and increased flexibility for states and local governments, streamline project approval processes, and encourage innovation to make the surface transportation system safer and more efficient. The City should monitor the FAST Act as application occurs to determine the full extent of funding changes and implementation. The City should maintain close communication with ODOT regarding the FAST act, regional transportation funding discussions, and the region's Transportation Improvement Program (TIP).

Surface Transportation Program (STP)

The Surface Transportation Program provides federal funding through the Federal Highway Administration (FHWA) for transportation projects and improvements. STP funds for the Tulsa Metropolitan Area are distributed through Indian Nations Council of Governments (INCOG). STP funds can be used for multimodal and roadway projects related to highways, alternative transportation, transportation safety and control, natural habitat and wetlands mitigation, infrastructure improvements, and environmental restoration and pollution prevention.

Transportation Enhancements Program (TEP)

Transportation Enhancements are funded as part of the STP program with the aim of expanding travel choices and improving the transportation experience. This can include projects related to pedestrian and bicycle facilities, historic preservation, landscaping and scenic beautification, and control of outdoor advertising, amongst others. The Program operates on a cost reimbursement basis, with eligible projects able to receive funding up to 80% of total project costs.

Congestion Mitigation & Air Quality (CMAQ) Program

The Congestion Mitigation and Air Quality program was established through federal funding to provide assistance in meeting federal air quality guidelines. Funds are available for a variety of transportation projects with the requirement that the project have a demonstrated effect on reducing emissions to meet the requirements of the Clean Air Act (CAA). Examples include transit improvements, travel demand management strategies, traffic flow improvements, and public fleet conversions to cleaner fuels.

Safe Routes to School (SRST)

The Safe Route to Schools program was established to provide funding for the planning, design, and construction of infrastructure related projects that will substantially improve the ability of students to walk and bike to school. The Program is 100% federally funded through the FAST Act, and can be used for a variety of projects, including:

- Sidewalk improvements;
- Traffic calming and speed reduction improvements;
- Pedestrian and bicycle-crossing improvements;
- On-street bicycle facilities
- Off-street bicycle and pedestrian facilities;
- Secure bicycle parking system; and,
- Traffic diversion improvements in the vicinity of schools

Oklahoma Department of Transportation Tree Grant Program

The Tree Grant program began in 1997 and has provided over 300 tree grants to public organizations across Oklahoma. The program provides funding for planting of trees on public property and within the right-of-way along public roadways and public transportation corridors. Selected grants can received up to \$25,000 in funding with a 25% local match requirement.

Parks, Trails & Open Space Funding

Land & Water Conservation Fund (LWCF)

The Land and Water Conservation Fund (LWCF) is a federal assistance program administered by the National Park Service (NPS) with the intention of creating high quality recreation areas and facilities as well as supporting non-federal investments in protection and maintenance of recreational resources. LWCF grants are available to municipalities, counties, and school districts for acquisition and development of park land. In Oklahoma, LWCF grants are administered by the Oklahoma Tourism and Recreation Department and require a 50% funding match.

Recreational Trails Program (RTP)

The Recreational Trails Program is a federal aid program administered through the Oklahoma Tourism and Recreation Department. The program was first established as part of the Intermodal Surface Transportation Efficiency Act (ISTEA) of 1991 and is currently funded under the FAST act. Projects funded through the program can be reimburses for up to 80% of project costs. Funds from the program are intended for use on recreational trails and trail-related projects including:

- Trail maintenance and restoration
- Land acquisition
- Construction of new trails
- Trail accessibility
- Development of trailhead and trailside facilities

IMPLEMENTATION ACTION MATRIX

The Implementation Action Matrix on the following pages identifies a time frame, responsible parties, and potential funding sources for each objective established in the North Tulsa Neighborhoods Plan. Acronyms used in the matrix are defined as follows:

Responsible Entity

City of Tulsa Departments:

- CD-Communications
- ES-Engineering Services
- PR-Parks and Recreation
- P&D-Planning & Development
- SS-Streets and Stormwater
- WS-Water and Sewer
- WIN-Working In Neighborhoods
- PD-Police Department
- ED-Mayor's Office of Economic Development

Other Entities:

- TU-University of Tulsa
- GKFF-George Kaiser Family Foundation
- GT-Growing Together Tulsa
- INCOG-Indian Nations Council of Government
- TMAPC-Tulsa Metropolitan Area Planning Commission

