Memo

To: Michael Spurgeon, City Manager, City of Broken Arrow

From: Larry R. Curtis, Plan Development Manager

Date: 12/28/2018

Re: Elm and New Orleans Small Area Plan 90% Complete

Dear Mr. Spurgeon,

Per your direction, we are providing a copy of the attached draft "Elm and New Orleans Small Area Plan" to City Council for use on Item #18-1519 Major Amendment to PUD-17B Vandever Acres Center located north and west of the northwest corner of New Orleans Street and Elm Place. This document is approximately 90% complete and has not been accepted by the City. The Consultant is in the process of addressing our final comments and expect the document to be presented to council in early 2019. We do not expect any substantial changes with our comments back to the consultant. The remainder of the work is mostly editorial in nature. The report does not specially support or suggest denial of the proposed development/use.

Should you have any additional questions, please let me know.

Best,

Larry R. Curtis | Plan Development Manager
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CC: Kenny Schwab, Assistant City Manager for Operations
Michael Skates, Director of Development Services

ELM AND NEW ORLEANS SMALL AREA PLAN

BROKEN ARROW, OKLAHOMA

NOVEMBER 2018 DRAFT (90% Complete)

STAGE

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Special thanks to property owners, businesses, and residents stakeholders who participated in various interviews, workshops, and discussions that helped shape the vision and ideas for Elm and New Orleans.

EXECUTIVE SUMMARY

The future of the Elm and New Orleans District is dependent on creating and executing a unified vision that has the following goals:

- Alignment of land uses through re-development (and with necessary policies and regulations)
- Attraction of private investment to create new economic development activity
- Flexibility to accommodate changing market needs
- A mix of uses that recreates the Elm and New Orleans District as a choice location to live, work, and play

This initiative presents a roadmap for Elm and New Orleans to evolve into a new urban district that enhances the quality of life of the residents, attracts visitors, and caters to local workforce. The Elm and New Orleans area was once central to development in Broken Arrow. As the community expanded outward and new roadways diverted traffic away from the intersection, the District entered into a downward cycle. In addition, these conditions, coupled with changing demographics and aging infrastructure have created a vicious cycle that requires intervention to resolve.

Broken Arrow continues to grow, however this is not an exclusive antidote to the current issues. Expansive population will create demand for new retail, housing and services. For example, from 2010 to 2017, the City of Broken Arrow population increased 12.6% to 111,318 and is projected to increase by 8.0% by 2022, resulting in an estimated population of 120,122.

While the retail quality has diminished, the Elm and New Orleans is still central to a regional trade area. The Primary Trade Area (PTA) population for this intersection consists of approximately 71,231 people and is anticipated to increase to 81,894 by 2028, a net increase of over 10,000 people. This growth will create the need for over 3,946 additional housing units that could be accommodated and serve as a good transition between existing neighborhoods and commercial in the district. The market also shows potential for urban infill product. Broken Arrow has the potential to absorb over 261 units of multifamily annually. A large portion of this demand (24%) is considered "market rate" ($1,500+ monthly rent rate) that would be able to support high quality in-fill development at Elm and New Orleans.

Future redevelopment strategies should include a diverse mix of offerings based upon the broad range of consumers that live in the area. Research shows that approximately 36% of the PTA makes less than 80% of the Area Median Income (AMI), or considered "Lower Income" (Incomes <$50k); while 38% of the population is considered "Middle Income" ($50-$100k), and the remaining 26% are considered "Upper Income" ($100k+).

While not evident, the market also shows favorable demand for retail. Even in context of the new emerging retail nodes in Broken Arrow, the greater trade area has demand for over 582,258 square feet of unmet demand. With updates, the Elm and New Orleans intersection could be positioned to harness a portion of this future retail demand. To be effective, it will be critical to differentiate future retail with strong operators coupled with first-class design in order to reclaim the intersection's significance.

