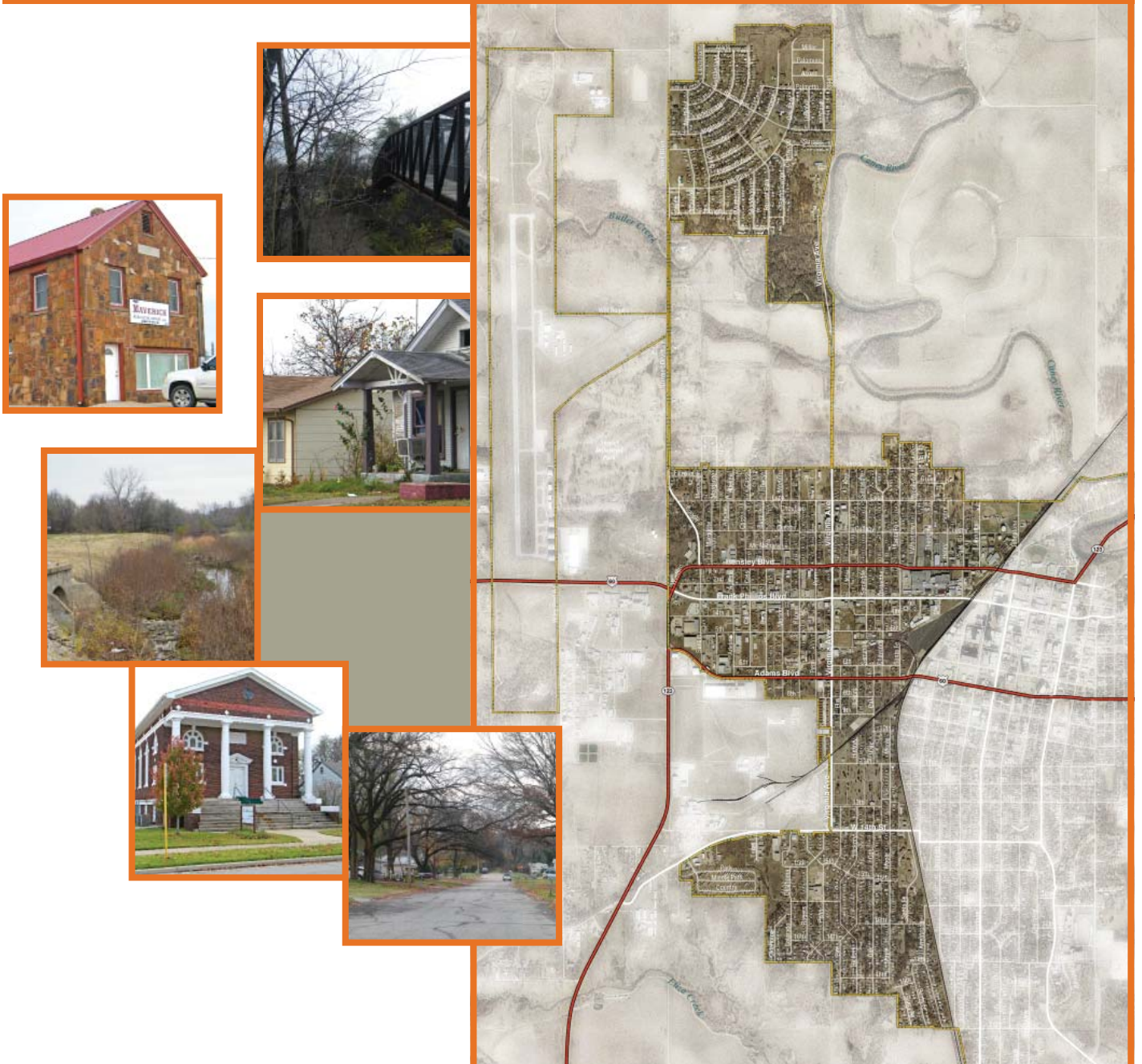




APRIL 2011

# west bartlesville

## REDEVELOPMENT PLAN





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*Note: James Brown and Taquilla Smith contributed great to the planning process, attended several Task Force Meetings and prepared and read a supporting statement at the final public hearing..*

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## Redevelopment Plan Introduction

***“America’s inner-ring suburbs – once hubs of economic and social activity – have been “shortchanged” in the recent urban renaissance, because they have received none of the benefits of the revitalization occurring in downtowns, nor have they experienced the growth of the outlying areas.”***

*William H. Hudnut, “Halfway to Everywhere:  
A Portrait of America’s First-Tier Suburbs”*

While not an “inner-ring suburb” in the traditional sense of the term, the West Bartlesville neighborhood nonetheless displays similar characteristics – an area that originally developed adjacent to the community’s central core and is now competing with both suburban fringe development and a revitalizing downtown. This tangential location presents a unique, though not insurmountable, set of challenges. In communities throughout the U.S., “close-in” neighborhoods similar to West Bartlesville are emerging as vibrant centers of social and economic activity.

In virtually every story of success, redevelopment and new development within these neighborhoods has been the result of a holistic approach involving nurturing and growing select segments of the economy, eliminating barriers to investment and marketing positive changes through an overall image of vitality. Collectively, this experience has proven that as varied as the markets are within these unique environments, so too are the required solutions. Consequently, communities cannot rely on a single project or initiative, but rather efforts including multiple projects, diverse programs and flexible policies, all designed to “ready the environment for investment.” Through a planning process that involved educating stakeholders, soliciting their input, identifying obstacles and designing a program of actions to move the West Bartlesville neighborhood towards a vision of revitalization, the City of Bartlesville has sought to achieve this end.



*Public Workshop #1: April 13, 2010*



*Public Workshop #1: April 13, 2010*



*Public Workshop #1: April 13, 2010*



*Arutunoff Playing Fields*



*Detached sidewalk in the public right-of-way along Frank Phillips Boulevard*



*United Grocery: Highway 123*

### Plan Process

In November 2009, the consultant team comprised of Leland Consulting Group (LCG), Community Strategists, The Urban Design Studio of Parks & Gardens LLC (P&G), Planners and Urban Designers, and Xposure Inc., Community Outreach Specialists, was retained and charged with assisting the city and West Bartlesville stakeholders in defining a comprehensive vision for the neighborhood, preparing a framework for physical improvements and identifying catalyst projects for change.

Through the planning effort described herein, the City of Bartlesville initiated a process that would ensure future improvements within the West Bartlesville neighborhood occur with aesthetic and functional continuity. The West Bartlesville Redevelopment Plan is intended to serve as an approved and respected neighborhood plan, providing recommendations for improvements and policy reform that can be implemented over the near- and long-term. As a strategic document, the Redevelopment Plan is designed to promote (re)investment. The project objectives, which guided the work of stakeholders and consultant team, were to ensure that this (re)investment would be:

- grounded in market and economic reality;
- strategically positioned to leverage additional public and private investment; and
- executed by entities that are accountable, sustainable, and representative of stakeholder interests.

During the most active part of the process, which lasted approximately (14) months, the consultant team hosted (3) public workshops and (1) public open house for stakeholders to review assembled data, identify neighborhood issues and impacts, refine potential catalyst investment projects and discuss alternative strategies required to move the Redevelopment Plan towards implementation. In addition to public workshops, the consultant team facilitated (7) meetings with the West Bartlesville Redevelopment Plan Task Force, a stakeholder group solicited by the city to provide feedback and input into the process. Lastly, members of the consultant team conducted a series of focus group meetings and one-on-one interviews with key neighborhood stakeholders.

The outcome of the effort described above is the West Bartlesville Redevelopment Plan, which identifies specific objectives and strategies in order to make the West Bartlesville neighborhood a superior place to live and conduct business. It is based on a realistic understanding of market and physical conditions and is intended to be responsive to the community's needs. Generally, the Plan describes the project's purpose and process, current physical and market conditions as analyzed by the consultant team, niche market opportunities that the neighborhood could capitalize on, challenges and barriers to investment, the expressed vision for the neighborhood's evolution, a framework for physical change, an understanding of financial feasibility challenges, and strategies for implementation designed to remove barriers and advance investment and reinvestment.

Forming and advancing the revitalization agenda within neighborhoods 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.

The West Bartlesville Redevelopment Plan is the product of a collaborative effort among many citizens of the Bartlesville community to ensure that West Bartlesville continues to evolve as an active, vibrant and thriving neighborhood that is recognized for its ongoing contributions to the city as a whole. West Bartlesville has been recognized by civic leaders as having a critical role in the overall development of the city. The Redevelopment Plan seeks to promote redevelopment and strengthen existing residential neighborhoods.



*Office and Industrial uses on Hensley Blvd.*



*The Old Creamery Building:  
Frank Phillips Boulevard*

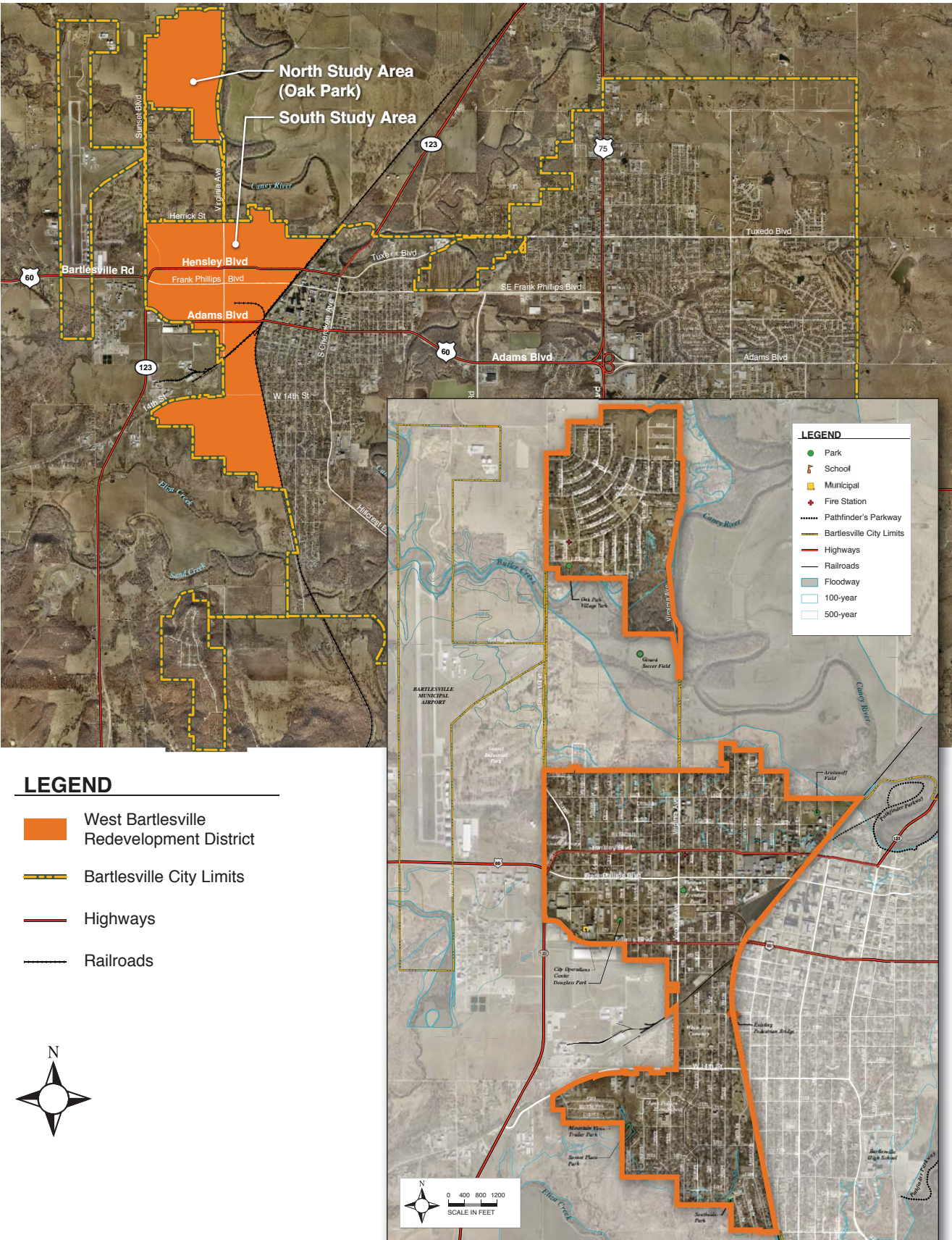


*Restaurant: Frank Phillips Boulevard*



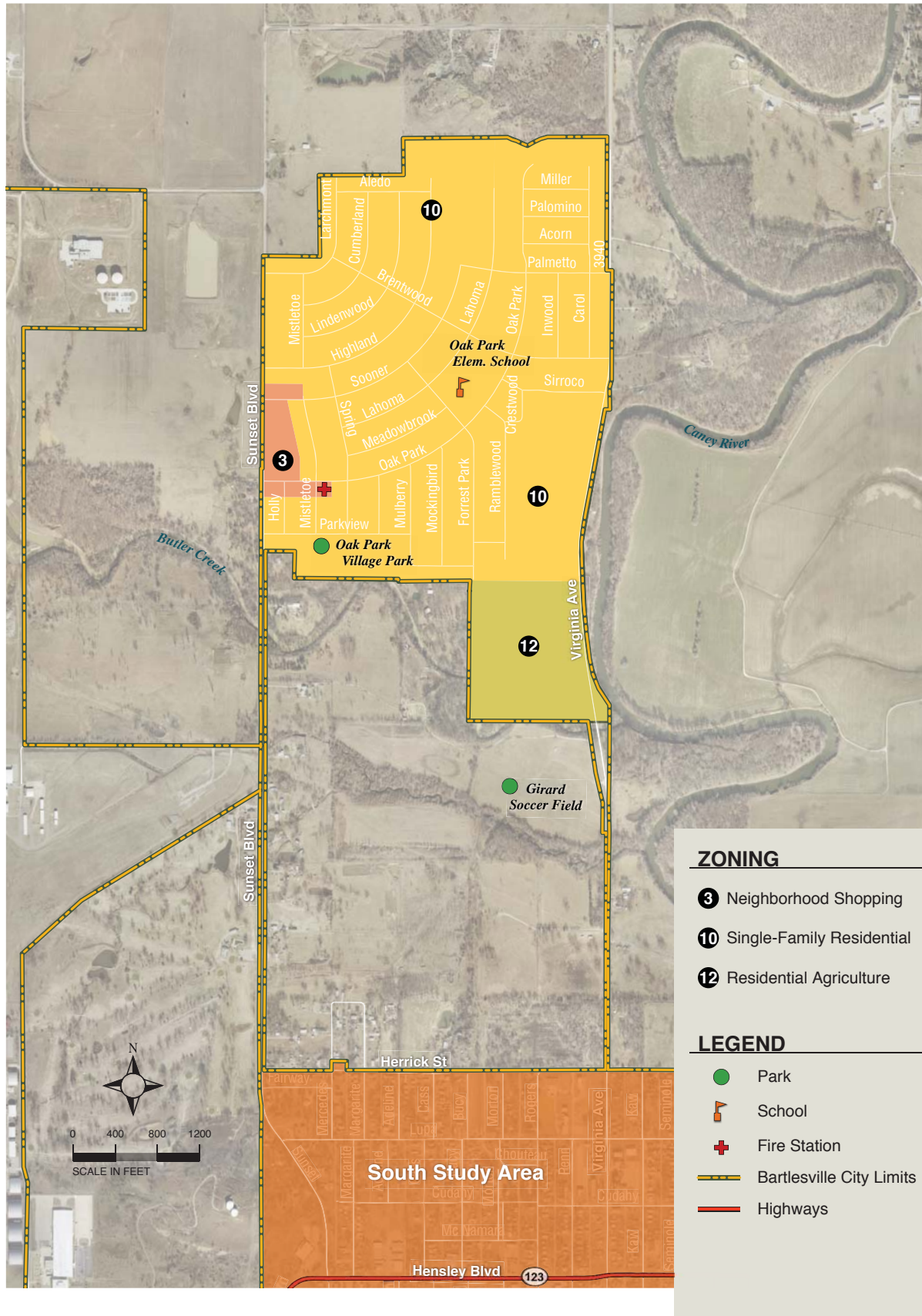


## STUDY AREA BOUNDARY AND CONTEXT

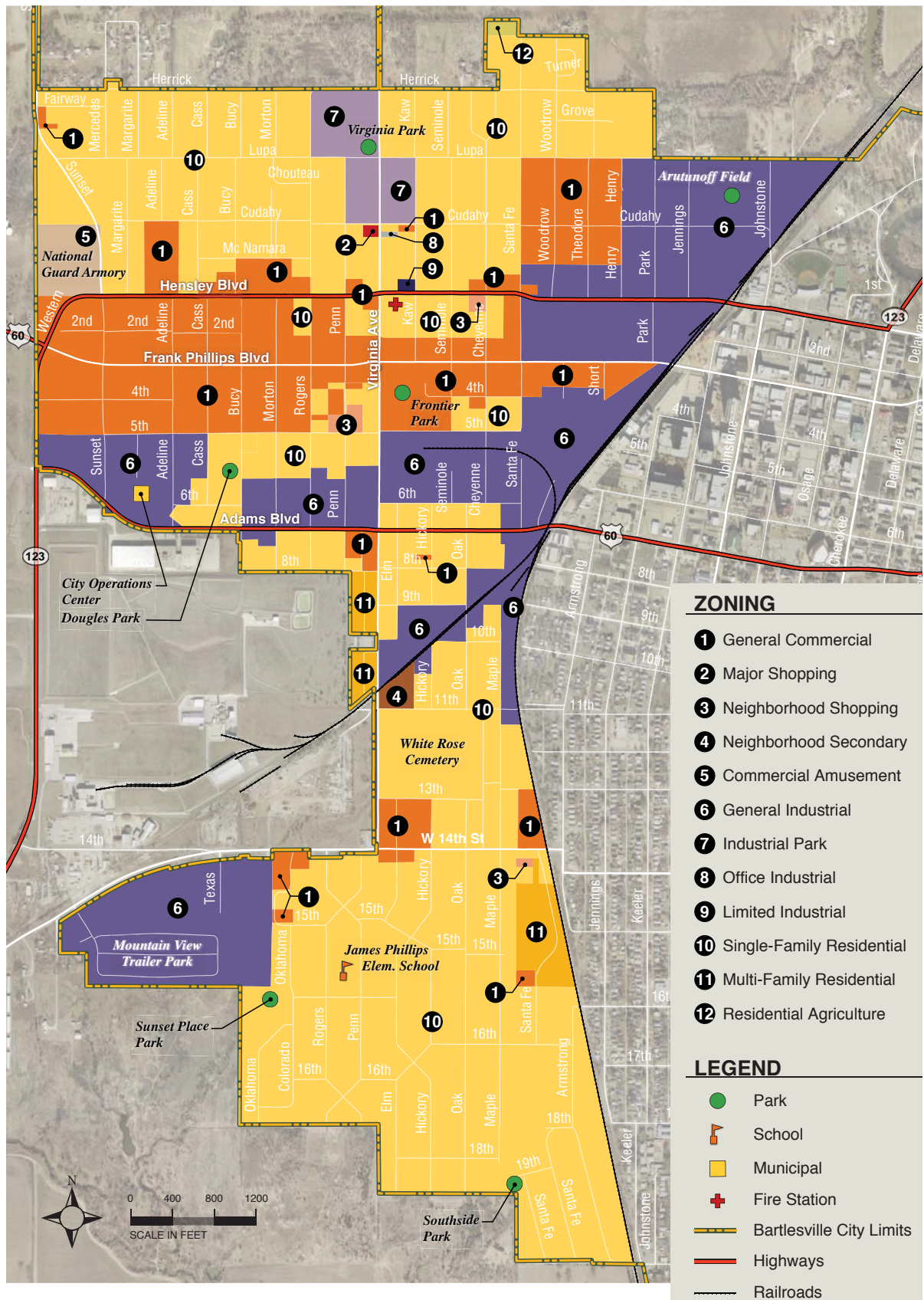




## ZONING (north study area)



## ZONING (south study area)







**“Plan for the long term,  
but manage for constant change  
in the short term.”**

*Urban Land Institute*

Following a detailed analysis of market conditions and identification of opportunities within a defined trade area came the challenge of outlining an implementable strategy for promoting investment throughout the Study Area. Implementation can be defined as “a means for accomplishing an end” or “an action to put into effect.”

As discussed in the West Bartlesville Market Analysis and during the planning process, no single project will revitalize West Bartlesville. 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 successful implementation of the Redevelopment Plan will be the ongoing identification and implementation of actions tailored to the unique issues of the neighborhood and respective catalyst projects within the Study Area.<sup>1</sup> 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
- create an increasingly attractive environment for investment and development

Investors, developers and lenders seek out environments with market opportunity and prospects for success, devoid of obstacles and sound in sustainability.

<sup>1</sup> The definition of actions is broad as it applies here. It includes public, private or public-private physical projects, social programs and educational programs, public relations and goodwill-building program and policy reform identified to promote opportunities and overcome barriers.

### **Vision Statement**

*West Bartlesville will be known for its committed citizens, its vibrant commercial center and safe and welcoming residential neighborhoods and will be recognized as a prime receiving area for growth and redevelopment.*

*New development and redevelopment in West Bartlesville will include a mix of commercial, light industrial, residential, institutional and civic facilities. Pathfinder Parkway will link to West Bartlesville residential neighborhoods, employment centers to the regional trail system and connect West Bartlesville commercial districts and public facilities. Infrastructure improvements will be financed through shared funding mechanisms, proactively phased and strategically located to leverage private investment.*

*West Bartlesville marketing and promotional efforts will be aggressive and proactive, targeting investors who advance sustainability and who promote responsible urban design and smart growth principles.*

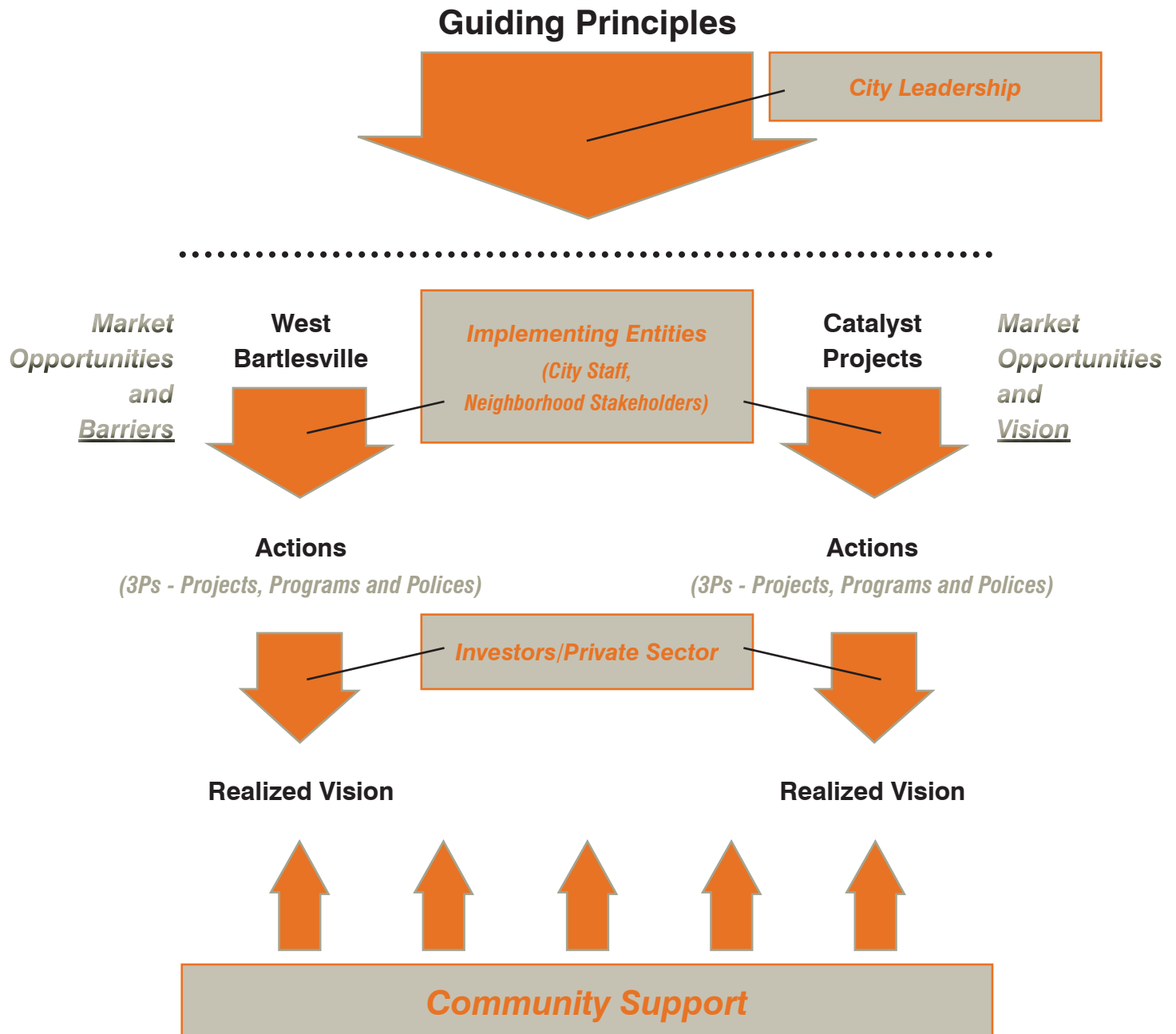
### **Strategy Elements: Guiding Principles**

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 analysis, market opportunities, catalyst concepts, redevelopment programs and stakeholder input.

- Residential neighborhoods will be protected and enhanced
- The City will maintain a proactive attitude towards redevelopment that is consistent with the vision for the Study Area as expressed by local residents, property owners and business owners
- The vision for West Bartlesville will be reflected in supporting policies and regulations
- Future commercial uses will be encouraged in existing commercial districts
- Development will be guided by updated development standards and design principles
- Public commitment will be long-term and laced with realistic expectations that significant change does not happen quickly, but requires a strong framework to allow incremental, timely improvements
- To the extent reasonable and possible, the City will provide assistance (either financial or non-financial) for eligible, meritorious projects that have verifiable financing gaps, but for the minimum possible length of time
- Preferences will be given to projects emphasizing a greater diversity of uses and serving broader market segments to more fully integrate West Bartlesville with the city
- Priority projects must either provide a leveraged financial return or a cost savings to the City
- Developed and underdeveloped properties will be put into productive use
- Capital investments will embody West Bartlesville traditions and history

As shown in the diagram here, these guiding principles establish the foundation from which new implementation initiatives (actions) were formulated. New initiatives that should be implemented within the Study Area are detailed in the discussion which follows.

## Strategy Layers



## **Actions for Change**

Because the challenges or barriers to investment are multifaceted, the solutions must be as well. The national trend of stagnating and declining urban neighborhoods is evident, not just in Bartlesville, but throughout the U.S. Facing increasing competition from both development on the I-75 commercial corridor and a revitalizing downtown, West Bartlesville, as an established commercial and residential neighborhood, could experience a heightened decline in commercial property values and market share unless specific actions are taken. Together, the public and private sectors share the challenge of revitalizing West Bartlesville. The competitive position of the Study Area will continue to erode unless there is a significant repositioning of its role in the market, improvement of its physical infrastructure, recognition of the economic challenges inherent in infill and neighborhood redevelopment, and aggressive recruitment of niche opportunities by committed city leaders and stakeholders.

The West Bartlesville Redevelopment Plan is the road map to advance the City's and stakeholders' vision towards reality and to ensure that redevelopment of the Study Area is accomplished in a way that balances private investment objectives with community sustainability. A discussion of potential actions/strategies to eliminate barriers to investment and capitalize on opportunities is laid out in the following pages. Ultimately, the City of Bartlesville, Council, Planning Commission, staff and citizenry will have to select a final course of action for change. The information presented here is designed to provide a range of actions for consideration and sound decision-making.

Potential actions/strategies for the City's consideration are categorized by the following initiatives:

- A. Change Market Perception (Tell a New Story)
- B. Expand Housing Choices
- C. Create Great Neighborhoods and Streets
- D. Build Connections
- E. Stabilize Property Ownership
- F. Grow the Funding Tool Box



## A. Change Market Perceptions (Telling a New Story)

One of the biggest challenges associated with urban neighborhood revitalization is addressing inaccurate information and negative market perceptions. People's memories can be unforgiving when it comes to their associations with certain areas. These perceptions are also often further exacerbated by bad press and property owners' self-fulfilling prophecies about the potential of their "neighborhood" to be something else. With adoption of the West Bartlesville Redevelopment Plan, it must be a new beginning in the minds of all advocates and stakeholders in the Study Area. Information generated during the planning process must be used to develop marketing and promotional materials which tell "the whole story", past and present. Potential investors reside both within and outside the market. Many local, regional and out-of-state investors know nothing of the City's commitment to the Study Area, planned improvements, available incentives or consumer profiles. The City and neighborhood advocates cannot wait for investors to look for an opportunity, and it cannot leave them to interpret generic information on their own -- it is not all current or accurate information. Communities and neighborhoods need to tell their own story and make accurate and current information readily available to city leadership, business entities and local stakeholders.

### **Strategy A.1 Formalize an Advocacy Association**

**Note:** The West Bartlesville Improvement Citizens Advocacy Group was formed in March 2011 by a group of stakeholders who had been involved in the Redevelopment Plan planning process. We would like to applaud the efforts of the community for initiating implementation of this strategy during the planning process and prior to final public hearings. For more information regarding the Citizens Advocacy Group, please contact Jamie Wood: [jeccles697@aol.com](mailto:jeccles697@aol.com)

The advocacy entity should be neighborhood-based and initiated, with representation from residents, businesses, service providers and area institutions. The primary function of this entity will be to advance the actions of the West Bartlesville Redevelopment Plan, keep stakeholders involved in the process and promote consensus. A good model for this type of entity is a Community Development Corporation, or CDC. These are non-profit, community-based organizations that anchor capital locally through the development of both residential and commercial property, ranging from affordable housing to redeveloping older and derelict shopping centers and even



*Washington School*

owning businesses.

Currently, there are several stakeholders in West Bartlesville with individual goals and missions, many of which overlap in scope. The formalization of an umbrella entity, with representation from all of these stakeholders, would begin to provide a single “voice” for the neighborhood.

