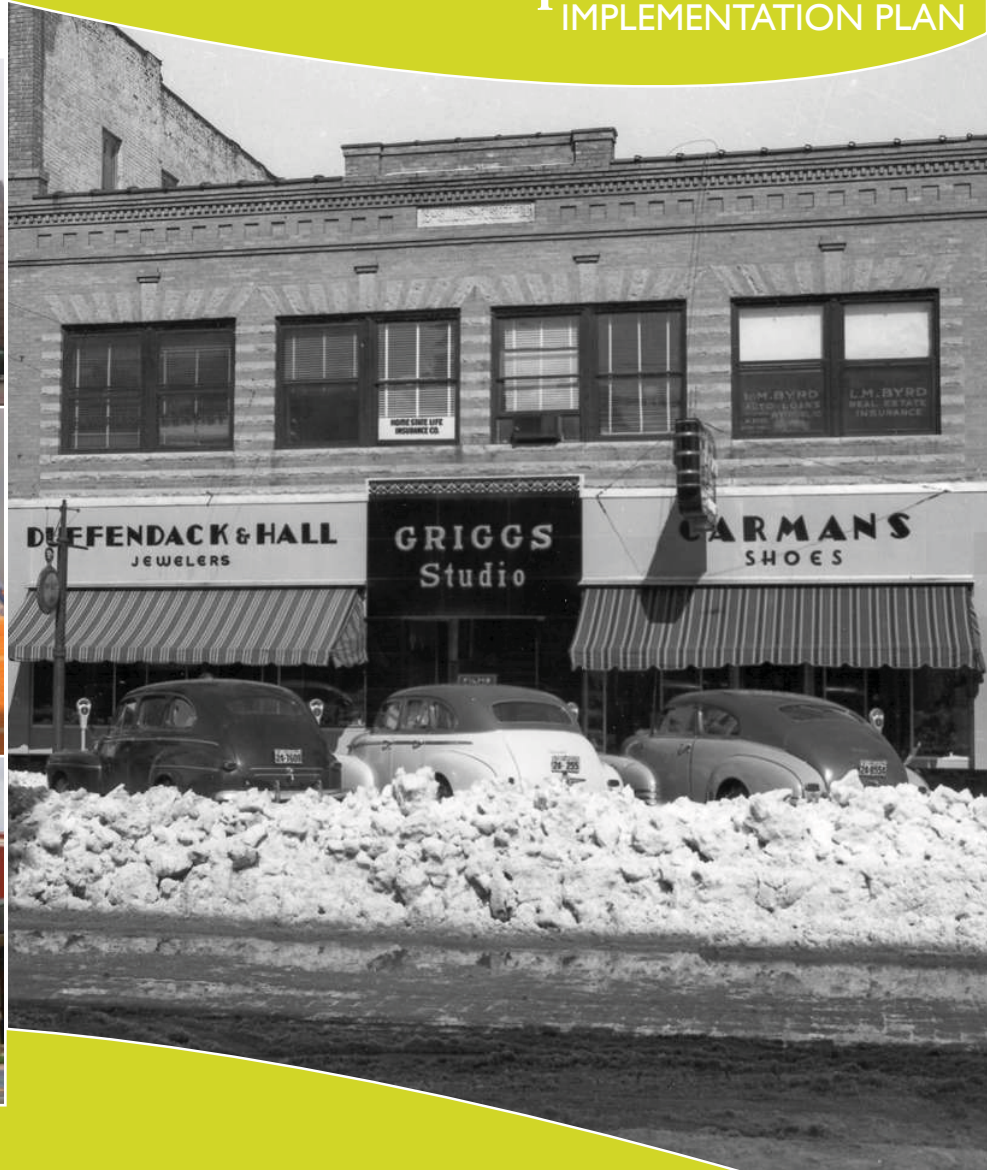


CITY OF BARTLESVILLE . OKLAHOMA

Downtown Redevelopment District IMPLEMENTATION PLAN



SEPTEMBER 8, 2009



ACKNOWLEDGEMENTS

Advisory Committee

Dana McCoy
Julie Daniels
Jon D. Baccus
Matt Bretz
Kelly Diven
Sharon Hurst
Crystal Sare
Mark Haskell
Debbie Haskell
Justin McLaughlin
Tim Boruff

Bartlesville Redevelopment Trust Authority

David Oakley Jr.
Sherri Musselman Cox
Donna Skelly, Chair
Jon Baccus
Walter Allison, Vice-Chair
Randy Bluhm
Tom Gorman

Bartlesville City Council

Ron Nikkel, Mayor
Mike McGrew
Tom Gorman
Dr. Erin Tullos
Victory Holcomb, Vice-Mayor

Bartlesville Community Development Staff

Lisa Beeman, Community Development Director
Natasha Riley, Senior Planner

Consultant Team

Leland Consulting Group
Parks & Gardens

TABLE OF CONTENTS

Chapter One: The Implementation Plan

Introduction	I.1
Study Area	14
Design Context	1.4
Transportation Context	1.8
Market Opportunities	1.10
Barriers To Investment	1.14
Catalyst Projects	1.17
Implementation Strategies: An Overview	1.25
Conclusion	1.37

Chapter Two: Implementation Matrix

2.1

Chapter Three: Implementation: The Details

3.2

Appendices

Appendix A: Existing Conditions	A.1
Appendix B: Market Analysis	B.1
Appendix C: Barriers to Investment	C.1
Appendix D: Catalyst Projects	D.1
Appendix E: Funding Sources (forthcoming)	E.1

Maps and Diagrams

Context (City of Bartlesville Boundary)	A.2	Design Context: Physical Profile	A.19
Study Area Boundary	A.3	Design Context: Transportation Profile	A.22
TIF Districts Boundaries	A.3	Edges and Transition Areas	3.20
Underutilized Parcel Analysis	A.6	Signage and Identification	3.38
Existing Conditions	A.14	Streetscape Palette Matrix	3.39

Implementation Plan





“Commitment to downtown revitalization and reuse of historic buildings may be the most effective single act of fiscal responsibility a local government can take.”

Source: Economist Donovan Rypkema

It is an undisputed truth that a community’s downtown is the barometer of its overall quality-of-life. Area-wide and local chamber of commerce executives, economic development specialists, and industrial recruiters have found time and again that projects are often won or lost based on one single criterion - the condition and economic health of a community’s downtown. Employers have found that a vibrant downtown significantly increases their ability to attract and retain high quality employees - whether or not the business is located in downtown - thereby minimizing turnover and associated personnel costs. City officials have found that bond rating companies often include the economic prosperity of downtown as one criterion they consider when determining a city’s bond rating.

Throughout the country, public and private entities are participating in the revitalization of their downtown core. In a report prepared for the American Public Power Association, several utility companies surveyed explained the basis for their participation in downtown enhancement efforts, citing the following: a thriving downtown is a good recruitment tool for industry; downtown’s enhancement stimulates the economy and adds jobs; economically, everyone benefits from a healthy downtown; a viable downtown infrastructure is essential to economic development in the whole area; a better downtown increases tourism in the area; and, downtown is a good investment.

Cities throughout the country who have undertaken similar efforts have found that benefits to the community are multi-faceted and multiplicative. Specifically, quality of life is enhanced, the number and diversity of job opportunities are increased, and dollars are invested. According to the National Historic Trust, every dollar a community spends on downtown revitalization brings in \$30 in new investment.

Together, the public and private sectors face the challenge of revitalizing the downtowns that once represented the lifeblood of their communities. Without a collaborative process, Downtown’s competitive position will continue to be eroded. Together, Downtown’s advocates must develop a “great plan” that effectively repositions its role, identifies viable markets, and restructures its physical layout, to reflect the more competitive nature of areas surrounding it.





Those downtowns, which have undergone revitalization, are emerging as regional destinations in cities throughout the nation. In virtually every story of success, redevelopment and new development has been the result of a holistic approach involving nurturing and growing each diverse segment of the economy, eliminating barriers to investment, and marketing positive changes through an overall image of vitality. This experience has proven that as varied as the markets are within downtown, so too are the required solutions. Just as communities can no longer rely on a single economic engine to propel their future, neither can downtowns rely on a single project or initiative. Multiple efforts are required, including projects, programs and policies, all designed to “ready the environment for investment.”

Forming and advancing the development agenda within downtown requires a keen understanding of the goals and aspirations of its stakeholders, the realities of the marketplace, peculiarities of the political landscape and constraints of local public / private resources. With this understanding, project advocates are then positioned to establish priorities for action and investment. Through a process which involved educating stakeholders, soliciting their input, identifying barriers, and designing a program of actions to move Downtown Bartlesville (Downtown) towards a vision of revitalization, the City of Bartlesville (the City), the Bartlesville Redevelopment Trust Authority (the BRTA), and key stakeholders have sought to achieve this end.

In the context of defining a strategy for revitalization of Downtown Bartlesville, Leland Consulting Group (LCG), Community Strategists, together with Parks & Gardens, Community Planners and Landscape Architects (the Consultant Team), assisted by providing a technical platform for discussions about market opportunities, a development framework and program alternatives, design preferences, regulatory and policy solutions, and economic incentives. Their efforts focused on investigating economic, financial, and market conditions Downtown and in the region (trade area), identifying niche opportunities, and formulating strategies to overcome barriers to investment. The results of this work are generally summarized in the discussion that follows and presented in greater detail in the supporting sections of the Project Notebook.

Project Purpose

Through the strategic effort described herein, the City and BRTA initiated a process that would ensure future improvements Downtown (the Study Area) occur with aesthetic and functional continuity. In 2004, the City adopted a master plan for the Downtown

District entitled the “Downtown Master Plan:A Community Vision”. The purpose of this first planning effort was to understand and reflect the community’s vision for Downtown and serve as a guide for realizing that vision. This plan established a blueprint for improving community livability and strengthening Downtown to become a regional destination for living, working, dining, and entertainment. Over the past four years, several goals of this plan have been realized, including the formation of a trust authority to administer and implement the plan, the development of design guidelines for the district, and the creation of a Downtown Design Review Committee, as well as over \$1.3 million in public infrastructure improvements. Additionally, the City of Bartlesville has also created two Tax Increment Financing Districts, one for the commercial central business district (CBD) and one for the residential district which surrounds the CBD, to spur redevelopment in these areas.

The implementation planning process summarized herein is intended to build on the Downtown Master Plan’s vision and guide the City through successful growth and renewal initiatives. The Bartlesville Downtown Implementation Plan is intended to serve as a redevelopment strategy providing recommendations for investment and policy reform which can be implemented over the near- and long-term. As a strategic document, it is designed to promote (re) investment. Ultimately, it was developed to articulate a vision, concept and strategy for the future use and (re) development of the Downtown Redevelopment District.