To harness this potential, the intersection will require participation from both the private and public sector. The first step will be to create a unified vision that includes housing, quality retail, and other uses, that is executed through an incremental approach of adding amenities, upgrading the public realm, and stimulating strategic catalyst projects. This process will unfold over time; therefore this will require a long-term vision and commitment secured by updated regulatory policies that are flexible to accommodate a variety of mixed uses and formats.

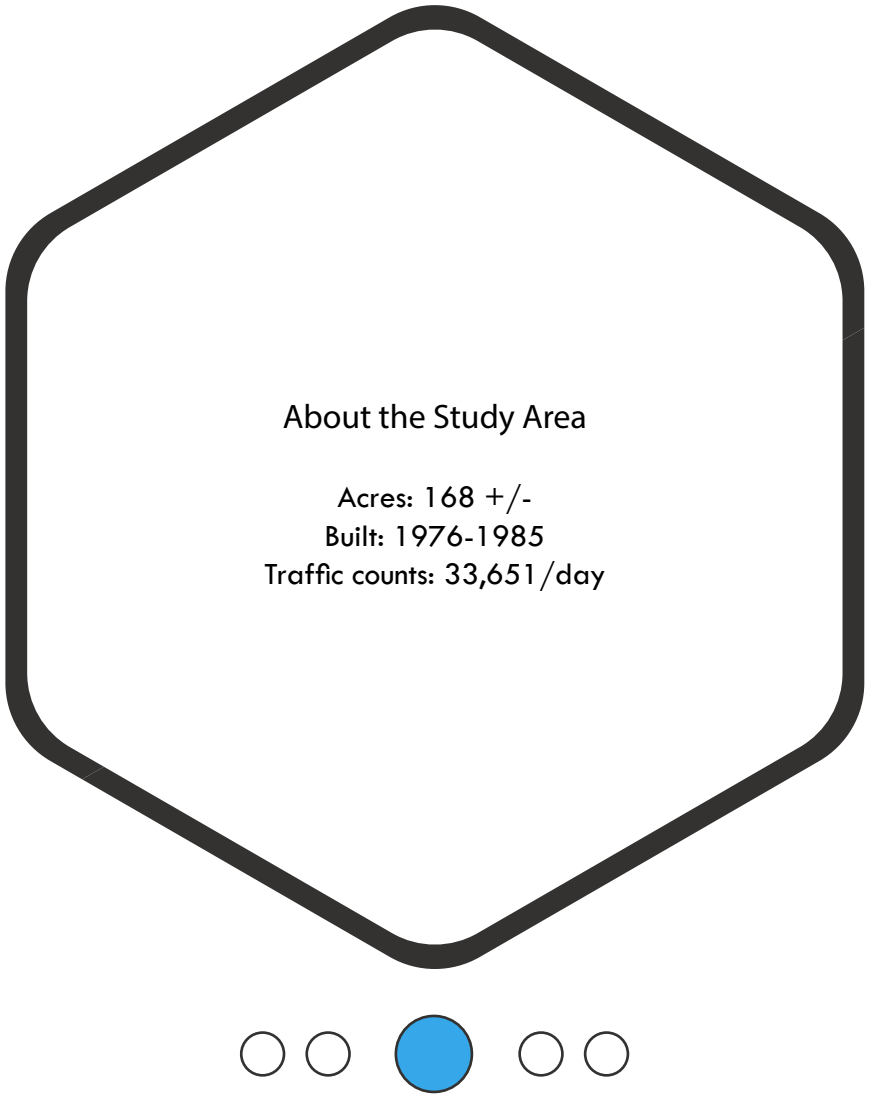
This report details the goals and strategies needed to achieve an elevated and unified vision that has been outlined by residents, city leaders, and property owners at Elm and New Orleans.