#### **Strategy A.2 Emphasize and Implement the Existing “Clean and Safe” Program**

The City of Bartlesville has developed a Neighborhood Clean-up Program. This publicly funded program, known as a “clean and safe” program should be used, in lieu of creation of a special district charged with doing the same, and is specifically tasked to advance programs to ensure clean and safe neighborhoods for businesses, resident-customers and visitors at a level higher than municipal standards.

The existing program could be administered in West Bartlesville by the advocacy entity or more deliberately advertised by the city to promote neighborhood pride. In most cases, such programs are geography-specific rather than citywide. For West Bartlesville, such a program would likely gain momentum if a volunteer effort was formalized, but could evolve into a self-funded initiative aimed at improving not only the immediate physical environs, but also erroneous perceptions of West Bartlesville.

As West Bartlesville matures, individual neighborhoods and commercial districts will require concentrated revitalization efforts in order to maintain a strong identity within the larger Bartlesville community. The Bartlesville’s Neighborhood Services Program is committed to helping maintain the vitality of the community by focusing on aesthetic improvements and promoting well-maintained and safe neighborhoods. As part of this program, the City provided a free service under the Neighborhood Services Division to residents/volunteers who organize neighborhood clean-up efforts. This existing program should be construed as one recommendation contained in the West Bartlesville Redevelopment Plan that is currently being implemented by the city and needs to be more fully utilized by West Bartlesville stakeholders.



Public Workshop #2: July 20, 2011

#### **Strategy A.3 Revise Zoning, Subdivision and Development Codes**

As a practice of designating permitted uses of land based on mapped zones that separate one set of land uses from another, zoning may be use-based (regulating the uses to which land may

be put), or it may regulate building height, lot coverage, and similar characteristics, or some combination of these. For West Bartlesville, it may be necessary to create a transitional zoning or overlay zoning in an effort to advance the vision of this Plan prior to significant code revisions being in place.

Members of the consultant team reviewed existing zoning regulations to ensure that the zoning code reflects the overall vision of the community. The greatest threat to implementation of the vision from a land use perspective is the preponderance of grandfathered uses, primarily industrial uses that abut high density residential development. While many of these instances could be mitigated by stronger screening and buffering requirements, future land use and redevelopment decisions should be based on the overall vision for West Bartlesville, which is reflected in the subareas delineated on the Land Use Diagram.

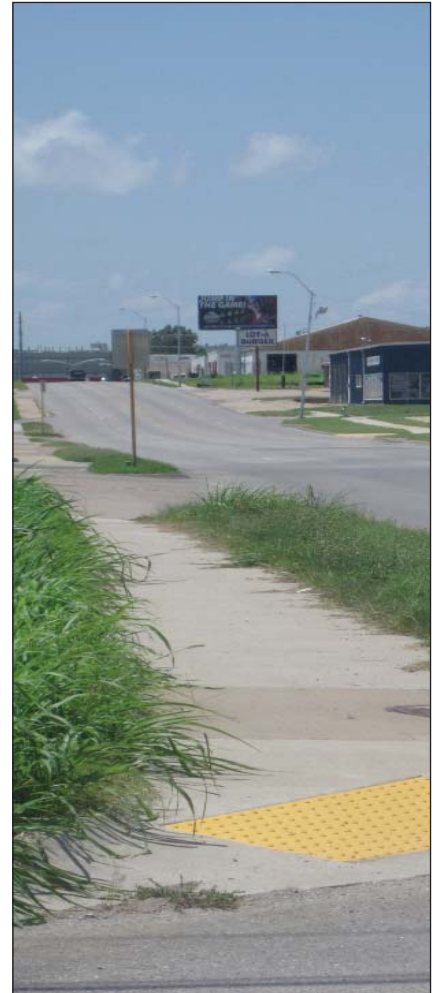
#### **Strategy A.4 Educate Realtor Community**

In an effort to shift market perception, one of the key audiences for information should be realtors and brokers. Sharing study area information about market conditions, property opportunities, policy and plan initiatives, potential incentives, etc., will ignite the private sector “educational” process necessary to ready the Study Area for investment. The frequency of such outreach efforts can be monthly, semi-annually or annually; the audience should be regional (rather than city-specific); the venue can be an informal breakfast, lunch, dinner or some other format that promotes dialogue between city leaders, West Bartlesville stakeholders and the real estate community. This effort could also be extended to local and regional lenders, investors and appraisers, because they play a key role in underwriting projects.

#### **Strategy A.5 Provide Space for Police Presence**

In any revitalizing neighborhood, police provide a heightened presence in an area in an effort to lower crime and increase the sense of safety and security. Methods by which this presence can be increased include:

- enhanced communications
- tracking of crime statistics
- partnering with advocacy organizations
- establishing a physical location, e.g., renting space in a private building



*Frank Phillips Boulevard*

**Strategy A.6 Review City Council Ward Boundaries With Release of 2010 Census**

As results from the 2010 Census become available, many communities throughout the U.S. will be reviewing and re-evaluating existing governmental district boundaries. This process, sometimes referred to as “redistricting”, occurs in order to reflect changes in population within a jurisdictional area, making it possible to handle the election of representatives and other government officials more efficiently. When the population within a district undergoes a significant increase/decrease or change in demographic make-up, it is not unusual for the municipality to undergo a process of redistricting. Doing so makes it possible to maintain an equitable balance of representatives who can adequately stand for their constituents in local governmental processes. Redistricting can involve either an expansion or consolidation of districts, or a simple change in boundaries. Because the West Bartlesville Study Area includes two Council districts, one of which also encompasses a significant portion of East Bartlesville (an area with dissimilar demographic characteristics), the possibility of adjusting current Council boundaries should be considered as part of the review of 2010 Census data.

## B. Expand Housing Choices

Two significant challenges to neighborhood revitalization are over-zoning and a lack of diversity among land uses. Especially in this economically challenged climate, few markets have enough depth to support the amount of commercial space zoned within their commercial corridors; there is a surplus of commercially zoned land. With too much of a single use – one-dimensional form of development – an area loses the opportunity for place-making and the character, diversity and vitality that accompany mixed-use areas.

Residential development in particular, interspersed with commercial development along established corridors and within potential catalyst areas, provides numerous benefits for these otherwise linear and single use environments. New housing effectively increases the number and type of households that support desired retail. In addition, new housing developments diversify the land use base, often introduce a new and unique housing product to the market and can increase pedestrian activity along the street edge. In combination with office and other employment-generating uses, residential units provide the missing element of a live/work environment. While West Bartlesville has a number of residential units, there is essentially too much of the same type, largely serving only a few demographic groups. It will be essential in the context of this revitalization effort to diversify the residential base, which will in turn serve to diversify the commercial base and correspondingly better serve the neighborhood and the community.



*Residential Neighborhood*

### **Strategy B.1 Monitor Market Conditions (Business and Market Database)**

The market analysis completed for the Redevelopment Plan should be incorporated into a format readily duplicated and distributed to area real estate professionals, similar to informational sheets generated for the Downtown Implementation Plan, and easily updated when information becomes available. Ultimately, this monitoring program could be led by a partner entity, i.e., the neighborhood advocacy association or the Bartlesville Chamber of Commerce. Market conditions that should be monitored include residential and non-residential vacancies, rental rates and land prices, available incentives, absorption levels, demographics and psychographics, and other facts of relevance to potential investors.

Note: An Executive Summary of the West Bartlesville Redevelopment Plan was developed in conjunction with this document to serve as condensed “quick read” version of the plan. The Executive Summary is available on the city’s website: [www.cityofbartlesville.org](http://www.cityofbartlesville.org)





*Example of Development Prototype  
New Single Family Residential*

**Strategy B.2 Promote Mixed-Use Development** Mixed-Use development is the practice of allowing more than one type of use in a building or set of buildings; in planning terms, this can mean some combination of residential, commercial, light industrial, office, institutional or other land uses integrated vertically or horizontally. As discussed in the Catalyst Projects, West Bartlesville offers many potential sites for mixed-use development. These sites have the potential to create a more sustainable development pattern in the neighborhood.

**Strategy B.3 Prepare a Set of Housing “Prototypes” for Single Family Redevelopment**

This is an initiative whereby the public sector (or in partnership with the private sector) retains an architect to prepare a set of drawings of desired housing forms that do not exist today and take them through a limited public approval process (knowing they will be refined once a developer is identified) in an effort to save both time and money associated with entitlements and educate the delivery system (property owners, developers, lenders, public officials, community at-large, etc.) about the “ability to and value of” developing an unproven product type.

**Strategy B.4 Research the Applicability of New Market Tax Credits**

New Market Tax Credits are designed to stimulate investment in low-income qualifying areas by providing financing assistance to qualified projects; investors receive a federal income tax credit equal to 39 percent over seven years and the project receives an equity contribution equal to 25 percent of the amount of tax credits sold. Assuming the project has access to up to \$20 million of tax credits that can be sold to investors, then 25 percent of that amount, or \$5 million could be put directly into the project. A non-profit corporation, known as Community Development Entity, acquires and sells the credits for eligible projects. For West Bartlesville, a neighborhood advocacy association, perhaps in partnership with the City, could apply for this funding source.

**Strategy B.5 Assemble Properties**

Underutilized, vacant and/or dilapidated property in West Bartlesville should be assembled and / or acquired by a public, private or non-profit entity in an effort to position it for redevelopment of single family homes or larger projects; assembly can happen through various means including the purchase of properties, or vacation and/or rerouting of streets, alleys, etc.; when the public sector is involved, their role can be as an agent of the acquisition or as a facilitator and

always is subject to the limitations of state law. For West Bartlesville, the existing Bartlesville Redevelopment Trust Authority (BRTA) should serve in this role.

**Strategy B.6 Explore the Availability of Funds That Could Be Matched (Mortgage Programs) with Residents or Tenants of New Projects**

Mortgage Programs include financing programs for homebuyers with specific terms (income restrictions, employment category, first time or move-up); funds can be pooled with revenue from other lending sources or matched with public dollars; public sector can subordinate loans, and when established preemptively, public sector is in a position to assist developers of pioneering projects by expediting sales activity. This type of program could be crucial in increasing home ownership in the West Bartlesville Study Area.

**Strategy B.5 Develop a “Demonstration Project” (see catalyst projects discussion)**

A Demonstration Project could be a public-private effort whereby the public sector contributes land, financing, or the like, and the private sector (developer) contributes their expertise and money to jointly develop a housing project that does not currently exist in the Study Area. The program is designed to educate the delivery system (property owners, developers, lenders, public officials, community at-large, etc.) on the “value” of developing a specific housing product type. Again, the BRTA should play a role in acquiring property for such a demonstration project.





## C. Great Neighborhoods and Streets

Construction in any form, whether it be new building development or redevelopment, roadway narrowing or widening, neighborhood identity and streetscape improvements, is a sign that the community is invested and that progress is occurring. The challenges of dealing with construction in an urban business environment come before, during and after completion of the project. While progress is good, it comes with a price and in a commercial corridor or redevelopment environment, that price is often borne by the local merchant. The good news is the environment that is ultimately created will provide significant increased value for property owners, the immediate commercial district and the surrounding neighborhood.

Most commercial streets have developed over time with the vehicle in mind. Redevelopment of the street provides an opportunity for engineers and business owners / operators to interface and work towards design and capacity solutions with everyone's interests in mind. Traffic engineering principles alone should not dictate the design of the public right-of-way. Retail streets and commercial corridors must balance the needs of the pedestrian, the bicycle, and the potential for future public transit systems and the automobile. Traffic must be slowed down and pedestrian amenities, such as signalized crosswalks and pedestrian lighting should be added for vehicular commercial corridors to become pedestrian friendly, reenergized and to encourage activity along the street.

### **Strategy C.1 Consolidate and Minimize Curb Cuts along Hensley, Frank Phillips, Adams and 14th Street**

Curb cuts are an area on a sidewalk or curb that is removed and replaced with a ramp or flat space to enable vehicular, wheelchair, bicycle or other access into individual parcels and businesses. Too many curb cuts along one stretch of a commercial corridor can have a negative impact on the pedestrian or non-vehicular environment and deter pedestrians from walking along the street – even if sidewalks are provided. As individual parcels redevelop, existing cuts should be consolidated and vehicular access between individual businesses should be coordinated and encouraged.



*Arterial Streetscape Improvements:  
Detached Sidewalk, Lighting  
Lafayette, Colorado*



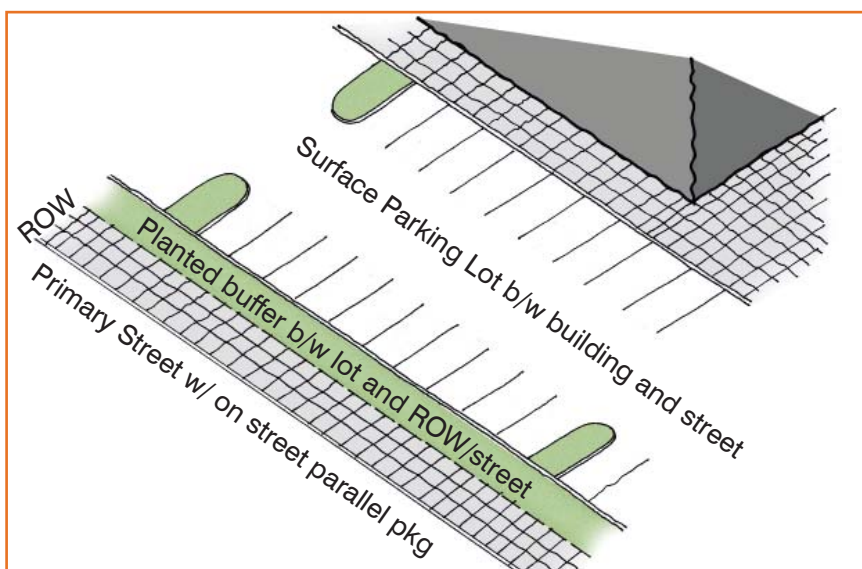
*Local Business*

**Strategy C.2 Increase Landscape Requirements in Surface Parking Lots**

Unlike a structured or below-ground parking facility, surface parking lots are a single level, at-grade, frequently paved and contain no, or at best, modest level of landscape improvements to buffer vehicles from pedestrian activity along the sidewalks and minimize glare of headlights onto adjacent properties. Surface lots are often used by a range of motor vehicles and typically the least expensive type of parking to construct. Some cities establish “park in a park” development standards that place more emphasis on the landscaping and less on the asphalt. This could be accomplished as part of the zoning code and development regulations update described previously. Typically, one tree should be required for every 12 cars parked in a linear row and headlights should be screened from all neighboring properties and pedestrian sidewalks. In more urban areas, both landscape and fencing elements are required to improve pedestrian safety and buffer parked vehicles from pedestrian corridors/sidewalks.

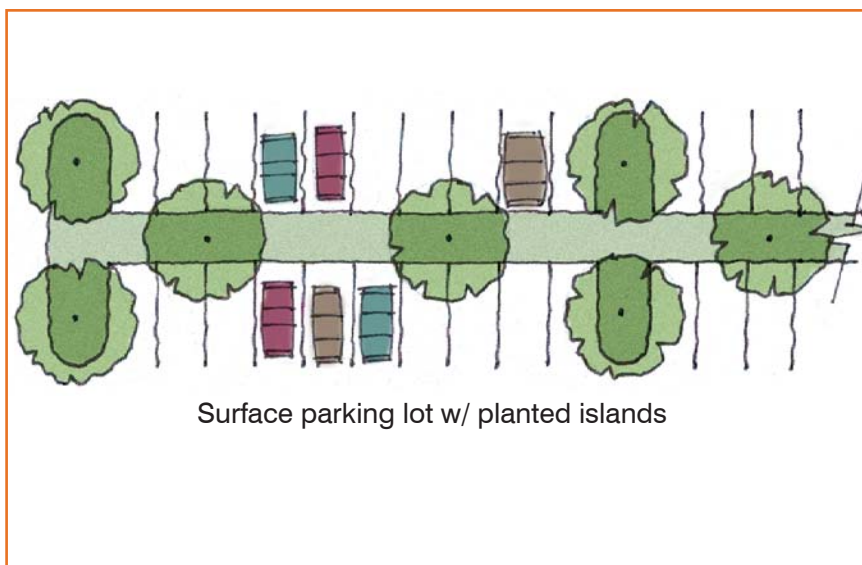
***For renovation projects that utilize existing buildings and parking configurations:***

*Existing surface parking lots that abut the public right-of-way can be reinvigorated by adding screening elements between the surface parking lot and street edge. A 5'-0" minimum landscaped buffer provides adequate room for healthy deciduous streets and their root systems, as well as space for shrubs and/or ornamental fencing combinations. Fencing should be no higher than 3'-0". Individual parking stalls can also be converted to planted islands containing a combination of trees and shrubs. These elements require curb and gutter to protect the plant material and ensure proper drainage.*



***For large surface parking lots:***

*Parking lots that require a significant number of parking stalls should integrate landscaped medians and islands into the site plan. The medians and islands should include deciduous shade trees to shade cars during hot summer months. Shrubs, groundcovers and/or mulch can be used in combination to create low maintenance planted medians.*





### **Strategy C.3 Establish Consistent Lighting and Streetscape Standards**

**Lighting Standards** exist to ensure pedestrian and vehicular safety. Light fixtures on private property are typically the responsibility of the individual owner; lighting within the public right-of-way and on publicly owned land is the responsibility of the City. Lighting standards should be reviewed by electrical engineers to ensure that nationally recognized standards for safety are maintained, current technology is permitted to minimize energy consumption and light pollution and trespass is minimized.

**Streetscape Standards** define the streetscape palette, which is comprised of a variety of elements including paving materials, light fixtures, crosswalk location and design and furnishings such as benches and trash receptacles. Streetscape improvements are typically targeted to the public right-of-way, which is from property line to property line and includes the street, the tree lawn and sidewalk. Improvements within the public right-of-way are usually publicly funded. Large scale redevelopment projects are often required to implement streetscape improvements using established streetscape standards and palettes.

Streetscapes are among the most important urban design feature in a redevelopment area because their appearance, character and impressions establish the public image and identity for the neighborhood. For West Bartlesville, this would require modest modifications to development regulations regarding improvements to the public right-of-way. It is important that public safety officers work in cooperation with urban design professionals to ensure that lighting improvements accomplish multiple objectives (safety and aesthetics).

Based on feedback received during the planning process, West Bartlesville stakeholders identified Frank Phillips Boulevard as the priority for phased streetscape improvements to improve pedestrian safety along the street edge and to link West Bartlesville to both Downtown (to the east) and employment centers to the west. The intersection of Frank Phillips and Virginia Avenue was identified as an important intersection because of its central location within the study area and the proximity to Frontier Pool, which is a regional public amenity.

Substantial streetscape improvements have recently been installed on Frank Phillips Boulevard between Keeler and Cherokee Avenues. Expectedly, the complexity and array of improvements is commensurate



*West Bartlesville Residence*



*West Bartlesville Residence*



*Bike Route Sign, Sunset Boulevard*

with the location in the historic core of Downtown and includes ornamental pedestrian lights, ornamental street lights, benches, trash receptacles, planters, street trees and specialty paving at the intersections and crosswalks. Streetscape improvements along Frank Phillips Boulevard in West Bartlesville would not (and should not) require such a detailed, ornate streetscape palette, but in order to unify West Bartlesville with Downtown, it will be important to select design elements that complement the existing streetscape palette and terminates on both the east and west boundaries of the study area.

### **Strategy C.4 Strengthen Existing Screening and Buffering**

#### **Requirements**

*A non-conforming parcel is defined as a use of land that lawfully existed before enactment of the zoning code and that may be maintained after the effective date that the code was adopted, although it no longer complies with use restrictions newly applicable to the area.*

There are many residential parcels within existing industrial zones in West Bartlesville. Conversely, there are also many commercial and industrial uses within existing residential zone districts. The resulting character of many neighborhoods within the study area is somewhat fragmented and undefined. The primary recommendation for addressing non-conforming uses is to revise existing screening, fencing and buffering requirements contained in the zoning code, which would result in more thoughtful screening of exterior industrial storage along the street edge and mitigate issues that arise from non-conforming uses. Revised development standards should include the following:

- Exterior industrial and manufacturing storage located on parcels in West Bartlesville should be screened from adjacent residential uses and all streets by opaque, privacy fencing. In order to improve the overall character of industrial properties, chain link fencing should not be permitted along any public street.

Over time and as properties within West Bartlesville change ownership, redevelop and/or use, city leadership should review the West Bartlesville Land Use Plan to ensure compatibility with the vision illustrated by the subareas delineated on the Land Use Plan and ensure that the appropriate development standards are implemented.

### **Strategy C.5 Strengthen Pedestrian Connections to Link Commercial and Residential Uses**

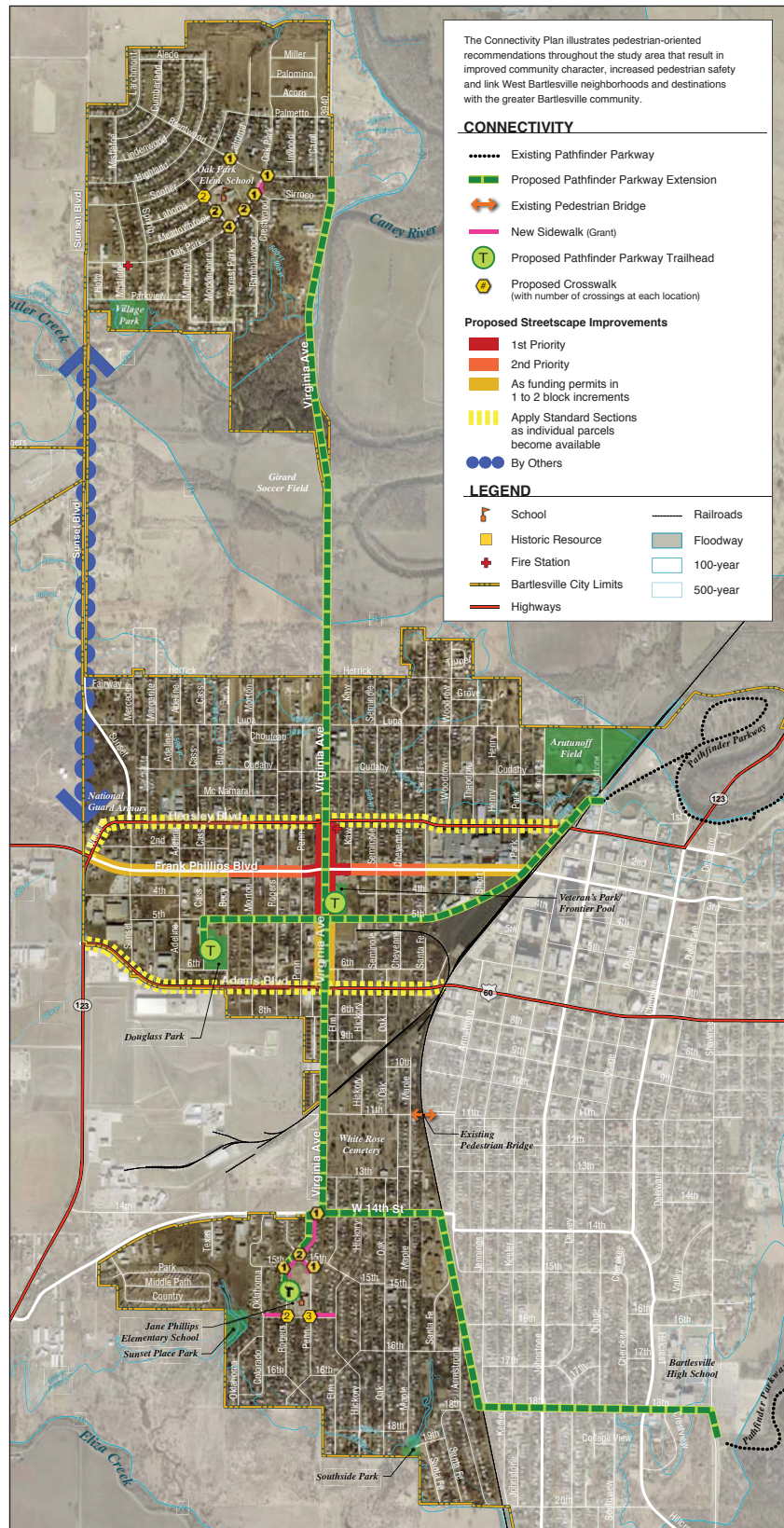
Throughout the planning process, stakeholders repeatedly lamented the lack of safe pedestrian routes contained within West Bartlesville. There were numerous anecdotes shared by long-time residents of West Bartlesville about how easy it used to be to walk to the Post Office or Downtown and that was a daily occurrence for children residing in West Bartlesville residential neighborhoods. Increased vehicular traffic combined with street widening projects that contained limited (if any) sidewalks has weakened pedestrian connectivity and made some stretches of road unsafe and unwelcoming to pedestrians and bicycle traffic.

Recently, the Federal Highway Administration created the Safe Routes to School Program. The program provides funding for activities that improve safety and encourage kids to walk or bike to school. The City of Bartlesville received a \$200,000 grant through this program to construct over 5800 linear feet of sidewalk that will fill in gaps and extend sidewalks at area elementary schools. The City will also conduct



safety programs, train crossing guards, organize a Walk to School Day event, conduct bicycle rodeos, and promote walking school buses. West Bartlesville schools targeted for sidewalk improvements are Jane Phillips Elementary and the Oak Park Elementary. Future sidewalk improvements are delineated on the Connectivity Plan and will improve overall pedestrian safety increase pedestrian activity in these important residential neighborhoods.

The Pathfinder Parkway is a regional trail system that has been cited by West Bartlesville stakeholders as both a local and regional public amenity. The trail currently terminates in Johnstone Park, but West Bartlesville residents often access this trail from other trailheads located throughout the city. Ideally, the existing trail should be extended to link residential neighborhoods including Oak Park and Jane Phillips to employment centers such as the Conoco Phillips Research Center, Bartlesville Airport, future Sunset Industrial Park and public amenities such as the Frontier Pool and Mary Murtha. Existing land configurations and ownership patterns, especially in more urbanized areas of West Bartlesville, may require that some sections of the trail be located within an existing right-of-way in the form of a striped, designated, on-street bicycle lanes. There are



Pedestrian Connectivity Plan

other opportunities to seek easements from landowners to the north and/or enter into use agreements with the BDC for sections of trail in the Sunset Industrial Park that would allow off-street trail extensions, which are often safer and preferred by families with small children.

**Strategy C.6 Consider Applicability of an “Adopt a Block” Program\***

An “Adopt a Block” program is similar to the “adopt a highway” program, whereby organizations and / or individuals voluntarily agree to improve and / or maintain a small portion of a larger area. Participants can include schools, chambers of commerce, business organizations and senior associations. The outcome of a program like this can be a heightened level of awareness and perceived “ownership” in the success of the area.



## D. Build Connections

There are three “environments” that require attention in any redevelopment effort: the environment on the street, beyond the street and in the buildings. The environment beyond the street extends from the curb to the building edge, and this is what shapes community identity and character. Some of the issues that need to be addressed in this environment include: the prevalence, width and appearance of sidewalks, the size and function of landscape improvements, the size, appearance and location of signage, the purpose of lighting, and how each of these areas connect to one another and the public right-of-way. As much as the coffee house, church or a park are often a daily destination in the lives of local residents - where they don't work or live, but where they come together as a community – so is the common area located in front of all buildings. When well-conceived, thoughtfully designed and responsibly constructed, these connect individual parcels to the greater communal framework. The West Bartlesville Study Area has several elements that define an urban neighborhood, but when combined with what lies beyond the Study Area boundaries, including Downtown, employment centers, industrial parks, the Bartlesville Airport, Johnstone Park, Pathfinder Parkway and established residential neighborhoods, it becomes a significantly more important component of the city as a whole. The future challenge of city leadership and West Bartlesville stakeholders will be to consolidate all these individual elements into one cohesive community.

### **Strategy D.1 Solicit FTA Funding for Transportation Enhancements**

Federal Transit Administration (FTA) funds are flexible, legislatively-specified funds that may be used either for transit or highway purposes; Intermodal Surface Transportation Efficiency Act of 1999 (ISTEA) was continued with the Transportation Equity Act for the 21st Century (TEA-21); flexibility means that a local area can choose to use certain Federal surface transportation funds based on local planning priorities, not on a restrictive definition of program eligibility. Flexible funds include Federal Highway Administration (FHWA) Surface Transportation Program (STP) funds and Congestion Mitigation and Air Quality Improvement Program (CMAQ) and FTA Urban Formula Funds. Funds such as these could be utilized to make proposed streetscape and landscape improvements to key thoroughfares in the Study Area.

### **Strategy D.2 Plan for Future Alternative Modes of Transportation linking West Bartlesville with Downtown and I-75 Corridor**

Alternative modes of transportation include methods of moving people other than automobiles, including bicycles, trails, sidewalks, trolleys or buses, light rail, train, etc. Any improvements to Pathfinder Parkway will further the goals of this strategy. As incremental infrastructure improvements occur throughout West Bartlesville, engineers and planners should anticipate future transit needs in the design of roadway improvements.