Objectives

Project objectives included:

- Strengthen existing Downtown uses (big and small);
- Develop a proactive strategy for (re) investment (public and private);
- Educate the “delivery system” ;
- Define a system to remove barriers to investment;
- Quantify the potential private sector “leverage” from public investment;
- Identify fiscally-responsible capital plans;
- Equalize economic risk and reward in the context of strategies for catalyst projects;
- Grow community and stakeholder support; and
- Advance a market-tested community vision for Downtown (both in the near- and long-term).

The results of the analyses presented herein will assist the City, BRTA and Downtown stakeholders with identification and implementation of projects, programs and policies, as well as funding options for investments, necessary to serve future development and redevelopment initiatives.

Report Format

The Bartlesville Downtown Implementation Plan identifies specific objectives and strategies in order to make Downtown a better place to conduct business, shop, visit, learn and live. It is based on a realistic understanding of physical and market conditions, and is intended to be responsive to the stakeholders’ and community’s needs. It describes current conditions as analyzed by the Consultant Team, niche market opportunities which the Study Area could capitalize on, potential catalyst concepts which public initiatives should support in order to grow the larger whole, and, actions for change designed to remove barriers and advance investment and reinvestment. A detailed discussion of these issues is presented in one of the following components of the Project Notebook: Existing Conditions; Market Review; Outreach; Programming Uses and Catalyst Projects; and Implementation and Action Plan.

PHYSICAL CONTEXT

Study Area Definition

- The Downtown Redevelopment District is bounded:
- to the north by the City Boundary, Lupa Street and the Caney River;
- to the west by Santa Fe and the railroad tracks;
- to the east by Comanche Avenue; and
- to the south along 11th Street.

The area is anchored by a core of commercial activity along Frank Phillips Boulevard, Adams Boulevard and Cherokee and Johnstone Avenues and is home to many retail businesses and services, local and state agencies, ConocoPhillips (corporate delivery of strategic services to international operations), Rogers State University, the Bartlesville Community Center, The Price Tower, Johnstone Park, and the Bartlesville Historic District, as well as established residential neighborhoods.

The study area encompasses approximately 804 acres. Among the 533 acres of non-exempt tax parcels in the Redevelopment District,

- 69 acres are zoned Multi-Family
- 2.3 acres is zoned Single Family (although 13 acres are zoned Residential Agricultural and 2.1 acres are zoned Mobile Home Residential)
- 64 acres are zoned Central Commercial
- 81 acres are zoned General Commercial
- 77 acres are zoned Industrial



Ownership

Downtown properties are owned by a diversity of entities and individuals that reflect a tradition of successful, small-scale entrepreneurial activity. Exceptions to this “rule” do exist - primarily larger parcels owned by ConocoPhillips, Schlumberger and local and state agencies. Several blocks within the Redevelopment District are owned by churches. The prevalence of large parcels under single ownership provides tremendous opportunity for redevelopment in the District.

Design Context

The Redevelopment District is comprised of many land uses that result in a number of diverse subareas, each with their own unique characteristics. In order to more fully understand specific issues facing individual neighborhoods contained in the Redevelopment

District, the Redevelopment District has been divided into nine primary sub-areas:

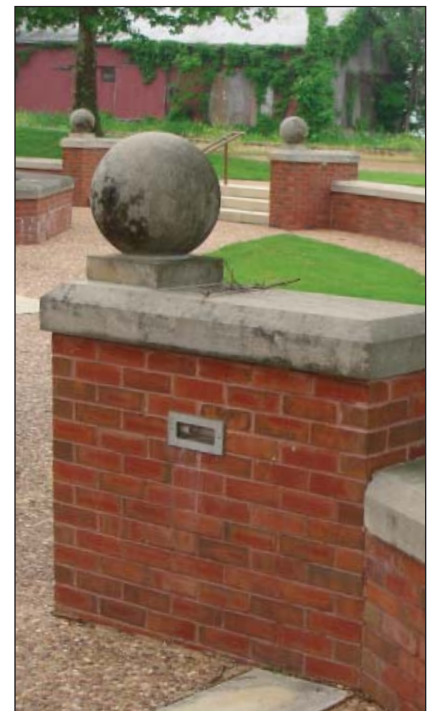
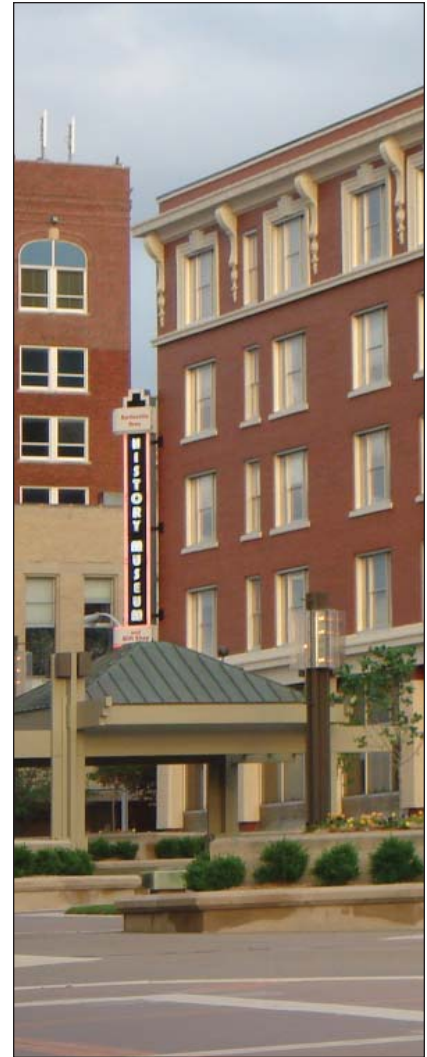
Commercial Core

The Commercial Core contains primarily commercial and office uses and is located between Hensley Boulevard and Adams Boulevard. The Core also contains a significant number of public and civic facilities. While much of the Core is zoned to permit a wide range of uses, there are a few redevelopment projects that have integrated residential and commercial into one cohesive building. Pedestrian accessibility and amenities, public facilities, traffic patterns, building heights and commercial development densities combine to create an urban character that attracts local businesses, employees, residents and visitors into the heart of Bartlesville.

Traditionally, taller structures located Downtown provided high visibility to retail businesses, services and restaurants while the upper stories were reserved for office uses and residential apartments. The vertical integration of different uses serves many purposes and results in a wide range of user patterns that keep streets active and populated during the day and evening hours. A critical component of any mixed use project is the use targeted to street level, which should be limited to businesses that encourage pedestrian activity along the street and take advantage of large display windows that align along the street edge. Retail businesses and restaurants generate tremendous pedestrian activity, which contributes to the overall street character and image of downtown. Downtown Bartlesville is fortunate to have several blocks of existing retail space at street level. New development and/or redevelopment will result in an increased need for retail and restaurant space with high visibility in Commercial Core and these spaces will become desirable in the not-so-distant future.

Boulevard Subarea

The Boulevard Subarea contains a mix of commercial, institutional and residential uses. Development densities and building heights are not as extreme as the Commercial Core and residential uses (primarily single family homes) are prevalent throughout this subarea. With the exception of Frank Phillips Boulevard, traffic is less congested and parking is available, both on-street and in privately owned surface parking lots. Although parcel configuration and street width reflect a residential development pattern, the dominant zone district is C-5 (or General Commercial) and contains a significant number of consolidated parcels and adaptive uses. Traffic counts along Frank Phillips Boulevard are indicative of a collector street that offers good visibility and access for commercial enterprises but can create adjacency issues when busy, commercial properties abut traditional residential uses.





8th Street Subarea

The 8th Street Subarea contains a variety of residential, commercial and institutional uses as well as significant tracts of vacant lands south of Adams Boulevard. The large number of older, historic structures in this subarea results in a definitive architectural character with a high concentration of 1930s construction methods and architectural styles, including Queen Anne, Colonial Revival and Mission-style homes.



Recreation Subarea

The Recreation Subarea contains Johnstone Park, the Kiddie Park and the Municipal Stadium. Johnstone Park contains several (54) acres of open space and park facilities but is perceived by many residents to be unsafe during both the daytime and evening hours. The Stadium and Kiddie Park attract residents from throughout the city, but these uses are confined to the edges of the subarea, resulting in minimal utilization of this community asset. Seasonal events attract visitors at specific times of the year. A park master plan was developed in 2004 and identifies several potential park improvements, including improvements along the river's edge. Additionally, the recent re-creation of the Nellie Johnstone derrick to celebrate the first oil well in Oklahoma is located in Johnstone Park.



Northwest Subarea

The Northwest Subarea contains a mix of existing residential and small-scale industrial uses, including many vacant and underutilized parcels. Parcel size and street widths reflect a residential development pattern, but proximity to larger industrial uses, including the Schumberger campus, results in adjacency issues.



Northeast Subarea

The Northeast Subarea is located between Tuxedo Boulevard and the Caney River and contains a variety of land uses, including undeveloped lands as well as the sewage treatment facility. Parcels immediately adjacent to the Tuxedo right-of-way contain a variety of residential and commercial uses, which results impacts the street character. Parcel configurations vary to the curvilinear riverbed. It should be noted that communities throughout the country are taking steps to invigorate derelict and/or underutilized river edges. Traditionally developed as industrial sites due to easy access to water, lands abutting riverbanks are now being cleaned up and redeveloped. Recently, sections of the Menomonee River in Milwaukee have been revitalized; floodplains have been developed into recreation areas containing trails and open lands, while higher lands have been targeted for mixed use development. Thoughtful

Images from the Downtown Redevelopment District, Bartlesville, Oklahoma

engineering and landscape design integrated new recreational uses into the floodplain. Recent flooding this past spring put the project to a test; once the floodwaters subsided, site conditions revealed that strategically located improvements, such as trails and riparian plantings, could easily withstand the impacts associated with significant seasonal flooding.

Adams Subarea

The Adams subarea exhibits a predominately residential development patterns, but pockets of commercial uses are scattered along the eastern boundary (Comanche Avenue) and Adams Boulevard. Recently, the City has implemented a number of traffic calming measures that have resulted in many of local streets terminating in cul-de-sacs. Streetscape enhancements along Adams combined with the elimination of curb-cuts results in a distinctive street character along US 60, the primary entrance into downtown and the major link to commercial activity along Interstate 75.

This Subarea contains a significant amount of valuable housing stock, primary single-family detached housing, although there has been recent developments of large-scale multi-family housing. Throughout this subarea are opportunities for smaller-scale residential redevelopment; the proximity to Downtown is extremely attractive to downtown employees and contributes to a walkable environment that is coveted by many established, historic downtowns.

Industrial Subarea

Industrial uses have played a significant role in the development of Bartlesville. Parcel sizes and configurations are based on the juxtapositioning of the street grid with the railroad easement and result in larger, irregularly shaped parcels that are home to many prospering businesses and employers.