STUDY AREA DESCRIPTION

The Elm and New Orleans study area is centered on the intersection of South Elm Place and West New Orleans Street in Broken Arrow, Oklahoma. The StudyAarea includes the commercial development and adjacent residential neighborhoods at all corners. The Study Area also includes the Broken Arrow Freshman Academy in the southeast quadrant, the vacant land in the southwest quadrant, and the Warren Clinic in the northwest quadrant.

The intersection is defined by the traditional suburban retail shopping centers that were built in the late 1970's and early 1980's. The "strip centers" create large set backs from the street, which creates vast parking fields in the forecourts of the shopping centers.

The Study Area also includes a substantial amount of existing mix of uses and also contains significant undeveloped land adjacent to suburban oriented neighborhoods.



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Introduction

1. Purpose
2. Process
3. Community Input

INTRODUCTION

Purpose

In August 2017, the Broken Arrow City Council approved an economic development feasibility study for the Elm Place and New Orleans shopping area. This initiative is in response to increased vacancy, increased interest from lower-quality uses, and citizen concerns. The Catalyst Team was hired to analyze market trends and present solutions for a private-public partnership to revitalize the area and create a model for future revitalization across the city.

Background

Broken Arrow was incorporated in May 1903. The next several decades saw the community thrive as an agricultural center for the area with banks, cotton gins, grocery stores, and other cosmopolitan features such as hotels and movie theaters. Like many communiites in the US, Broken Arrow experienced its first significant population boom in the1940's, thanks to in large part to returning GIs that created post-war expansion of new industries and associated impacts from the auto industry.

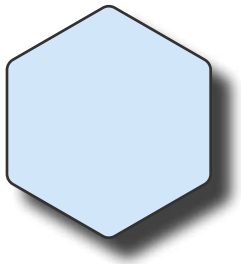
In the early 1950s, planning had already begun to create the Broken Arrow Expressway (Oklahoma State Highway 51) to allow for easier commuting between Tulsa and Broken Arrow. This was the catalyst for continued growth of the City, and the facility still provides development potential to serve Broken Arrow and the greater region. The Broken Arrow Expressway was constructed in the early 1960's and opened in 1964, allowing for greater transportation of goods, access to services, and greater regional mobility.

By 1970, the population had reached 11,018 with a large majority of housing centered near Elm and New Orleans while employers, families, and regional consolidation led to continued growth for Broken Arrow. In 2002, the Creek Turnpike opened and helped redefine development patterns for Broken Arrow. The Creek Turnpike is located in the southern sector of Broken Arrow. This new facility increased mobility for residents, but diverted customer flow away from the Elm and New Orleans intersection, ultimately creating the conditions today.

Despite this, the Elm and New Orleans intersection is still located at the center point of an award-winning livable community that continues to attract choice residents and has the potential to be reinvented to an iconic place to live, work, and shop. While development patterns in the City of Broken Arrow have evolved, this analysis shows potential for the City of Broken Arrow to create a "new" destination that:

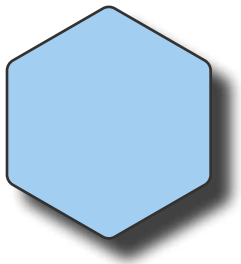
- is comprised of quality mixed-use development that is pedestrian oriented
- enhances quality of life for area residents
- increases quality and sales at existing places
- creates a greater fiscal contribution to the tax base

PROCESS



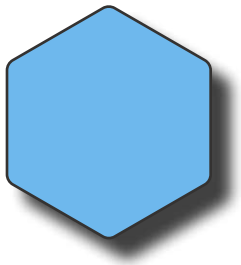
Baseline

- Community Input
- Stakeholder Interviews
- Data Gathering



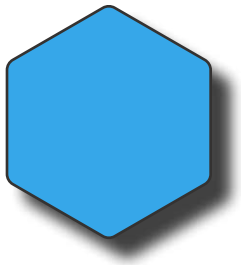
Framework

- Physical Assessment
- Stakeholder Interviews
- Community Assessment



Market Potential

- Market Analysis



Strategy

- Vision/Concepts
- Implementation

Community Input

To understand community values, and establish vision, goals, priorities and actions, the planning team had a series of meetings with City staff and hosted a public workshop on May 31st Workshop for the Elm Place and New Orleans Study Area. The following summary outlines the emerging factors and concepts that were developed as part of the community input process.