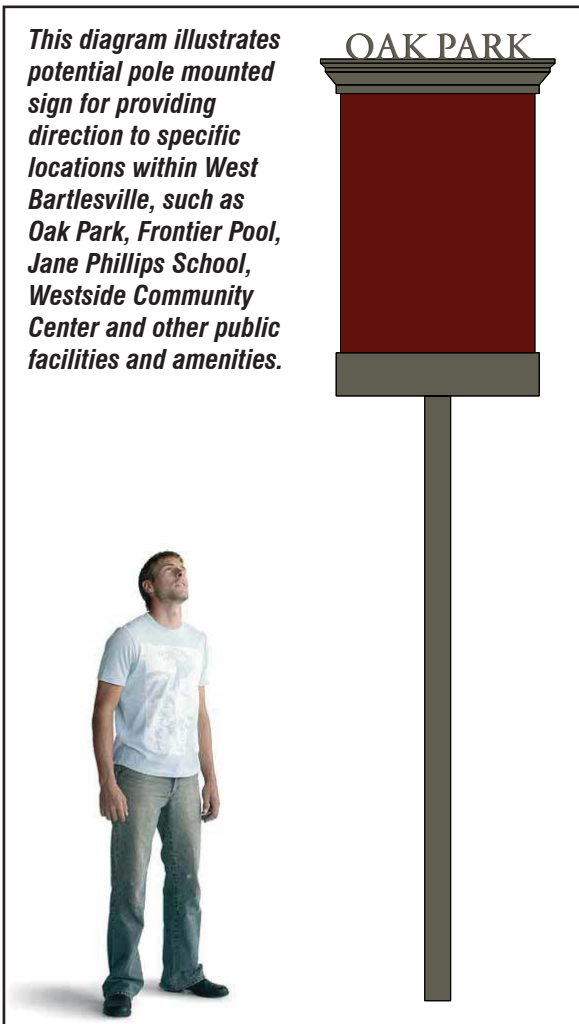
### **Strategy D.3 Prepare and Implement Wayfinding and Neighborhood Identity Program**

A wayfinding program is a comprehensive informational and directional signage program that can include or incorporate architectural and landscape elements (landmarks), signs and information components (from street signs to kiosks), maps and websites (printed and electronic media), and people as guides (from taxi and bus drivers to the local resident on the street). Any wayfinding program developed and implemented by the city should include specific neighborhoods and public amenities in West Bartlesville. Wayfinding is often a hierarchical task that should be considered a long-term initiative, and should also utilize neighborhood advocacy organizations in the design and location of localized signage.

### Examples of Wayfinding and Neighborhood Identify Signage



*This diagram illustrates potential mechanisms for identifying individual residential neighborhoods in West Bartlesville, such as Oak Park, North Hensley, South Adams and/or Jane Phillips. Similar signage could also be adapted for commercial and industrial uses for the Central Commercial District: West Bartlesville or Sunset Industrial Park. This diagram illustrates a pier that could be constructed of concrete or a combination of other materials such as masonry, concrete and/or stone. This type of signage not only serves as wayfinding, but also serves to distinguish one neighborhood from another using similar signage elements to create a cohesive and consistent identity for West Bartlesville and instill community pride. The piers can be strategically located at highly visible intersections and/or located at neighborhood boundaries that coincide with local street intersections.*



*This diagram illustrates potential pole mounted sign for providing direction to specific locations within West Bartlesville, such as Oak Park, Frontier Pool, Jane Phillips School, Westside Community Center and other public facilities and amenities.*



*This diagram illustrates potential pole mounted street signs that include both the street name and the name of the neighborhood.*

## **E. Stabilize Property Ownership**

The focus of most neighborhood redevelopment efforts is to attract desired retail to local commercial districts. While this is an important aspect of a larger initiative, equally important is stabilization of the area's housing stock and growth in its ownership profile. "Successful retail depends on successful residential neighborhoods." In order for retail to succeed in the urban environment, the residential profile being served by those commercial businesses must be represented in its trade area, and at a level sufficient to support diverse businesses. These residents are found in high-, medium- and low-income brackets, and are part of many ethnic groups. Their value is in their commitment to the businesses on their "street." At the end of the day, the quality and amount of residential development will dictate what type of retail tenant will be interested in leasing or owning space.

### **Strategy E.1 Eliminate "Use by Right" for Non-Conforming Properties**

Use-by-Right and Non-Conforming Property refers to a property owner's use of property and structures in manners consistent with that which is listed as permissible in the zoning district where the property is located; a 'use by right' is a use permitted in a zoning district and is therefore not subject to special review and approval by a local government. In this application, the City of Bartlesville would adopt regulations that either eliminate or phase out (amortize; described below) an existing use that is undesirable and not consistent with the existing zoning or vision of the community.

### **Strategy E.2 Amortize Zoning**

Amortized Zoning is a technique for the removal of non-conforming uses after the value of a non-conforming use has been recovered - or amortized - over a period of time; in some instances zoning ordinances set time periods for phasing out different types of non-conforming uses. This would likely be a long-term strategy for West Bartlesville, particularly if private investment lags in the Study Area.

### **Strategy E.3 Complete Phase I Clean-Ups and/or Demolish Contaminated Properties**

Phase I Assessment / Clean-Up consists of a Phase I Environmental Site Assessment, often referred to as "environmental due diligence," and is utilized by purchasers and lenders to evaluate a property for potential environmental contamination and to assess the potential liability for contamination present at the property. In this application, the City of Bartlesville would solicit the dollars to clean up properties in the Study Area with known contamination, thereby expediting (re) development.

The Horsehead Property was repeatedly cited by West Bartlesville stakeholders as offering potential for redevelopment. Throughout the country, industrial waste sites have been cleaned up for public use. Federal funding is available, albeit competitively sought, for such cleanup efforts. The challenge will be to identify potential uses that benefit the entire Bartlesville community and serve as both local and regional destinations for residents and visitors, and subsequently attracting future public and private investment in the area. The City of Bartlesville should

- Solicit input from brownfields redevelopment experts (regional and national)
- Research the potential for brownfields grants for planning and/or environmental assessment efforts
- Approach property owner re: plans for future use of the property and possible partnership for redevelopment

### **Strategy E.4 Solicit Intermediary Organizations for Patient Capital Sources**

Patient capital is another name for long-term capital. With patient capital, the investor is willing to make a financial investment in a business venture with no expectation of turning a quick profit. Instead, the investor is willing to forgo an immediate return in anticipation of more substantial returns in the future; it may take the form of equity, debt, loan guarantees or other financial instruments.

The source of capital may be philanthropy, investment capital, or some combination of the two. Patient capital is not a grant, it is an investment intended to return its principal plus (below market-rate) interest. It does not seek to maximize financial returns to investors; rather it seeks to maximize social impact and to catalyze the creation of markets to combat poverty. On the spectrum of capital available to both non-profits and for-profits, patient capital sits between traditional venture capital and traditional philanthropy, between development aid and foreign direct investment.

### **Strategy E.5 Apply Minimum Urban Standards Ordinance**

A Minimum Urban Standards Ordinance grants a municipality the right to encourage property owners to get their property in line with current standards; in the event the property owner elects not to make the appropriate improvements, the city may demolish structures because of abandonment or severe lack of maintenance. Much like amortized zoning, the implementation of an ordinance of this type is phased in over a relatively long period of time (e.g., 10 years). It allows the City to articulate a long-term vision for an area, while giving property owners advance notice that certain standards will be enforced. For example, the City of Richardson, Texas, in an effort to clean up aging apartments in older neighborhoods, established a rental registration program, whereby property owners were required to register annually and agree to adhere to minimum standards of building safety and maintenance. If those standards were not maintained, the City could require the property owners to make necessary improvements or direct the work to be done and charge the expenses as a lien against the property in order to get their property in line with current standards; in the event the property owner elects not to make the appropriate improvements, the city may demolish existing improvements because of abandonment or severe lack of maintenance.

## F. Grow the Funding Tool Box

A lack of money is sometimes considered the most obvious barrier to advancement of a community redevelopment plan. Comprehensive and area-specific planning in the City of Bartlesville comes at a time when demands on local government are high and resources are low. Whereas the responsibility of implementing reinvestment strategies and the many public projects that contribute to the evolution of a community has historically been borne predominantly by the public sector, success depends on creativity and multiple solutions. Some communities consider adoption of governing regulations (tools such as the comprehensive plan, zoning ordinances, planned unit development ordinances, design review, overlay regulations, etc.) to be the beginning and end of their implementation strategy. While these tools are necessary, they are only one component of the implementation process. Implementation, as presented here, is much more comprehensive in scope and includes considerably more than just a design – or redesign – of the City’s regulatory agenda.

### **Strategy F.1 Create a New TIF District or Expand an Existing TIF District**

A Tax Increment Financing (TIF) district obtains funds from increases in regular tax revenues that arise from new development within the district boundaries. Incremental increase in tax revenues over designated base year revenues is diverted to a special fund; diversion of regular tax revenues rather than additional fees to generate revenue for district investments and can be used in conjunction with municipal bond issues whereby increment is pledged to payment of debt service, or actual increase is allocated to an administering agency directly to finance redevelopment activities. A percentage of TIF dollars in an established district can also be “escrowed” for use in a specific subarea. This would require a policy decision of the board of directors of the district. For West Bartlesville, a new district could be created or the existing Downtown TIF district could be expanded to include the Study Area.

### **Strategy F.2 Explore Multiple Funding Mechanisms for Plan Implementation**

The City of Bartlesville, similar to every other local government before them that has attempted to revitalize an important segment of its community, must be able to provide the broadest possible range of resources including, at a minimum, assistance with site acquisition and building and facade improvements, start-up capital, relocation assistance; business counseling, etc. Following is a list of potential tools that could provide either a direct, or indirect economic benefit to projects in the West Bartlesville Study Area:

- A. Community Reinvestment Act (CRA):** program under which federally-insured lending institutions are provided incentives to offer assistance with development financing for local projects (particularly those in economically-distressed areas); assistance usually offered at a favorable interest rate; institutions earmark a percent of their lending dollars for this program.
- B. Land Write-Downs (or Donation):** property owner -- public (city/county), private (developer), or semi-private organization -- contributes land to a project either as a donation without an expected return, or at a reduced price; city-acquired property through fee simple transactions and foreclosures are an obvious source for land contributions.
- C. Improvement Districts:** both an organizing and financing technique for area revitalization; property owner initiated; district provides stable stream of income for activities and projects considered special to area or in addition to general municipal services. Districts (e.g., Public Improvement District (PID), Business Improvement District (BID)) are a vehicle for providing additional



services for a fee (assessment) and not to substitute for services funded through traditional tax revenues.

- D. **Fee Waivers:** agreement by a government entity (in this application) to waive fees associated with certain types of (re) development or (re) development in certain areas of a community
- E. **Streamlined Approvals:** initiative by government entity to facilitate a timely approvals process for (re)development projects meeting certain criteria or located in a certain area; also referred to as a “green-tape” permitting program. Critical elements of program: 1) streamlined permit and entitlement process; 2) greater predictability; and, 3) fairness in fees and exactions. Components: 1) appointed case manager; 2) consolidated permit process; 3) waived or reduced fees; 4) reduced number of changes to previously approved plans; continue and expand as appropriate.
- F. **Tax Credits:** amounts of money considered to have been paid towards taxes; government entities give tax credits to reduce or redistribute taxes, or to encourage certain types of activity or investment. In this instance, the City of Bartlesville would support applications for tax credits by partner entities the funds of which would be used to advance projects in a specified area.
- G. **Infrastructure Cost Participation:** cost of infrastructure (either on-site or off-site) shared by developer and/or property owner with a public (city/county), private (developer co-op), or semi-private organization which will benefit from its availability; can be offered through a formal program or on a case-by-case basis.
- H. **Loan Pools:** several lending organizations contributing financing to a project or projects, thus sharing risk; an amount of capital pledged by different entities for use by businesses or developers based on some agreed upon goals or other criteria; pledges can be in the form of loans, letters of commitment, other financial instruments.; pool can be either organized formally or on a case-by-case basis.
- I. **Linked Deposits:** local entity, agency or government uses their bank deposits to leverage lending for activities supported in a specified area; city or development agency deposits its funds in one or several banks with provision that bank make loans in support of identified community objective. Note: In select instances, cities have foregone interest on these deposits so that the bank can make loans at below market rates.
- J. **Bond Dollars (Revenue or General Obligation):** if a project has a secure revenue stream, such as parking fees resulting from construction of a parking structure, bonds may be issued and amortized by the anticipated revenue which results from the improvement that was funded; bonds are not secured against the taxing authority of the City, and therefore do not require a public vote.
- K. **Low Interest Loans:** loans for construction, acquisition, operation, etc. are offered to qualifying individuals or organizations at a preferred interest rate.
- L. **Grants:** dollars requested and awarded for use by specified individuals or organizations consistent with the requirements of the funding source for the purpose of advancing specific activities; sales tax refunds and utility rate adjustments could be considered a form of grant whereas it acts as an incentive and does not require repayment.
- M. **Subordination:** guarantee by a public (city/county), private (lender), or semi-private organization to the lending organization that in the event of default, debt service will be paid.

- N. **Patient Capital (foundation dollars):** see above under “Stabilize Property Ownership”
- O. **Transportation Funds (Federal and Regional):** highway program projects (federally-funded) may be constructed over several years, and may have an initial obligation in one year, and more obligations or de-obligations in subsequent years; may have funds obligated under several improvement types (including bicycle and pedestrian projects).
- P. **Regulatory Reform:** initiative by government entity to amend existing regulatory documents to be responsive to prevailing market and economic conditions.

## Conclusion

The West Bartlesville Redevelopment Plan is the road map to move the community’s vision towards reality and to ensure that redevelopment of West Bartlesville is accomplished in a way that balances private investment objectives with community sustainability. The plan has been developed to articulate a vision, concept and strategy for the future use and redevelopment of properties contained within the Study Area.

The analyses and recommendations presented here are intended to assist the Advocacy Group, City, 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 this vital part of the community a better place to conduct business, shop, visit, and reside. It is based on a realistic understanding of physical and market conditions, and is intended to be responsive to the City’s and property interest’s needs.

Together, the public and private sectors face the challenge of advancing the West Bartlesville “address” defined herein. The purpose of this document is to serve as the guide for those efforts and should be continually revisited and amended as more is learned about the market and challenges to investment in the Study Area. Success will depend on committed on-going leadership (both public and private), 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 most importantly - **communication!**



## Communications

Throughout the planning process, community stakeholders were engaged in a series of individual and small group interviews. Those interviewed included business, educational, community and non-profit leaders as well as West Bartlesville residents. The in-depth interviews focused on questions regarding how the area should be redeveloped for maximum optimization of economic viability. The City requested a public outreach process to assist in effectively reaching the residents in the area and gain input from West Bartlesville residents for their ideas and opinions on how to redevelop and reinvigorate their neighborhood and create new mechanisms for ongoing communication between residents and city leadership.

Communities throughout the country are addressing the need for stronger channels through which to educate, inform and engage the public using fewer resources and personnel. To accelerate implementation of communication goals, it is necessary to ask community stakeholders to assume greater responsibility in both the assembly and distribution of information to neighbors, property owners and business owners. In West Bartlesville, there are a number of active volunteer agencies and entities that should be construed as potential conduits for change in communication protocol.

The Communications Plan will identify communication barriers, list strategies to engage the West Bartlesville community and recommend implementation actions to encourage the City of Bartlesville and the residents to work together to improve and expand existing communication channels and more fully link this emerging neighborhood to the greater Bartlesville community.



*West Bartlesville Redevelopment Plan Public Workshop #1: April 13, 2010*

## Challenges

The following communication barriers were identified during the stakeholder interview process.

- 1. Historic land use patterns** combined with railroad access results in a significant amount of industrial businesses and industrial zoned land. Typically, parcels adjacent or often imbedded within industrial districts are cheaper than land located in other land use districts. As would be expected, residential parcels located in and/or adjacent to these industrial sites are extremely affordable. As the city has grown, and because of the range of existing industrial uses and past contamination on adjacent county lands, West Bartlesville property values have not kept pace with increased land values, which has contributed to reduced investment patterns.
- 2. A new county jail** is currently under construction in West Bartlesville, immediately adjacent to Downtown and just west of the railroad tracks. The entitlement process that occurred prior to construction included extensive public participation; many stakeholders were concerned about the impact such a large facility would have on adjacent residential neighborhoods and businesses. In response to neighborhood concerns, the current site plan includes extensive landscape improvements along both Adams Boulevard and Oak Street to mitigate the physical impacts along the street edge. Sidewalk improvements are also included that improve pedestrian safety along Adams Boulevard and improve pedestrian connections to the Post Office and other downtown destinations. Once the jail opens, it will be important to keep local residents updated on any changes in land use adjacent to the site and that would impact adjacent residential neighborhoods. It should be noted that residents and property owners in the immediate vicinity do not want the neighborhood to become home to bailbonds businesses, which would further advance misperceptions regarding the neighborhood and West Bartlesville community.
- 3. Local Government:** Stakeholders repeatedly expressed concern regarding lack of representation in local affairs and lack of engagement by city leadership in the West Bartlesville community, generally.
- 4. Myths:** Many myths and misconceptions exist about the West Bartlesville neighborhood. The West Bartlesville Redevelopment



*Public Workshop #1 April 13, 2010*



*Ruth Nash, Joan Matthews  
Task Force Members*



Plan will be a great tool to help educate residents and investors regarding historic local neighborhoods, successful local business and future growth opportunities.

5. **ConocoPhillips:** ConocoPhillips is the major employer in the community and many stakeholders expressed hope that this important company would seek additional opportunities to recruit local residents for future training and employment opportunities.
6. **Economic Diversity:** There is a significant range of incomes in West Bartlesville, which has created the misperception that West Bartlesville is unstable.

## Strategies

The City of Bartlesville is no different from other communities needing to improve communications between city leadership and local stakeholders. However, traditional means of communication such as monthly newsletters and public workshops are costly, especially in today's current economic climate. New tools and strategies must be explored to more fully educate and integrate local residents in the decision making process. The following strategies aim to improve communication between city leadership and West Bartlesville residents, property owners and business owners.

**Community Outreach:** Establish and sustain relationships with churches and community organizations in West Bartlesville to disseminate information to their respective audiences. Connecting with the pastors of the churches and other community leaders will be key in reaching constituencies. Each organization should identify a Municipal Liaison that actively seeks out and disseminates information from city departments to local congregations. The weekly cycle of church functions is one of the most effective tools to engage and update local residents in a timely manner. Local organizations also maintain large databases of contact information, which can expedite the dissemination of information. The city can add the liaisons to existing email directories and deliver information to local churches quickly and affordably. However, liaisons should commit to engaging with city leadership and city employees to keep the city apprised of local issues and concerns - it is a TWO WAY STREET!



*Public Workshop #1: April 13, 2010*

**Recommendation:** City officials should conduct one-on-one meetings with local church representatives and other organizations in West Bartlesville and/or churches located outside the study area that have a large percentage of their congregation residing in West Bartlesville. The purpose of these meetings is to communicate to community leadership that the city respects and appreciates the role that these organizations play in the lives of West Bartlesville residents and that these entities are centers of influence. Conversely, organizational leaders must recognize that city officials are dedicated to working with the West Bartlesville community to understand local issues and concerns in order to prioritize and implement strategic actions. The goal for each meeting is to identify and confirm a Municipal Liaison from each organization and/or church. Subsequently, the Municipal Liaison should be ready to assume responsibility for facilitating meetings and distribute information provided by the city to members, solicit feedback from members and then report back to city officials using meeting minutes and/or meeting summaries to document the discussion.



*Public Workshop #2: July 20, 2010*

**Utilities Billings:** The Water Company should be contacted by city representatives to explore options for maximizing information distribution. Although this tool can be costly, many utility companies now consider this an opportunity for improving customer relations and work with local agencies and entities to distribute information as a community service gesture. To minimize time and costs, city utility agencies (as opposed to regional service providers) would be the most efficient and cost effective tool for information distribution.

**Recommendation:** Utility bill inserts can be used to communicate to City of Bartlesville residents that change in one part of the city benefits the entire city. West Bartlesville residents must recognize that the city actively seeks their feedback on local and city-wide issues and that their opinions and ideas are welcome and will be heard by city officials.



*Public Workshop #2: July 20, 2010*

**Public Meetings:** City leadership and elected officials should host quarterly meetings with local neighborhoods. These should be construed as informal opportunities for dialogue and exchange of information. Providing a venue with a simple, formalized agenda that encourages public comment and suggestions can often improve community relations and forge relationships with community stakeholders, and send a message that the opinions of West Bartlesville residents, business owners and property owners are valued and welcome.

**Recommendation:** For these meetings, city officials should select a neutral, convenient location and be prepared to document comments. These meetings should serve as listening sessions and city officials should anticipate spending a significant amount of time learning about localized issues and perceptions. The goal of these meetings should be to convey to West Bartlesville residents that:

- Elected and appointed city officials are eager to hear suggestions, ideas, criticisms and opinions about how to improve West Bartlesville neighborhoods and subareas
- Elected and appointed city officials want to work closely with community leaders to implement the vision for West Bartlesville, but cannot do it alone and need the help and cooperation of West Bartlesville community leaders, residents, property owners and business owners to achieve mutual goals and objectives.
- In the past, elected and appointed city officials have approved significant funding for a range of improvements in West Bartlesville and with the help and commitment of the community, we will work together and continue to build a stronger West Bartlesville. Note: in presentations such as this, it is helpful to have information pertaining to dates, funding sources and funding amounts readily available to ensure that accurate information is being distributed and discussed.

**Word of Mouth:** Local residents, business owners and property owners must assume responsibility for building their community. Forging friendships and meeting new residents and business owners strengthens neighborhoods and communities. A locally initiated “Welcome Back!!” outreach program could be initiated to encourage all residents to more fully engage each other in community activities.

**Recommendation:** To ensure effective communication, elected and appointed city officials must work diligently to communicate to residents, business owners and property owners that their opinions and suggestions are valued and necessary to make West Bartlesville a better place to live and conduct business. City officials should work together and commit to re-establishing trust and improve relationships. West Bartlesville community leaders must also commit to disseminating accurate information in a positive and constructive manner. This may require some initial sensitivity training (see below).

**Formation of a Community Advocacy Entity:** A group comprised of local residents, property owners and business owners should be as-

sembled for the purpose of meeting regularly with city leaders and elected officials to address issues and exchange information. **IN PROGRESS!**

**Recommendation:** To ensure continuity with the planning process, members of the Community Advocacy Entity should include West Bartlesville Redevelopment Plan Task Force Members and other active community leaders as well as representatives from ConocoPhillips, Schlumberger, Siemens, United Linen and other large employers located in West Bartlesville. The Advocacy Entity should be expected to present updates monthly at City Council Meetings. If the update presentation is short, West Bartlesville residents and/or business owners should be invited to give a brief presentation regarding their neighborhood and/or business as a means of educating elected officials on local activities and news.

### Next Steps

The following two items are recommended actions that should be implemented quickly in order to be responsive stakeholder concerns raised during the West Bartlesville Redevelopment Plan planning process.

**Sensitivity Training:** The City should sponsor sensitivity training seminars for city leadership, city employees and community leaders as a means of strengthening communications skills.

**Community Clean Up Day:** A community clean up day and/or celebration would kick off a partnership between West Bartlesville and the City of Bartlesville.

### Summary

The communication issues and tactics listed above are not monolithic, but would ultimately improve communication between West Bartlesville residents and city leadership. Communication improves by understanding the diverse needs of local residents; local stakeholders need to communicate the story of West Bartlesville to all city residents, real estate and development community and local and regional investors. Redevelopment is the first step toward not only rebuilding community pride, but also creating a solid understanding throughout the City that West Bartlesville is a viable, vital neighborhood ready for both public and private investment.

The opportunity exists to build a solid partnership between the city and the community to ensure that West Bartlesville develops to its full potential. Redeveloping West Bartlesville along with implementation of the above tactics will provide the connection to gain understanding in bridging real and perceived differences and result in one unified Bartlesville.



## West Bartlesville Design Context

West Bartlesville is comprised of diverse land uses ranging from industrial manufacturing to single family residential development and includes civic uses such as public schools, the armory, and the newly renovated Frontier Pool along with several neighborhood parks. Throughout West Bartlesville there are numerous examples of non-conforming land uses as well as non-compatible land uses, when the establishment of businesses and residential uses predated existing zoning regulations.

West Bartlesville's proximity to the Caney River and the Caney River floodplain has also influenced development patterns. Although the city has recently made significant investments in infrastructure improvements to control flooding and convey floodwaters, there are significant portions of the study area that still require drainage mitigation, most notably in the northwest corner of the study area.

The existing City of Bartlesville Zoning Code includes extensive information regarding current permitted uses for each zoning district as well as development standards intended to minimize conflicts between uses and protect neighborhood character. As properties redevelop, these standards must be incorporated into new development plans to bring land uses and site features into conformance.

Throughout the planning process, local residents, business owners and property owners expressed hope that future development and redevelopment would strengthen the character of West Bartlesville and more fully unite West Bartlesville with Downtown and other parts of the city.



Commercial Signage: West Bartlesville



Gateway: Frank Phillips Blvd / Hwy 123



Frontier Pool



Industrial Uses along Hensley Boulevard



*North Hensley Subarea: Arutunoff Fields*



*Vacant shed in residential neighborhood*



*Historic Single Family Structure*



*Residential street section: drainage swale*

### **Land Uses by Category**

The study area encompasses approximately 870.1 acres, which contains 11 zone districts. Among the 645.9 acres of non-exempt tax parcels in the Redevelopment District:

- 100.4 acres are zoned General Industrial
- 14.3 acres are zoned Industrial Park
- 0.3 acres are zoned Limited Industrial
- 97.9 acres are zoned General Commercial
- 0.3 acres are zoned Major Shopping
- 1.9 acres are zoned Neighborhood Shopping
- 8.8 acres are zoned Commercial Amusement
- 404.4 acres are zoned Single Family Residential
- 15.7 acres are zoned Multi Family Residential
- 0.4 acres are zoned Residential Agriculture

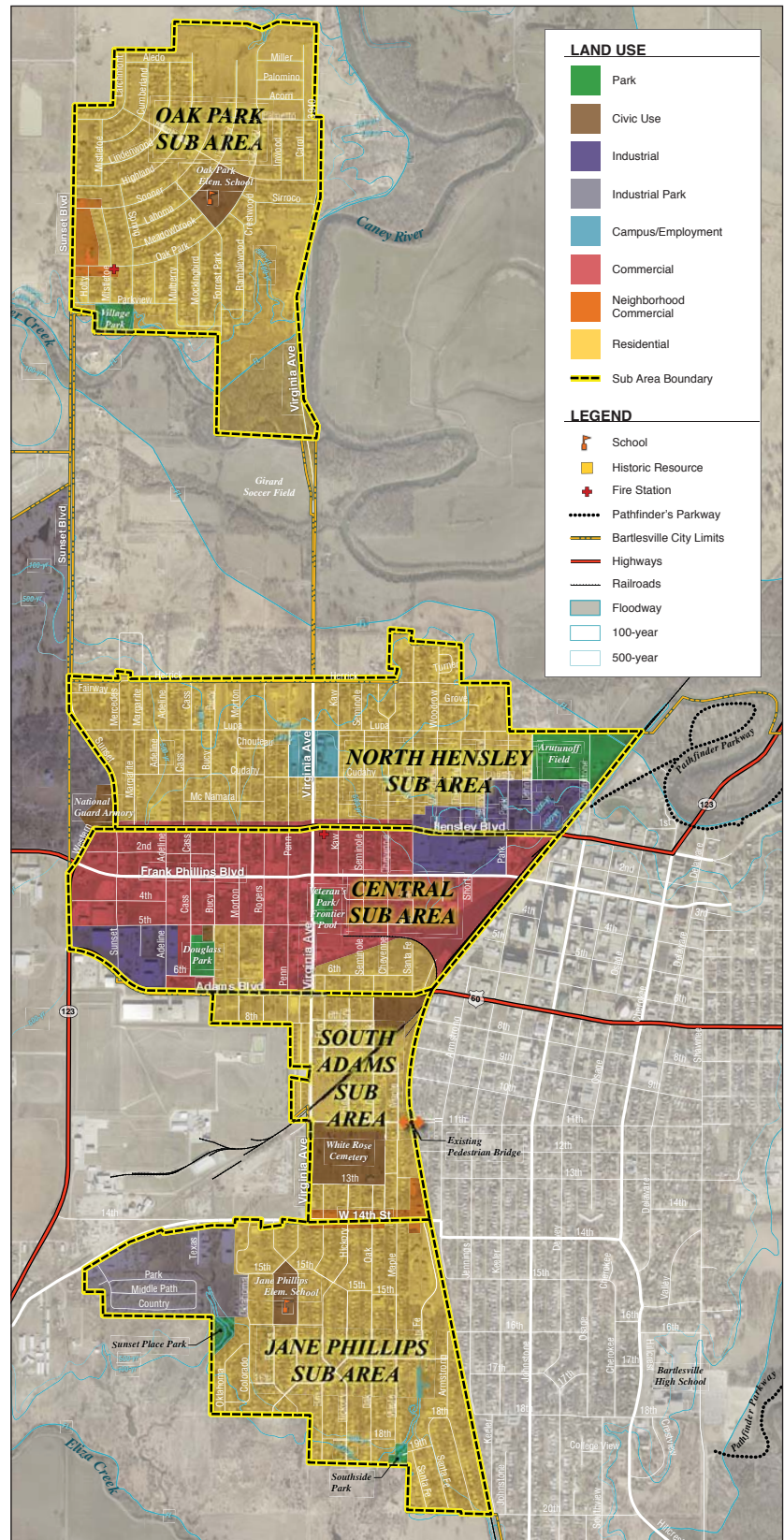


## Subareas and Neighborhoods

The planning process included a series of public workshops as well as meetings with stakeholders. As a result of these efforts, the study area has been divided into five sub-areas. The subareas are defined primarily by the existing street grid, using both arterial and collector streets as boundaries. Each sub-area contains a variety of land uses, but also exhibits a unique character that can be used to guide future land use decisions and investment.

### North Hensley Subarea

Located north of Hensley Boulevard, this subarea includes a significant amount of single family development as well as extensive industrial uses just west of the railroad tracks. This area has recently seen significant investment in infrastructure improvements to address flooding and drainage issues, although there are additional residential parcels, most notably between Sunset and Bucy, that experience impacts from heavy rains. The subarea is also home to several civic facilities including the Armory, Jane Phillips Medical Buildings on Virginia Avenue, Arutunoff Fields and assorted commercial business and services. Pedestrian connections throughout the subarea are limited; there is a noticeable lack of sidewalks in all the residential neighborhoods and along collector streets such as Hensley and Sunset. This subarea includes



Future Land Use Plan and Subareas



Commercial businesses at Frank Phillips Blvd.



Frank Phillips Blvd: pedestrian connections



Incompatible uses: Industrial storage adjacent to existing residential development

vacant and underutilized residential lots, many of which are impacted by existing flood patterns. Arutunoff Fields are located just east of Johnstone Park, but the railroad separates the two amenities, which fragments the two adjacent public facilities/parks. To the north of the subarea, along the city's northern boundary, there are large tracts of undeveloped county land. There are a number of older, historically significant homes, but many of these are in need of repair and/or restoration. In addition, there are some structures that appear to be abandoned and/or dilapidated to the point where they create safety hazards and result in a visual nuisance.