Downtown Residential Subarea

Early in the planning process, the consultant team identified several existing, stable residential neighborhoods, which can be a critical component to a healthy, vibrant downtown. These neighborhoods require a unique set of analyses and tools to ensure that existing development and cherished characteristics are strengthened by potential infill and/or redevelopment and that the existing land uses contained within these neighborhoods remain predominately residential.

Residential development in this subarea includes single and multi-family structures exhibiting a diversity of architectural styles. The streets are residential in character; many homes have a substantial front setbacks resulting in a large front yard that includes walkways, lawns and gardens. This subarea is within walking distance to the Commercial Core, schools and cultural facilities and provides significant housing options for downtown employees.





TRANSPORTATION CONTEXT

Bartlesville Airport

The Bartlesville Airport is located one mile from Downtown and includes one runway that is available for public use. The airport is owned by the City of Bartlesville, operated by ConocoPhillips and averages 36 landings/takeoffs per day, with roughly 36% of that activity being local air traffic. Phillips Aviation Services include fuel, aircraft parking (ramp or tiedown), hangars and a passenger terminal. The airport includes several structures that are of architectural significance.

Goods Movement: Conditions and Constraints

Bartlesville has a significant manufacturing base located just west of the railroad tracks. Three roads (Adams, Frank Phillips and Tuxedo Boulevard) link US Highway 75 directly to Downtown and provide convenient and efficient access to regional markets and interstates.

Vehicular Connectivity

High traffic volumes occur along Adams and Frank Phillips Boulevard. Truck traffic and through-traffic are not currently perceived as a transportation issue. Convenient automobile access to and into the Commercial Core is important to the economic vitality of Downtown but should not constrain pedestrian activity or redevelopment.

A special consideration is the use of Adams as a federal highway. When conventional highway standards are applied to this type of street, the result is a street character that is not conducive to pedestrians and limits development potential of key parcels along these streets. Recent traffic calming improvements on side streets have impacted neighborhood traffic flow in this area.

Parking

Public parking in Downtown Bartlesville is comprised of on-street parking and surface parking lots. Several blocks within the Commercial Core are diagonally striped to maximize on-street parking counts. Because of the proximity of ConocoPhillips and several large churches, there are a significant number of surface parking lots that ring the perimeter of the Commercial Core. Although the ConocoPhillips surface lots east of the railroad are full during the day, the church lots remain vacant during most of the week days and are used primarily on the weeknights and weekends. Many members of the community believe that additional parking facilities are necessary to serve existing downtown businesses and consum-

ers as well as to attract future investors. In the past, the City has initiated a public educational program regarding the overall walkability of downtown, but this has not impacted the public's perception that easy and convenient public parking is hard to come by in Downtown. New public parking facilities will necessitate the need for the City to partner with other public entities and private investors to implement additional public parking options, depending on the pattern and intensity of future redevelopment.

Pedestrian Connectivity

There are several areas within the Study Area that are conducive to pedestrian activity and offer safe, comfortable connections from one public facility to another. Pedestrian amenities are well established along sections of 4th Streets and Johnstone Avenue but are limited in other parts of the Study Area. Wide sidewalks, furnishings, public art and shade trees combine to create a comfortable and pleasant activity zone in this area, which serves downtown employees, local residents and visitors. However, as you venture further away for the Commercial Core, the lack of pedestrian activity along the street edge is significant and can be attributed to the lack of structures and mass along the street edge, which does not encourage pedestrian movements from the Commercial Core to other subareas. Large expanses of surface parking, vacant lots, and fragmented development patterns are not conducive to pedestrian connectivity. In these areas, ill-defined curb cuts and parking create safety issues. One example is lack of building mass and pedestrian activity between the Community Center and the heart of Downtown; this connection is critical in conveying pedestrians to and from cultural venues and should be considered an important pedestrian corridor that would readily benefit from investment and redevelopment.



*Frank Lloyd Wright's Price Tower,
Bartlesville, Oklahoma*



Community Center, Bartlesville, Oklahoma

MARKET OPPORTUNITIES

Planning for the strategic revitalization of downtowns requires that a community understand its physical limitations and know its market. The purpose of the market analysis, then, was fourfold:

- Provide a “reality check” for the conceptual planning effort;
- Ensure that recommendations are grounded in market and economic reality;
- Set the stage for implementation; and
- Provide an accurate and independent “story” to tell potential development/ investor audiences.

Downtown Bartlesville, as defined in previous sections, includes a broad array of established land uses and also significant market potential for infill development activity. The ConocoPhillips presence, together with smaller related corporate facilities, has contributed to renewed economic vigor for the region and the downtown in particular (owing in large part to increased oil and gas prices). Although newer competitive retail and residential activity has shifted to the east side of Bartlesville, primarily along the U.S. Highway 75 corridor, downtown still enjoys advantages of cultural, architectural and institutional infrastructure that make it a desirable location for high value redevelopment activity. Bartlesville’s legacy as a global corporate headquarters has endowed it with disproportionately strong arts and community facilities and left the heart of downtown with excellent “bones” on which to rebuild.

To interpret downtown Bartlesville’s competitive position within the region, it is critical to understand the characteristics of land uses within a defined trade area or areas. In order to identify potential development opportunities among major land uses and given the area’s competitive position and prevailing market conditions, demand estimates were prepared for each land use.

Planning for quality sustainable development within a community requires an understanding of the physical limitations and the market. The market analysis conducted by Leland Consulting Group and summarized herein focuses on identifying market opportunities within a project trade area representative of multiple land uses. A trade area is defined as an area from which a project(s) or locale will draw the majority of its residents (housing), patrons (retail) and employees (office) – and those areas that will likely be a source of competition and demand. The boundaries of the trade area are often irregular as they are influenced by the following conditions:

- Physical Barriers: the presence of certain physical barriers including highways, arterials and significant structures that influence driving and shopping patterns



- Location of Possible Competition: inventory of potentially competitive projects that could diminish the market share available to the project
- Proximity to Population and/or Employment Concentrations: concentrations in an area that could translate into more population and households to support the project (density and “rooftops”)
- Zoning: restrictive or favorable regulatory environment that will influence a developer’s interest in delivering projects in one location vs. another
- Market Factors: conditions that will set sale and lease prices, influence a developer’s interest or impact the project’s revenue potential (value)
- Drive Times, Spending and Commuting Patterns: established habits and patterns that could impact the project’s ability to capture market share (or require re-education)



For reasons described in the individual land use sections below, residential demand assumes a trade area encompassing Washington County, Oklahoma. Demand for retail and related development assumes a larger regional trade area, extending into southern Kansas and to the northern boundaries of Metro Tulsa. Office demand, similar to residential, uses the County as the primary trade area boundary.

Trade Area Boundaries

Critical to interpreting Downtown’s competitive position within the Trade Area and region is an understanding of the supply characteristics among potential land uses. In order to identify market opportunities given the area’s competitive position and prevailing market conditions, demand estimates by major land use (residential, retail, office, and hotel) were also prepared.

These forecasts indicated that, over the next 10 years, the Bartlesville Trade Area could accommodate demand for approximately 400 new rental units (19% supporting rents \$875+); approximately 200 new attached ownership units (75% commanding units \$150K+); 740,000 square feet of new retail space supported by household growth, turn-over and spending by households beyond the Trade Area; 230,000 square feet of new office space; and 100 to 200 new hotel rooms.

The degree to which Downtown is able to capture new demand within the Trade Area (and beyond) will be a function of the redevelopment process itself. Given the highly competitive nature of new development, and the heightened challenges of developing in





Existing single family residences are located within the Downtown Redevelopment District. Bartlesville, Oklahoma

an urban infill environment, successful revitalization of the Downtown Study Area will depend on defining a “place” in the minds of the region’s residents. Redeveloping key catalyst areas as residential, retail, employment and community destinations will necessarily increase its ability to capture not only a greater share of Trade Area demand, but also to reach beyond those boundaries. As redevelopment begins to take hold and land prices rise, physical limitations which currently restrict the scale of redevelopment opportunities will lessen as lower FAR (Floor Area Ratio) uses succumb to market forces and land owners begin to seek the highest and best use for an increasingly valuable asset. This evolution will obviously be expedited if assisted by a favorable regulatory environment which encourages a denser product model, tighter building form, balanced parking requirements, and stronger connections.

As market opportunities for residential, retail and office space in Downtown Bartlesville occur over the next 10 years, the following strategic implications should be considered:

Residential

- The trend towards townhome / condo products in downtown neighborhoods...
- Appeals to buyers seeking amenities without maintenance hassles;
- Targets empty nesters, young professionals and single parents – the majority of downtown housing residents;
- May attract more affluent students (and recent graduates) that have interest in ownership housing near the college; and
- May shift (if interest rates climb) towards apartments, which has less investment appeal, but greater flexibility and less commitment.
- There may be the potential for conversion of vacant downtown office space into apartment, loft and condominium residential units, which has been very successful in many similar-sized urbanizing markets.
- A challenge will be the degree to which Bartlesville has a critical mass of residents with urban tastes to create a market for attached residential products.
- Successful projects will depend heavily on design quality, experience of the developer and education of the community to overcome any negative attitudes about downtown living.
- Investment in infrastructure, streetscape, and other pedestrian amenities to create downtown amenities will be important to urban residential products – including investment in “soft spaces”.
- Upstairs spaces in existing historic core downtown buildings

represent an excellent redevelopment opportunity -- such highly visible projects, carefully located, can help spur other development as downtown builds a better sense of round-the-clock activity and safety.

- Surface parking on developable lots should be considered primary infill and redevelopment opportunities.
- Vacant tracts east of Armstrong and south of Adams represent excellent locations for new construction.
- Both white-collar and workforce housing price points should be addressed to attract residential life to the core.
- Retail
- Levels of retail demand suggest support for a broad range of retail product types.
- A small format grocery store, specialty shops, expanded dining options (both casual and higher-end), and select entertainment venues fit well with Downtown and have projected adequate market support.
- As with residential trends, location opportunities include rehabilitation of existing historic spaces and vacant “missing teeth” parcels.
- Again, land east of Armstrong and south of Adams represent an excellent location opportunity for new construction – perhaps mixed-use along with upper story residential units.

Office

- The boom-bust risk associated with major speculative office space suggests that ConocoPhillips could explore a scattered site approach for overflow office, by considering the rehabilitation of nearby 2nd floor open, flexible loft space.
- Professional, medical, education and other small floor-plate office tenants could be attracted to rehabilitation opportunities as well.
- There is little obvious opportunity for new office construction at any major scale.