Stakeholder Interviews

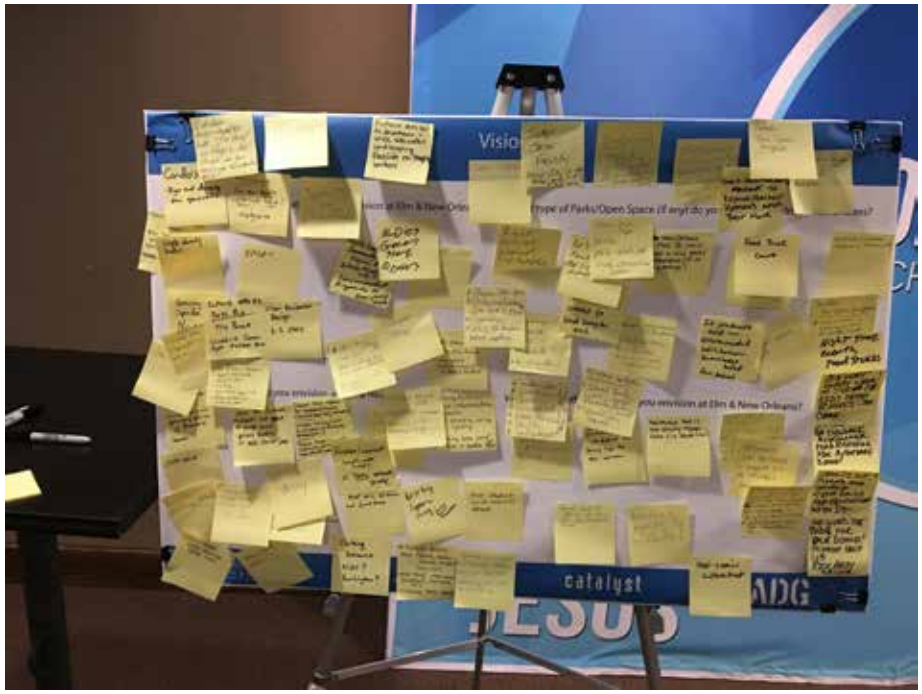
The May 31st public workshop included over 100 participants from a broad spectrum of Broken Area residents, workers, property owners, non-profits and businesses. The greatest take-away was the desire to create a higher-quality district with improved uses, increased amenities, and a greater sense of place.

ISSUES

One of the greatest challenges that exist with relationship to the intersection is the lack of a cohesive and unified vision. Among stakeholders that were interviewed, the reocurring topic that surfaced had to do with a lack of vision or plan for the future of the intersection. This theme emerged across both the public and private interviews.

There is a growing amount of disinvestment within the intersection as well. Stakeholder interviews and discussion during the May 31st workshop focused on the private sector disinvestment as well as the impression of an imbalance of public investment compared to other areas of the city. The participants feel like the new retail developments along the Broken Arrow Expressway and the Rose District are receiving a greater proportion of public funding.

Appearance is another factor that impacts the intersection. One of the issues is the location of power lines along the roadways. The power lines make it challenging to plant adequate material within the right-of-ways, which negatively impacts the visual appearance. Other issues include lack of property maintenance, including building facades; parking lots that



contain growing grass, litter and failed surfaces, and landscaping.

Finally, functional obsolescence is also a common problem in the intersection. Large blocks of vacant and underutilized commercial space are plagued with poor facades. Newer centers would have higher quality facades including more articulation, uniform signage, increased glazing, and other features. Outdated facades and underutilized retail deter reinvestment and fail to create gravity and experience for the local community. Large blocks of vacancy also negatively impact the performance of existing tenants. This also leads to increased disinvestment and loss of revenue for the city and the owners. With the shifting of retail formats over the last few years, there are fewer expanding big box formats, making it more difficult to create or find uses for the larger existing vacant spaces.