### Central Subarea

The Central Subarea encompasses all parcels between the Railroad Tracks and Highway 123, Hensley and Adams Boulevard, including extensive industrial development just west of Downtown. There are several underutilized and vacant industrial parcels that are a result of railroad spurs. Throughout the subarea, there is a significant amount of exterior storage due to local manufacturing and oil-related businesses. Newly established businesses are required to screen stockpiling of raw materials, but older, established industrial uses are prevalent throughout the study area and their storage yards are visible from main roads, which negatively impacts the overall character of the subarea. Additionally, there are many businesses that use razor wire and chain link fencing for security reasons. Although new businesses are not permitted to use razor wire, the visual impact of these fencing materials results in the misperception that there are heavy industrial uses and security issues in this subarea.

Pedestrian connections throughout this area are limited to sidewalk improvements along Frank Phillips Boulevard and a few north/south streets. Frank Phillips Boulevard is a four-lane arterial with several, fragmented lengths of detached sidewalk. Extensive building setbacks combined with numerous curb cuts fragment the pedestrian experience along the street. There are few handicap ramps, signalized pedestrian crossings and crosswalks, creating a wide street with high speed vehicular traffic that is not conducive to pedestrian activity.

Commercial uses vary and include local destinations such as United Grocery, regionally acclaimed restaurants, oil industry support services and a wide range of locally owned business. Other property owners include church organizations, community service organizations and non-profit businesses, resulting in a healthy, viable mix of



land uses that pulls many residents from other parts of the city into West Bartlesville.

Adjacent to the Central Subarea are the Bartlesville Municipal Airport, the Conoco Phillips Research Center, the Sunset Industrial Park and Horsehead Corporation. These existing employment centers and neighboring future development sites contribute to the overall potential of the Central Subarea as an emerging commercial area.

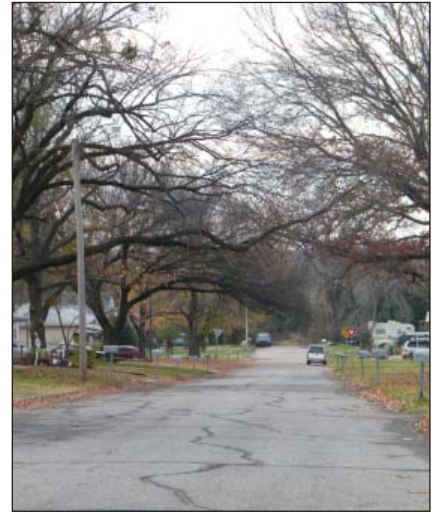
There are concentrations of residential development in proximity to downtown. Recently, there has been significant interest in residential development and redevelopment in this area, resulting in increased real estate values. As residential development increases, there is also a need to improve pedestrian safety along streets carrying high volumes of traffic and linking local destinations and public amenities to these residential neighborhoods.

### **South Adams Subarea**

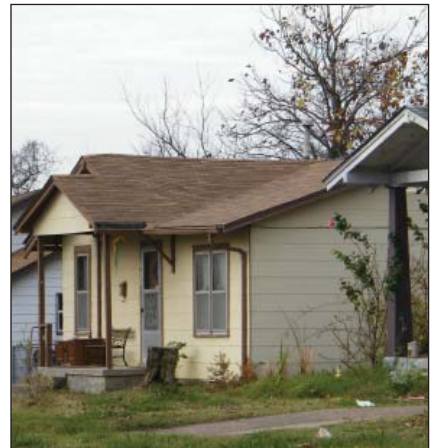
South of Adams, between Virginia Avenue and the railroad tracks is a narrow strip of land that contains a variety of uses including the County Jail, White Rose Cemetery, and a railroad spur that bisects the subarea and limits north/south vehicular access. The spur is flanked by industrial uses and terminates at the Horsehead Refinery site. The site was a former zinc smelter, which resulted in extensive environment contamination and generated a stigma that continues to impact perceptions of West Bartlesville. Stakeholders repeatedly expressed hope that reclamation efforts would prompt future redevelopment of some portions of the site, including potential extensions of Pathfinder Parkway and future recreational opportunities. Development opportunities will be limited due to contamination issues and reclamation requirements.

The White Rose Cemetery contains many historic grave sites and mature vegetation. Due to the railroad spur and the railroad tracks, the cemetery is somewhat isolated from the rest of the community.

Residential development is comprised of older, historic single family structures and the streets are wide and include detached sidewalks, although many sections of sidewalk are missing and/or in need of repair. On the east side of 11th Street is a pedestrian overpass that traverses the railroad easement and provides a strong connection to residential neighborhoods south of Downtown. Abutting the Horsehead property is a linear strip of multi-family development.



*Residential Street: South Adams Subarea*



*Single Family Residential Development*



*Virginia Avenue looking south past White Rose Cemetery*





*Pedestrian bridge over railroad tracks*

A new addition to this subarea is the County Jail. While this project has been very contentious, City of Bartlesville zoning requirements resulted in careful review of development submittals to ensure that site planning and landscape requirements are fulfilled. Moving forward, the challenge for this subarea will be to preserve the original residential character of the adjacent neighborhood. Because the jail site abuts the Adams Boulevard right-of-way, there is also potential to improve pedestrian safety along this stretch of road. Task Force members expressed a hope that future streetscape improvements would result in safe pedestrian connections from West Bartlesville, across the railroad tracks and into Downtown, enabling local residents, especially children, to walk and ride their bike to the Post Office, Community Center and other Downtown destinations.



*Pedestrian connections along Virginia*

The southern border of the subarea is 14th Street, which contains several commercial properties. Although many of these buildings are vacant and/or underutilized, there are a few businesses that serve local residents. 14th Street is also a major east-west collector due to the at-grade crossing at the Railroad and link to Highway 123.

#### **Jane Phillips Subarea**

Areas south of 14th are comprised of high density single family residential development, one mobile home park located in industrially zoned land, one multi-family housing development and some localized commercial properties. The subarea is physically isolated due to the Eliza Creek floodplain, which encroaches into the subarea from the south, and the railroad that runs north/south along the eastern border of the subarea; currently there are only two connections to residential neighborhoods to the east: 14th Street and 16th Street. There are a few industrial business at the far west side of the subarea. The Jane Phillips Elementary serves local families and is considered a tremendous asset to the neighborhood.

#### **Oak Park and Sunset Subarea**

Oak Park is a relatively new residential subdivision that was recently annexed into Bartlesville. Separating Oak Park from West Bartlesville is agricultural land under county jurisdiction, that is impacted by the Caney River floodplain. The neighborhood includes the Oak Park Elementary School, the Oak Park Methodist and Bible Holiness churches, fire station and limited commercial services. The neighborhood is comprised of single family ranch style structures. Many stakeholders expressed a desire to extend the Pathfinder Parkway to Oak Park as a means of improving pedestrian connectivity.



*Industrial remnant in South Adams subarea*

## Design Policies and Guidelines

The aforementioned subareas can serve as a tool to help understand the physical design context of West Bartlesville. As new infill and redevelopment opportunities arise throughout West Bartlesville, it will be important to understand and acknowledge desirable attributes of each subarea and ensure that new development complements the desired vision of the community. The following design guidelines are intended to supplement the existing development regulations contained in the Bartlesville Zoning Code and should be construed as simple, cost effective and easily implementable policies.

### Residential Design Policies

- New single family construction should orient the front door of the primary structure to the street so that the door is visible from the street edge.
- New single family construction should include a front porch to encourage pedestrian activity along the edge of the public right-of-way.
- New multi-family construction should place surface parking lots to the rear of the development. Surface parking lots should not separate the primary building mass from the street.
- New multi-family construction should include front porches and/or balconies that face the street to encourage pedestrian connections from the building to the street and generate pedestrian activity along the street edge.

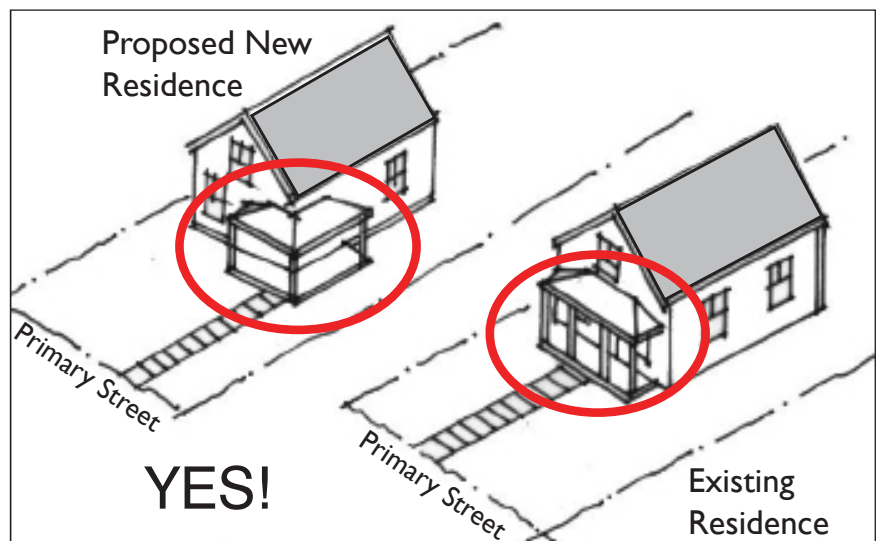


Front doors are oriented towards the street



Front doors, detached tree lawn adjacent to the right-of-way

*Front porches should be visible from the primary street as illustrated in the diagram. Porches should be located on the front facade or wrap the corner of the house so that a portion of the porch is attached to the front facade, which increases pedestrian activity along the primary street and contributes to the character of the residential neighborhood.*







*Commercial development: entrances oriented toward the street, street trees, parking in rear*



*Commercial development with streetscape amenities: lighting, bike racks, trees*



*Detached sidewalk alongside arterial*

- New residential development should include detached sidewalks within the public right-of-way
- New residential development should include tree lawns between the curb and the sidewalk that contain (1) deciduous shade tree planted every 35'-0" on center.

#### **Commercial Design Policies**

- Commercial development and redevelopment should orient buildings to the street.
- Curb cuts should be located on the side streets, whenever possible, to minimize curb cuts along the primary streets and encourage safe pedestrian connections along the primary street edge.
- Signage should be integrated into the front building facade to minimize the reliance on pole-mounted signs. This will reduce visual clutter along the street.
- Commercial redevelopment should include sidewalks and paved links to the public right-of-way.
- New commercial development should include tree lawns between the curb and the sidewalk that contain (1) deciduous shade tree planted approximately 35'-0" on center. This results in a continuous tree canopy along the street edge that provides shade for pedestrians and results in visual continuity along the right-of-way.
- New commercial development should explore the potential for dedicated outdoor seating that encourages pedestrian activity along the street edge.

#### **Industrial Design Policies**

- Exterior storage should be screened from all publicly accessible streets.
- Exterior storage should be screened from adjacent, abutting residential land uses.
- Razor wire should not be permitted in Medium and General Industrial Districts.
- Curb cuts should be consolidated whenever feasible.
- Industrial redevelopment should include detached sidewalks.

**Streetscape Design Policies**

- Frank Phillips Boulevard should include the following streetscape elements: pedestrian lighting, signalized crosswalks at existing traffic signals, crosswalk striping, detached sidewalks on both sides of the streets, deciduous shade trees planted approximately 35' on center
- Pedestrian lighting and vehicular street lighting should complement one another. Pole locations should be coordinated to ensure proper spacing
- Tree lawns should be a minimum 5'-0" minimum to allow for healthy growth of tree roots
- Curb cuts should be consolidated whenever feasible to improve pedestrian safety





## Physical Profile

### Boundaries

The West Bartlesville Redevelopment Plan study area includes all lands within the city limits that lie west of the railroad tracks and includes the Oak Park neighborhood.

### Ownership

Ownership patterns vary widely throughout the study area. Large property owners include the City of Bartlesville, who owns and maintains the White Rose Cemetery, City Operations Center on Adams Boulevard, Artunoff Field and six park sites. The city also owns all street right-of-way. The South Kansas and Oklahoma Railroad owns right-of-way that flanks the railroad tracks, and the State of Oklahoma owns the right-of-way flanking State Highway 60. Washington County owns several acres, including the new Washington County Detention Facility. Several large parcels are owned by churches. West Bartlesville also contains a significant number of vacant and/or underutilized parcels in both commercial and residential zone districts.

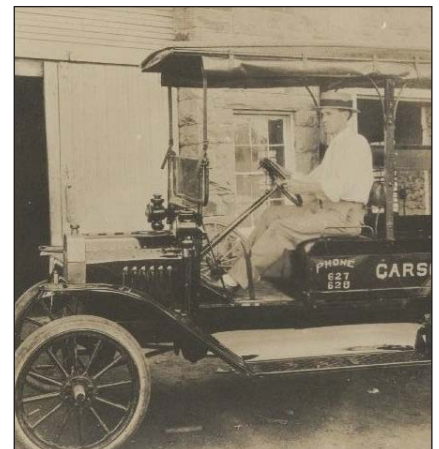
The diversity of ownership is an important factor in contemplating future redevelopment opportunities and influences the types of land uses included in redevelopment, environmental mitigation requirements and ongoing maintenance requirements for specific improvements. Assembling individually owned properties into parcels large enough for efficient and cost-effective redevelopment projects within established commercial, industrial and residential districts will require collaboration between public and private entities.

### Historic Overview *(Source: City of Bartlesville)*

The City of Bartlesville was founded along the banks of the Caney River, as a small mill operation and general store. With the discovery of oil, Bartlesville began to grow into a thriving small city, attracting the entrepreneurial spirit to the newly established town in Indian Territory. Bartlesville quickly grew into a thriving frontier town with the Caney River and the Atchison, Topeka and Santa Fe rail station as its anchors. In its early years, Bartlesville, similar to all small towns, depended upon the Caney River and the railroad for its livelihood. The Central Business District was the hub of the City with all residential, business and cultural activities located in close proximity to this thriv-



*Frank Phillips Boulevard*



*Carson's Grocery Wagon, Bartlesville*

ing area, including residential neighborhoods of West Bartlesville. This pattern was typical of cities in the first half of the 20th Century when all city life revolved around downtowns, railroads and rivers.

The invention of the automobile and the telephone allowed residences to be located away from the hustle of the city. Beginning after World War II, American cities began to change, and Bartlesville was no exception. Once automobiles became commonplace, highways began to be built across the nation. As happened in many towns, the railroad and river gave way to Bartlesville's new transportation lifeline: state and national highways. The importance of the highway system cannot be downplayed. In growing cities such as Bartlesville, highways replaced the railroad as the primary transportation link for travel and the shipping of every day building materials and housewares. When Highway 75 was built two miles east of downtown, the die was cast.

Bartlesville continued to grow and thrive through the war years and during the urban and suburban expansion, which began nationwide in the 1950's. With the construction of new neighborhoods adjacent to the new transportation link (Highway 75), came new opportunities for commercial growth in those areas. As a result of these new suburban commercial centers, located miles from downtown, the face of the Central Business District was changed forever.

Bartlesville was home to three **zinc smelters**. The Lanyon-Starr Smelters were built in 1906, and the Bartlesville Zinc and National Zinc smelters in 1907. The smelters came because the area had so many natural gas wells and the world's largest zinc mines were around Miami, Oklahoma and Joplin, Missouri. H.V. Foster was about to lose his "blanket lease" in the Osage Hills when he persuaded the government to dedicate a 300,000 acre tract to his ITIO Company to assure adequate gas supply to the smelters. The three smelters operated through World War I, and Lanyon-Starr and Bartlesville Zinc consolidated during the war. The smelters employed numerous Polish and German workers, who lived in little communities around West Bartlesville with such interesting names as Ragtown, Pruneville, Flypoint, Frog Hollow, and Mosquito Row.

National Zinc was the only smelter remaining when Bartlesville Zinc relocated to Blackwell, Oklahoma in 1926 because of declining gas supplies. National Zinc's furnaces were rebuilt and enlarged in 1937, and modernized in 1953 with the multiple hearth roasters replaced by fluid-bed units. In 1966, it acquired all of the gas wells on 107,000 acres of the old Foster/ITIO lease from ITIO's successor, the Cities

Service Oil Company. A new acid plant capable of producing 6,800 tons of sulphuric acid per month was installed in 1969. In 1974 the 125-acre National Zinc complex was bought by Englehard Minerals and Chemicals Corporation, which spent \$43 million on an electrolytic smelter. The plant changed hands in 1987 and became the **Zinc Corporation of America**. The old zinc smelting processes caused lead contamination of soils in significant portions of West Bartlesville, leading to an extensive clean-up in the 1990s.

The U.S. Bureau of Mines founded the **Petroleum Experiment Station** on Virginia Avenue in Bartlesville in 1918. Petroleum research was conducted at this facility for decades under a variety of names. It became the Bartlesville Petroleum Research Center in the mid-1960s, the Bartlesville Energy Research Center in 1975, the Bartlesville Energy Technology Center in 1977, and the **National Institute for Petroleum and Energy Research** in 1983. It was operated from 1983-1993 by IIT Research Institute, and then by BDM-Oklahoma which agreed to privatize it in 1995. By 1999 the facility was closed, and some of the buildings became the headquarters for the *Delaware tribe*. The tribe sold its headquarters in 2006 after being denied its sovereignty.

In 1916 **Armais Arutunoff**, who lived in Russia, developed an electrical submergible motor and pump. He emigrated to America in 1923 and in 1928 moved to Bartlesville and formed, with the backing of Phillips Petroleum company, the Bart Manufacturing Company. His pump was crucial to the successful production of thousands of oil wells. In 1930 the company became **REDA Pump**, an acronym for Russian Electrical Dynamo of Arutunoff. It occupied the city's industrial park just northwest of downtown and the plant eventually grew to nine acres, or 30 times its original size, through 42 additions over the years. REDA merged with TRW (another acronym for Thompson, Ramo, and Woolridge) in 1969 and later TRW REDA acquired the Masonic Building that had been the headquarters of Cities Service. REDA was divested by TRW in 1988 and became a division of Camco Inc. In the late 1990s the company became Schlumberger-REDA Production Systems. In 2001 the city, motivated by the need to retain the 500 jobs at REDA, announced an ambitious plan to rebuild the company's aging plant. The 16 different lease agreements for the land the plant occupied would be consolidated into one lease, and the plant would be rebuilt in phases resulting in a new city-owned and air-conditioned facility of over 300,000 square feet. But that plan was scrapped in early 2003 when Schlumberger announced it would not rebuild the facility, but instead only refurbish the existing structure.



*Vacant National Institute for Petroleum and Energy Research Building*

## Design Policies and Planning Documents

The West Bartlesville Redevelopment Plan draws upon these existing policies and regulations:

- City of Bartlesville Zoning Regulations (1966)
- Community Needs Assessment (2004)
- Parks & Recreation Master Plan (2009)
- Residential Subdivision Traffic Calming Policies and Procedures (2006)
- Comprehensive Land Use Plan: Bartlesville Metro Area (1999)

### **Utilization and Land Use**

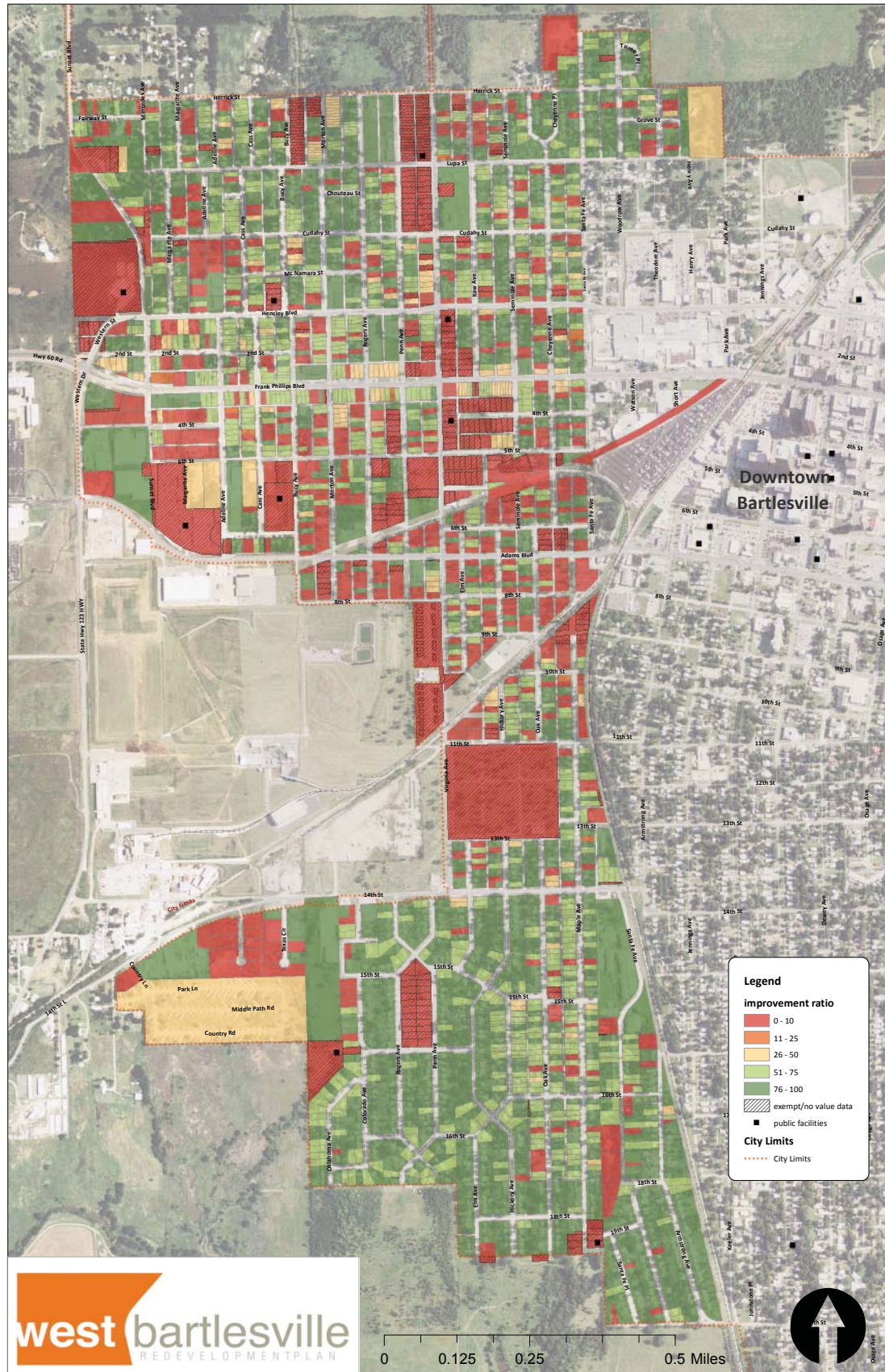
A useful tool in understanding redevelopment potential and associated constraints is the Land Utilization Ratio, which is computed by measuring the relationship of improvement value to total value. Initial calculations suggest that, within the Redevelopment Plan study area, approximately 159 acres of non-exempt tax parcel acreage could be considered underutilized (improvements accounting for less than half the total property value). *This represents just under 30 percent of all non-exempt parcel acreage in West Bartlesville.*

Underutilization is a relative term intended to describe properties where the current use (which is often considered the improvement) is less valuable than what the land should be able to support given its location, market value, access and proximity to other land uses. A Land Utilization Inventory is used to identify areas, indicated by different shades of color on the Land Utilization Diagram, where there may be pockets or areas of underutilization.

A subsequent analysis is necessary to account for historic land uses (whose value is often higher than what is reflected in the market), exempt/public land uses and properties with valuable improvements but that are vacant. In general, the underutilization diagram enables a systematic approach to identifying and screening parcels for hypothetical catalyst projects. While land underutilization appears to be fairly evenly spread across West Bartlesville, the north side of the study area has a higher relative concentration. As land values increase, the level of improvements that are economically supportable on that land should also increase. Further analysis should also investigate whether certain non-taxed, city-owned parcels may also have redevelopment potential.



## Land Utilization Diagram





#### Development Patterns

The West Bartlesville Redevelopment Plan study area is immediately adjacent and west of Downtown. Northern and southern portions of the study area are impacted by the Caney River and secondary floodplains. The eastern edge of the study area is delineated by the Atchison, Topeka and Santa Fe railroad easements and there are two existing railroad spurs that serve industrial parcels and the Horsehead site. The primary organizing element for the study area is the north/south street grid.

Block dimensions vary throughout the study area. As can be expected, industrial uses are located on larger blocks within the center of the study area and are concentrated between Hensley Boulevard and 11th Avenue, with a pocket of General Industrial located just north of Hensley and adjacent to downtown.

The greatest concentration of commercial property lies between Hensley Boulevard and 5th Street with isolated pockets of commercial located in Oak Park and also just north of Hensley Boulevard.

#### Government and Institutional Uses

Although Downtown remains the focus of local and state services, West Bartlesville contains a significant number of facilities that serve local neighborhoods as well as the city.

- **Westside Community Center** was founded in 1950 as a center for local residents and has enriched the lives of Bartlesville citizens by encouraging self-motivation and self-reliance. In 1950 K.S. Adams, then president of Phillips Petroleum, donated a building to house the center. The City of Bartlesville sold the parcel located at 9th and Oak to the WCC and individuals in the community organized to relocate the building and raise funding to renovate the center. Today, the WCC provides educational, social, recreational and cultural activities and vital services that meets the needs not addressed by other local organizations. The WCC primarily serves the residents of West Bartlesville, but membership is open to anyone wanting to benefit from the services of WCC.
- **City Operations Center** is located at the intersection of 5th Street and Sunset Avenue and houses a variety of operations including Solid Waste Division, Street Maintenance, Street Signs and Traffic Control Signals and Parks Projects/Maintenance.



*Drainage swale in residential neighborhood*



*Sunset Boulevard*

*Physical Profile*

- **National Guard Armory**
- **Jane Phillips Medical Center, West Campus**
- **Washington County Detention Center** is located at the intersection of Adams Boulevard and Oak Street, just east of the railroad spur.
- **White Rose Cemetery** is located on Virginia Avenue between 11th and 13th Streets.
- **Jane Phillips Elementary School** is located on 16th and Penn Avenue and has a current enrollment of 350 students as of December 2009.
- **Oak Park Elementary School** is located at Oak Park and Brentwood and has a current enrollment of 253 students as of December 2009.

*Jane Phillips Medical Building***Character and Identity**

West Bartlesville is comprised of a wide variety of land uses, including a significant amount of residential development. Although commercial uses are concentrated along the major east/west streets, West Bartlesville commercial and industrial areas are fragmented in appearance as a result of building setbacks, parking configurations and limited pedestrian improvements along major east/west streets including Hensley Boulevard and Adams Boulevard.

Industrial uses associated with the petroleum industry include significant exterior storage yards, most of which are not screened or buffered from adjacent properties. The City Operations Center also has significant exterior storage yards.

There are pockets of non-conforming uses scattered throughout the study area; the most egregious are those small residential parcels imbedded in industrial zones, located south of Hensley Boulevard. North of Hensley are smaller industrial sites and commercial uses scattered amidst residential neighborhoods.

Residential neighborhoods vary in density and age. As would be expected, the neighborhoods closest to downtown exhibit older structures in a variety of conditions, including dilapidated structures and/or vacant, underutilized parcels interspersed with bungalows and other notable examples of period architecture. The residential neighborhoods north of Hensley are heavily impacted by seasonal flooding patterns. Recently the City of Bartlesville completed several drainage improvement projects to reduce the impact of stormwater runoff. The housing stock is primary single family housing.



*Neighborhood Wayfinding*



*Phillips Aviation Signage: Bartlesville Airport*

South of Adams Boulevard there are some historic structures interspersed with new multi-family development. Residential blocks between just south of Adams and east of Virginia are impacted by the construction of the new County Detention Facility. South of 14th Street, single family ranch-style homes that were constructed in the 1960s flank tree-lined streets.

It is important to note that very few residential neighborhoods in the study area include sidewalks. Lack of sidewalks and safe pedestrian crossings are also evident along the major east-west streets, including Hensley, Adams and Frank Phillips Boulevard.

#### Links to Downtown

Vehicular access to downtown is primarily achieved by three main east/west streets: Adams Boulevard, Hensley Boulevard and Frank Phillips Boulevard. There are two local streets that connect southern residential neighborhoods to eastern parts of the city, 11th Street and 14th Street. These streets are primarily used by local residents seeking connections to the east side of the city. Pedestrian safety improvements along these streets are nominal. Adams, Hensley and Frank Phillips Boulevard have extensive curb cuts for vehicular traffic, which impacts pedestrian connectivity along the street edge. There are no sidewalks along 11th or 14th Streets.

#### Wayfinding and Signage

Signage in West Bartlesville is limited to older street signs and a city gateway enhancement at the intersection of Frank Phillips Boulevard and Highway 123. The schools, parks and cemetery include small monument signs and other facilities, such as the Armory and Jane Phillips West Campus use monument signs for identification.