Potential Funding Source

- TIF-Tax Increment Finance
- CDBG-Community Development Block Grant
- ODOC-Oklahoma Department of Commerce
- TID-Tax Incentive District
- PILOT-Payment in Lieu of Taxes
- STP-Surface Transportation Program
- CMAQ-Congestion Mitigation & Air Quality Program
- SRST-Safe Routes to School
- LWCF-Land Water Conservation Fund
- RTP-Recreational Trails Program

IMPLEMENTATION ACTION MATRIX

Goal I. Leveraging neighborhood institutions

Reference #	Page #	Implementation Measure	Time Frame	Responsible Entity	Potential Funding Source
1.1	37	Work with the University of Tulsa to ensure that benefits to neighborhood residents and businesses are maximized by the actions implemented through their Master Plan.	1-10 years	P & D, TU, INCOG/TMAPC	
1.2	38	Support the development of quality high-density residential development that appeals to a broad spectrum of potential tenants – including students, seniors, young professionals, and families of mixed incomes – around the University of Tulsa.	1-15 years	P & D, WIN, INCOG/TMAPC	Tax Incentives Districts, PILOT
1.3	38	Collaborate with Kendall-Whittier Main Street, the University of Tulsa, and other neighborhood entities to create a marketing campaign promoting Kendall-Whittier’s shopping and dining, educational opportunities, neighborhood amenities, and other assets.	1-5 years	CD, Kendall-Whittier Main Street, TU, local businesses	TIF, Improvement Districts, Sales Tax Financing
1.4	38	Work with churches in the neighborhood to anticipate and develop plans related to long-term impacts pertaining to parking, access and egress, and land needs.	1-5 years	P & D, local religious institutions, INCOG/TMAPC	
1.5	38	Work with local education providers and employers to market curricula, mentorships, and internship opportunities that build a skilled workforce in Kendall-Whittier.	1-5 years	TPS, TU, local employers	Incubators, ODOC
1.6	39	Encourage local institutions to share facilities and maximize the benefits to the community and effectiveness of public resources.	1-10 years	Local institutions and service providers	
1.7	39	Work with the Circle Cinema, University of Tulsa, and other local stakeholders to establish spaces and marketing to grow Kendall-Whittier as a local creative and performing arts neighborhood.	1-10 years	Circle Cinema, TU, and other arts advocates	TIF, Improvement Districts, Sales Tax Financing
1.8	39	Work with Growing Together Tulsa, the George Kaiser Family Foundation, and other community-minded not-for-profits to implement a comprehensive revitalization and stabilization plan for a healthy, vibrant, and mixed-income community.	1-15 years	GT, GKFF, WIN	
1.9	39	Collaborate with Tulsa Public Schools to support a high-quality education pipeline.	1-5 years	TPS, GKFF, GT	

Goal 2. Reconnecting Across I-244

Reference #	Page #	Implementation Measure	Time Frame	Responsible Entity	Potential Funding Source
2.1	40	Work with Oklahoma DOT to develop a plan to screen the I-244 corridor as it passes through Kendall-Whittier Neighborhood.	5-10 years	SS, ES, ODOT	TIF, Improvement District, TEP, ODOT Tree Grant Program
2.2	40	Work with ODOT to install a decorative overpass and retaining wall elements at the I-244/Lewis Avenue interchange.	5-10 years	SS, ES, ODOT	TIF, Improvement District, TEP, ODOT Tree Grant Program
2.3	41	Work with ODOT to improve the design of the pedestrian overpass to minimize traffic noise and wind that make the overpass uncomfortable or unsafe.	5-10 years	SS, ES, ODOT	TIF, Improvement District, STP, TEP
2.4	41	Maintain the entrances to the Birmingham Avenue pedestrian bridge over I-244, ensuring safe passage is not blocked by overgrowth, deteriorated sidewalks, or litter.	1-5 years	SS, ES	TIF, Improvement District, STP, TEP
2.5	41	Expand overpass roadway decks as improvements are made to include adequate pedestrian amenities.	5-10 years	SS, ES, ODOT	TIF, Improvement District, STP, TEP