Mixed-Use

- For new construction, three to four-story structures in appropriate locations, with architectural detailing that emphasizes a human scale, streetscaping and a vertical mix of uses would create a more user-friendly experience for:
 - Employees
 - Prospective residents
 - Visitors
 - Consumers



BARRIERS TO INVESTMENT

Experience has shown that an understanding of barriers, and the issues which perpetuate them, is critical to effectively frame research and analyses necessary to arrive at recommendations designed to ready an entire community for investment, as well as position key catalyst areas. As discovered, embedded in many of the issues are a series of inconsistencies which require both recognition and resolution prior to successful implementation of any implementation strategy. An important component of the strategic planning process focused on what stakeholders thought it would take to implement a strategy for action in Downtown Bartlesville and positively catalyze specific change. The following summarizes input gained from representatives of the community during a series of one-on-one confidential interviews and focus group discussions conducted during September, October and November 2008. Participants included property owners, developers, institutional leaders, lenders, business owners, employers, real estate brokers, and other members of the “delivery system” who were selected for the breadth of their experience and familiarity with the community and specifically Downtown.

The comments which follow are grouped into six general categories -- market, physical, financial, regulatory, political and organizational. Experience in many markets has shown that opportunities to be capitalized on, and barriers to be overcome, tend to fall within one of these six categories. The successful implementation of any redevelopment strategy largely depends on the accurate identification of both opportunities and barriers and political will to share this information with the community and collectively define a market-based strategy (vision) for the near- and long-term.

Market Barriers

Participants are somewhat aligned on the major elements of a vision for Downtown – a unique place, good location, existing physical assets, etc. Most believe that housing is essential, and that neighborhood-serving retail, supporting commercial and employment, and other uses which will support Downtown as one of the community’s most vital anchors, are also critical.

Among all of the issues raised relative to the market, the most critical to be addressed include:

- defining the market and telling the right story;
- developing a unique identity which leverages Downtown’s assets;
- educating the “delivery system”; and,
- assisting with property assemblages.

Physical Barriers

Comments regarding Downtown’s physical environment primarily fell under the headings of “change resistant” land uses, deterioration and fragmentation. Community elements which were identified as assets, both existing and planned, included: Price Tower, Rogers State University (RSU), Pathfinder improvements, Johnstone Park, The Depot, Doenges Stadium, Frank Phillips Boulevard streetscape improvements, Adams Boulevard cul-de-sacs, Memorial Bridge restoration, Community Center and various cultural arts events and facilities. In general, participants highlighted the fact that Downtown is not really connected by anything other than roads, hence the importance of pedestrian connections and overall “walkability”. Participants also spoke about the need for more civic spaces in Downtown, including “softer” spaces which would serve to attract residences, employees and visitors.

Among all of the issues raised relative to the physical environment and community elements, the most critical to be addressed include:

- creating multiple “places” that can be associated with “Downtown”;
- defining and growing green and other civic spaces; and,
- connecting the disparate parts of Downtown through primarily pedestrian improvements.

Financial Barriers

Among the stakeholders interviewed, those with the strongest opinions around financial feasibility were clearly those from the development and/or finance communities. Factors most frequently mentioned which impact financial feasibility included: cost of land (speculation); disproportionate market lease rates and sale prices; and, cost of property assemblage given the time involved and the perception of price. These individuals and others talked about the lack of market-rate product, and therefore, the limited number of examples which could be used to enlist continued support for catalyst projects and programs.

Among all of the issues raised relative to the financial environment, the most critical to be addressed include:

- Council must adopt the “private sector expectation” that if they invest strategically, they will receive a financial return (private sector leverage).
- Residents must understand that different types of public investment will yield different types and levels of return, both direct and indirect.
- Developers must “count” both the monetary and non-monetary contributions that government makes to the public-private partnership.
- Education of the “delivery system” and community will be essential as it relates to public participation in catalyst / demonstration projects.
- On a more project-specific level, incentives to fill economic gaps in pioneering projects will need to be offered to the private sector to encourage early investment.

Political Barriers

On the whole, Bartlesville’s political climate was considered to be relatively conducive to revitalizing Downtown, i.e., most everyone wants it to happen. However, potential barriers that could make it difficult to implement seemed to center around the lack of coordination between various Downtown advocacy groups, e.g., BRTA, the City, and the Chamber. Most participants seemed to believe that a relatively consistent vision for Downtown was laid out in the Master Plan, but its implementation has been inconsistent.

There appears to be a consistent sentiment that the current City leadership has been productive and that they generally work well with staff. There is a belief that while Council largely shares in a consistent vision for Downtown, there is a “disconnect” in how best to achieve that vision, i.e., the “nuts and bolts” of implementation.

Among all of the issues raised, the most critical to be addressed relative to the community’s current political environment include:

- alignment of City Council with Downtown stakeholders and advocacy groups involved in this effort;
- continued management support of City staff;
- identification of key people within City to “shepherd” Downtown projects;
- elevation of Downtown on the political agenda; and,
- increased political will.

Regulatory Barriers

Discussions around regulations were primarily focused on the following issues: the need to preserve and restore buildings that have historical value; the need to increase code enforcement efforts to “clean up” Downtown and surrounding neighborhoods; the identification of local processes and policies that have an impact on the cost of development; and the setting of standards for design and development.

Among all of the issues raised relative to the regulatory environment, the most critical to be addressed include:

- current codes and regulations which may be deterring or delaying redevelopment which could otherwise advance the vision for Downtown;
- applicability of existing design standards relative to catalyst projects and concepts; and
- the establishment of economic incentives to offset the costs of higher design and development standards.

Organizational Barriers

The community of Bartlesville is well-represented by advocacy organizations in support of Downtown, including the City, the BRTA, the Chamber, ConocoPhillips, RSU, and various churches. The recently formed Downtown Business Association was also viewed as a positive step, but many stakeholders doubted its ability to be self-sustaining.

As in any community that is fortunate enough to have such a broad range of partners, the challenge becomes managing the roles of each to avoid duplication.

Among all of the issues raised relative to organization, the most critical to be addressed include: defining the roles and responsibilities of advocacy groups (given their resources and experience);

- raising awareness about their program offerings;
- eliminating duplication of effort; and
- supporting an “umbrella” entity that can unify Downtown advocacy groups.

CATALYST PROJECT CONCEPTS

Just as the challenges or “barriers” to investment are multifaceted, so too must the solutions be. The national trend of stagnating and declining downtowns is evident not just in Bartlesville, but throughout the U.S. Facing increasing competition from development on the “fringe”, Downtown Bartlesville will experience a heightened decline in commercial property values and market share unless specific actions are taken. Before moving forward, the City must accept that its competitive position will continue to be eroded unless there is -- repositioning of its role in the market, restructuring of its physical layout, recognition of the economic challenges inherent in infill and downtown redevelopment, and, aggressive recruitment of niche opportunities. The City and its leadership must further accept that the Study Area is at a distinct economic, social and market disadvantage compared to vacant “Greenfield” sites. To that end, it is their responsibility to “level the investment and regulatory playing fields.” Private investment alone will not fill the financial “gap,” rather, it will move elsewhere. There are several opportunity areas in the Study Area where investments can be made to leverage private interest. For the purposes of this effort, criteria used to select these catalyst areas for detailed analysis included the following:

1. Presence of a market opportunity in the near- and long-term
2. Opportunities to strengthen and link existing districts or activity centers
3. Ability to leverage existing or planned public investment
4. Physical environment including parks and open space, public improvements, etc.
5. Potential for creating key entryways or gateways into development areas
6. Ownership -- publicly-held properties, assemblages, and a manageable number of private interests
7. Presence of unified, energetic stakeholders
8. Upward trend in local investment
9. Compatibility with City policy documents
10. Ability to create mixed-use activity centers
11. Presence of support organizations – service groups, churches, schools, neighborhood associations
12. Demonstrated community need, both perceived and quantified
13. Compatibility with the character of area and ability to build on prevailing strengths

The following summarizes catalyst concepts prepared for the Study Area which illustrate potential economic gaps for the private sector and how the public sector may assist in filling those gaps.



HOSPITAL SITE: CONCEPT A

The primary focus of this project is the renovation of the existing hospital building into owner-occupied and rental residential units.

Phase 1: Rehabilitation - County Hospital into 42 units

Phase 2: 20 Rowhouses on 3 corners of 2nd/Delaware intersection with limited commercial development (10,000 SF max.) at Cherokee/2nd intersection

Land Use: Land use would be multi-family residential, including communal plazas and gardens

Parking: Renovation of the hospital would result in approximately 42 units requiring 1.5 parking spaces per unit / 63 spaces total. Existing on-site surface parking can accommodate roughly 25 spaces plus loading/service access, resulting in a 38 space deficit, which would need to be provided off-site, requiring a .3 acre lot within a 2 minute walking radius to hospital. We have targeted this lot to a vacant lot located at the southeast corner of the Hensley/Delaware intersection, currently in the flood plain.

Hospital Specifications

Total Building Size: 56,000 Square Feet
Interior Common Area: 20,000 Square Feet
Unit Size and Total: 850 Square Feet - 42 units
Product: Rental Units

Potential Contributions to “Gap”

- Property Contribution / Write-down
- Tax Increment Financing (TIF)
- Sales Tax Sharing
- Site Improvements Contribution
- Historic Tax Credits

HOSPITAL SITE: CONCEPT B

The redevelopment of several blocks southeast of the Cherokee/Hensley intersection, which includes additional residential development in the form of 20 owner-occupied rowhouses at three corners of the 2nd Street/Delaware intersection and surface parking, located in the flood plain. Limited retail/commercial development (less than 10,000SF) would be located just west of the Solo Club. The goal of redevelopment along Cherokee is to extend commercial uses and ultimately connect the Old Hospital to Hensley Boulevard and Johnstone Park.

Land Use: Limited retail and single-family attached residential units at the 2nd Street/Delaware intersection to anchor the eastern end of 2nd St. The floodplain will dictate land use.

Parking: Each rowhouse contains one internal parking space. On-street parallel parking should be integrated into street improvements and additional spaces may be allocated to off-site surface parking required for the renovation of the hospital.

Potential Contributions to “Gap”

- Property Contribution / Write-down
- Tax Increment Financing (TIF)
- Sales Tax Sharing
- Site Improvements Contribution
- Historic Tax Credits

STRUCTURED PARKING GARAGE CONCEPT

4-story structured parking garage “wrapped” on 3 sides with 1 story of office over 1 story of retail (located at street level). Offices could include any satellite city services and/or functions such as satellite police station, downtown development agencies, Chamber of Commerce, non-profits, but could also be leased to local institutions such as Rogers State University or other extended learning programs.