*City Gateway Signage at Highway 123 and Frank Phillips Boulevard: West Bartlesville*



## Parks and Recreation

West Bartlesville contains several parks and public amenities, including the newly constructed Frontier Pool. Pathfinder Parkway currently terminates at Johnstone Park, just east of the study area. The following inventory identifies existing parks and recreation facilities in West Bartlesville:

### Frontier Park

- Located at the intersection of Virginia Avenue and Frank Phillips Blvd
- 11.5 Acres
- Splash pad, water slide, tot slide, shade structures
- Pool House

### Artunoff Fields

- Located at the intersection of Johnstone Avenue and Cudahy
- Three softball fields are leased to and maintained by the Softball Association
- Conditions of fields is fair, there is no signage, lighting is adequate
- Gravel parking, limited bleacher seating

### Douglass Park Neighborhood Park

- Located at the Westside Community Center
- 3.3 Acres

### Sunset Place Neighborhood Park

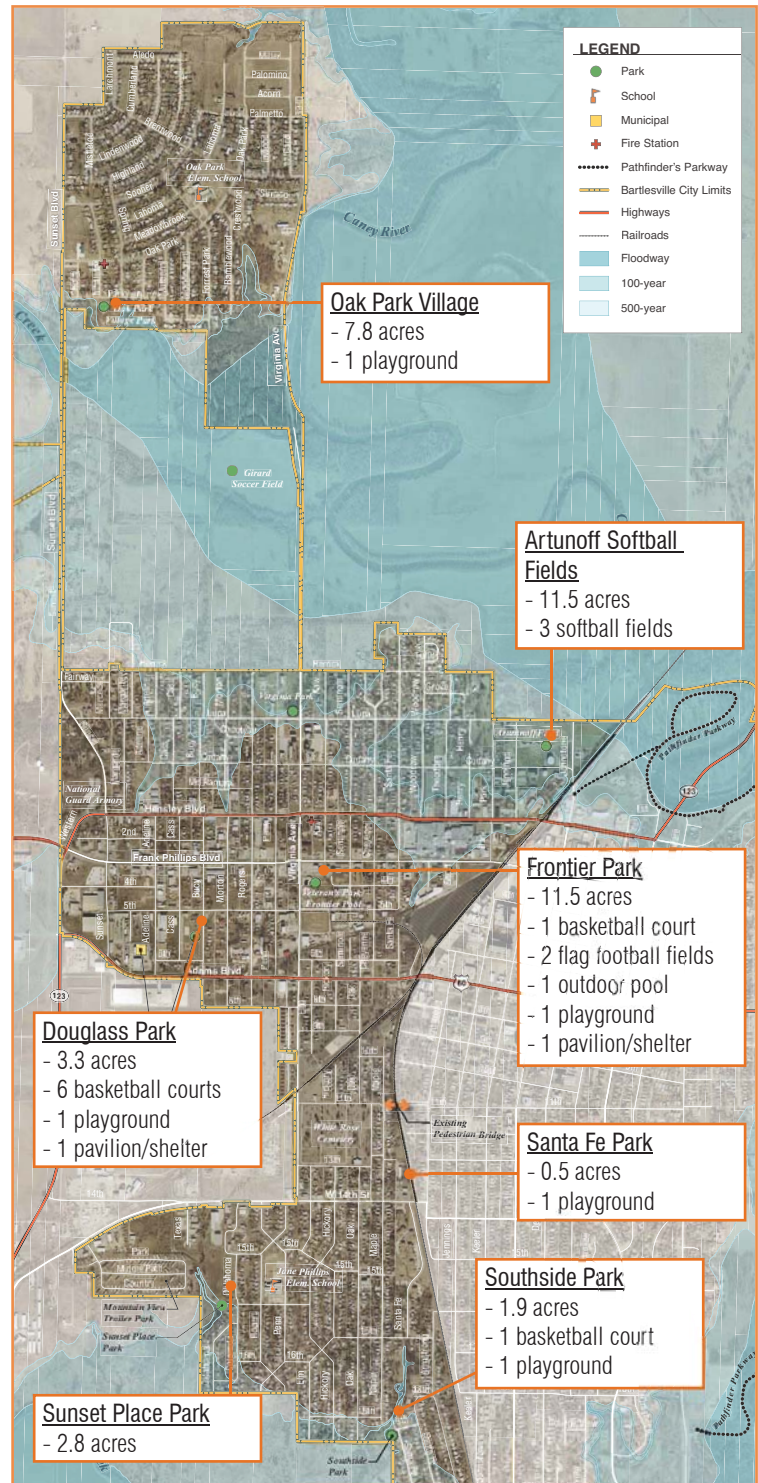
- Located at the intersection of 15th and Colorado
- 2.8 Acres

### Southside Park Neighborhood Park

- Located at the intersection 19th and Santa Fe
- 1.9 Acres
- Playground

### Oak Park Village Neighborhood Park

- Located in Oak Park at the intersection of Parkview and Mistletoe
- 7.8 Acres
- Playground



West Bartlesville Parks and Public Facilities Diagram





## Socioeconomic Profile

### Trade Area Determination

A trade area is that area from which a locale will draw the majority of its residents (housing), patrons (retail) and employees (office/industrial) and are areas that will likely be a source of both competition and demand for new development and/or redevelopment. Trade area boundaries are influenced by the following:

- Physical barriers (highways, rivers, neighborhood/political boundaries, etc.)
- Proximity to population and/or employment concentrations
- Market factors (housing types/values, school quality, etc.)
- Drive times, spending and commuting patterns

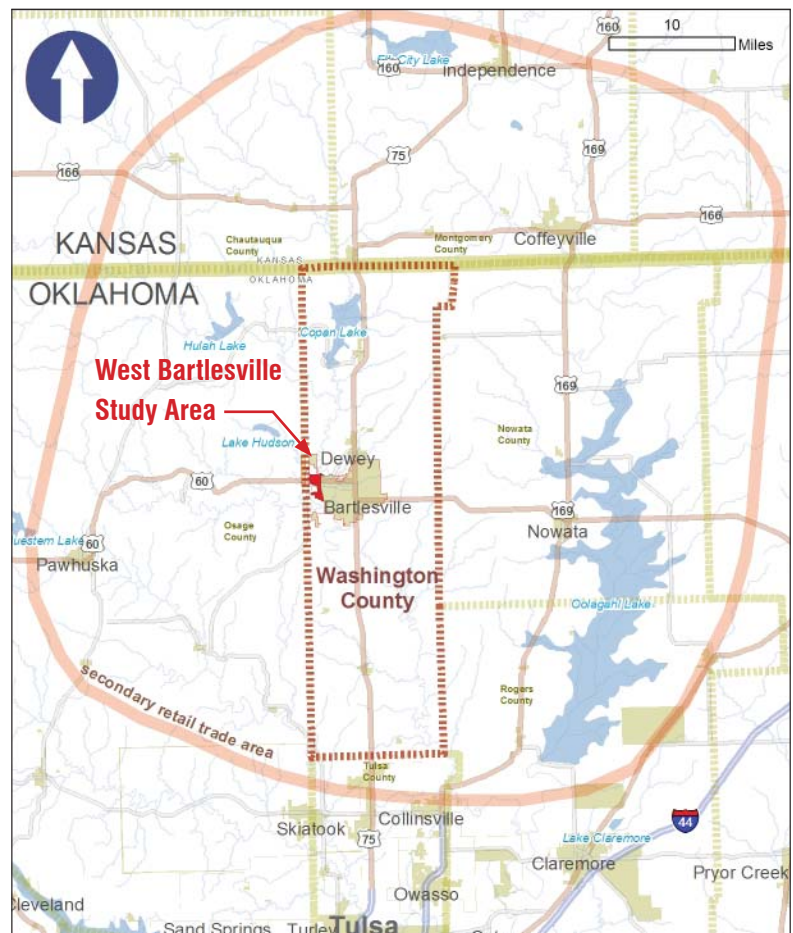
For this analysis, West Bartlesville's residential, retail and employment trade areas are assumed to be Washington County (See Figure 1).

The market analysis for West Bartlesville might show a different trade area, depending on the types of land uses considered. For now, the trade area shown above will provide the baseline for key economic and demographic indicators.

### Economic & Demographic Indicators

Economic and demographic characteristics in the market are indicators of overall trends and economic health, which may affect private and public sector development. The following tables and figures highlight those trends expected to affect development demand within the West Bartlesville Study Area over the next ten years.

**West Bartlesville Trade Area**



## Household and Employment Growth

Although in the general sphere of influence of metropolitan Tulsa and economic activity in northwestern Arkansas, Bartlesville is in many ways a free-standing economic and demographic entity. With a proud history as home to the world headquarters of Phillips Petroleum, it is not surprising to find energy/mining-related jobs as the centerpiece of Washington County's economy. As of the February 2009 dataset (reflecting 2007 conditions), Oil and Gas Extraction represented 17.9% percent of its 20,119 local workers.

For the Northeast Oklahoma region (Washington, Rogers, Craig, Mayes, Ottawa, Delaware Counties), there are 74,420 total employees. The highest wage earning group, by far, is the Oil & Gas sector, with a 2007 average wage of approximately \$60,900. Next highest is Manufacturing (where many jobs are tied to the energy sector), with \$39,700 in average wages.

Renewed economic activity, led by the energy sector, together with cultural assets, scenery and other quality of life advantages, is once again bringing modest population and household growth to the Bartlesville region. While Claritas, Inc. (a census-based demographic data provider) projects just 0.5% percent annual growth in population for Washington County over the next 5 years (and Oklahoma Department of Commerce estimates are call for just 0.2% annual growth), recent job growth estimates suggest that these forecasts may understate growth potential over the near- to mid-term. Based on employment growth in the county and region, LCG uses an adjusted compound annual growth rate (CAGR) for population of 0.5% for West Bartlesville, 0.75% for Bartlesville and 0.75% for Washington County overall. Corresponding compound annual growth rates (CAGR) for households are estimated at 0.7% for West Bartlesville, 0.8% for Bartlesville and 0.8% for Washington County. Note that these adjusted growth rates for West Bartlesville are assumed to be a "natural" growth rates – ones that could be improved upon with target efforts to improve the appeal of West Bartlesville as a residential option for both newcomers and existing area residents.

<b>Table 1 - Population Growth</b>			
	<b>West Bartlesville</b>	<b>City of Bartlesville</b>	<b>Washington County</b>
2000 Population	4,046	34,748	48,996
2009 Population (est.)	3,874	35,723	50,425
2009-14 CAGR* (Claritas projection)	-0.2%	0.5%	0.5%
2010-2020 CAGR (OK Dept. of Commerce projection)	n/a	0.2%	0.2%
2009-2019 CAGR (LCG adjusted projection)	0.5%	0.75%	0.75%
2019 Population (LCG projection)	4,072	38,494	54,337

\*Compound Annual Growth Rate

## Household and Population Characteristics

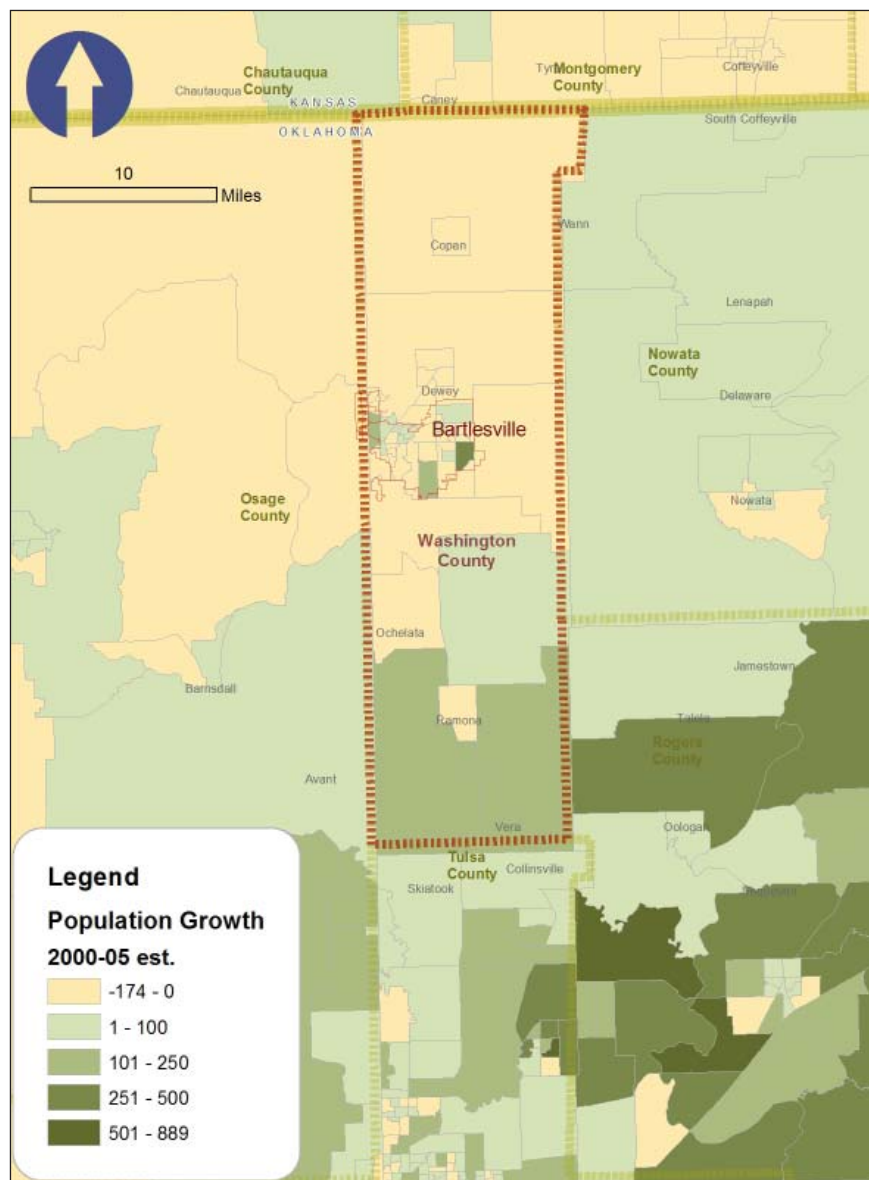
Demographic characteristics for West Bartlesville, the City of Bartlesville and Washington County are summarized in the tables below. Note that for this comparison, “West Bartlesville” is defined as the Study Area reflected in *Figure 1*.

Table 2 - Household Growth			
	West Bartlesville	City of Bartlesville	Washington County
2000 Households	1,668	14,565	20,179
2009 Households (est.)	1,243	15,191	21,107
2009-19 CAGR (LCG proj.)	0.7%	0.8%	0.8%
2019 Households (LCG proj.)	1,332	16,451	22,858

Source: U.S. Census Bureau; Claritas, Inc.; Oklahoma State Demographer; and Leland Consulting Group.

Like many older central urban areas, especially in smaller towns, West Bartlesville has seen stagnant population and household growth in recent years. As ongoing energy-sector job growth spurs modest City- and County-wide residential growth, West Bartlesville should be able to rebound to capture a share of this expansion. This prediction is based in part on recent experiences of other “well-equipped” infill neighborhoods in the face of rapidly rising gas prices – realizing an increased share of both retail and home-buying dollars as residents become reluctant to drive dozens of miles daily to live and shop. Note that the compounded annual growth rate for households is slightly faster than for population, assuming a slight decrease in household sizes over time.

**Figure 2 - Population Growth**



Source: U.S. Census Bureau; Claritas, Inc.; Oklahoma State Demographer; and Leland Consulting Group.

The map in Figure 2 illustrates the distribution of recent household growth in the greater Bartlesville region. While there have been pockets of growth in the City of Bartlesville proper, particularly in the southeastern portion of the City, most of the regional growth has been in the northeastern portion of the Tulsa metropolitan area, in Rogers County. Northern Washington and Osage Counties have had low to negative growth over that time period.



The U.S. Census defines a “family” household as two or more related persons living together in the same dwelling. As shown in Table 3, approximately one-third of City of Bartlesville residents live in non-family household arrangements (either single or unrelated roommates). In comparison, West Bartlesville has 40% of its households living in non-family situations. This is consistent with a much higher propensity to rent in West Bartlesville (40 percent, versus under 30 percent in the City and County overall). Sixty-three percent of West Bartlesville households have just one or two people – somewhat lower than the City and County.

<b>Table 3 - Household Characteristics</b>			
	<b>West Bartlesville</b>	<b>City of Bartlesville</b>	<b>Washington County</b>
Pct. Non-Family Households	37%	33%	30%
Average Household Size (2009)	2.4	2.3	2.4
% Renter (2009)	40%	29%	26%
% 1 & 2 Person Households (2009)	63%	67%	66%

Source: U.S. Census Bureau; Claritas, Inc.; Oklahoma State Demographer; and Leland Consulting Group.

Ethnicity and race data, summarized in Table 4, show much greater diversity in West Bartlesville, with a higher share of Hispanics, African-Americans, and American Indians, than those found in the City or County

<b>Table 4 - Ethnicity (2009)</b>			
	<b>West Bartlesville</b>	<b>City of Bartlesville</b>	<b>Washington County</b>
White Alone	65%	80%	80%
Hispanic (any race)	8%	5%	4%
Black/African-American Alone	11%	4%	3%
American Indian Alone	10%	8%	9%

Source: U.S. Census Bureau; Claritas, Inc.; Oklahoma State Demographer; and Leland Consulting Group.

As summarized in Table 5, the City of Bartlesville and Washington County have significant senior populations, with close to 20 percent of their residents age 65 and over. In comparison, West Bartlesville has a significantly younger profile, with a median age of 35.0 as compared to 40.5 and 40.9 in the City and County, respectively. This age profile is consistent with patterns of renting and non-family households in West Bartlesville.

<b>Table 5 - Population by Age (2009)</b>			
	<b>West Bartlesville</b>	<b>City of Bartlesville</b>	<b>Washington County</b>
0 to 17	26%	22%	22%
18 to 24	9%	9%	9%
25 to 34	15%	12%	12%
35 to 44	13%	11%	11%
45 to 54	12%	14%	14%
55 to 64	11%	12%	13%
65+	13%	19%	18%
median	35.0	40.5	40.9

*Source: U.S. Census Bureau; Claritas, Inc.; Oklahoma State Demographer; and Leland Consulting Group*

Educational attainment in West Bartlesville, shown in Table 6, is considerably lower than for the City and County, with over one-third of existing residents having no high school diploma. Approximately 63 percent of West Bartlesville residents are high school graduates, compared to 87 percent City-wide and 86 percent County-wide.

<b>Table 6 - Educational Attainment (2009)</b>			
(age 25+)	<b>West Bartlesville</b>	<b>City of Bartlesville</b>	<b>Washington County</b>
Graduate Degree	2%	11%	9%
Bachelor's	3%	20%	17%
Some College	21%	28%	27%
High School Grad.	63%	87%	86%
No H.S. diploma	37%	13%	14%

Source: U.S. Census Bureau; Claritas, Inc.; Oklahoma State Demographer; and Leland Consulting Group.

Table 7 summarizes occupations and employment characteristics for residents of West Bartlesville, the City and the County. As shown, among those age 16 and over, 40 percent of West Bartlesville's residents are classified as blue collar workers, compared to 21 percent and 24 percent for the City and County, respectively. A significantly higher percentage of West Bartlesville residents age 16 and over are unemployed and a higher percentage are also not in the labor force, as compared to the City and County. Given West Bartlesville's industrial history, these characteristics are not surprising.

<b>Table 7 - Population By Occupation/Employment Status (2009)</b>			
(age 16+)	<b>West Bartlesville</b>	<b>City of Bartlesville</b>	<b>Washington County</b>
Blue Collar	40%	21%	24%
White Collar	34%	64%	60%
Service and Farm	26%	15%	16%
Civilian -- Employed	48%	55%	56%
Civilian -- Unemployed	7%	3%	3%
Not in Labor Force	45%	42%	41%

Source: U.S. Census Bureau; Claritas, Inc.; Oklahoma State Demographer; and Leland Consulting Group.

As shown in Table 8, median household incomes in the County are slightly higher than those in the City, which in turn are significantly higher than those for West Bartlesville. Average (mean) incomes for the City and County are comparable – both more than double the average for West Bartlesville households. Again, these income levels reflect West Bartlesville’s blue collar population.

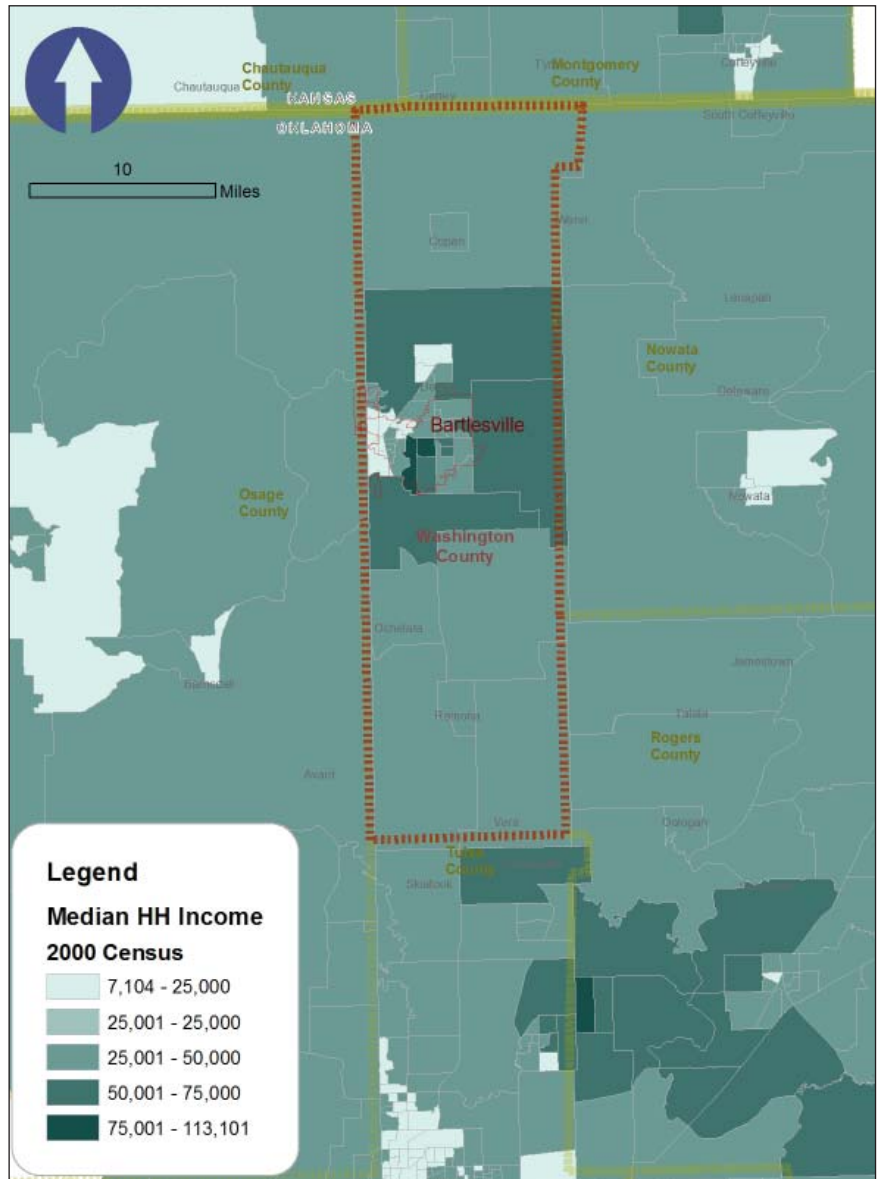
<b>Table 8 - Household Income Distribution (2009)</b>			
<b>Annual Household Income</b>	<b>West Bartlesville</b>	<b>City of Bartlesville</b>	<b>Washington County</b>
\$0-25K	59%	31%	30%
\$25-35K	12%	12%	13%
\$35-50K	14%	17%	17%
\$50-75K	10%	16%	18%
\$75-100K	2%	8%	9%
\$100-150K	2%	9%	9%
\$150K+	1%	6%	6%
Average HH Income	\$28,854	\$58,085	\$57,745
Med. HH Income	\$21,310	\$40,988	\$41,780
Per Capital Income	\$12,029	\$24,797	\$24,265

Source: U.S. Census Bureau; Claritas, Inc.; Oklahoma State Demographer; and Leland Consulting Group.

Figure 3 illustrates the geographical distribution of households by income in the greater Bartlesville region. Note that higher incomes are generally found toward the outer edges of the City, especially to the southeast and in Rogers County (northeast metropolitan Tulsa).



Figure 3 -  
Household Income Distribution



Source: U.S. Census Bureau; Claritas, Inc.; Oklahoma State Demographer; and Leland Consulting Group.

Table 9 summarizes projected growth in employment for Washington County over the next 10 years. As shown, total employment in the County is expected to increase at a 2 percent compound annual growth rate, from 20,119 jobs in 2010, to 24,545 jobs in 2020. High-growth industries over the next 10 years include: Mining (oil and gas); Transportation and Warehousing; Administrative and Support; Arts, Entertainment and Recreation; and Miscellaneous Services.

<b>Industry</b>	<b>Estimated 2010 Jobs</b>	<b>2010-2020 CAGR</b>	<b>10-year Projected Job Growth</b>	<b>Estimated 2010 Jobs</b>
Agriculture, Forestry, Fishing & Hunting	11	2.05	2	14
Mining	3,598	3.0%	1,237	4,835
Utilities	195	1.0%	20	215
Construction	703	1.5%	113	816
Manufacturing	944	0.55	48	993
Wholesale Trade	207	1.5%	33	240
Retail Trade	2,963	15.0%	476	3,439
Transportation & Warehousing	181	4.0%	87	268
Information	142	0.5%	7	150
Finance & Insurance	688	1.0%	72	760
Real Estate & Rental & Leasing	187	2.0%	41	228
Professional, Scientific & Technical Services	776	1.5%	125	900
Management of Companies & Enterprises	111	1.5%	18	129
Administrative & Support, etc.	1,431	3.0%	492	1,923
Educational Services	1,818	1.5%	292	2,110
Health Care & Social Assistance	2,681	1.5%	430	3,111
Arts, Entertainment & Recreation	550	3.0%	189	740
Accommodation & Food Services	1,724	2.0%	378	2,102
Other Services (except Public Administration)	780	3.5%	320	1,100
Public Administration	429	1.0%	45	474
<b>Totals</b>	<b>20,119</b>	<b>2.0%</b>	<b>4,426</b>	<b>24,545</b>

Source: U.S. Census Bureau; Oklahoma Department of Commerce; and Leland Consulting Group.

## Psychographic Indicators

Psychographics is a term used to describe characteristics of people and neighborhoods which, instead of being purely demographic, which measure their attitudes, interests, opinions, and lifestyles. These more qualitative descriptions are increasingly used by marketers and planners to help tailor product offerings to suit the tastes of target market segments. Residential homebuilders and commercial retail developers, in particular, are interested in understanding a community's psychographic profile, as this is an indication of its residents' propensity to spend across select retail categories. Residential developers are also interested in understanding this profile as it tends to suggest preferences for certain housing product types. A widely used source of psychographic profiling is the PRIZM-NE™ segmentation system offered by Claritas, Inc. In the PRIZM system, each household (census block group) in the United States is assigned to one of 64 distinct lifestyle/psychographic segments.

The top PRIZM segments in West Bartlesville are shown in Figure 4, along with a count of households represented by each segment and an index indicating how prevalent that segment is locally as compared to nationally (an index of 100 would be expected given the population, while an index of 400 would be four times the national level). The segments are described in the paragraphs that follow.

**Figure 4 - Top Five West Bartlesville PRIZM-NE Lifestyle Segments**

	Segment	Trade Area Households	Per Capita Index to U.S. (100=expected)
1	Hometown Retired	272	1400
2	Old Milltowns	242	1000
3	Crossroads Villagers	216	700
4	Family Thrifts	184	600
5	Mobility Blues	168	600



**Hometown Retired**

*Low Income, Mature Mostly w/o Kids*

With three-quarters of all residents over 65 years old, **Hometown Retired** is one of the oldest segments. These racially diverse seniors tend to live in aging homes--half were built before 1958--and typically get by on social security and pensions. Because most never made it beyond high school and spent their working lives at blue-collar jobs, their retirements are extremely modest.



**Old Milltowns**

*Downscale, Mature Mostly w/o Kids*

America's once-thriving mining and manufacturing towns have aged--as have the residents in **Old Milltowns** communities. Today, the majority of residents are retired singles and couples, living on downscale incomes in pre-1960 homes and apartments. For leisure, they enjoy gardening, sewing, socializing at veterans clubs and eating out at casual restaurants.



**Crossroads Villagers**

*Lower-Mid, Younger w/ Kids*

A population of white-collar couples and families living a classic rural lifestyle. Residents are high school-educated, with downscale incomes and modest housing; one-quarter live in mobile homes. And there's an air of self-reliance in these households as they help put food on the table through fishing, gardening, and hunting.



**Family Thrifts**

*Lower-Mid, Younger w/ Kids*

The small-city cousins of inner-city districts, **Family Thrifts** contain young, ethnically diverse parents who have lots of children and work entry-level service jobs. In these apartment-filled neighborhoods, visitors find the streets jam-packed with babies and toddlers, tricycles and basketball hoops, Daewoos and Hyundais.



**Mobility Blues**

*Low Income, Younger w/o Kids*

**Mobility Blues** is a segment of young singles in working-class neighborhoods in America's satellite cities. Ethnically diverse and young, these transient Americans tend to have modest lifestyles due to their lower-income jobs. Surveys show they excel in going to movies, playing basketball, and shooting pool.

The *greater* West Bartlesville Trade Area (Washington County) includes a healthy blend of blue-collar neighborhood segments, together with more middle-class (and up) lifestyle groups -- not an uncommon mix for a city with a history of industrial prosperity. West Bartlesville, profiled in Figure 4, includes fewer households from affluent segments found elsewhere in the City -- comprised of blue collar, retired and lower income households.

Two of the top segments represented in the greater West Bartlesville Trade Area, but not found in West Bartlesville include-- **Middleburg Managers** and **Big Fish/Small Town**, which indicates an opportunity for revitalized residential development within or near the core of downtown. These more affluent seg-



ments can be attracted to older neighborhoods that include architecturally significant housing stock, proximity to downtown restaurants, services and urban cultural amenities such as those found in and around Downtown Bartlesville.

### **Middleburg Managers**

*Midscale, Older w/o Kids*

Middleburg Managers arose when empty-nesters settled in satellite communities that offered a lower cost of living and more relaxed pace. Today, segment residents tend to be middle-class with solid white-collar jobs or comfortable retirements. In their older homes, they enjoy reading, playing musical instruments, indoor gardening and refinishing furniture.



### **Big Fish, Small Town**

*Upscale, Older w/o Kids*

Older, upper-class, college-educated professionals, the members of Big Fish, Small Pond are often among the leading citizens of their small-town communities. These upscale, empty-nesting couples enjoy the trappings of success, including belonging to country clubs, maintaining large investment portfolios, and spending freely on computer technology.



## **Summary**

The following observations can be drawn from the preliminary socioeconomic profile:

- The West Bartlesville Trade Area should continue to grow at a slow, but steady rate in terms of population and households;
- Existing West Bartlesville households tend to be larger in size, predominately renters, less likely to live in “family” household arrangements, younger age profile, more ethnically diverse, lower household incomes, and reflective of the area’s blue collar nature;
- West Bartlesville, the City of Bartlesville and Washington County all have significant senior populations (age 65+); and
- The psychographic characteristics of West Bartlesville reflect a predominately blue collar neighborhood blended with more middle-class lifestyle groups, a mix not uncommon for a town (and a neighborhood) with a history of industrial prosperity.