IMPLEMENTATION ACTION MATRIX

Goal 3. Revitalizing Industrial Uses

Reference #	Page #	Implementation Measure	Time Frame	Responsible Entity	Potential Funding Source
3.1	42	Amend Chapter 15 (Office, Commercial and Industrial Districts) and Chapter 65 (Landscaping, Screening and Lighting) of the City's zoning code to provide more specific and robust standards related to required buffers between light industrial uses and residential lots.	Immediate	P & D, INCOG/TMAPC	
3.2	43	Prohibit the use of barbed wire fences along the edges of industrial properties when visible from residential uses or public right-of-way.	Immediate	P & D, INCOG/TMAPC	
3.3	43	Support the reuse or redevelopment of older industrial buildings adjacent to residential areas with uses that are more "neighborhood-friendly," such as offices, restaurants, or local services.	2-10 years	ED, P & D, TDA, INCOG/TMAPC	ODOC, TID, Enterprise Zone, Sales Tax Rebate, PILOT
3.4	44	Limit access to local roadways between residential streets and the northern industrial area in order to reduce truck traffic in neighborhoods.	5-10 years	SS, ES	TIF, Improvement District, STP, TEP, CMAQ
3.5	44	Encourage the consolidation and redevelopment of obsolete or underperforming industrial properties.	5-15 years	ED, P & D, TDA, INCOG/TMAPC	TIF, CDBG, ODOC, TID, Enterprise Zone, Sales Tax Rebate
3.6	44	Utilize vacant land in industrial areas to encourage the expansion of existing uses.	2-10 years	ED, P & D, TDA, INCOG/TMAPC	CDBG, ODOC, TID, Enterprise Zone
3.7	44	Utilize municipal incentives or outside funding sources to implement key industrial infrastructure improvements and redevelopment projects in the northern industrial area.	5-10 years	ED, P & D, ES, TDA	TIF, CDBG, Sales Tax Financing, ODOC, TID, Enterprise Zone
3.8	44	Establish an industrial circulator running parallel to the Dawson Street rail corridor between Harvard Avenue and Independence Street that would provide access to local uses and minimize truck traffic on residential streets.	5-10 years	SS, ES, TDA, industrial property owners	TIF, Improvement District, ODOC, STP, TEP, CMAQ

Goal 4. Supporting A Healthy Neighborhood

Reference #	Page #	Implementation Measure	Time Frame	Responsible Entity	Potential Funding Source
4.1	46	Install mid-block street lighting on local streets.	5-15 years	ES	TIF, Improvement District, CDBG, STP, TEP, SRTS
4.2	46	Identify opportunities for new senior housing and multi-family housing near commercial services, transit services, parks, and other amenities.	5-15 years	P & D, WIN, TDA, GT	CDBG
4.3	47	Encourage the reconfiguration of residential block ends to eliminate inadequate lots oriented toward shorter side streets.	5-10 years		Sales Tax Rebate, PILOT
4.4	47	Work with the University of Tulsa to require compliance with residential design standards to ensure compatibility between student housing and surrounding blocks.	1-5 years	P & D, TU	
4.5	48	Facilitate the acquisition and redevelopment of vacant or tax delinquent residential properties.	1-5 years	P & D, TDA, GT	CDBG
4.6	48	Assess all parks and open spaces for safe and secure design, specifically addressing lighting, visual and physical access, areas of concealment or isolation, maintenance, and vandalism.	5-15 years	PR	
4.7	48	Establish a capital program to support residents with the removal of tree stumps and unsightly vegetation.	3-10 years	ES	TIF, CDBG
4.8	48	Adopt multi-family design and development standards that ensure they are compatible with the character of the surrounding neighborhood.	1-3 years	P & D, INCOG/TMAPC	

IMPLEMENTATION ACTION MATRIX

Reference #	Page #	Implementation Measure	Time Frame	Responsible Entity	Potential Funding Source
4.9	49	Continue to strictly enforce regulations prohibiting the parking of vehicles on unpaved portions of residential lots.	Immediate	WIN	
4.10	49	Re-establish Archer Park as a safe and vibrant recreation amenity for the north side of the Kendall-Whittier neighborhood.	3-10 years	PR	LWCF
4.11	49	Support the redevelopment of Admiral Place from College Avenue to Lewis Place as a mixed-use corridor.	5-15 years	P & D, WIN, INCOG/TMAPC	TID, PILOT
4.12	49	Establish local open space in the southwestern portion of the neighborhood.	5-15 years	P & D, PR	TIF, LWCF
4.13	49	Modify one-way traffic patterns near Kendall-Whittier Elementary School.	2-5 years	SS	TIF, STP, TEP, SRTS