Land Use

Retail at street level: 24,000 SF w/ 60’ bays

Second story office: 28,400 SF w/ 60’ bays

Parking: Approximately 350 parking spaces

On-site retail use requires 96 spaces using a ratio of (4) spaces per 1,000 SF of retail use. On-site office use requires 71 spaces using a ratio of (2.5) spaces per 1,000 SF of office use

Parking Counts: 350 167 for tenant use, 183 reserved for public use (increased to 254 during evenings when offices are closed)

Specifications

Total Parcel Size: 1.005 Acres

Building Footprint: 320’ x 140’ = 44,800

Bay depth: 60’

Setbacks: 0’ - 0” setback along streets

Potential Contributions to “Gap”

- Parking Improvements Contribution (1/2)
- Tax Increment Financing (TIF)
- Sales Tax Sharing
- Streamlined Development Processing

Newly constructed 5-story parking structure located in the heart of a Central Business District. The parking structured in “wrapped” in retail and office space to “camouflage” the parking and results in visual interest and pedestrian activity along the street edge. The upper stories “step back” from the primary facade and are not visible from the street. All the interior ramping is located along alley so that the ramping is not visible from the street. This is a public facility that generates both parking and revenue from leased space. Public offices are located in the second level. Boulder, Colorado



LIVE/WORK CONCEPT

Live/work project that allows for retail, studio, gallery, and/or professional office at street level with attached living units on upper two stories

Land Use:	Mixed Use with retail/office at street level and residential above
Parking:	On-site surface parking: 1.5 spaces per unit requires 40 on-site spaces
On-Street Parking:	Integrated into streetscape improvements within the public right-of-way.
Specifications:	
Total Parcel Size:	1.6 Acres
Total # of Units:	25
Unit Size:	2,100 SF per unit, 700 SF per floor
Setbacks:	0' - 0" along street edge
Communal Space:	Exterior: furnished sidewalks, plaza
Interior:	500 SF for gatherings, display
Corner Unit:	Should be retail as a means to encourage pedestrian activity and visual interest along the street

Potential Contributions to “Gap”

- Property Contribution / Write-down
- Tax Increment Financing (TIF)
- Site Improvements Contribution
- Streamlined Development Processing

OWNER-OCCUPIED TOWNHOMES CONCEPT

Single family attached housing.

Land Use:	Targeted to the R-M Zone District or blocks in General Commercial conducive to high density residential development
Parking:	1800 SF Units include (2)-car attached garage; 1200 SF Units include (1)-car attached garage
Specifications	
Total Parcel Size:	1.5 acres
Density:	Per Bartlesville Zoning Code: Max 85 units, lot coverage: 65% or building foot print = 41,600SF
Setbacks:	Existing setbacks are substantial based on width of existing tree lawn. Existing sidewalk alignments may be altered to decrease front yard setback, but should align with opposite sidewalks on adjacent blocks to maintain existing crosswalk configurations.

Potential Contributions to “Gap”

- Tax Increment Financing (TIF)
- Site Improvements Contribution
- Streamlined Development Processing

2ND STREET HISTORIC REHABILITATION CONCEPT

Historic Building Restoration

Land Use: Mixed Use: 1st Floor at street level: retail 2nd Floor: office and/or residential
Parking: On-Street parking with some loading and service capabilities in the back accessed from the alley. Residential units will require the acquisition of (4-6) off-site parking spaces or special permitting for local residents.

Specifications

Building Size: 16,000 SF or 8,000 per floor. Each floor is currently subdivided into 4 units ranging in size from 1,650SF to 1,795 SF. Neither floor has internal, inter- connecting hallways. End units currently include existing stairways connecting to the street level or alley.

Potential Contributions to “Gap”

- Property Contribution
- Tax Increment Financing (TIF)
- Site Improvements Contribution
- Sales Tax Sharing

RAILYARD ARTS DISTRICT CONCEPT

The Railyard Arts District would include Incubator Space. Linear development along tracks that includes live/work, mixed use and flex space (artists’ studios, galleries, light manufacturing) plus parking and plaza visually linking depot to development

Land Use: Industrial, with supporting housing and commercial
Parking: 1.5 spaces per residential live/work unit; 1.5 spaces per incubator space; 8 spaces for retail
Total: 62 on-site spaces

Specifications

Assumes acquisition of two corner parcels plus (14) Live/work units: 2,500 SF per unit; (13) Incubator units: 1,000 SF per unit; 7,500 SF Retail; (6) Residential Units (1,200 - 2,400 SF each)

Potential Contributions to “Gap”

- Property Contribution / Write Down
- Tax Increment Financing (TIF)
- Site Improvements Contribution
- Sales Tax Sharing

Catalyst Project Summary Table

Project Indicator	Catalyst Project Concepts						
	Hospital Site: Concept A	Hospital Site: Concept B	Structured Parking Garage	Live/Work	Owner-Occupied Townhomes	2nd Street Historic Rehabilitation	Railyard District
Private Sector Investment							
Development Sq Ft:							
Project Land Area (Acres)	0.88	1.00	1.03	1.60	1.50	0.00	2.08
Retail/Restaurant Office	0	10,000	24,000	0	0	8,000	7,500
Residential (Rental)	0	0	28,400	0	0	0	13,000
Residential (For-Sale)	56,000	0	0	0	0	0	7,500
Total Private Development	56,000	30,000	0	52,500	43,500	8,000	35,000
Floor Area Ratio	146%	92%	117%	75%	67%	0%	70%
Total Project Value (@ Build-Out)	\$4,312,518	\$5,725,625	\$9,055,900	\$7,556,250	\$6,742,500	\$2,162,500	\$6,955,594
Total Project Costs (@ Build-Out)	\$7,856,477	\$8,492,831	\$17,259,275	\$10,383,830	\$7,582,039	\$3,300,000	\$10,566,243
Project Margin/(Gap)	(\$3,543,959)	(\$2,767,206)	(\$8,203,375)	(\$2,827,580)	(\$839,539)	(\$1,137,500)	(\$3,610,649)
Project Margin/(Gap) %	-45%	-33%	-48%	-27%	-11%	-34%	-34%
Potential Contributions to Gap							
Property Contribution/Writedown	\$1,839,974	\$2,090,880	\$0	\$696,960	\$0	\$480,000	\$452,325
Site Improvements Contribution	\$104,916	\$114,450	\$3,206,000	\$294,240	\$163,350	\$0	\$406,162
Supportable Property Tax TIF	\$700,000	\$1,000,000	\$2,300,000	\$1,800,000	\$700,000	\$500,000	\$1,900,000
Sales Tax Sharing	\$0	\$600,000	\$1,400,000	\$0	\$0	\$200,000	\$800,000
Streamlined Development Approvals	\$0	\$0	\$31,360	\$24,394	\$11,435	\$0	\$0
Historic Tax Credits	\$1,300,000	\$0	\$0	\$0	\$0	\$0	\$0
Total Contributions to Gap	\$3,944,890	\$3,805,330	\$6,937,360	\$2,815,594	\$874,785	\$1,180,000	\$3,558,487

Source: Leland Consulting Group.

CATALYST PROJECT ECONOMIC SUMMARY

The preliminary analysis summarized herein reflected gaps between 11% and 48%, well within the reasonable range for strategic public investment. A successful public-private partnership may require the public sector (in this case, the City and/or the BRTA) to be a financial partner to this level. A 20% investment in one of these catalyst projects would “leverage” approximately \$5 in private investment for every \$1 spent by the public sector. This is the type of ratio the public sector should expect in redevelopment areas. The preliminary economic analyses illustrate how strategies and tools such as contributions to land and parking, tax increment financing, sales tax sharing, and streamlined development approvals can effectively “close the gap” for these pioneering projects.

Leveraged Investment: One of the primary objectives of downtown revitalization is to “leverage” public investment to encourage private investment. As noted, public sector entities should expect a healthy return on any public investment made. The catalyst concepts summarized herein have the potential to effectively leverage a high degree of private investment. As shown, in total, these projects have the potential to generate \$40 to \$50 million in new private investment in Downtown Bartlesville, leveraging public investment at a nearly 2:1 ratio.

Catalyst Project	Total Private Investment	Total Public Investment	Leverage Ratio*
Hospital Site: Concept A	\$4,312,518	\$3,543,959	1.2
Hospital Site: Concept B	\$5,725,625	\$2,767,206	2.1
Structured Parking Garage	\$9,055,900	\$8,203,375	1.1
Live/Work	\$7,556,250	\$2,827,580	2.7
Owner-Occupied Townhomes	\$6,742,500	\$839,539	8.0
2nd Street Historic Rehabilitation	\$2,162,500	\$1,137,500	1.9
Railyard District	\$6,955,594	\$3,610,649	1.9
Totals	\$42,510,886	\$22,929,807	1.9

* Reflects amount of private investment generated for every \$1 dollar in public investment.

Source: Leland Consulting Group.



IMPLEMENTATION

As explained during the strategy process, no one project will revitalize the Downtown Study Area. Rather, revitalization will be dependent on a series of actions designed to capitalize on market opportunities and overcome barriers - effectively “readying the environment for investment”. Key to the successful implementation of the Downtown strategy will be the continued identification and implementation of actions tailored to the unique issues of Downtown and catalyst projects within the Study Area. This approach will: build community goodwill; provide on-going opportunities for public participation; allow special-interest groups to have a role in the revitalization effort; send a message that the area is successful and making positive strides; and, create an increasingly attractive environment for investment and development.

To build a strategy framework for implementing downtown revitalization, it is useful to study the experiences of similar downtowns in other markets. Based on the completion of more than 50 urban renewal and downtown efforts over the last decade,

Leland Consulting Group has developed the following list of revitalization principles that apply to most downtowns. These principles formed the foundation of actions for change developed for the Downtown Study Area.

The range of actions identified to move the strategy forward were selected based on a foundation of guiding principles. These guiding principles, while general in nature, are responsive to the conditions analyses, market opportunities, catalyst concepts and (re) development programs and stakeholder input.

Guiding Principles

- Downtown is one sub-market that competes with fringe development
- Downtown initiatives will be market-responsive
- The Downtown neighborhood “infrastructure” will be protected and retained
- Downtown will be greater than the sum of its parts
- Downtown’s “tool bag” will have many tools
- Public investment will leverage private investment
- Public policy will support Downtown development
- Solutions will be holistic
- Potential catalyst properties will be acquired, held and positioned for private investment
- Existing catalyst developments will continue to be supported and advanced

As shown in the diagram below, these guiding principles established the foundation from which new implementation initiatives (actions) were formulated. New initiatives that should be implemented within Downtown are detailed in the paragraphs that follow.

Actions

Successful implementation requires a coordinated effort between public and private entities. Economic development and revitalization of Downtown Bartlesville will need vision, investment, collaboration and commitment from a broad base within the City of Bartlesville: private citizens, landowners, employers, public officials and city departments. The implementation strategies provide a framework for such coordination. In the accompanying Implementation Matrix, each strategy has been prioritized. It is important to note that the timing and sequence of implementation of individual strategies will be dependent on diverse variables, including financial resources, city staff availability, political will, changing market conditions and other unforeseen circumstances and events.

Issues have been separated into three categories: Investment Framework, Physical Framework and Regulatory Framework. Each category is generally described below and followed by recommended strategies for implementation.