OPPORTUNITIES

As future properties are redeveloped, they should be upgraded to accommodate first-class uses. Broken Arrow remains one of the healthiest

cities in Oklahoma and is considered a destination of choice for corporate users and families. Elm and New Orleans is strategically located in the epicenter of this attractive city. If redeveloped appropriately, the intersection could once again become an asset for surrounding residents and create a model for the redevelopment of other intersections.

As an example, Broken Arrow's Rose District has proven that mixed-use redevelopment is viable. This parallels a national trend for mixed-use and placemaking on a pedestrian scale that serves as an antidote for the auto-oriented design of the past. Elm and New Orleans' current design, coupled with patches of undeveloped land, creates a palette to introduce current polices and regulations that can activate the district and bring new customers and quality commercial uses to the intersection.

Most of the vacant land is adjacent to commercial development along the frontages. Unlike similar shopping centers of this era from other communities, the presence of undeveloped land immediately adjacent to some of these shopping centers still leaves the opportunity to introduce new connectivity between future redevelopment and existing neighborhoods. These new streets and trails could help break up large commercial tracts into smaller, walkable blocks within these developments, while also creating completely new access points. These, in turn, naturally create new development opportunities, such as retail pads with streets on two sides, as opposed to single loaded parcels.

The redevelopment of this site also creates new opportunities for amenities within and around the intersection, such as new pocket parks, trails connections, and even the renovation of the detention facility into a water feature/amenity.

Elm and New Orleans can also contribute to regional goals. For example, Broken Arrow's desire to strengthen the connection between the Rose District and the proposed Innovation District could be enhanced by improving the various transportation modes (bus and bike), and their corridors, between the two. Elm and New Orleans sits as a key crossroad and could serve as a node between these two initiatives. It also remains one of the community's most important north-south corridors, linking the Bass Pro development on the north to the evolving Warren Theater development on the south. As a result, future redevelopers of this site can reasonably bank on high traffic counts well into the future.

FACTORS

As part of the workshop, the team invited the participants to share the greatest factor for future decision making. While this is not a scientific survey, the input was consistent with other feedback received during other stakeholder interviews. The major factors are as follows:

- Cultural activities
- Family-oriented
- Connectivity (social and physical)
- Safe
- Educational
- Quality (i.e. first-class buildings and high quality landscaping)
- Destination uses
- Health-oriented users

- Open space/gathering places
- Broader housing choices

PROPOSED INTERVENTIONS

As part of the workshop, the team invited participants to outline key initiatives that would advance Elm and New Orleans. The major recommendations are as follows:

- Updated facades
- Connect all four corners using retail and green space
- Mature shade trees ("it is a hot and windy intersection")
- Update older buildings
- Improve parking lots
- Environmentally progressive to keep young people here
- Create a "Four Corners" – town square footprint
- Update with trendy lighting
- Add fixtures like downtown (i.e. brick sidewalk and landscaping)
- Face-lift on shopping centers

Existing Conditions
1. Frameworks
2. Physical Assessment

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EXISTING CONDITIONS

The intersection of Elm Place and West New Orleans Street is located in the central part of the City of Broken Arrow, approximately 3.8 miles south of Highway 51 and 1.6 miles north of the Creek Turnpike (Broken Arrow S. Loop). The City of Broken Arrow is part of the greater Tulsa Metropolitan Statistical Area (MSA). The intersection is located at Broken Arrow's geographic center, which creates tremendous opportunity to serve area residents with quality destination uses into the future.