The socioeconomic profile provides a “snapshot” of not only the West Bartlesville Study Area, but of the greater Bartlesville region, from which support for future land uses may be drawn. The next step in the planning process will translate these socioeconomic conditions and trends into market opportunities for residential, commercial and employment uses. An important component of this analysis will be determining the extent to which economic and demographic characteristics in West Bartlesville will change over the near- and long-term.

### 3. Study Area Profiles



Figure 1: West Bartlesville Trade Area

## West Bartlesville Market Analysis

West Bartlesville includes a broad array of established residential and nonresidential land uses and also significant market potential for infill development activity. The presence of major employers (Conoco Phillips Research Center, Schlumberger, Sitel, United Linen), together with the proximity to Downtown and existing established neighborhoods, has the potential to contribute to renewed economic vigor for the West Bartlesville Study Area. Although newer competitive retail and residential activity has shifted to the east side of Bartlesville, along the U.S. Highway 75 corridor, West Bartlesville still enjoys advantages of cultural, architectural and institutional infrastructure that make it a potentially desirable location for high value redevelopment activity.

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

Planning for quality sustainable development within a community requires an understanding of the physical limitations and the market. The market analysis summarized herein focuses on identifying market opportunities within a project trade area representative of multiple land uses. A trade area is that area from which a project(s) or area will draw the majority of its residents (housing), patrons (retail) and employees (office) – that area 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 project which could diminish the market share available to the project;
- **Proximity to Population and/or Employment Concentrations** – concentrations in an area that translate into more population and households to support the project (density and “rooftops”);
- **Zoning** – restrictive or favorable regulatory environment that influences a developer's interest in delivering projects in one location vs. another;
- **Market Factors** – conditions that establish sale and lease prices, influence a developer's interest, or impact the project's revenue potential (value);
- **Drive Times, Spending and Commuting Patterns** – habits and patterns that impact the project's ability to capture market share (or require re-education).

For this analysis, West Bartlesville's residential, retail and employment trade areas are assumed to be Washington County (See Figure 1, page 3.24).

### Residential Demand

Renewed economic activity, led by the energy sector, together with cultural assets, scenery and other quality of life advantages, is once again bringing modest population and household growth to the Bartlesville region. While Claritas, Inc. (a census-based demographic data provider) projects just 0.5% percent annual growth in population for Washington County over the next 5 years (and Oklahoma Department of Commerce estimates are call for just 0.2% annual growth), recent job growth estimates suggest that these forecasts may understate growth potential over the near- to mid-term. Based on employment growth in the County and region, LCG uses an adjusted compound annual growth rate (CAGR) for population growth of 0.5% for West Bartlesville, 0.75% for Bartlesville and 0.75% for Washington County overall. Corresponding compound annual growth rates (CAGR) for households are estimated at 0.7% for West Bartlesville, 0.8% for Bartlesville and 0.8% for Washington County (see Table 1). Note that these adjusted growth rates for West Bartlesville are assumed to be “natural” growth rates – ones that could be improved upon with target efforts to improve the appeal of West Bartlesville as a residential option for both newcomers and existing area residents.

**Table 1 - Household Growth**

(age 25+)	West Bartlesville	City of Bartlesville	Washington County
2000 Households	1,668	14,565	20,179
2009 Households (est.)	1,243	15,191	21,107
2009-19 CAGR (LCG proj.)	0.7%	0.8%	0.8%
2019 Households (LCG proj.)	1,332	16,451	22,858

Source: U.S. Census Bureau; Claritas, Inc.; Oklahoma State Demographer; and Leland Consulting Group.



Demand for residential units in West Bartlesville is assumed to be a function of projected household growth across a wider geography – in this case, Washington County. In other words, West Bartlesville will compete with other locations in the County as a potential home for newly formed households, whether they arise through natural increase or net in-migration. In reality, this concept of a residential trade area for West Bartlesville may extend beyond the County to include growing parts of north Metro Tulsa, like Owasso and Skiatook. For reasons of simplicity and data availability, this potential competitive segment is ignored for this numerical analysis (as it is probably less likely to include prospective buyers of urban residential property, anyway).

The 2009 base of 21,107 households is expected to grow at 0.8 percent annually to arrive at 22,858 households by 2019 – an addition of 1,751 units. Applying a 5 percent factor to account for a vacancy/turnover buffer, demolition and a modest amount of second-home purchase activity, results in an adjusted 10-year demand for approximately 1,838 units for the Washington County Trade Area.

Based on current home ownership and rental rates, there should be demand for 487 additional rental units and 1,352 additional ownership housing units by 2019, County-wide.

This gross unit demand is further allocated into approximate income-qualified rent and home price groups. The analysis assumes a moderate increase in household incomes over time (using constant 2009 dollars), as employment conditions gradually improve over time. In other words, new households are expected to be somewhat more affluent than existing households. Table 2 summarizes these demand estimates.

**Table 2 - Residential Unit Demand by Income, Rent and Price Range  
West Bartlesville Trade Area (Washington County)**

Annual Income Range (2009 dollars)	Approx. Rent Range	Approx. Home Price Range	Current Households in Income Bracket	New Households by Income Bracket	Trade Area Demand from New Households (10-yr)			
					Total Units	Est. Pct. Rental	Total Rental Units	Total Ownership Units
up to \$15K	up to \$375	up to \$75K	16%	15%	276	70%	193	83
\$15-25K	\$375 - \$625	\$75 to \$100K	14%	14%	257	50%	129	129
\$25-35K	\$625 - \$875	\$100 to \$150K	13%	13%	239	30%	72	167
\$35-50K	\$875 - \$1,000	\$150 to \$200K	17%	18%	331	15%	50	281
\$50-75K	\$1,000+	\$200 to \$250K	18%	18%	331	10%	33	298
\$75-100K	\$1,000+	\$250 to \$350K	9%	9%	165	4%	7	159
\$100-150K	\$1,000+	\$350 to \$500K	9%	8%	147	2%	3	144
\$150K and up	\$1,000+	\$500K and up	5%	5%	92	1%	1	91
<b>Totals</b>			<b>100%</b>	<b>100%</b>	<b>1,838</b>	<b>26%</b>	<b>487</b>	<b>1,352</b>

Sources: Claritas Inc.; U.S. Census; Oklahoma Dept. of Commerce; Leland Consulting Group

## 4. Market Analysis

Table 3 shows reasonable attainable capture of single family detached units in West Bartlesville for households earning at least \$15,000 per year. This analysis assumes that detached homes will account for around 85 percent of all ownership demand, with the balance coming in the form of attached products (condo, townhome, rowhome, loft, etc.). Over the next ten years, approximately 56 new detached units is an attainable infill goal for West Bartlesville, with a modest 5% capture rate (given the predominance of suburban and exurban competition in the County).

**Table 3 - Single Family Detached Demand by Price Point  
West Bartlesville Trade Area**

Annual Income Range	Approximate Home Price Range	Trade Area For-Sale Demand (Income \$15K+)	Estimated % Single Family Detached	Single Family Detached Demand	Attainable Capture Rate (within Single Family Detached)	Attainable West BV Capture (Units)
\$15-25K	\$75 to \$100K	129	85%	109	10%	11
\$25-35K	\$100 to \$150K	167	83%	139	10%	14
\$35-50K	\$150 to \$200K	281	83%	233	5%	12
\$50-75K	\$200 to \$250K	298	83%	247	5%	12
\$75-100K	\$250 to \$350K	159	85%	135	5%	7
\$100-150K	\$350 to \$500K	144	90%	130	0%	0
\$150K and up	\$500K and up	91	95%	86	0%	0
<b>Totals</b>		<b>1,269</b>	<b>85%</b>	<b>1,080</b>	<b>5.1%</b>	<b>56</b>

Sources: Claritas Inc.; U.S. Census; Oklahoma Dept. of Commerce; Leland Consulting Group

Generally speaking, infill neighborhood areas are more suitable to attached housing, but this study area includes substantial areas of detached residential development, with both vacant land and marginal housing as potential candidates for infill. For vacant areas, detached development could be relatively dense, with patio homes, bungalow courts and other small-lot development working within this relatively urban setting. Redevelopment of existing single-family home sites, however, would likely need to conform to current zoning and lot sizes.

Demand for ownership attached housing, shown in Table 4, should total approximately 189 units, County-wide, over the next 10 years. Of this, the West Bartlesville study area could capture 21 percent, or 40 units by 2019, assuming attached product could be made available across a broad affordability spectrum.

**Table 4 - Ownership Attached Demand by Price Point  
West Bartlesville Trade Area**

Annual Income Range	Approximate Home Price Range	Trade Area For-Sale Demand (Income \$15K+)	Estimated % Townhome/Condo	Townhome/Condo Demand	Attainable Capture Rate (within Condo/Townhome)	Attainable West BV Capture (Units)
\$15-25K	\$75 to \$100K	129	15%	19	25%	5
\$25-35K	\$100 to \$150K	167	17%	28	25%	7
\$35-50K	\$150 to \$200K	281	17%	48	30%	14
\$50-75K	\$200 to \$250K	298	17%	51	20%	10
\$75-100K	\$250 to \$350K	159	15%	24	15%	4
\$100-150K	\$350 to \$500K	144	10%	14	0%	0
\$150K and up	\$500K and up	91	5%	5	0%	0
<b>Totals</b>		<b>1,269</b>	<b>15%</b>	<b>189</b>	<b>21.2%</b>	<b>40</b>

Sources: Claritas Inc.; U.S. Census; Oklahoma Dept. of Commerce; Leland Consulting Group

While condominium-type construction has been adversely impacted nationally by the mortgage lending crisis and over-building, the low-maintenance and potentially pedestrian-friendly aspects of attached housing should grow in share as it finds appeal among an aging Baby Boomer population as well as young professionals. This absorption could take the form of loft condominiums within upper floor commercial buildings, as well as in new townhome or rowhome construction on underutilized parcels scattered around West Bartlesville.

Table 5 shows projected apartment demand for Washington County of just over 290 new units by 2019 (for households earning over \$15,000) and an attainable capture for West Bartlesville of 73 units, for a 25% overall capture rate. West Bartlesville is well-positioned to attract prospective renters with its proximity to major employers and activity centers.

**Table 5 - Apartment Demand by Price Point  
West Bartlesville Trade Area**

Annual Income Range	Approximate Rent Range	Trade Area Rental Demand	Attainable Capture Rate (Within Rentals)	Attainable West BV Capture (Units)
\$15-25K	\$375 - \$625	129	25%	32
\$25-35K	\$625 - \$875	72	25%	18
\$35-50K	\$875 - \$1,000	50	25%	12
\$50-75K	\$1,000+	33	25%	8
\$75-100K	\$1,000+	7	25%	2
\$100-150K	\$1,000+	3	10%	0
\$150K and up	\$1,000+	1	10%	0
<b>Totals</b>		<b>294</b>	<b>25%</b>	<b>73</b>

Sources: Claritas Inc.; U.S. Census; Oklahoma Dept. of Commerce; Leland Consulting Group

West Bartlesville has seen the redevelopment of rental apartments in recent years, including the Brookhaven Plaza Apartments at 14th St. & Santa Fe (south of downtown). Additional construction should be supported by employment gains across both blue- and white-collar segments, as well as by students of the growing campuses of Rogers State University (downtown) and Oklahoma Wesleyan University to the southeast. West Bartlesville could provide a “close-in” neighborhood for these market segments, as well as downtown employees.

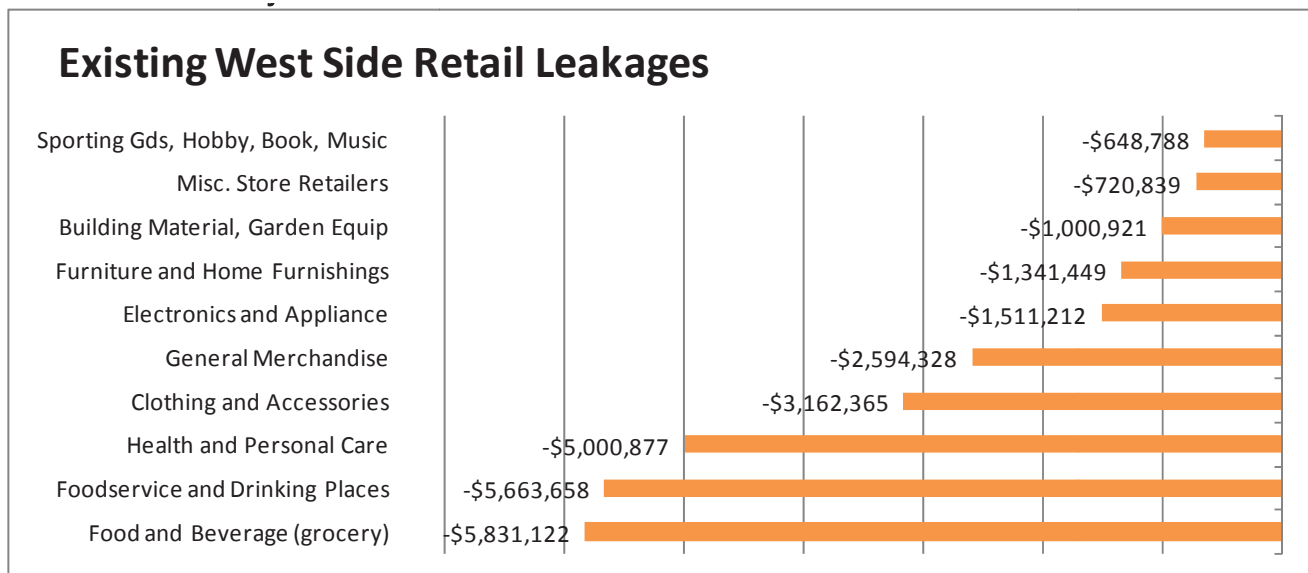
As with attached ownership housing, new apartments could be created from rehabbing existing commercial space, built on smaller scattered-site underutilized lots, or developed on larger underutilized tracts as part of a residential mix.

### Retail Demand

Demand for new retail space is determined by future retail spending potential of projected new households (see Table 6), as well as by some recapturing of retail spending that is currently lost to nearby communities or areas (referred to as “leakage” or “retail void”, illustrated in Figure 2). An additional adjustment is made to allow for demand from space turnover and replacement of existing obsolete retail space (see Table 7).

The nature of the West Bartlesville Study Area, as a newly revitalizing neighborhood, provides an immediate opportunity to “recapture” retail spending lost to the remainder of the Trade Area (e.g., East Bartlesville, Washington County) and beyond. As shown in Tables 6 and 7, it is this demand from “leakage” that represents the majority of 10-year demand for West Bartlesville (65,408 square feet of a total of 96,670 square feet, or 68%).

**Figure 2 - Estimated Retail Leakage  
West Bartlesville Trade Area**





**Table 6 - Retail Demand from Trade Area Household Growth  
West Bartlesville Trade Area**

<b>Selected Retail Categories</b>	<b>Current Estimated Sales</b>	<b>Projected Trade Area Household Growth Rate</b>	<b>10-Year Growth in Sales</b>	<b>Estimated Sales/Sq Ft</b>	<b>10-Year New Demand (Sq Ft)</b>
Furniture and Home Furnishings	\$0	0.70%	\$96,915	\$175	554
Electronics and Appliance	\$104,886	0.70%	\$116,758	\$200	584
Building Material, Garden Equip	\$6,683,533	0.70%	\$555,176	\$275	2,019
Food and Beverage (grocery)	\$5,528,355	0.70%	\$820,684	\$325	2,525
Health and Personal Care	\$738	0.70%	\$361,350	\$300	1,205
Clothing and Accessories	\$5,151	0.70%	\$228,842	\$175	1,308
Sporting Gds, Hobby, Book, Music	\$634,281	0.70%	\$92,697	\$175	530
General Merchandise	\$7,800,000	0.70%	\$750,956	\$275	2,731
Misc. Store Retailers	\$1,007,222	0.70%	\$124,847	\$175	713
Foodservice and Drinking Places	\$1,395,815	0.70%	\$510,023	\$250	2,040
Excluded Categories (including cinema, prof./med. office, consumer banks, etc.) @ 20% of total	\$5,789,995	0.70%	\$914,562	\$175	5,226
<b>Totals</b>	<b>\$28,949,976</b>		<b>\$4,572,811</b>		<b>19,434</b>

Sources: Claritas Inc.; Urban Land Institute; Leland Consulting Group (Sales figures in year 2009 constat dollars)

Although the City of Bartlesville serves as a shopping hub for Washington, Osage and Nowata Counties in Oklahoma, as well as much of Montgomery County, Kansas, and serves a secondary retail role to the Tulsa metroplex, West Bartlesville's role has shifted over the decades from a relatively important retail center for the city to a more neighborhood-oriented shopping destination. As the U.S. Highway 75 Corridor continues to capture much of the major chain retail development, and Downtown Bartlesville emerges as a specialty shopping destination, West Bartlesville's future is likely tied to enhancing this neighborhood retail orientation. Proximity to Downtown and employment concentrations to the west should allow West Bartlesville to grow as a retail destination for both daytime and nighttime populations.

As shown in Table 8, West Bartlesville should be able to capture approximately 55 percent of overall retail demand over the next 10 years, or just over 53,000 square feet.

Sources: Claritas Inc.; Urban Land Institute; Leland Consulting Group (Sales figures in year 2009 constat dollars)

**Table 7 - Retail Demand from Recaptured Void & Replacement/Turnover  
West Bartlesville Trade Area**

Selected Retail Categories	10-Year New Demand (Sq Ft)	Plus Recapturable Existing Leakage/Void	Plus Replacement of Obsolete Space (Sq Ft)	Total New Demand by 2019 (Sq Ft)
Furniture and Home Furnishings	554	2,300	0	2,853
Electronics and Appliance	584	2,267	52	2,903
Building Material, Garden Equip	2,019	1,092	2,430	5,541
Food and Beverage (grocery)	2,525	10,765	1,701	14,991
Health and Personal Care	1,205	10,002	0	11,207
Clothing and Accessories	1,308	5,421	3	6,732
Sporting Gds, Hobby, Book, Music	530	1,112	362	2,004
General Merchandise	2,731	3,774	2,836	9,341
Misc. Store Retailers	713	1,648	576	2,937
Foodservice and Drinking Places	2,040	11,327	558	13,926
Excluded Categories (including cinema, prof./med. office, consumer banks, etc.) @ 20% of total	5,226	15,700	3,309	24,235
<b>Totals</b>	<b>19,434</b>	<b>65,408</b>	<b>11,828</b>	<b>96,670</b>

Sources: Claritas Inc.; Urban Land Institute; Leland Consulting Group

This level of retail absorption includes enough demand to support a small format grocery store of 10,000 to 15,000 square feet, 4 to 5 new restaurants (depending on size), and a wide array of smaller general merchandise and specialty retailers. Some 10,000 to 15,000 square feet of miscellaneous demand could support a small recreation/entertainment facility, and/or smaller professional or medical storefront spaces.

### Office Demand

West Bartlesville has the potential to work as a business address because of its proximity to Downtown, and the presence of significant employers and established neighborhoods. What it currently lacks are retail services, eating and drinking establishments, and additional activity centers. The rehabilitation of the Frontier Pool and the planned Washington County Justice Center will represent the primary sources of new investment in West Bartlesville. New private sector investment will likely require an environment that provides affordable space with urban amenities and a trained workforce. West Bartlesville could be positioned as an obvious location for expanding and relocating businesses. Because of land scarcity, employment development in Downtown will realistically be limited to piecemeal redevelopment of historic space or limited scrape-build opportunities. This, in turn, could make West Bartlesville an attractive “close-in” location for business development.

**Table 8 - Retail Capture  
West Bartlesville Trade Area**

Selected Retail Categories	Attainable Subject Capture Rate	10-Yr Attainable Capture (Sq Ft)
Furniture and Home Furnishings	50%	1,427
Electronics and Appliance	50%	1,452
Building Material, Garden Equip	50%	2,771
Food and Beverage (grocery)	75%	11,244
Health and Personal Care	75%	8,405
Clothing and Accessories	30%	2,020
Sporting Gds, Hobby, Book, Music	30%	601
General Merchandise	50%	4,670
Misc. Store Retailers	50%	1,468
Foodservice and Drinking Places	50%	6,963
Excluded Categories (including cinema, prof./med. office, consumer banks, etc.) @ 20% of total	50%	12,117
<b>Totals</b>	<b>55%</b>	<b>53,137</b>

Sources: Claritas Inc.; Urban Land Institute; Leland Consulting Group

Demand for new employment space is derived from two primary sources: expansion of existing industry; and the relocation of new companies into the market. Employment projections by industry classification for the West Bartlesville Trade Area (Washington County) were used to estimate demand over the next ten years. Assuming a 2.0 percent sustained annual growth rate in overall employment, Washington County should add approximately 4,426 new jobs between 2009 and 2019. Assuming differing levels of employment space (office, industrial, flex) need across different industry categories, the analysis summarized in Table 9 revealed demand for almost 540,000 square feet of new employment space over this period. Assuming a 15 percent capture rate, the West Bartlesville Study Area could absorb approximately 80,000 square feet of new employment space over the next 10 years.

## 4. Market Analysis

Figure 3 - Retail Retail Caputre West Bartlesville Trade Area

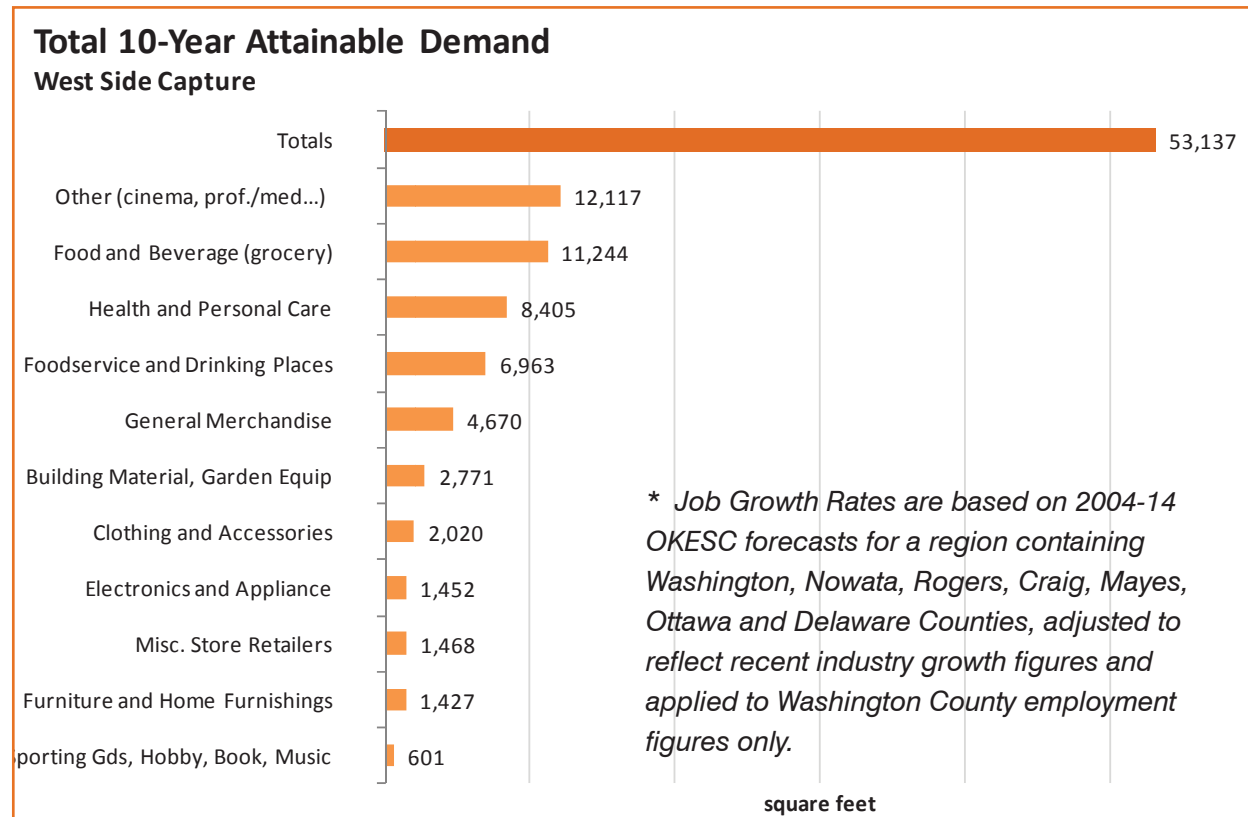


Table 9 - Employment Demand From Projected Job Growth West Bartlesville Trade Area

Industry	10-year Projected Job Growth	Estimated % Needing Office/Industrial Space	Total Office/Industrial Space Required	West BV Capture Rate	West BV Capture (Sq Ft)
Agriculture,Forestry,Fishing & Hunting	2	20%	243	15%	36
Mining	1,237	50%	207,244	15%	31,087
Utilities	20	75%	6,501	15%	975
Construction	113	30%	13,881	15%	2,082
Manufacturing	48	80%	18,545	15%	2,782
Wholesale Trade	33	60%	9,573	15%	1,436
Retail Trade	476	10%	17,127	15%	2,569
Transportation & Warehousing	87	40%	16,323	15%	2,448
Information	7	90%	2,032	15%	305
Finance & Insurance	72	90%	15,543	15%	2,332
Real Estate & Rental & Leasing	41	90%	8,839	15%	1,326
Professional,Scientific,& Technical Services	125	55%	17,123	15%	2,568
Management of Companies & Enterprises	18	55%	2,452	15%	368
Administrative & Support, etc.	492	40%	51,189	15%	7,678
Educational Services	292	20%	16,928	15%	2,539
Health Care & Social Assistance	430	25%	30,124	15%	4,519
Arts,Entertainment,& Recreation	189	30%	18,174	15%	2,726
Accommodation & Food Services	378	10%	13,592	15%	2,039
Other Services (except Public Administration)	320	50%	62,430	15%	9,364
Public Administration	45	60%	11,048	15%	1,657
<b>Totals</b>	<b>4,426</b>		<b>538,910</b>		<b>80,836</b>

## Market Summary: Strategic Considerations

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

### Residential

- Unique settings such as downtowns and infill neighborhoods provide the ideal setting for flexible spaces which appeal to lifestyles seeking environment over product
- Approximately 25% of single-person households are made up of people under 35 who have never been married – financially independent, postponing marriage and focusing on health issues
- Living alone drives a desire for community – communication, connectivity – “They want a place where they don’t have to get into a car to do everything”
- Generation “X” – now between 27 and 39 – are redefining the “givens” of the past several decades – they want equal parts traditionalism, work and leisure – but gravitating around the home
- Product types that respond to these lifestyle choices include mixed-use environments (vertical and horizontal), close-in, walkable neighborhoods, etc.
- The average age for first-time home buyers was 26 among Generation “Yers”, and 29 among both Generation X and Baby Boomers

### Retail

- Younger generations are challenging Baby Boomer’s precedent - that to spend is good and to spend more is better – an important fact to acknowledge as the younger generations enter peak earning years and are more cautious about spending money and accumulating debt
- As explained in the ULI publication, Developing Retail Entertainment Destinations, “In the current competitive environment, retailers have sought to differentiate themselves by catering to the needs of people with specific lifestyle profiles”
- Two principal conditions are supporting the continued evolution of town centers and squares – the growing vulnerability of regional malls and shifting demographics - the growing number of one- and two-person households and non-family households
- Infill environments present one of the more challenging environments for larger format stores as lots tend to be narrow, forcing parking lots on their sides and thus large expanses of space without a building edge (less pedestrian friendly)

### Employment

- Unique settings such as downtowns, close-in neighborhoods, and other infill locations provide the



## 4. Market Analysis

ideal setting for flexible employment spaces which appeal to alternative industries seeking environment over product

- Boomers, retirees, entrepreneurs, members of the “creative class” and New Economy seek out physical opportunities where ideas can be exchanged – proximity to education is ideal, as are “third places”
- Smaller format, or convertible employment spaces supporting businesses of the New Economy and “creative class” (55% of people work for small firms (fewer than 100 employees), less than 20% work in large firms (more than 500 firms) continue to find success in over-built markets

**Table 10**  
**Summary of Market Demand**  
**West Bartlesville Study Area**

Land Use Type	Trade Area Demand (10 Year)	West Bartlesville Study Area			
		Market Share		10-Year Absorption (Units/SF)	
		Low	High	Low	High
<b>Residential (Units):</b>					
Single Family Detached	1,080	2%	8%	22	86
Single Family Attached	189	18%	22%	34	42
Multifamily Apartments	294	20%	30%	59	88
<b>Residential Total</b>	<b>1,563</b>			<b>114</b>	<b>216</b>
<b>Non-Residential (SF):</b>					
Retail	96,670	50%	60%	48,335	58,002
Employment (Office/Industrial)	538,910	10%	20%	53,891	107,782
<b>Non-Residential Total</b>	<b>635,580</b>			<b>102,226</b>	<b>165,784</b>

Source: Leland Consulting Group.

## West Bartlesville Challenges to Investment

The following report summarizes input gained from representatives of the community during a series of one-on-one confidential interviews (in-person and by phone) and focus group discussions conducted during May and June, 2010. The interviews were facilitated by representatives of Leland Consulting Group, Parks & Gardens LLC and Xposure Inc. Interviewees 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 West Bartlesville. Each interview lasted approximately one hour with the discussion focused on opportunities and challenges to investment and reinvestment in West Bartlesville.

Experience has shown that an understanding of challenges or 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 revitalization strategy. An important part of the discussion that preceded the exercise reported on here focused two items:

- The solidarity of the community and strength and determination of its residents, which included references to the heritage of West Bartlesville
- What stakeholders thought it would take to implement a strategy for action in West Bartlesville and positively catalyze specific change.

The participants’ input, as summarized here, was used by the consultant team during subsequent phases of the analysis to: define elements of potential catalyst projects and initiatives; direct further identification of challenges to growth and investment; provide a framework for implementation strategies; and, offer a foundation for supportive policies and ultimately, a market-tested vision.