Goal 5. Preserving Whittier Square

Reference #	Page #	Implementation Measure	Time Frame	Responsible Entity	Potential Funding Source
5.1	50	Utilize regulatory and financial incentives to encourage the development of quality mixed-use and multi-family housing that attracts young professionals, artists and entrepreneurs in the area bound by Lewis Avenue, I-244, and 3rd Street.	5-15 years	P & D, WIN, TDA, INCOG/TMAPC	TID, PILOT
5.2	50	Support the redevelopment of lots fronting on Lewis Avenue on the fringes of Whittier Square as mixed-use areas with a character that is reflective of the historic Whittier Square	5-15 years	P & D, TDA, INCOG/TMAPC	TIF, Improvement District, Sales Tax Financing, TID, Enterprise Zone, Sales Tax Rebate, PILOT
5.3	51	Work with property owners to expand the boundaries of the Whittier Square Historic District.	2-5 years	P & D, INCOG/TMAPC	
5.4	51	Explore a diverse range of potential parking solutions.	2-10 years	P & D, SS, ES, TDA, INCOG/TMAPC	TIF, Improvement District, CDBG, Sales Tax Financing, TEP
5.5	51	Redevelop vacant or dilapidated residential lots adjacent to development on Lewis Avenue to create larger commercial and mixed-use lots that can accommodate larger projects and commercial parking.	5-15 years	P & D, ED, TDA, INCOG/TMAPC	TIF, CDBG, TEP
5.6	51	Establish a comprehensive streetscape program throughout Whittier Square.	5-10 years	ES, SS	TIF, Improvement District

Goal 6. Transforming Key Corridors

Reference #	Page #	Implementation Measure	Time Frame	Responsible Entity	Potential Funding Source
6.1	53	As the demand for commercial redevelopment emerges, encourage the expansion of commercial lot depth to support investment and minimize impacts on adjacent neighborhoods.	5-15 years	P & D, ED, TDA, INCOG/TMAPC	
6.2	53	Support the redevelopment of secondary commercial uses on 6th Street between Lewis Avenue and Zunis Avenue for new mixed-use and neighborhood-based commercial uses.	5-15 years	P & D, ED, TDA, INCOG/TMAPC	TID, Enterprise Zone, Sales Tax Rebate, PILOT
6.3	54	Encourage the redevelopment of commercial sites along 3rd Street to residential or mixed-use structures.	5-15 years	P & D, WIN, INCOG/TMAPC	TID, PILOT
6.4	54	Utilize zoning regulations and incentives to allow for the acquisition and redevelopment of residential lots on the south side of 10th Street between Lewis Avenue and Columbia Avenue for commercial uses along 11th Street with a full-block lot depth.	2-10 years	P & D, ED, TDA, INCOG/TMAPC	TID, Enterprise Zone, Sales Tax Rebate, PILOT

IMPLEMENTATION ACTION MATRIX

Reference #	Page #	Implementation Measure	Time Frame	Responsible Entity	Potential Funding Source
6.5	55	Utilize zoning regulations and incentives to encourage the redevelopment of single-family housing and small commercial uses to a planned commercial area at Admiral Place and Harvard Avenue.	5-15 years	P & D, ED, TDA, INCOG/TMAPC	TID, Enterprise Zone, Sales Tax Rebate, PILOT
6.6	55	Adopt commercial design standards that would result in development that is attractive and reflective of the character in different parts of Kendall-Whittier.	1-3 years	P & D, INCOG/TMAPC	
6.7	56	Eliminate conflicts between vehicles and pedestrians caused by poor parking lot access, circulation, and design.	2-10 years	SS, ES	
6.8	56	As redevelopment occurs, encourage adjacent commercial properties to use cross-access agreements to enhance circulation between lots and increase on-site parking capacity.	1-10 years	P & D, ES, INCOG/TMAPC	
6.9	56	Install neighborhood gateways at key points of entry on Utica Avenue, Lewis Avenue, Harvard Avenue, 3rd Street, 6th Street, and 11th Street.	5-10 years	ES, TDA	TIF, Improvement District, CDBG, Sales Tax Financing, TEP
6.10	56	Install decorative rail overpass and retaining wall elements at Lewis Avenue near King Street.	5-10 years	SS, ES, TDA	TIF, Improvement District, CDBG, Sales Tax Financing, TEP
6.11	57	Work with City departments and local utility companies to bury or relocate utilities along arterial corridors as redevelopment occurs over time.	5-15 years	ES, local utility providers	TIF, Improvement District, CDBG, Sales Tax Financing, STP, TEP
6.12	57	Work with City departments, the Oklahoma DOT, partner agencies and local property owners on 11th Street and Admiral Place to implement the recommendations of the 2005 Route 66 Master Plan related to informational signs, streetscaping, specific sign and building installations, lighting, banners, landscaping, parking management, and building character.	5-15 years	P & D, ED, SS, ODOT, INCOG/TMAPC	TIF, Improvement District, CDBG, Sales Tax Financing, STP, TEP