INVESTMENT FRAMEWORK

A. Advocacy Entity

Downtown Bartlesville is somewhat unique in that it already has a funding mechanism in place for redevelopment (TIF), yet it does not have a formal downtown organization. Based on the experiences of other successful downtown revitalization efforts, implementation should be led by a private sector-driven downtown association or organization. Downtown property owners, residents and business operators should ultimately be responsible for their own revitalization initiatives, with support from the public sector. Until this type of entity can be put in place, the existing public-private partnership between the City and the BRTA could continue to serve as the facilitator of downtown revitalization.

The type of advocacy entity recommended herein can be a combination of both the private and public sectors, but its primary function will be to advance the actions of both the Downtown Master Plan and the Redevelopment District Implementation Plan, keep stakeholders involved in the process and build consensus. As Downtown Bartlesville revitalizes over the long term, there ultimately should be a single point of contact or office for “Downtown Bartlesville”. It will be important for this Downtown “partnership” to have a separate office location and to establish its identity apart from either the City or BRTA. The role of this “one-stop shop” for downtown revitalization will include, but not be limited to:

- Act as the clearinghouse for all downtown market information and data;
- Develop and distribute marketing materials to target prospective Downtown tenants, developers and investors;
- Shepherd Downtown projects through the City development approval process;
- Manage the use of economic incentives in catalyzing efforts;
- Benchmark Downtown successes and monitor Downtown market and economic conditions; and
- Report to the City Council on a periodic basis regarding Downtown progress.

Strategic Actions

A.1 Continue to support the public-private partnership between the City and BRTA to facilitate downtown revitalization.

A.2 Work toward formalizing a “Downtown Bartlesville” advocacy entity to “champion” implementation over the long-term.

B. Educating the Delivery System

Particularly in a downtown environment where market conditions lag behind the rest of the trade area (suburbs), it is important to articulate and communicate economic and demographic information in a simple, organized fashion. Distilling the discussion of market opportunities into an abbreviated format will allow Downtown advocates to distribute information to a variety of real estate and investor audiences.

Strategic Actions

B.1 Share market opportunities identified during this process and develop promotional materials.

B.2 Complete business-specific research to understand siting and facility needs among potential tenants; share information with Downtown stakeholders, Chamber and local brokers and property owners.

B.3 Continue to monitor market conditions (changing demographics, lease rates, absorption) and the performance of merchants (using benchmarks), maintain a business data base and continually update the market analysis completed for the Downtown Implementation Plan.

B.4 Prepare newsletters and other materials that “tell the story” of the Downtown investment efforts - on-going initiatives, successes and available resources.

B.5 Share newsletters and community objectives related to downtown redevelopment with local, regional and state economic development entities (don’t forget region-serving utilities).

B.6 Work with property owners to establish an improvement district that can provide a steady stream of income for activities and services beyond standard municipal levels.

C. Elevating Downtown on the Political Agenda

Elevating Downtown Bartlesville’s position with City leadership is an ongoing process. The completion of the Downtown Redevelopment District Implementation Plan, on the heels of the Downtown Vision Plan, is proof that City leaders have made a significant commitment to Downtown success. Going forward, it will be important to communicate successes and accomplishments in downtown revitalization to the City Council and public.

Strategic Actions

C.1 Support (through regulations, financial incentives, marketing assistance) signature development and redevelopment projects that serve to “prove-up” the market in Downtown.

- C.2 Request that City Council establish a policy that prioritizes financing for improvements in the Downtown public realm.
- C.3 Prepare an incentive policy that identifies targeted investment areas and lists the resources and criteria under which public participation in projects might be considered.
- C.4 Set aside Capital Improvement Plan dollars to complete infrastructure gaps in the advancement of any development proposal.
- C.5 Include regular updates to the City Council by the Advocacy Entity regarding Downtown activities.
- C.6 Continue existing efforts to provide for administrative flexibility in the interpretation of existing regulations -- being committed to achieving an outcome, yet protected by standards.
- C.7 Establish City targets for “percent of project savings” associated with public efforts to streamline predevelopment processing and financing.
- C.8 Continue to solicit the input of Downtown property owners, residents, institutions and other downtown stakeholders through a variety of web-based interactive communication tools.

D. Property Assemblage Assistance

One of the most critical (if not THE most critical) elements of redevelopment within a downtown environment is property control – whether by the public sector or by a motivated private sector interest. Oftentimes, a downtown environment is characterized by fragmented property ownership that creates a barrier to assemblage of properties large enough to accommodate new development. In other cases, ample property for redevelopment is held by a property owner who neither is willing to reinvest in that property or sell. In these cases, the public sector, or an empowered advocacy entity, can be the intermediary in the transfer of property to a motivated investor.

Strategic Actions

- D.1 Work with the local brokerage community to maintain a database of available Downtown properties. Know the market value and zoning for these properties, determine ownership and make the data publicly available.
- D.2 Use the catalyst areas map prepared for this Plan as a guide to direct future public investment and assist projects based on their contribution to the vision of the Downtown Master Plan (2003). Ensure that all potential projects, whether previously identified or not, are consistent with the vision for Downtown.
- D.3 Acquire and position strategic properties for private investment with assistance (where necessary) from public, private, non-profit and foundation partners (depending on organization format).
- D.4 Consider using the Bartlesville Development Corporation (BDC) to “swap” land outside of Downtown in order to position and/or assemble properties within Downtown.
- D.5 Work to solicit private investment and package financing.



Streetscape improvements along Frank Phillips Boulevard have integrated regulatory signage with customized sign poles, which sets a precedent for future streetscape improvement projects and be used to establish a wayfinding and signage palette.



There are historic icons throughout Bartlesville that can provide a graphic foundation for a contemporary, comprehensive signage palette.

E. Redevelopment Incentives

Perhaps the most important element in catalyzing investment in Downtown Bartlesville is the realization (on the part of both the public and private sectors) that a variety of resources will be needed to make projects happen. Multiple incentives, both financial and non-financial, are typically necessary to implement a redevelopment project within a revitalizing downtown. Four essential elements of any revitalization project are: reducing costs, removing barriers, ensuring predictability and minimizing risk. One way to minimize risk is to grow the number and diversity of funding partners: public, private and nonprofit. By “pooling” the resources of these entities, not only is risk minimized, but profits are shared. Another benefit is that a broad alliance of future partners have been essentially “educated” about the rewards of downtown revitalization.

Strategic Actions (Non-Financial Toolbox)

E.1 Utilizing the flexibility provided through the planned unit development regulations and within reason and on a case-by-case basis, offer modification to existing regulations on setback requirements, density, lot coverage, rear access, etc. to incentivize and encourage redevelopment of downtown sites in a manner that conveys to the development team that there is a willingness to collaborate.

E.2 Where property owners choose to delay a rezoning until redevelopment is imminent, guarantee a streamlined application and approval process given the request’s consistency with the Implementation Plan; waive fees and participate in the completion of infrastructure, if necessary.

Strategic Actions (Financial Toolbox)

E.3 Offer incentives such as short-term financing, subsidies or tax benefits to attract private investment and development and offset additional costs incurred and associated with property acquisition.

E.4 Preemptively work with local and regional lenders to establish a variety of loan pools (each with a specific purpose) in an effort to spread risk and grow the number of redevelopment partners.

E.5 Work with local lenders to direct Community Reinvestment Act (CRA) dollars, revolving loan funds and various grant programs to strategic development and redevelopment projects in Downtown.

E.6 Provide revolving loan funds and grant dollars for façade improvements. Monitor the programs use over time and measure the City’s return on investment based on increases in property values using a regularly updated data base/spreadsheet.

E.7 Explore Economic Development Administration (EDA) grants (including pre-development) that administer dollars for economic diversity and sustainability.

E.8 Work with intermediary organizations, whether corporate, nonprofit or philanthropic that have the flexibility to provide patient capital (20 to 30-year time horizon) for financing land banking efforts.

PHYSICAL FRAMEWORK

F. Edges and Transitional Areas

The Downtown Bartlesville Redevelopment District contains diverse land uses and development densities as well as individual neighborhoods, each exuding a distinct character. Peripheral to the Commercial Core is a transitional zone that includes a variety of land uses, a range of architectural styles and building massing, public facilities and small pockets of commercial development flanked by surface parking and industrial sites. There is a significant amount of vacant structures, both for sale and for lease. These types of transitional areas are a direct result of proximity to the Commercial Core; land values are lower and parking is readily available. Another distinguishing characteristic is the number of uses that have been “grandfathered” due to changes and updates in the zoning regulations. The character of the transitional zones depends on what the land uses are, what the nature of the business is, how big the buildings are and how much landscaping is included on a lot. These transitional zones or “edges” are an important component to Downtown and include spaces that offer the maximum potential for the preservation of existing character, as well as opportunities for expansion of desired uses. Because of this, it is critical to identify those edges worthy of preservation and those edges that should be improved to create a stronger neighborhood presence. For areas in transition, it is important to have a definitive vision so that when ownership of properties is transitioned and/or redevelopment opportunities arise, the city has policies in place that can guide the uses, densities and characteristics of individual redevelopment projects.

Strategic Actions

F.1 Transition between land uses should occur along alleys to allow for a consistent street character and to minimize issues associated with conflicting land uses.

F.2 When conflicting land uses back up to one another, buffers and screening mechanisms should be incorporated into the site plan to minimize noise impacts and glare from both vehicular headlights and overhead lights onto adjacent residential properties.

F.3 Infill and redevelopment along existing commercial blocks and within residential blocks should respect the existing character of the street by incorporating similar front and side setbacks, building massing, building heights and landscape elements into the proposed site plan.

F.4 New buildings that are taller than existing structures on adjacent properties should “step down” to match the height of the existing building.

G. Parking

Parking in a downtown environment often proves up the adage that “perception is reality”. While the vast majority of downtowns have ample parking to support the level of development and business activity, there is the perception of a “parking problem”. This perception, in turn, becomes a barrier to investment. Downtown Bartlesville has ample surface parking for the level of economic activity it generates, but the availability of “convenient” parking is perceived to be inadequate.

As Downtown Bartlesville revitalizes, it will be necessary to initiate an increasingly formalized range of mechanisms and strategies to address parking concerns. Easy accessibility, high visibility, a sense of personal security, and convenient parking are all preconditions for a successful live/work/play/shop environment. The challenge will be to balance the needs of all stakeholders – retailers, residents, employers, visitors, etc.

Strategic Actions

G.1 Develop a parking strategy that allows for flexibility: fewer spaces in the early phases of the Downtown’s redevelopment, additional spaces as Downtown evolves into a regional destination, and then stabilize the inventory of structured and surface parking spaces as existing public transit services expand.

G.2 Ensure that new road improvements allow for multiple modes of transportation (auto, pedestrian, bikes, public transit).

G.3 Amend zoning regulations to allow for a range of parking solutions including regulations permitting on-street parking (as part of the ratio), shared parking and remote parking. Develop educational materials for property owners, developers and lenders about the vision of Downtown.

G.4 For single-use sites that require on-site surface parking, ensure existing landscape regulations screen and buffer parked vehicles from sidewalks and other public right-of-ways. Minimize the number of curb cuts by targeting on-site parking access to and from the alley.