**Note:** *All of the opinions expressed in this document are from the participants and not necessarily the opinions of the consultant team, except where specified. In all instances, confidentiality was maintained. A detailed summary of all comments is included in the Appendix.*

What follows is the consultant team’s assessment of the participants’ real or perceived opinions regarding opportunities and challenges for investment in West Bartlesville. The observations are grouped into seven general categories -- physical, market, perception, financial, regulatory, political and organizational. Experience in many markets has shown that opportunities to be capitalized on, and challenges to be overcome, tend to fall within one of these seven categories. The successful implementation of any redevelopment strategy largely depends on the accurate identification of both opportunities and challenges and political will to share this information with the community and collectively define a market-based strategy (vision) for the near- and long-term. Lastly, stakeholders were asked to identify things about West Bartlesville they were most proud of. These community “assets” are summarized following the discussion of challenge categories.

### Physical Challenges

Comments regarding West Bartlesville's physical environment primarily fell under the headings of aesthetics/beautification, aging or inadequate infrastructure, underutilized properties, and lack of connections, both within the neighborhood, and between the neighborhood and the remainder of Bartlesville. Most participants agreed that the overall Study Area is in need of "sprucing up" or is not visually attractive. Infrastructure issues primarily centered around the lack of sidewalks and landscaping, drainage problems, and public green spaces. The existence of vacant and underutilized properties and buildings was seen as a major contributor to the Study Area's visual appeal. The word "blight" was referred to often as a description of the Study Area's physical environment. Lastly, a majority of participants cited the need for more physical connections within the neighborhood and between the neighborhood and the rest of Bartlesville. Most feel there is a general lack of pedestrian connections and "walkability" within the Study Area, as well as a lack of mobility to access areas outside the neighborhood. Participants spoke about the need for better transit to/from the Study Area and more choices for alternative modes of transportation (pedestrian, bike). The extension of Pathfinder Parkway was viewed as a critical step in improving connections to and from the Study Area.

### Market Challenges

Comments related to the market were largely aimed at the existing perception of the Study Area, i.e., the area doesn't look aesthetically pleasing or successful, so the market has largely ignored it. Some participants feel that this perception is perpetuated by the realtor and lender communities, contending that the Study Area has been somewhat "redlined" for investment.

The Study Area's housing stock was the subject of many participants' comments. While many feel that West Bartlesville offers an affordable housing location for area residents, they believe there is too much housing within a narrow (and low) price band. Another concern related to housing is the growing percentage of rental housing, particularly within single family dwellings. Increased home ownership in the Study Area was viewed by most participants as a critical factor in improving the Area's overall image.

Related to the need for an upgrading of the Study Area's housing stock was the lack of retail stores and neighborhood services. Most participants admitted that the majority of their shopping is done outside the Study Area. The limited choices for shopping and services in the Study Area negatively affect its attractiveness as a housing location. In addition to shopping and service options, many participants mentioned a need for more entertainment options, particularly for families. The opening of the new Frontier Pool was viewed as an important neighborhood amenity that could be capitalized on for future investments in community facilities.

Finally, the lack of employment opportunities in the Study Area is another area of concern for the majority of participants. Most of the comments focused on the need for new businesses and the lack of opportunities for neighborhood residents within existing businesses. A common perception seemed to be that employers in the Study Area typically look outside the neighborhood for employees. Continued job training efforts were seen as vital to the Study Area's economic future, particularly for young people.

## Perception Challenges

In many ways, West Bartlesville suffers from the adage that “perception is reality”. Many participants felt that the neighborhood had a sort of “inferiority complex” when compared to other parts of Bartlesville, despite the Study Area’s positive assets. As a result, participants used terms like “complacency” and “apathy” to describe the neighborhood’s response to new initiatives, citing the feeling that “things won’t change”. They feel that the West side has been under-represented in decisions regarding the neighborhood’s future. This “disconnect” between West Bartlesville and East Bartlesville appears to be relatively deep-rooted and contributes to the economic separation that some participants feel exists between the two areas.

Many participants mentioned the perception that West Bartlesville is viewed as the “unsafe part of town” and that it lacks community identity. Specific responses centered around a lack of vision for the neighborhood, or an inconsistent vision, as well as a lack of organization to advance a vision. Most participants, while somewhat skeptical, welcomed the opportunity to be involved in this redevelopment effort.

## Financial Challenges

As noted in the market challenges above, the general feeling among participants was that the investment community has avoided West Bartlesville. Not surprisingly, among the stakeholders interviewed, those with the strongest opinions around financial feasibility were from the development and/or finance communities. These participants cited the Study Area’s below-market rental rates and sale prices and overall perception as factors which limit financial feasibility. In contrast, existing business and property owners within the Study Area described a relatively stable business environment, though noted that financial incentives are needed to upgrade the overall physical environment. Most participants believed that the City should play a large role in these improvements, in partnership with existing business and property owners (both commercial and residential).

Another financial component of West Bartlesville involves the City’s willingness and/or ability to make public investments, i.e., its fiscal capacity. There was some debate as to whether the City had a clear financial commitment to West Bartlesville. Some participants felt that entities like the BDC could be used to direct funds into the Study Area.

## Regulatory Challenges

Discussions around regulatory issues were primarily focused on the following: the inconsistency in zoning and development standards; the need for better buffering between residential and commercial/industrial uses; the need to increase code enforcement efforts to “clean up” West Bartlesville; and an increased police presence to address safety concerns.

Most participants agreed that the Study Area contains a “hodge podge” of zoning categories and development standards, creating conflicts between residential and non-residential uses. Some participants fear that, as business development increases, residences will be forced out of the neighborhood. Stricter code enforcement was raised as a way to improve West Bartlesville’s overall appearance and motivate

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*Public Workshop #2 - April 13, 2011 Westside Community Center, West Bartlesville Redevelopment Plan*

that incentives would have to be available to these property owners to help them upgrade/improve their properties.

Lastly, the issue of public safety elicited a range of comments. Many participants felt that an increased police presence would improve the overall perception of the Study Area, while others felt that the unsafe perception was unwarranted. Most, however, agreed that any improvements to public safety would be welcomed by the neighborhood.

## **Political Challenges**

As described throughout this report, there is a general feeling of “disconnection” between West Bartlesville and the remainder of the community. Its roots appear to be historically deep-seated and it has an adverse effect on the neighborhood’s current political climate. While many participants cited the City’s role in this “disconnect”, there was a realization that the neighborhood has contributed to its perpetuation. Specific comments ranged from “the City has consistently let the neighborhood down” to “the neighborhood needs to stop acting like a victim and become partners with the City”. Based on the range of responses to this issue, there clearly needs to be increased constructive communication between City leadership and West Bartlesville stakeholders.

Most participants felt that the political influence in Bartlesville extends beyond City leadership to major private sector entities (such as Conoco Phillips). Because of this, “buy-in” for any West Bartlesville revitalization initiative will have to come from both of these sources.

Lastly, there appears to be agreement amongst most participants that a consistent vision for West Bartlesville needs to be articulated, and that the City and the neighborhood need to establish that vision together. There is not necessarily agreement, however, on the prospects of that happening successfully.

## **Organizational Challenges**

West Bartlesville is well-represented by advocacy organizations in support of neighborhood initiatives, including the Westside Community Center, several non-profit organizations, and various churches. 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. Many of the participants' comments regarding organization centered around the lack of coordination between these various groups. The overall perception seemed to be that a lot of groups are doing good things individually, but not necessarily in a synergistic way.

The other key organizational challenge cited by most participants was the lack of unified leadership within the Study Area. Again, several individuals and organizations were mentioned as community "leaders" or advocates, but the lack of a single "voice" for the neighborhood was seen as a critical factor in raising West Bartlesville on the City's agenda.

## **West Bartlesville Community Assets**

Despite the many challenges summarized herein, participants clearly felt that West Bartlesville has much to offer in the way of community assets. Most often mentioned as things to be proud of were: the Westside Community Center; the new Frontier Pool; the sense of community among those residents who grew up in West Bartlesville; the neighborhood's work ethic; the Jane Phillips school; neighborhood friendliness; the churches' involvement in the community; good partnership between the neighborhood and the school district; the historic significance of the Study Area; and the stable businesses that have been there for the long term.

## **Conclusion**

As stated earlier, an understanding of challenges or barriers, and the issues which perpetuate them, is critical to effectively frame research and analyses necessary to arrive at recommendations designed to "ready an area" or community for investment. This is equally true whether the challenges are being perpetuated by perception or reality. All of the comments presented here were the opinions of those individuals who agreed to participate. Regardless of whether the comments made were based in fact, processes like these inevitably highlight the need for greater communication between the public and private sectors and more education of the community. We know that the key element in every story of successful neighborhood revitalization over the past decade was an effective public-private partnership. Partnerships are based on trust and trust is built on communication.

## Introduction to Catalyst Projects

One strategy for redevelopment and reinvestment of West Bartlesville is based on targeting new projects to critical nodes, which hold investment potential despite economic and/or development challenges. Critical nodes or locales within West Bartlesville can be defined as neighborhood centers with concentrations of employment, housing, commercial uses, public spaces with pedestrian activity - that all combine to create a sense of place, or a “node” of activity. Predominant land uses include residential, commercial, light industrial, institutional and civic uses. These “nodes” of development serve as catalysts for future public and private investment and economic activity, strengthening connections to adjacent neighborhoods.

Experience has proven that implementable redevelopment plans must maintain a high degree of flexibility. As markets change and economic indicators strengthen, the physical environment must also change. Therefore, while the following catalyst projects have been identified as having merit and potential in today’s market, evaluation criteria will provide West Bartlesville Improvement Advocacy Group and city leadership with the tools to evaluate future projects that are consistent with the vision for the study area. It is important to note that none of the catalyst project concepts are site specific. Rather, several concepts may have applications in several locations within West Bartlesville and should be considered “floating or flexible” concepts.

Within relatively small area and using consolidated parcels, different land uses are found side-by-side or within the same structure, such as office and/or residential uses above retail uses. Mixed use projects have proven to be a successful redevelopment option in taller structures with minimal setbacks from the front property line and reduced parking requirements, all in an effort to achieve affordable rents and sale prices necessary to support higher construction costs and land values.

For purposes of the West Bartlesville Redevelopment Plan, the development concepts that were identified as catalyst projects are listed in the enclosed box at the right of this page.

### ***Proposed Catalyst Projects***

- 1. Mixed Income Rental Housing*
- 2. Single Family Option A: Property Assemblage*
- 3. Single Family Option B: Scattered Lot Assemblage*
- 4. Mixed Use Development: Commercial Uses in front of Live/Work Units*
- 5. Public Infrastructure Improvement A: Pathfinder Parkway Extensions*
- 6. Public Infrastructure Improvement B: Phased Streetscape Improvements (Sidewalks, trees, pedestrian lighting)*
- 7. Public/Private Partnership with Training Facility*

### **Proposed Evaluation Criteria**

1. *Consistent with Strategic Actions of Redevelopment Plan*
2. *Reflects findings of West Bartlesville Survey\**
3. *Responds to market opportunities*
4. *Improves jobs-to-housing balance*
5. *Strengthens public realm*
6. *Reinforces land use goals for subareas*
7. *Communicates Redevelopment Plan vision*
8. *Encourages fiscal prudence*
9. *Leverages public investment*
10. *Addresses demonstrated community needs*
11. *Builds upon prevailing strengths of West Bartlesville and its neighborhoods*
12. *Recognizes and respects historic character of the neighborhood*

\* See Appendix A

### **Evaluation Criteria**

In order to evaluate a proposed project's potential as a catalyst investment, it must first be evaluated based on accepted criteria. The premise behind a catalyst investment project assumes concentrating resources in select locations that will have a positive economic "ripple effect" in surrounding areas and neighborhoods, such as Oak Park, Jane Phillips and other residential communities. Subsequently, public partners such as the Bartlesville Development Corporation, City of Bartlesville, etc., can effectively leverage investment efforts to overcome barriers and achieve desired outcomes. These projects should serve as catalysts for additional public and private investment and economic activity, effectively building off the strengths of the surrounding neighborhoods and connecting to other parts of the city. Implementation and management of catalyst projects is generally the responsibility of a combination of entities including business organizations, special districts, neighborhood and other interest groups and most importantly, individual property owners. Potential criteria for catalyst projects are listed to the left.

Presented in this chapter are brief descriptions of hypothetical catalyst projects. These descriptions are accompanied by a preliminary economic analysis for each concept. The purpose of this task was to provide West Bartlesville stakeholders, the West Bartlesville Redevelopment Plan Task Force, city leadership and the Bartlesville Development Corporation and other advocacy entities with tools to "tell the story" and accurately convey the potential of West Bartlesville. The accompanying economic analyses begin to quantify the order of magnitude of any financial gap that might result from development or redevelopment of these or similar projects within the Study Area. In the case of the economic analyses and because assumptions are based on findings from the West Bartlesville Market Analysis that captures a moment in time, final figures associated with the actual projects will likely be different as market conditions change. Conclusions derived to-date can best be used to understand the range and number of financing mechanisms and strategies that will be needed to deliver projects of these types to the market.



## CATALYST PROJECT #1: *Mixed-Income Rental Housing*

### Concept

Two-story buildings housing rental apartments. These mixed-income apartments could serve as “work-force” housing for neighborhood residents who work in West Bartlesville or other parts of the city. This type of product would accomplish the market goal of increasing residential density in the neighborhood while taking advantage of an opportunity to diversify housing stock.

### Land Use

Rental apartments

### Parking

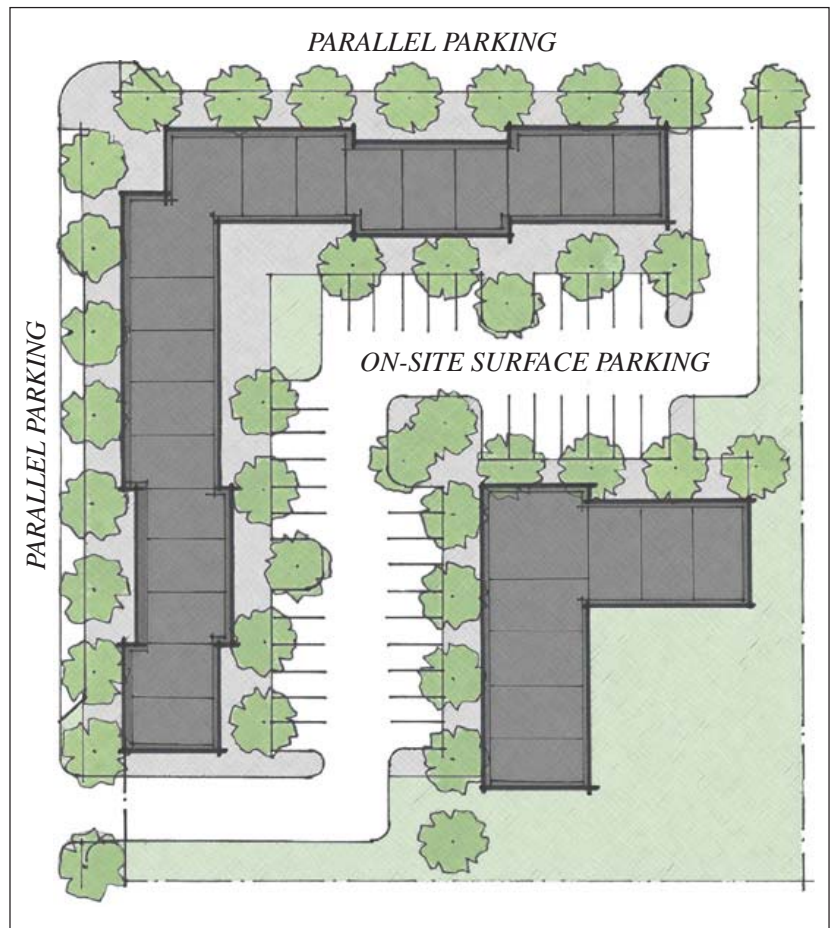
On-site surface parking (*approximately 40 spaces, or 1.5 spaces per unit*)

### Specifications

Parcel size: 1.0 to 1.5 acres  
 Total # of units: 25  
 Unit size: 800 square feet

### Public/Private Partnership Potential

- Land acquisition assistance (*assemblage of vacant/ underutilized sites*)
- Streamlined development processing
- Tax credits (*New Market, Low-Income Housing*)
- Site improvements contribution



*Mixed-Income Rental Housing Catalyst Project*



# CATALYST PROJECT #1: Mixed-Income Rental Housing

## Development Economic Analysis

Development Program			Assumption Factors	
	Units/Spaces	Square Feet		
Retail/Restaurant		0		
Office		0		
Residential (Rental)	25	20,000	800	SF/Unit
Live/Work (For-Sale)	0	0	2,400	SF/Unit
Gross Floor Area		20,000		
Project Land Area		43,560	1.00	Acres
Floor Area Ratio		46%		
Surface Parking	38	13,125	350	SF/Space
Structured Parking	0	0	350	SF/Space
Estimated Project Value (Stabilized Yr)				
Total Retail Rentable SF		0	90%	Bldg. Efficiency Ratio
Rent/SF*		\$15.00		
Total Office Rentable SF		0	90%	Bldg. Efficiency Ratio
Rent/SF*		\$15.00		
Total Residential Rentable SF		16,000	80%	Bldg. Efficiency Ratio
Rent/SF		\$12.00	\$1.00	Monthly Rent/SF
Total Parking Spaces (Structured)		0		
Rent/Space		\$0	\$5.00	Monthly Income/Space
Gross Income		\$192,000		
Occupancy		95%		
Effective Gross Income		\$182,400		
Operating Costs		\$100,000	\$5.00	\$/SF (Wtd. Avg. All Uses)
Net Operating Income		\$82,400		
Capitalization Rate		8.0%		
<b>Project Value -- Office/Retail/Rental Hsg</b>		<b>\$1,030,000</b>		
Total Live/Work Units		0		
Sales Price/Unit (Wtd Avg)		\$200,000		
Gross Revenue		\$0		
Less Marketing Costs		\$0	7%	% of Sales
Net Sale Proceeds		\$0		
<b>Project Value -- Live/Work</b>		<b>\$0</b>		
<b>Total Project Value</b>		<b>\$1,030,000</b>		
* Retail based on triple net lease; Office based on gross lease.				
Development Cost Estimate				
Property Purchase (Acquisition/Demolition)	\$174,240		\$4.00	\$/SF Land
On-Site Improvements (Surface Parking)	\$93,750		\$2,500	\$/Space
On-Site Improvements (Structured Parking)	\$0		\$18,000	\$/Space
Site Development	\$87,120		\$2.00	\$/SF
Building Construction (Hard Costs)	\$1,350,000		\$68	\$/SF (Wtd. Avg. All Uses)
Construction Contingency	\$153,087		10%	% of Construction Costs
Soft Costs (% of Hard Costs)	\$153,087		10%	% of Hard Costs
Developer Profit	\$160,903		8%	% of Total Costs
<b>Total Project Cost</b>		<b>\$2,172,187</b>	<b>\$108.61</b>	<b>\$/SF</b>
Development Economic Summary				
<b>Total Project Cost</b>		<b>\$2,172,187</b>		
<b>Total Project Value</b>		<b>\$1,030,000</b>		
<b>Project Margin/"Gap"</b>		<b>(\$1,142,187)</b>		
<b>% Project Margin/"Gap"</b>		<b>-53%</b>		
Potential Contributions to "Gap":				
Property Contribution	\$174,240		100%	of Land Cost
Site Improvements Contribution	\$180,870		100%	of Total Site Costs
Supportable Property Tax TIF (25 Years)	\$200,000		0.106370	Total Property Tax
Supportable Sales Tax Sharing (15 Years)	\$0		100%	% of Local Sales Tax
Tax Credits (LIHTC, New Markets)	\$120,000		100%	% of Local Sales Tax
Streamlined Development Approvals (6 mos)	\$0			
<b>Total Contributions to "Gap"</b>		<b>\$675,110</b>		

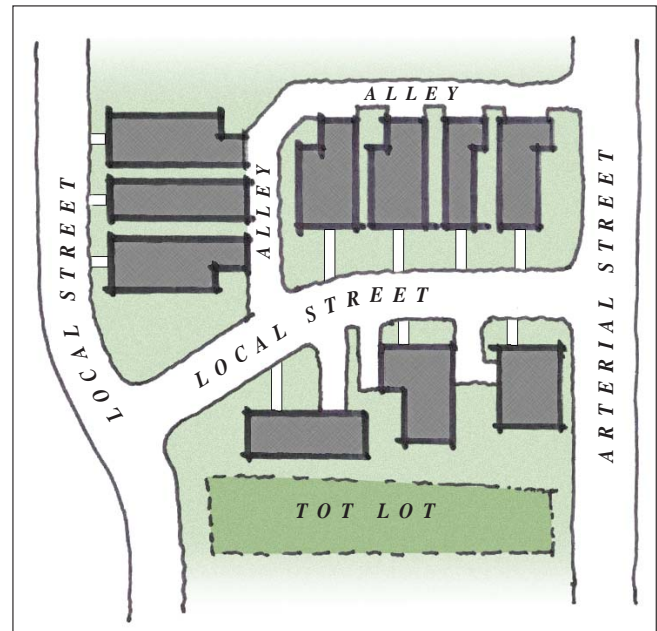
## CATALYST PROJECT #2: *Single Family Option A: Property Assemblage*

### Concept

A small-lot, single family neighborhood consisting of a cluster of residential units adjacent to a small “pocket park”. Units could be cottages, cluster homes or patio homes. Again, this concept could accomplish the goals of increasing residential density, diversifying housing products and providing ownership opportunities for young “entry level” buyers. From a development standpoint, this allows a higher density residential product on underutilized or vacant property.

### Land Use

Single family detached units in cluster/courtyard configuration



*Single Family Option A: Property Assemblage Catalyst Project*

### Parking

On-site parking (1 to 2 spaces per unit)  
accessed through alley

### Specifications

Parcel size: 1.5 to 2.0 acres  
Total # of units: 10  
Unit size: 1,600 square feet

### Public/Private Partnership Potential

- Land acquisition assistance (*assemblage of vacant/underutilized sites*)
- Streamlined development processing
- Site improvements contribution
- Developer/Builder RFP

Development Program			Assumption Factors
Small Lot Single Family	Units	Square Feet	1,600 SF/Unit
Project Land Area	10	65,340	1.5 Acres
Total Units	10		
Sales Price/Unit		\$130,000	
Gross Revenue		\$1,300,000	
Less Marketing Costs		(\$91,000)	
Net Sale Proceeds		\$1,209,000	7% % of Sales
<b>Project Revenues -- Small Lot SF</b>		<b>\$1,209,000</b>	
<b>Total Project Value</b>		<b>\$1,209,000</b>	
Property Purchase		\$65,340	\$43,560 \$/Acre
Building Costs		\$1,040,000	\$65 \$/SF
Contingency		\$104,000	10% % of Construction Costs
Soft Costs (% of Hard Costs)		\$104,000	10% % of Hard Costs
Developer Profit		\$105,067	8% % of Total Costs
<b>Total Project Costs</b>		<b>\$1,418,407</b>	
<b>Total Project Revenues</b>		<b>\$1,209,000</b>	
<b>Project Margin/(Gap)</b>		<b>(\$209,407)</b>	
<b>% Project Margin/"Gap"</b>		<b>-15%</b>	
<b>Potential Contributions to "Gap":</b>			
Property Contribution		\$65,340	100% of Land Cost
Supportable Property Tax TIF (25 Years)		\$328,000	0.106370 Total Property Tax
Streamlined Development Approvals (6 mos)		\$0	
<b>Total Contributions to "Gap"</b>		<b>\$393,340</b>	

### CATALYST PROJECT #3: *Single Family Option B: Scattered Lot Assemblage*



Examples of Single Family Redevelopment: Denver, Colo

#### Concept

Similar to Catalyst Project #2, except on an individual lot basis. Small-lot, single family units could be cottages, cluster homes or patio homes. Like the previous concept, this concept could accomplish the goals of increasing residential density, diversifying housing products and providing ownership opportunities for young “entry level” buyers. From a development standpoint, individual lots could be acquired and “packaged” for sale to builders along with prototype architectural and site plans to streamline the submittal and entitlement process.

#### Land Use

Single family detached units on individual lots

#### Parking

On-site parking (1 to 2 spaces per unit)

#### Specifications

Parcel size: 4,000 to 5,000 square feet

Total # of units: 1

Unit size: 1,600 square feet

#### Public/Private Partnership Potential

- Land acquisition assistance (*assemblage of vacant/underutilized sites*)
- Streamlined development processing
- Site improvements contribution
- Developer/Builder RFP

Development Program			Assumption Factors
Small Lot Single Family	Units: 1	Square Feet: 1,600	1,600 SF/Unit
Project Land Area		4,356	0.1 Acres
Total Units		1	
Sales Price/Unit		\$130,000	
Gross Revenue		\$130,000	
Less Marketing Costs		(\$9,100)	
Net Sale Proceeds		\$120,900	7% % of Sales
<b>Project Revenues -- Small Lot SF</b>		<b>\$120,900</b>	
<b>Total Project Value</b>		<b>\$120,900</b>	
Property Purchase		\$4,356	\$43,560 \$/Acre
Building Costs		\$104,000	\$65 \$/SF
Contingency		\$10,400	10% % of Construction Costs
Soft Costs (% of Hard Costs)		\$10,400	10% % of Hard Costs
Developer Profit		\$10,332	8% % of Total Costs
<b>Total Project Costs</b>		<b>\$139,488</b>	
<b>Total Project Revenues</b>		<b>\$120,900</b>	
<b>Project Margin/(Gap)</b>		<b>(\$18,588)</b>	
<b>% Project Margin/"Gap"</b>		<b>-13%</b>	
<b>Potential Contributions to "Gap":</b>			
Property Contribution		\$4,356	100% of Land Cost
Supportable Property Tax TIF (25 Years)		\$33,000	0.106370 Total Property Tax
Streamlined Development Approvals (6 mos)		\$0	
<b>Total Contributions to "Gap"</b>		<b>\$37,356</b>	

## CATALYST PROJECT #4: *Mixed-Use Development*

### Concept

Mixed-use project with commercial retail fronting the street and live/work units at the rear of the site. This “floating” concept provides the opportunity to introduce a new physical development pattern to the neighborhood, most likely on one of the key commercial thoroughfares (Frank Phillips, Adams or Hensley). Commercial space could be designed for smaller neighborhood-serving retail/service tenants (500 to 1,000 square feet). The live/work units could be targeted to entrepreneurs, addressing the “creative class”/New Economy segment of the population. Proximity to Downtown would be a key locational requirement for this type of development.