Framework and Physical Assessment

The assessment of existing conditions within the Study Area was multi-faceted and included a review of the following:

- Site Topography
- Utility Infrastructure
- Tract/Parcel Boundaries and Associated Ownership
- Land Values
- Setback and Development Patterns
- Tree Coverage
- Parking Facilities
- Vacant/Low Density Development
- Arterial Corridors (New Orleans Street and Elm Place)

The assessment itself has been based in large part on GIS data provided by the City of Broken Arrow, as well as publicly available market and ownership data, citizen and property owner interviews, and site visits conducted by the planning team. Conclusions and observations drawn from this effort are summarized, by theme, in the subsequent portions of this section.

Site Topography

In general, the topography of the Study Area is relatively gradual. A north-south ridgeline is located to the west of the Elm Place and New Orleans Street intersection and divides the Study Area into a West Basin and an East Basin.

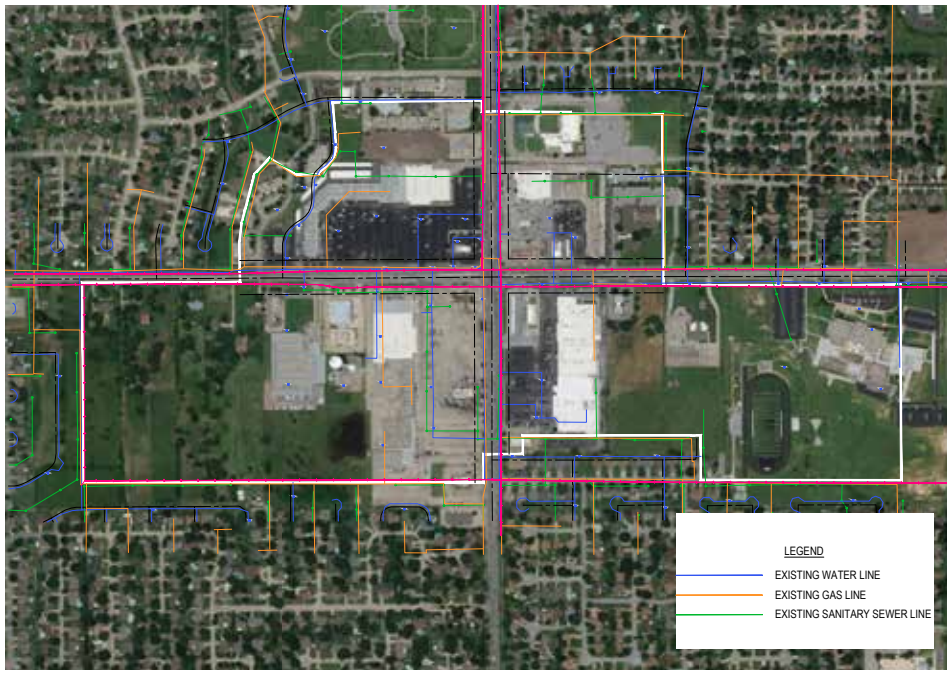
South of New Orleans Street, the West Basin drains towards a public drainage structure beneath New Orleans Street, due south of the East Elm Place cul-de-sac located north of New Orleans Street. North of New Orleans Street, the West Basin generally drains to the north and west where it is collected in an existing open channel located at the back property line of single-family residential tracts located on the east side of Elm Place.

The East Basin appears to generally drain as sheet flow across the northeast, east, and southeast Study Area boundaries. A significant amount of storm water leaves the Study Area through the Elm Place corridor at the south edge of the Study Area. Some channelized flow was noted near the southeast corner of the Study Area, due south of the Broken Arrow Freshman Academy facility.