Goal 7. Creating a Multi-Modal Network

Reference #	Page #	Implementation Measure	Time Frame	Responsible Entity	Potential Funding Source
7.1	59	Reduce traffic speeds on Admiral Place north of I-244, between Harvard Avenue and Utica Avenue, through posted speed limits, signage, and passive traffic calming (i.e. narrowing of travel lanes, on-street residential parking, etc.)	2-5 years	SS, ES	TIF, Improvement District, CDBG, Sales Tax Financing, STP, TEP, SRTS
7.2	59	Install on-street bike lanes in accordance with the 2015 Bike and Pedestrian Master Plan.	2-5 years	SS, ES	TIF, Improvement District, CDBG, Sales Tax Financing, STP, TEP, SRTS
7.3	59	Establish a capital program for sidewalk installation for blocks lacking pedestrian infrastructure.	5-15 years	ES, WIN	
7.4	59	Prioritize investment in pedestrian network improvements in areas around Whittier Square, the Kendall-Whittier Library, schools, and other destinations for youth and seniors.	2-5 years	ES, WIN	TIF, Improvement District, CDBG, Sales Tax Financing, SRTS
7.5	60	Explore road diets on primary corridors envisioned as strong pedestrian or mixed-use areas.	5-15 years	SS, ES	TIF, Improvement District, CDBG, Sales Tax Financing, STP, TEP, SRTS
7.6	62	Improve pedestrian crossings along arterial roadways through enhanced crosswalk striping, signal phasing, reductions in the crossing distance, and pedestrian signage.	2-10 years	ES, SS, ODOT	TIF, Improvement District, CDBG, Sales Tax Financing, STP, TEP, SRTS

IMPLEMENTATION ACTION MATRIX

Reference #	Page #	Implementation Measure	Time Frame	Responsible Entity	Potential Funding Source
7.7	6	Establish a long-term capital program to improve pedestrian crossings throughout the neighborhood to ensure they are fully ADA accessible and highly visible to motorists.	2-10 years	ES, SS	
7.8	62	Coordinate with utility providers to relocate infrastructure off of sidewalks as incremental improvements are made.	5-15 years	ES, SS, local utility providers	TIF, Improvement District, CDBG, Sales Tax Financing, STP, TEP, SRTS
7.9	62	Work closely with Tulsa Transit to assess potential changes to local bus services.	2-10 years	ES, SS, Tulsa Transit	
7.10	62	Work closely with Tulsa Transit to implement BRT service on 11th Street.			

Goal 8. Providing a Long-Term Regulatory Framework

Reference #	Page #	Implementation Measure	Time Frame	Responsible Entity	Potential Funding Source
8.1	63	Continue to support code enforcement in the neighborhood through dedicated resources for enforcement officials.	2-10 years	GKFF, P & D	
8.2	64	Amend Chapter 5, Residential Districts, of the City's zoning code to require higher density housing to appropriately manage parking, utilities, trash containers, and other potentially harmful characteristics.	Immediate	P & D, INCOG/TMAPC	
8.3	64	Establish a Historic Route 66 Special Area Overlay.	1-3 years	P & D	
8.4	64	Use zoning regulations and district boundaries to encourage the transition or redevelopment of land uses as described in the objectives and recommendations of this Sector Plan.	1-5 years	P & D, INCOG/TMAPC	