G.5 Eliminate or reduce parking requirements, or accept fees-in-lieu, for developments that include an appropriate balance of commercial and residential uses, using the funds for construction of structured parking facilities.

G.6 Through the advocacy entity, together with area merchants, define parking regulations for employees and patrons and have everyone sign a contract regarding enforcement (self-police). Note: Employees parking in spaces that otherwise could be used by customers impacts all merchants in the Downtown area.

G.7 In the long term, establish a parking district to manage a range of permitted solutions to accommodate housing development and redevelopment (dedicated space for each unit) including shared and remote; evaluate feasibility of a parking fund for future acquisition and construction of parking areas.

H. Parks & Public Spaces

Preservation and development of parks and open space are critical to the vitality of Downtown Bartlesville. Well maintained parks provide opportunities for civic and historic celebration. The continued development of Johnstone Park as designated park space is an important element for future infill and redevelopment within Downtown as the primary public amenity within the Commercial Core. The development of supplemental public open space, such as plazas, is an important concept for enhancing and expanding development opportunities. The continued maintenance and development of improved streetscapes is also critical to creating safe, appealing, recognizable connections within Downtown and to Johnstone Park.

Strategy/Actions

H.1 Acknowledge Johnstone Park as an integral amenity that connects Downtown Bartlesville directly to a public gathering space and strategize site and infrastructure improvements that increase pedestrian activity at the street edge.

I. Publicly Accessible Outdoor Spaces within Private Development

One attribute of private development that often increases activity along the street edge is a plaza: a small, publicly accessible area contiguous to both the building and the public right-of-way that contains seating, shade and other features. Typically, these small plazas serve as front entrances to commercial buildings; however, they can be strategically located to supplement the streetscape and can evolve into activity nodes depending on orientation and the types of furnishings and supplemental elements contained in the plaza. Three critical factors play a role in determining if a plaza or outdoor area should be factored into a redevelopment site plan:

- The size and scale of the project;
- The location of the site relative to existing and future pedestrian corridors and activity zones and the proximity of the site to existing public parks and plazas; and
- Solar aspect.

Strategic Action

I.1 Encourage large scale private development to integrate publicly accessible open spaces into the redevelopment projects.

J. Public Art

The use of public art within a highly visible commercial core of activity is encouraged and can establish a unique identify for specific locations and convey an image above and beyond conventional streetscape design and furnishings. Public art can be 2- or 3-dimensional and can engage pedestrians; successful pieces often result in creating activity along the street. Murals can be used to decorate vacant or expansive and unadorned facades that are highly visible from the street. Many communities have engaged local artisans to create unique benches that provide surprise and delight along the street edge. Often artists integrate wind, water and earth forms. Furthermore, strategically located public art can result in placemaking and encourage pedestrian activity along the street.

Strategic Action

J.1 Develop a comprehensive public art program in conjunction with existing cultural arts facilities, such as Price Tower Arts Center.

K. Recycling

Recycling efforts should be considered an important attribute of a community and can contribute to the image and character of downtown by conveying a message of stewardship to local residents, business owners and visitors. Clean, convenient, visible recycling receptacles can also serve as on-site education for users about waste separation and can mean the difference between minimal effort and a committed, successful recycling program that reflects a caring, progressive community.

Strategic Actions

- K.1 Install recycling containers as part of each streetscape improvement project.
- K.2 Explore opportunities to formalize an environmental initiative that emphasizes recycling throughout the community.

L. Streetscape

Standardizing a streetscape furnishings palette ensures that future improvements within the public right-of-way will result in a consistent appearance throughout Downtown, helping to unify disparate areas of the Redevelopment District. Extensive streetscape improvements along Frank Phillips Boulevard have resulted in an attractive, unified appearance between Cherokee and Keeler Avenues. Vehicular lights, regulatory signage and ornamental planters combine to create a palette that should be expanded and installed on future CIP projects as well as private infill and redevelopment projects. While some components such as vehicle and pedestrian lighting, trash and recycling receptacles and bike racks should remain constant throughout the Redevelopment District, other elements such as benches could contain unique elements that add interest to specific character areas within the District, such as the Historic District and also the proposed Railyard Arts District.

Strategic Action

L.1 Standardize Downtown furnishings palette. Streetscape improvements installed along Frank Phillips Boulevard between Cherokee and Keeler Avenues have set a precedent for both quality and color. These fixtures should continue to be cited as the lighting standard for Downtown. Additional elements such as benches, trash receptacles, recycling receptacles, bike racks and ornamental fencing should complement the existing lighting palette and color palette.

M. Wayfinding and Signage

Downtown Bartlesville currently has a significant base of local residents, tourists and visitors. Many first-time visitors arriving from northbound U.S. Highway 75 do not know how to get to downtown or where individual downtown destinations are located once they do arrive. Although GPS and web-based information directories can easily provide directions, wayfinding and signage elements also orient visitors and if carefully designed and located, can help communicate an image that is representative of the community's collective character.

Presently, there is no formal signage system in Downtown Bartlesville. There are a few pole-mounted signs along U.S. Highway 75 that identify information locations (in the mall!) and directional signage using ODOT's standards colors/sizes, but there are few clues other than architectural icons seen from a distance that direct tourists and visitors to the heart of the community.

Strategic Actions

M.1 Develop Signage Palette (by others). Contract with Graphic Design firm to establish signage palette

M.2 Identify local fabricator; request prototype/sample to ensure quality construction and approve final color palette

N. Residential Development in Downtown

Residential issues in Downtown Bartlesville primarily relate to two objectives: 1) increasing or “densifying” the Downtown housing base; and 2) protecting and integrating residential neighborhoods that surround the Commercial Core.

Increasing the downtown residential base is a critical component of revitalization and oftentimes is the lead initiative in implementation of infill and redevelopment projects. Residences effectively increase the number of households that support retail, restaurants and services. In addition, they diversify the land use base, introduce new and unique housing products to the market and promote a “24-hour” environment on the street.

Strategic Actions

N.1 Package and distribute marketing materials summarizing market conditions, catalyst areas for investment and available incentives for housing projects in the Downtown Redevelopment District.

N.2 Match residents with dollars for home rehabilitation; use home rehabilitation lending programs to allow low- and moderate-income residents to make basic home repairs and home improvements. The most used resource for home rehabilitation is FHA Title I.

N.3 Use well-designed reverse annuity mortgages to help elderly home owners rehab their homes and slowly draw equity for living costs. The American Association for Retired Persons (AARP) provides information on annuity mortgages.

N.4 Encourage mixed-use and mixed-income projects. Both product types produce customers for a range of retailers. Additionally, mixed-income housing attracts potential retail employees that are accessible and available.

N.5 Work with private and non-profit interests to provide opportunity sites for residential development in appropriate locations and segments of Downtown.

N.6 Assure compatibility among residential neighborhoods and commercial areas. While adjacency to commercial areas can be advantageous, certain compatibility issues (lighting, parking, signage, etc.) must be addressed early in order to prevent impacts that may negatively affect quality of life, especially in transitional zones where there is a potential for adaptive reuse of existing structures.

N.7 Encourage the initiation of a neighborhood planning process for the neighborhoods south and west of Downtown to address compatibility and connectivity, as well as historic preservation.



Residence located south of Adams Boulevard in an existing, historic neighborhood. Bartlesville, Oklahoma



Upper story residential opportunities existing throughout the Commercial Core. Recently, the upper story of this building was renovated into (2) loft units. Bartlesville, Oklahoma



Residence located south of Adams Boulevard in an existing, historic neighborhood. Bartlesville, Oklahoma

REGULATORY FRAMEWORK

O. Historic Preservation

According to the National Historic Trust, every dollar a community spends on downtown revitalization attracts \$30 in new investment; most communities have acknowledged the critical role that historic resources play in attracting local and regional investors and actively encourage the revitalization and rehabilitation of contributing historic resources as well as the preservation of established development patterns.

The historic resources of Bartlesville are finite and cannot be replaced and result in an inventory of cherished and valuable commodities that many investors seek – either to reside in, reside next to or conduct business among. Because property owners are making an investment based on the historic attributes of a specific property or, because of the overall historic assets of a community, the preservation of historic resources increases the value of private property.

Historic preservation efforts result in tangible character that also attracts visitors. Heritage Tourism throughout the Midwest is construed as a vital source of revenue as more and more visitors and tourists seek historic sites and experiences. Many towns and cities throughout the country have realized tremendous revenues and investments due to the integration of historic preservation into their long-range planning and development strategies.

Strategic Actions

O.1 Expand assistance to applicants attempting to obtain historic designation and corresponding tax benefits by:

- Assembling a list of local and regional developers experienced with the use of low-income and historic tax credits;
- Educating staff about exceptions to codes for historic properties (e.g., energy efficiency); share this information with historic property owners so as not to create an unnecessary hardship for the owner; and
- Market contributing resources inventory of historic properties within the Downtown area; generate maps and poster identifying date and address of contributing commercial and residential properties and combine with compelling graphics and supplemental information that highlights the heritage of the community.

O.2 Adopt Historic Preservation Ordinance

O.3 Apply for National Historic District Designation for the Bartlesville Downtown Historic District. **COMPLETED**

O.4 For qualifying properties, encourage individual property owners to apply for National Landmark Designation and assist with the application process.

O.5 Expand and reformat existing Downtown Design Guidelines

- Reformat guidelines so that each guideline is sequentially numbered for reference purposes; and
- Expand residential guidelines to ensure the infill residential projects respond to existing street character that is a result of building massing, facade delineation, front door orientation and front porches.

P. Eliminate Surface Parking as Use-by-Right

Downtown Bartlesville has a significant number of surface parking lots that meet the needs of local business, employers and provide much needed parking for educational institutions, churches and cultural facilities. However, these large expanses of asphalt are not adequately landscaped and fragment existing pockets of commercial development and result in underutilized, inactive pedestrian corridors along the street edge. Underutilized and vacant parcels are prime targets for paid surface parking. Currently, the Central Commercial Zone District permits surface parking as a use-by-right. This allows any property owner to demolish existing structures and develop private parking facilities. In the 1970s, many downtowns were addressing urban renewal issues and eliminated parking as a use by right to maintain a critical mass of buildings.

Strategic Action

P.1 Eliminate parking as a use-by-right in the Central Commercial Zone District.

P.2 Revise existing landscape requirements for surface parking lots to require:

- (1) landscape island with (1) shade tree for (10) parking spaces
- screening mechanisms that separate parked cars from sidewalks using a combination of ornamental fencing and plant material

Q. RM-3 Development Standards

The Downtown Revitalization District encompasses several different neighborhoods, including the Commercial Core, heavy industrial sites west of the railroad and historic residential neighborhoods to the east of Shawnee and south of Adams Boulevard. Previous investigations that analyzed permissible building envelopes superimposed atop existing building mass revealed a discrepancy between established development character and maximum building size in the RM-3 Zone District that abuts the Commercial Core. Because of the importance of maintaining downtown housing stock and ensuring that future development is compatible with the existing character of the district residential neighborhoods, consideration should be given to providing an overlay zoning district that includes form-based development standards to properties within the Downtown Redevelopment District.