Utility Infrastructure

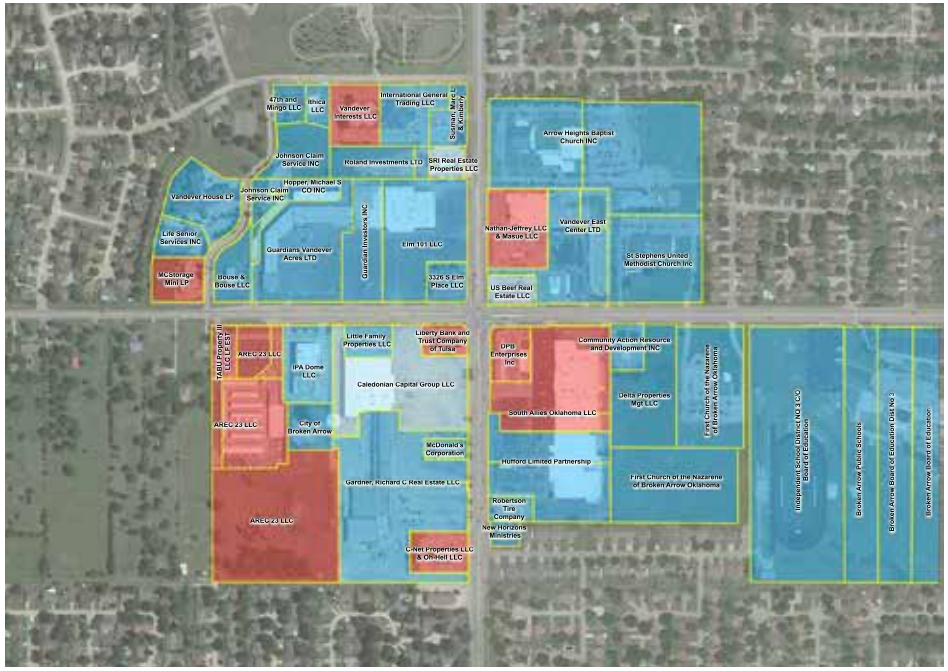
The Study Area is currently well served by existing utility infrastructure. Public water, sanitary sewer, and storm sewer facilities appear to be appropriately located throughout the Study Area, as do franchise companies such as AEP/PSO, Oklahoma Natural Gas, AT&T, Cox Communications, and other telecommunication companies. As might be anticipated, utility infrastructure appears to be largely concentrated within the Elm Place and New Orleans Street corridors.

While the above noted concentration of existing utility infrastructure exists, the large building setbacks that dominate the Study Area have also stimulated the need for both public and private utility extensions beyond the previously noted arterial corridors. GIS information provided by the City of Broken Arrow has indicated that public water and sanitary sewer lines extend back to the larger buildings within the Study Area in several areas. In the event that development of outparcels, or reconfiguration of some of the large buildings within the Study Area occurs in the future, public and private utility relocations may be required.



Ownership

The adjoining map shows the various ownership entities currently found in the Study Area. It reflects the multitude of stakeholders and the accompanying challenge of creating cohesive development areas. It is not uncommon in areas such as these that communication between various property owners has become non-existent over time. Best practices from other commercial areas owned by multiple owners include the creation of new, ongoing tools and means of communication. For example, a commercial improvement district (CID) would ensure that all stakeholders are working toward a common goal of revitalization. This is an initial, low-cost step that could be partnered with additional public funds to maximize efforts.



Property Values

An analysis of the appraised land to improvement value ratio is an effective way to visualize how the value of the land relates to the current tax value of the improvements. This map is shaded red to green. The properties with the lowest land to improvement value ratio (appraised land value / appraised improvement value) are shaded green. Properties with the greatest ratio of land to improvement values are shaded red. Parcels with no improvement values are included in the category of "No improvement or greater than 4/5." Parcels within the category "No improvement or greater than 4/5" indicate a greater propensity for vacancy and redevelopment. These parcels do not have appraised improvement values, making them more likely to be completely vacant or antiquated with regards to the built environment.