### Land Use

Rental apartments

### Parking

On-site parking (1 to 2 spaces per unit)

### Specifications

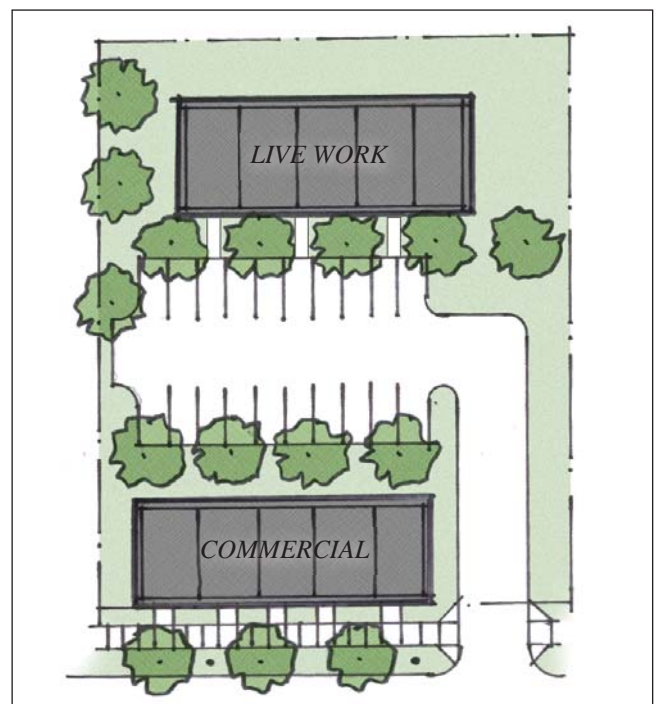
Parcel size: 1.5 to 2.0 acres  
 Total commercial space: 5,000 square feet  
 Total # of live/work units: 5  
 (3-story with office/service on ground floor and residences on 2nd and 3rd levels)  
 Live/work unit size: 2,400 square feet

### Public/Private Partnership Potential

- Land acquisition assistance (*assemblage of vacant/underutilized sites*)
- Streamlined development processing
- Site improvements contribution
- New Markets Tax Credits
- Sales tax sharing for retail space



*Mixed-Use Development: Basalt, Colorado*



*Mixed-Use Development Catalyst Project*



# CATALYST PROJECT #4: Mixed-Use Development

## Development Economic Analysis

Development Program			Assumption Factors	
	Units/Spaces	Square Feet		
Retail/Restaurant		10,000		
Office		0		
Residential (Rental)	0	0	800	SF/Unit
Live/Work (For-Sale)	5	12,000	2,400	SF/Unit
Gross Floor Area		22,000		
Project Land Area		43,560	1.00	Acres
Floor Area Ratio		51%		
Surface Parking	48	16,625	350	SF/Space
Structured Parking	0	0	350	SF/Space
Estimated Project Value (Stabilized Yr)				
Total Retail Rentable SF		9,000	90%	Bldg. Efficiency Ratio
Rent/SF*		\$15.00		
Total Office Rentable SF		0	90%	Bldg. Efficiency Ratio
Rent/SF*		\$15.00		
Total Residential Rentable SF		0	80%	Bldg. Efficiency Ratio
Rent/SF		\$12.00	\$1.00	Monthly Rent/SF
Total Parking Spaces (Structured)		0		
Rent/Space		\$0	\$0.50	Monthly Income/Space
Gross Income		\$135,000		
Occupancy		90%		
Effective Gross Income		\$121,500		
Operating Costs		\$5,000	\$0.50	\$/SF (Wtd. Avg. All Uses)
Net Operating Income		\$116,500		
Capitalization Rate		8.0%		
<b>Project Value -- Office/Retail/Rental Hsg</b>		<b>\$1,456,250</b>		
Total Live/Work Units		5		
Sales Price/Unit (Wtd Avg)		\$200,000		
Gross Revenue		\$1,000,000		
Less Marketing Costs		(\$70,000)	7%	% of Sales
Net Sale Proceeds		\$930,000		
<b>Project Value -- Live/Work</b>		<b>\$930,000</b>		
<b>Total Project Value</b>		<b>\$2,386,250</b>		
* Retail based on triple net lease; Office based on gross lease.				
Development Cost Estimate				
Property Purchase (Acquisition/Demolition)		\$217,800	\$5.00	\$/SF Land
On-Site Improvements (Surface Parking)		\$118,750	\$2,500	\$/Space
On-Site Improvements (Structured Parking)		\$0	\$18,000	\$/Space
Site Development		\$87,120	\$2.00	\$/SF
Building Construction (Hard Costs)		\$2,087,998	\$95	\$/SF (Wtd. Avg. All Uses)
Construction Contingency		\$229,387	10%	% of Construction Costs
Soft Costs (% of Hard Costs)		\$229,387	10%	% of Hard Costs
Developer Profit		\$297,044	10%	% of Total Costs
<b>Total Project Cost</b>		<b>\$3,267,486</b>	<b>\$148.52</b>	<b>\$/SF</b>
Development Economic Summary				
<b>Total Project Cost</b>		<b>\$3,267,486</b>		
<b>Total Project Value</b>		<b>\$2,386,250</b>		
<b>Project Margin/"Gap"</b>		<b>(\$881,236)</b>		
<b>% Project Margin/"Gap"</b>		<b>-27%</b>		
Potential Contributions to "Gap":				
Property Contribution		\$108,900	50%	of Land Cost
Site Improvements Contribution		\$102,935	50%	of Total Site Costs
Supportable Property Tax TIF (25 Years)		\$600,000	0.106370	Total Property Tax
Supportable Sales Tax Sharing (15 Years)		\$500,000	100%	% of Local Sales Tax
Streamlined Development Approvals (6 mos)		\$3,812		
<b>Total Contributions to "Gap"</b>		<b>\$1,315,647</b>		



## CATALYST PROJECT #5: *Public Infrastructure Improvement: Extension Of Pathfinder Parkway*

### Concept

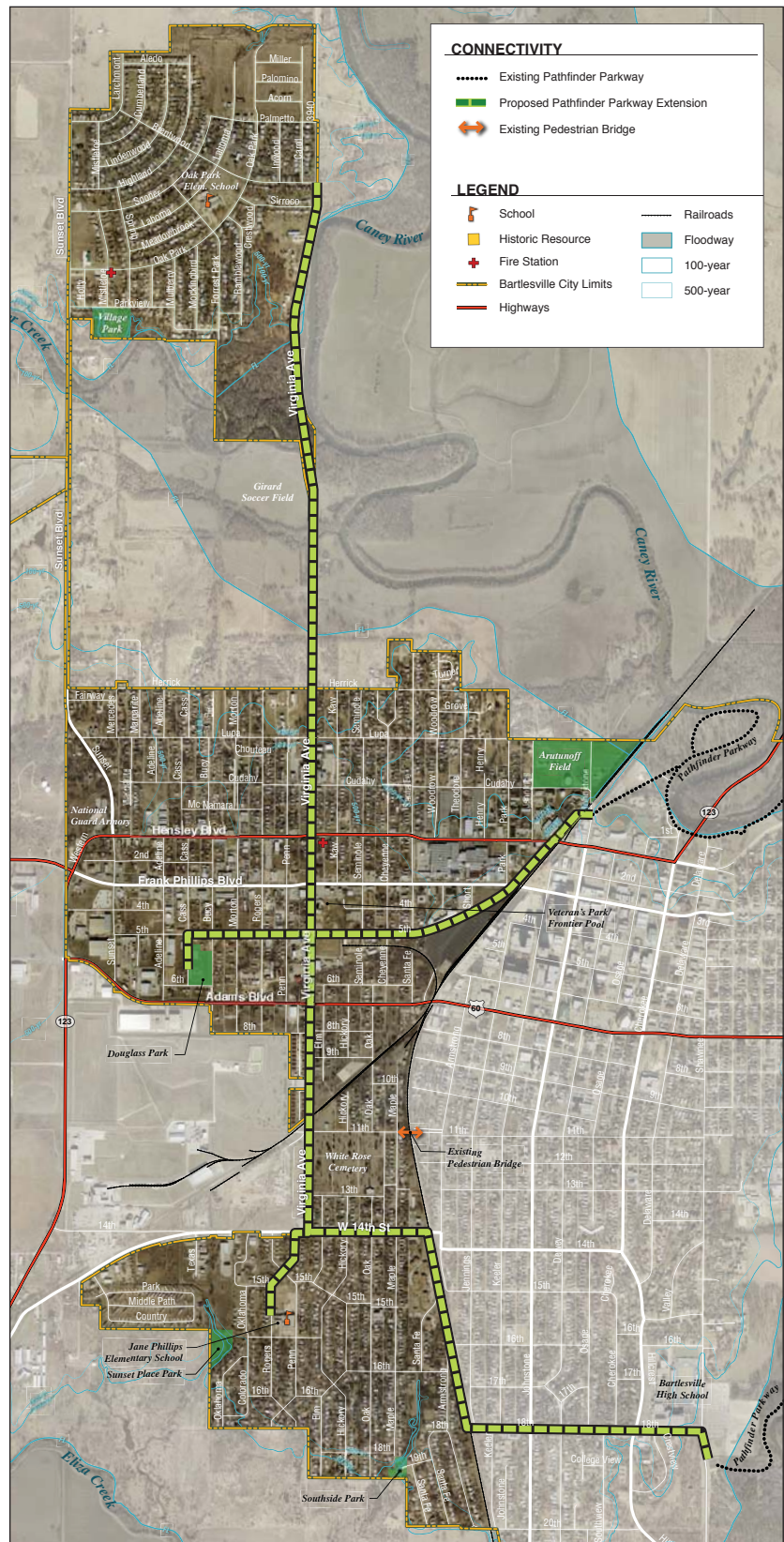
Extension of Pathfinder Parkway throughout West Bartlesville and connecting to East Bartlesville. This not only provides an opportunity to provide better connectivity within West Bartlesville and between West and East Bartlesville, but is an important amenity to West side neighborhoods and employment centers. In addition, it begins to address multi-modal needs in the neighborhood and reinforces a pedestrian-friendly environment.

### Land Use

Trail connection

### Public/Private Partnership Potential

- “Leveraged” investment – dollars spent on improvements will be returned through higher property values/tax revenues
- Tangible aesthetic improvements to the West side will, in turn, improve investment environment





### CATALYST PROJECT #6: *Public Infrastructure Improvement: Frank Phillips Boulevard Streetscape*

#### Concept

Enhanced streetscape improvements along Frank Phillips Boulevard. This catalyst project presents an opportunity to implement a “demonstration project” to further reinforce the Westside connection to Downtown. Like the mixed-use development concept, it also introduces a new physical development pattern to the neighborhood. Improvements along a key commercial corridor such as Frank Phillips could also serve as a model for future improvements to other neighborhood thoroughfares. These improvements not only provide an important amenity to West side neighborhoods, but enhance pedestrian and bike environments. The concept includes phasing of improvements funded and constructed in 2-4 increments using a predetermined palette of streetscape elements to ensure visual and physical continuity.

#### Land Use

Streetscape improvements, including sidewalks, street trees, and possible intersection treatments (e.g., crosswalk pavers, brick)

#### Public/Private Partnership Potential

- “Leveraged” public investment – dollars spent on improvements will be returned through higher property values/tax revenues
- Tangible aesthetic improvements to the West side will, in turn, improve investment environment
- Investment along Frank Phillips (both public and private) is critical to upgrading commercial environment in West Bartlesville
- Public sector should expect \$5 in private investment for every \$1 spend in public investment



*Streetscape Detail: Detached 5'-0" sidewalk located 5'-0" from the back of curb with planting strip and shade tree. KEEP IT SIMPLE!!!*

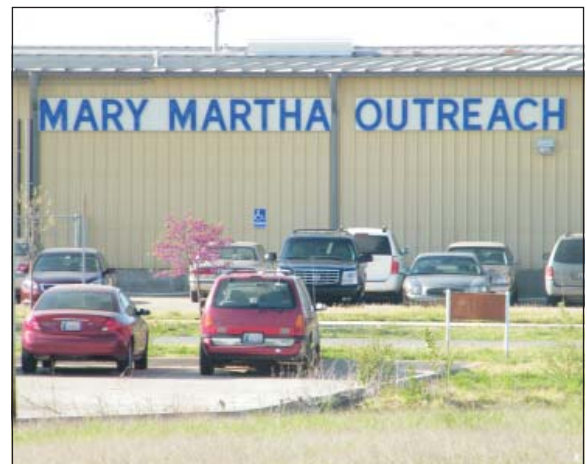
## CATALYST PROJECT #7: *Public/Private Partnership With Training Facility*

### Concept

This catalyst concept represents the “Big Tent” idea being forwarded by West Bartlesville non-profit entities. It represents a strategic alliance of non-profits to provide a “one stop” clearinghouse for neighborhood social services. Currently, these entities are providing a wide range of services, but not in an integrated, cohesive manner. The “Big Tent” concept would effectively eliminate overlapping services, while creating a “critical mass” of neighborhood service providers. The concept includes rehabilitating the existing Mary Martha Outreach Center to accommodate additional space for non-profit tenants. There is also the potential to provide additional services such as a job training center for underserved neighborhood residents. The consolidation of non-profit entities, along with the presence of a job training center, will likely be an attractive investment for capital funding partners. The presence of committed and energetic stakeholders is a key element in identifying this as a catalyst project for the neighborhood.

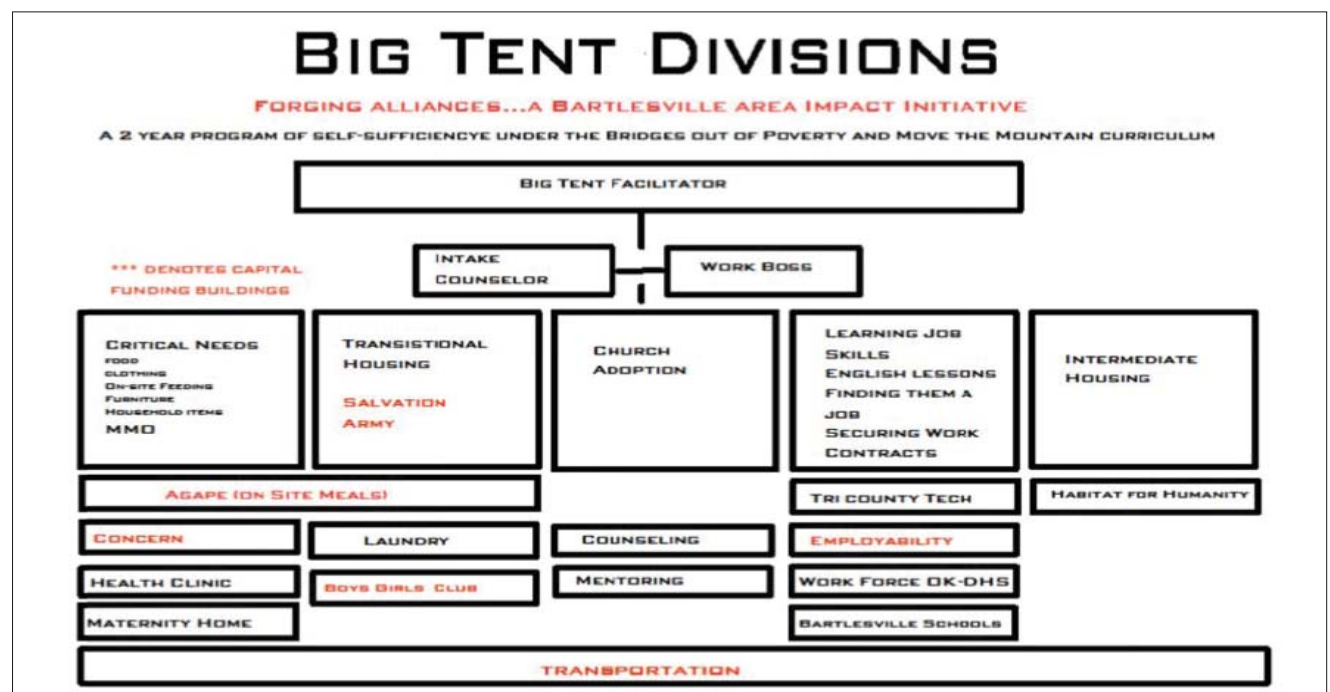
### Land Use

Rehabilitation of existing Mary Martha Outreach Center



### Public/Private Partnership Potential

- Consolidation of non-profits attractive investment for capital funding partners
- Potential to access federal/state funding programs for job training/economic development
- Streamlined development processing
- Site improvements contribution





**SURVEY RESULTS A.3**

Public Opinion Survey Results	.3
West Bartlesville Redevelopment Survey Results	.4
As Of February 9, 2011	

**SUMMARY OF COMMENTS/STAKEHOLDER INTERVIEWS A.5**

Community Stakeholder Interviews	.5
May 12, 2010 - July 8, 2010	
Business and Institutional Stakeholder Interviews	.9
May 12, 2010 - July 8, 2010	

**Prioritization Matrix A.13**





## Public Opinion Survey Results

A public opinion survey was developed to solicit information pertaining to potential redevelopment of West Bartlesville. The survey was available on the City of Bartlesville's website and also distributed to public workshop participants. Hardcopies of the survey were available at City Hall, the Westside Community Center and the Bartlesville Library. The following information summarizes the survey results, which are also included.

### Physical Conditions

- Existing regulations pertaining to home improvement and cleanliness should be enforced
- Houses and businesses that are in poor condition should be renovated or demolished
- The existing conditions of the streets are poor

### Market conditions

- The majority of the surveyed audience was heavily in favor of redevelopment: retail, diverse housing, senior living facilities
- West Bartlesville has lost businesses and there has not been an adequate effort by the city to replace these and/or attract new businesses to West Bartlesville
- Property values have decreased in West Bartlesville
- Jobs are needed in West Bartlesville to support the existing population and strengthen neighborhoods and encourage young families to remain and/or relocate to West Bartlesville

### Perceptions

- The residents of West Bartlesville's voices aren't being heard by city leadership
- Many survey respondents felt that there is a perception that West Bartlesville is unsafe, that there is a perception that drugs, gangs and crime are prevalent and that there is a lack of a adequate law enforcement presence in the area
- West Bartlesville residents are proud of their neighborhood, and the role that West Bartlesville has played in the overall evolution of the city and successfully celebrate and value their heritage

### Suggestions

- There needs to be more activities for teens and young adults
- There needs to be a greater sense of community both within West Bartlesville and the greater city: the City of Bartlesville needs to be unified into ONE city not just North, South, East and West
- West Bartlesville would benefit from the development of Sunset Industrial Park
- The City of Bartlesville should offer incentives to residents and businesses to encourage redevelopment

## West Bartlesville Redevelopment Survey Results As Of February 9, 2011

	Over the past 5 years, do you think West Bartlesville has changed? A. Yes. If yes, how? B. No. If no, why not?		How often do you use West Bartlesville Parks?		How often do you grocery shop in West Bartlesville?		How often do you frequent West Bartlesville restaurants?	
A	92	59.35%	7	4.40%	49	30.63%	6	3.75%
B	63	40.65%	15	9.43%	37	23.12%	44	27.50%
C			69	43.40%	48	30.00%	43	26.87%
D			68	42.77%	26	16.25%	54	33.75%
E							13	8.13%
F								
Total	155		159		160		160	

	What do you see as the biggest challenge to development in West Bartlesville?		What do you see as the #1 priority for development in West Bartlesville?		How are you connected with West Bartlesville?		Have you been involved in any previous planning efforts in West Bartlesville? A. Yes B. No	
A	6	2.93%	49	28.49%	93	41.33%	10	6.45%
B	21	10.24%	34	19.77%	31	13.78%	145	93.55%
C	96	46.83%	36	20.93%	18	8.00%		
D	40	19.51%	24	13.95%	7	3.11%		
E	42	20.49%	20	11.63%	23	10.22%		
F			9	5.23%	53	23.56%		
Total	205		172		225		155	

## **Summary of Comments:**

### **Community Stakeholder Interviews**

#### **May 12, 2010 - July 8, 2010**

#### **Physical Challenges**

- The West side is peppered with shells of businesses and eyesores; it's in need of beautification.
- We need fewer warehouses, or at least camouflage them with landscaping.
- Drainage and ditches need to be fixed in the community. When it rains there is standing water in the streets and the highways flood.
- The park by the community center needs lights so that the community kids can play in a safe environment when the sun begins to go down.
- Properties owned by absentee landowners need to be fixed up or fined.
- Need to improve landscaping on the West side.
- The boys and girls club and the west side community center need to be improved so that it is more aesthetically pleasing.
- Vacant lots need to be cleaned up.
- The old/vacant buildings need to be torn down and affordable houses put in their place.
- There's no intersection for blockage of railroad for emergency.
- Eliminate vacant buildings and blighted housing.
- Need speed bumps outside of the West Side Community Center.
- We need sidewalks.
- The deep ditches need to be fixed.
- Need more dog catchers and animal control.
- We would like a bike trail.
- Community needs to look more attractive- we need to change investments, perceptions and attitudes.
- Connect pathfinder.
- The look of the neighborhood isn't great visually, it's a hindrance.
- We need improvement in our parks.

#### **Market Challenges**

- Realtors prevent growth on the West side because they don't show houses in this area and they tell people not to move here.
- We need new development. New subdivisions of neighborhoods that could create a suburban area on the west side, this would help mix suburban kids with low income.
- We need more homeownership and fewer renters, people buy houses, but don't check on the renters.
- We need to make the West side the central place that has the services needed around the community.
- A barbershop, hairdresser and beauty supply store could be a very lucrative businesses in this community because everyone drives to Tulsa to get their hair needs met.
- We need to find entities that can produce/raise a reasonable standard of living and create jobs.
- We need a senior citizen's home. I think the community would be involved. If the seniors were in a common era

where everyone could take care of them, they wouldn't be at home dying by themselves.

- We need affordable housing, that's not the projects, and available for home ownership.
- A place with conglomerate businesses. It could be a series of stores in one central location that have an ethnic theme. It could include: hair dressers, food, nail salon etc. they could be housed in one building to be cost efficient.
- We need affordable shopping so the West Side can be self sufficient.
- We should do more with the bowling alley to attract the younger generation. It would be good to have a paint ball center or a skating rink.
- We need more restaurants on the West Side.
- The job market is limited on the West side.
- The West side needs low impact businesses.
- There's no balance of businesses between the West Side and other areas of Bartlesville.
- No retail shops on the West Side.
- We need a small strip mall with businesses owned by community members; it could be on 14th or on Virginia between 14th and West Phillips.
- We need businesses that are multi-cultural and cross-cultural.
- Very few of the major employers venture to the West side.
- We need jobs that require skills that pay a higher salary, and train people to have those skills.
- Need college prep/training and workforce readiness programs.
- Need more senior services programs so they have more to do.
- Need new low-income housing and duplexes.
- The area around the pool could be turned into an amusement center and have food shops located there.
- Services and nonprofits need to be concentrated to one area.
- A QuikTrip could be put on Virginia Ave.
- Need jobs to attract young people.
- Would like to have black owned businesses.
- We need a significant/viable housing plan in this area.
- We need retail development that could benefit this area, somewhere families could go to congregate.

### Perception Challenges

- Moving beyond the discussion is a problem. These issues get back burned a lot so people think this is just another conversation with no action.
- People feel like they will be forced out. They don't want to waste their money/time to build on land they may not get to keep.
- People don't believe the redevelopment has them in mind.
- People must become active in the community. We need to attend meetings and hear what's going on and voice our opinions in an intelligent way.
- We need to be involved in civic organizations and be informed on all of Bartlesville, we need to get involved in the areas we feel we are being excluded.
- The West Side is looked at as a dumping ground for things the rest of Bartlesville doesn't want.
- The West Side is a poor area and mostly African American and the housing isn't what you want.
- The community is satisfied with what they have.
- People in the community have a defeatist and complacent attitude.
- There's a mindset that you're not successful if you don't work for Phillips.



- The powers that be (Phillips) controls/influences a lot of what comes on this side of town. I don't see them building up the community.
- The City doesn't pay attention to us unless we holler.
- Money rules the town.
- There's economic separation.
- There is a lack of vision in West Bartlesville.
- To be successful you have to leave Bartlesville.
- All of the changes took place everywhere else except for West Bartlesville.
- People in this community haven't had money/grants/opportunities applied to them so they are scared to make the first step.
- There is a sense of complacency. As a group we don't step up.
- The community can be short-sighted by not knowing/investigating what is required to fund their dreams/visions.
- People leave and don't want to add to the community.
- The real desire to do better must be kindled
- We've lost the desire to push and the desire to build.
- Blacks were put here because the land is less desirable, but now they see this land is cheap, so if Phillips wants to expand, they will take this land.
- We don't think we can succeed but we never put it to the test. We've got to get past the thinking and do it.
- Kids may not get the motivation at home to be more and do more than what they see around them.
- Phillips drives Bartlesville, without them you can't get a high salary position.
- There's a stigma that the West Side isn't safe.
- There are a lot of underrepresented people who don't have a lot of input in the development in their area.
- West side has always been seen as the bad part of town, this mindset needs to be changed.
- Conoco Phillips runs the town.

## **Financial Challenges**

- We need a serious commitment by the City. The City could use the money from the BDC to redirect funds to help West Bartlesville. The City receives a tax from residents, so they need to put money back into the West Bartlesville community.
- Need incentive programs to bring in businesses and encourage owners to take care of their houses.
- We need to get the attention and change the mindset of people who make decisions about how the money is spent.
- People would spend the money and take the time to learn how to run a business; the casino is making money because people don't have anywhere else to spend it.
- There is a lack of interest by people who have the capital to fund projects to change the West side.
- This neighborhood needs to be invested in like other neighborhoods in town.
- This is a population that drives across town to spend a lot of money.
- City needs to provide incentives for development on the West side.
- Home loans for fixed income.
- We need to keep our money on the West side.
- Even the churches in Bartlesville are segregated by income.
- Need funding that focuses on city development and implementation of project plans.

## **Regulatory Challenges**

- Zoning should flow from industrial to commercial and then to residential.
- Make West Bartlesville a TIFF district.
- We need stricter zoning so some places are strictly residential and strictly commercial.
- The mayor should be voted on by the people.
- If the West side isn't zoned right, residents fear they will be put out of their homes if commercial development increases.
- There is more commercial than residential housing, we need more residential housing.
- Police need to patrol the area and have more of a presence.

## **Political Challenges**

- Residents need to be part of the implementation plan.
- This community needs buy-ins from major entities in the community.
- The city needs to be partnering and leveraging with groups in the West side that know the area.
- The City needs to increase knowledge of how things work. Some perceived influences aren't under the jurisdiction of the City, but they're blamed for it.
- The city needs to talk to more individuals not just one liaison.
- The city needs to do what is best for the neighborhood not just make deals with individuals.
- The City needs to communicate better; traditional means of communication don't seem to reach this part of town.
- People lost confidence in the City government. They tried to fight against the jail and when they put it in, it was like [the community felt] "I told you so."
- The City has consistently let the community down.
- The City Council shuts people down or ignores and manipulates those who are against them. If you're against what they want, it won't happen.
- People need to learn to trust in the City and themselves.
- There is a breakdown between the West Bartlesville Community Center and the City Council.
- Others have to realize they need more input from the West Side community.
- Need to break the entitled mindset/victimization and become partners with the City.
- The plan needs to be clearly discussed, i.e. this won't solve past pain.

## **Organizational Challenges**

- West Bartlesville is centrally located between Conoco Phillips and downtown. This could be a great opportunity for Phillips to partner with the area and create viable options for families brought in by Phillips.
- The community needs something they can see and buy into, like a rendering/drawing of what West Bartlesville could be like.
- We need to have weekly meetings that mean something. The community needs to see some results. Action needs to be put behind the talk.
- We could have a social to get the community involved. We could utilize the community center.
- The West Bartlesville Community Center isn't being utilized. There should be a program where youth interact with men in uniform so that they establish a relationship.
- A multicultural center of some sort where people can learn from each other would be good.
- We need community forums to start the dialogue within the community.
- The community center needs become the strong viable community organization it's been in the past.

- We need leaders to emerge from the community who understand city constraints.
- We need more emphasis in interracial relations. We should blend, but not forget our heritage and ethnicity.
- We need to hear success stories of people who've made it.
- We need to engage more churches, like Greater First Baptist, in this part of the community.
- The community needs great support from other parts of Bartlesville.
- This development process will start with the African American churches, they're pretty receptive.
- The churches need to be communicated with.
- We could group multiple projects together so that it looks like momentum is going.
- Need community buy-ins and for residents to be sold on the plan.

### **Things to be proud of...**

- The West Bartlesville Community Center has great programs.
- West Bartlesville is a neat secret.
- There's a sense of community among people who grew up in the area. There is pride and connection.
- There are people in the West side community who really want to work, they're motivated and can be trained.
- There is a lot of good available land on the West Side.
- It's a friendly neighborhood. People care about you and will look out for you.
- Everything in the community is within reach; it's all a bike ride or a walk away.
- There are many options for development.
- Frontier pool will bring people from all over. If you have a quality product people will come and bring their kids.

## **Summary of Comments**

### ***Business and Institutional Stakeholder Interviews***

***May 12, 2010 - July 8, 2010***

### **Physical Challenges**

- People want to be close to N/S corridor.
- Need to clean/ beautify the area.
- Need sidewalks
- Need walking paths.
- Signage allowed by the City.
- Frank Phillips to Hensley needs to look attractive.
- Buildings are in bad shape.
- Need a transit system.
- Roads need to be improved.
- DHS services and Drug and Mental Health Assistance aren't on the West Side.

### **Market Challenges**

- There is no balance of businesses.
- Need to attract eating establishments.
- Need more businesses.
- Capital expansion is an issue everywhere.
- Adams/Frank Phillips is the easiest area for development
- Need economic development around the jail, could have a food/coffee shop for employees and visitors.
- Need a golf or tennis court, or some kind of recreation. A driving range could be a low cost option.
- There are no shops, except for the dollar store.
- Need job creation, training and an employment center.
- Need affordable housing.
- Need dental care facilities.

### **Perception Challenges**

- Classification is based on economics, not racial ethnicity.
- West Bartlesville's feelings of being undervalued are valid.
- There is a perception of generational poverty.
- There are the haves (Phillips) vs. the have nots.
- There are trust issues, the West side patrons have been used without return.
- Coaches have used kids up and because they weren't good mentors or stewards of the kids, they stayed in community and got into trouble because they didn't have anywhere to go.
- There is a group of kids that just aren't being reached.
- There's a perception that the West side is rude.
- Everybody that's somebody don't live in the area.
- Railroad tracks shouldn't be used as a stigma; it could be used as a tourist attraction.
- There's no neighborhood feel, no community identity.
- Bartlesville's problem is itself.
- Stigma of east vs. west side and no one cares about the West side.
- Need to improve their quality of life.
- Perception that there's drug problems and low paying jobs.
- Education and transportation are barriers.
- The West side is a dumping ground.

### **Financial Challenges**

- We need affordable housing programs.
- Economic lending is significantly different across the railroad tracks.
- Money is a huge barrier.
- The community needs financial support.

### **Regulatory Challenges**

- There are zoning issues in this community.

## **Political Challenges**

- The city could donate land for development.

## **Organizational Challenges**

- Don't just use the community as a sounding board, but develop them to be a part of the project.
- This community needs something they came up with and can help implement.
- Need job training and continual education programs.
- Need church unity to help give the community a sense of identity.
- Consolidate services in one area.

## **Things to be proud of....**

- The heart is in the community.
- West Bartlesville has the greatest opportunity for Bartlesville.
- There is a sense of community among people who grew up there. There is a pride and a connection.
- It's true that family is #1
- We are knocking down barriers so that people are able to stay in the community and be successful socially and financially.
- Programs are available where if you meet the income requirements you can go to school for free.
- The community has a great deal of love for their children.
- The Jane Phillips area has great exposure to mentor programs that would help expose kids to positive things to offset the negative that they see.
- The superintendent and school system have done a very good job of developing programs to support the growth of poverty level families in this community.
- The West side is a good group of people.
- There is an adjacent power facility.
- It is convenient to be close to downtown.
- The boys and girls club is an asset.





Implementation: Strategic Actions				
Category	Priority	Strat. #	Strategy	Status
Market Perceptions	1	A.1	Formalize Advocacy Association	Ongoing
		A.2	Emphasize and Implement Existing CLEAN AND SAFE Program	Ongoing
		A.3	Revise Zoning, Subdivision and Development Codes	Future
		A.4	Educate Realtor Community	Future
		A.5	Provide Space for Police Presence	Future
		A.6	Review City Council Ward Boundaries w/ Release of 2010 Census Data	Future
Housing Choices	2	B.1	Monitor Market Conditions (businessand market database)	Ongoing
		B.2	Promote Mixed-Use Development	Ongoing
		B.3	Prepare Housing Prototypes for Future Single Family Development/Redevelopment	Future
		B.4	Research Applicability of New Market Tax Credits	Future
		B.5	Assemble Properties	Future
		B.6	Explore Availability of Matching Funds (Mortgage Programs) for Residents/Tenants	Future
		B.7	Explore a Demonstration Project	Future
Great Neighborhoods and Streets	3	C.1	Consolidate and Minimize Curb Cuts along Hensley, Frank Philips and Adams Boulevards	Future
		C.2	Increase Landscape Requirements in Surface Parking Lots	Future
		C.3	Establish Consistent Landscape and Streetscape Standards	Future
		C.4	Strengthen Existing Screening and Buffering Requirements	Future
		C.5	Strengthen Pedestrian Connections to Link Residential and Commercial Uses	Ongoing
		C.6	Consider Applicability of "Adopt a Block" Program	Future
Connections	4	D.1	Solicit FTA Funding for Transportation Enhancements	Future
		D.2	Plan for Future Alternative Modes of Transportation linking West Bartlesville w/ Downtown and I-75 Corridor	Future
		D.3	Prepare and Implement Wayfinding and Neighborhood Identity Program	Future
Property Ownership	5	E.1	Eliminate Use-by-Right for non-conforming properties	Future
		E.2	Amortize Zoning	Future
		E.3	Complete Phase I Clean-ups and/or Demolish Contaminated Properties	Future
		E.4	Solicit Intermediary Organizations for Patient Capital Sources	Future
		E.5	Apply Minimum Standards Ordinance	Future