Form based standards are the result of an analysis of development patterns and architectural sizes as well as lot coverage. Specifically, the permissible building envelope combined with lot coverage would

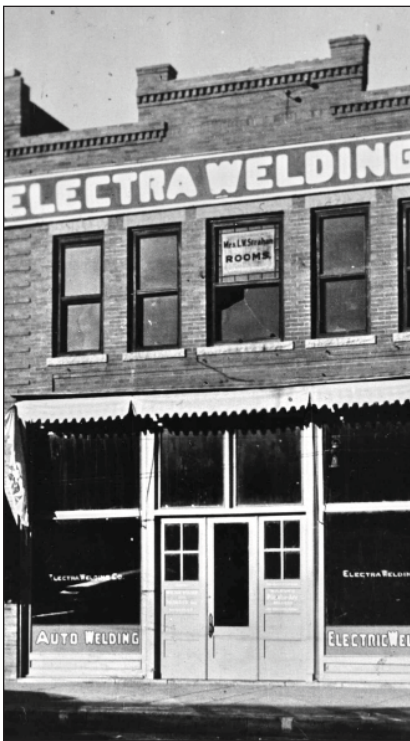


Second Street, Bartlesville, Oklahoma

result in buildings that are significantly larger than what currently exists. Reductions in lot coverage would ensure that front yard and back yard development patterns are maintained and that new buildings do not impact solar access of existing residences. The building height could potentially remain at 45', however, residential building heights of 35' should be required along side setbacks. Only if the setback is increased proportionally should 45' high structures be permitted in predominately single-family neighborhoods.

Strategic Action

Q.1 Amend existing zone district to ensure that future redevelopment is compatible with the existing development patterns.



Electra Welding, Bartlesville, Oklahoma

R. Outdoor Dining Ordinance

Many stakeholders interviewed during the planning process identified the need to increase activity along the street edge. Downtown Bartlesville and the Commercial Core in particular are fortunate to have existing sidewalk widths that would accommodate outdoor dining. Many communities have adopted the "3-foot rule", which requires a 3' wide pedestrian zone between the curb edge and the dining area. Many communities also require fencing to delineate the dining area and to contain areas that permit alcohol consumption. New restaurants located along Frank Phillips Boulevard have already initiated this type of use, which has proven popular with patrons during the day and evening hours.

Strategic Action

R.1 Adopt an Outdoor Dining Ordinance. **IN PROGRESS**



Second Street, Bartlesville, Oklahoma

S. Demolition Ordinance

Many communities undergoing redevelopment and revitalization recognize the need for a definitive demolition ordinance that stipulates time frames and provides opportunities for the public to comment and explore alternatives to demolition. There are several reasons for a demolition ordinance:

- To ensure that landmark buildings or contributing historic resources that contribute to the character and heritage of a community are not lost; and
- To minimize the impact that vacant land has on the overall character of a neighborhood or downtown.

Recently, several small communities in Colorado have seen significant acquisition by a single landowner who had a vision for redevelopment that does not correspond with the community's Master Plan or Comprehensive Plan. Subsequently, demolition of several major structures along the main thoroughfare of the commercial business districts have occurred in rapid succession, leaving large,

vacant gaps in the downtown development pattern. Current market and economic conditions have resulted in many well-intentioned projects being put on hold, and the community is left with large tracts of vacant land in the heart of downtown. A sound demolition ordinance ensures preservation of cherished historic resources and timely development.

Established residential neighborhoods close to commercial districts can also see significant redevelopment. Vacant and/or underutilized parcels are often targeted for redevelopment, especially in neighborhoods that are predominately single family detached housing, but zoned for higher density development. A demolition ordinance protects residential neighborhood character by ensuring timely construction schedules and by offering extended periods for review and for pursuing alternatives to demolition. Temporary demolition ordinances are often used as a tool to allow communities to develop design guidelines and development standards in times of significant redevelopment in historic neighborhoods.

Strategy/Actions

S.1 Draft and Adopt Demolition Ordinance for Historic District.

S.2 Expand Demolition Ordinance to include historic residential neighborhoods.

CONCLUSION

The Bartlesville Downtown Implementation Plan is the roadmap to move the community's vision towards reality and to ensure that redevelopment of Downtown is accomplished in a way that balances private investment objectives with community sustainability. It has been developed to articulate a vision, concept and strategy for the future use and (re) development of Downtown and the Study Area. The analyses and recommendations presented here are intended to assist the City, the BRTA, as well as property and business owners in the Study Area, with identification and implementation of projects, programs and policies, as well as funding options for investment, necessary to serve future development initiatives. Further, it identifies specific objectives and strategies in order to make Downtown a better place to conduct business, shop, visit, learn and live. It is based on a realistic understanding of physical and market conditions, and is intended to be responsive to the community's needs. Together, the public and private sectors face the challenge of advancing the Downtown "address" defined herein. The purpose of this document is to serve as the guidepost for those efforts and should be continually revisited and amended as more is learned about the market and challenges to investment in Downtown Bartlesville. Success will depend on – committed on-going leadership; collaboration among all of the advocacy entities; multiple initiatives moving forward in concert; community and stakeholder education and awareness; removal of "barriers" to investment; and, communication. The City, the BRTA, and its partners must maintain the belief that "Downtown is never done!"

Implementation Matrix



Implementation Prioritization Matrix

Category	Priority	Strat. #	Strategy	Status
Investment Framework				
Advocacy Entity	3	A.1	Support City/BRTA	Ongoing
		A.2	Advocacy Entity	Future
Educate Delivery System	1	B.1	Promotional Materials/Share Market Opportunities	Future
		B.2	ID siting/facility needs: Business Specific Research	Future
		B.3	Maintain/Update Business Data Base/Market Analysis	Future
		B.4	Tell the Story of Downtown	Future
		B.5	Distribute Info to local, regional and state agencies	Future
		B.6	Establish Improvement District	Future
Elevate Downtown on Political Agenda	2	C.1	Support Signature Development	Ongoing
		C.2	Establish Policy to Prioritize Financing for Downtown	Future
		C.3	Prepare Incentive Policy	Future
		C.4	ID CIP Financing to complete infrastructure gaps	Future
		C.5	Regular Council Updates by Advocacy Entity	Ongoing
		C.6	Continue Administrative Flexibility	Ongoing
		C.7	Establish Targets for % of Project Savings: Streamline	Ongoing
		C.8	Establish web-based communication for stakeholders	Ongoing
Property Assembly Assistance	4	D.1	Share/update Market Database w/ brokers	Future
		D.2	Ensure consistency w/ Vision/Imp Plan; Imp Catalyst Proj.	Ongoing
		D.3	Aquire/Position Strategic Properties	Future
		D.4	BDC Inventory/Land Swap for Downtown Properties	Future
		D.5	Solicit Private Investment/Financing	Ongoing
Redevelopment Initiatives	5	E.1	Collaborate! Incentivize to encourage redevelopment	Ongoing
		E.2	Streamline app process based on consistency w/ Vision/Implementation Plans	Ongoing
		E.3	Offer incentives	Ongoing
		E.4	Establish Loan Pools	Future
		E.5	Direct available funding to downtown projects	Ongoing
		E.6	Provide loan funds for façade improvements	Ongoing
		E.7	Explore EDA Grants	Future
		E.8	Establish relationships w/ intermediary orgs	Future

Implementation Prioritization Matrix

Category	Priority	Strat. #	Strategy	Status
Physical Framework				
Edges & Transition Zones	3	F.1	Target transition of land uses to alleys	Ongoing
	2	F.2	Require buffers/screening mechanisms b/w conflicting land uses	Ongoing
	1	F.3	Ensure infill development/redevelopment respects existing/desirable development patterns	Ongoing
	2	F.4	Require new buildings to step down and match height of adj. structures (Hist. Dis., Gen. Comm. Dist.)	Future
Parking	1	G.1	Develop Parking Strategy: now, later	Future
	3	G.2	Review street sections: ensure modifications permit multiple modes of transit	Future
	1	G.3	Amend pkg regs to permit on-street pkg, shared pkg, off-site pkg as part of required ratio	Future
	2	G.4	Review landscape regs for surface pkg lots; revise to ensure adequate screening, buffering	Future
	2	G.5	Eliminate and/or reduce parking requirements. Accept cash-in-lieu	Future
	1	G.6	Define parking regulations for employees and patrons	Future
	3	G.7	Establish a parking district	Future
Parks & Public Spaces	1	H.1	Acknowledge Johnstone Park as an integral amenity	Ongoing
Outdoor Spaces	1	I.1	Ensure large scale redevelopment projects integrate on-site public outdoor spaces	Ongoing
Public Art	2	J.1	Develop Comprehensive Public Arts Program	Future
Recycling	2	K.1	Install recycling containers	Future
	2	K.2	Formalize and environmental initiative	Future
Streetscape	1	L.1	Standardize Downtown Furnishings Palette	Future
Signage & Wayfinding	3	M.1	Develop Signage/Wayfinding Palette	Future
	3	M.2	Identify local fabricator(s)	Future
Residential Development	1	N.1	Package/distribute marketing materials: housing projects	Future
	2	N.2	Match housing rehabilitation projects	Ongoing
	2	N.3	Assist elderly homeowners on rehabilitation projects	Ongoing
	1	N.4	Encourage mixed use projects	Ongoing
	3	N.5	Collaborate w/ private/nonprofits to provide sites for residential development	Ongoing
	2	N.6	Assure compatibility to prevent adjacency impacts	Ongoing
	2	N.7	Encourage initiation of neighborhood planning projects	Ongoing

Implementation Prioritization Matrix

Category	Priority	Strat. #	Strategy	Status
Regulatory Framework				
Historic Preservation	2	O.1	Expand assistance to investors/developers seeking tax benefits for historic preservation projects	Ongoing
	1	O.2	Adopt Historic Preservation Ordinance	Future
	2	O.3	Apply for National Historic District Designation for Historic District	COMPLETED
	2	O.4	Solicit/Encourage applications for National Landmark Designation	Ongoing
	3	O.5	Expand/Reformat Downtown Design Guidelines	Ongoing
Parking	1	P.1	Eliminate Surface Parking as Use-By-Right	Future
	2	P.2	Revise existing landscape requirements for surface parking lots	Future
RM-3	2	Q.1	Amend RM-3 Zone District	Future
ODO	3	R.1	Adopt Outdoor Dining Ordinance	Future
Demolition	1	S.1	Adopt Demolition Ordinance: Historic District	Future
	5	S.2	Adopt Demolition Ordinance: Residential Neighborhoods	Future