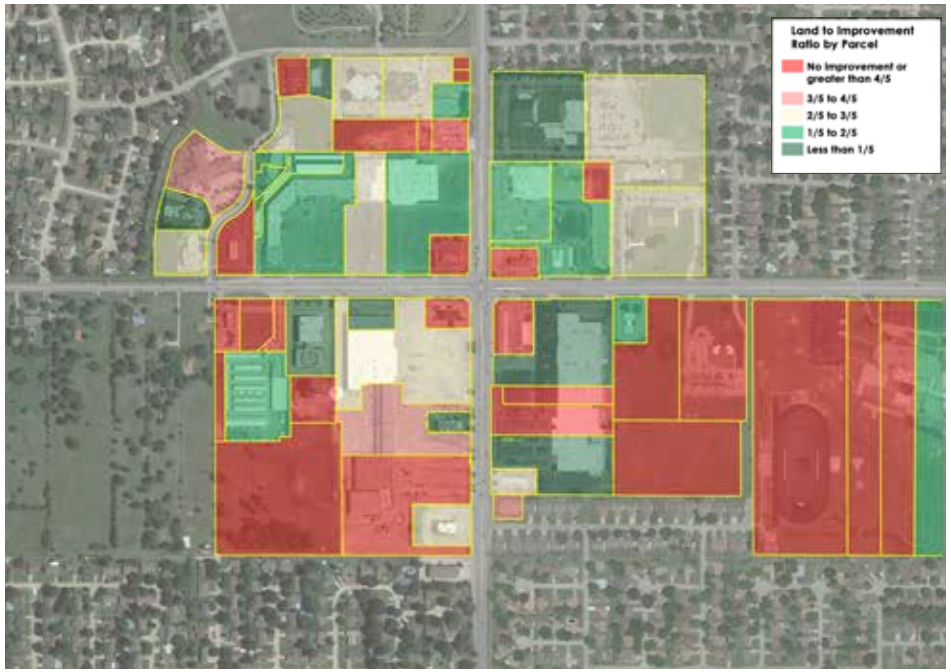
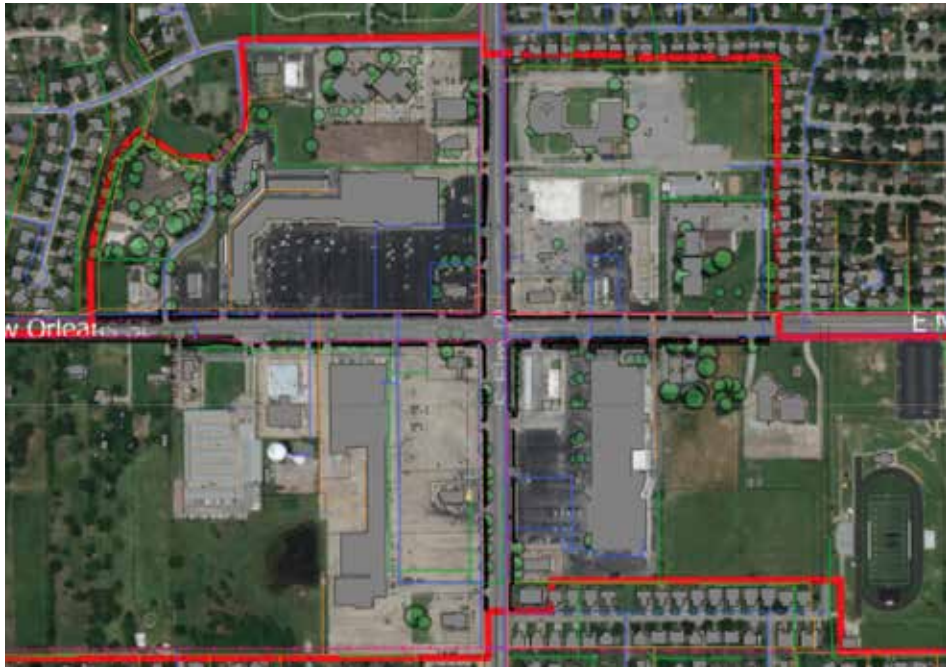


Figure Ground

The primarily traditional suburban building orientation creates large set backs from the street which creates vast parking fields and underutilization of parcels. The large size of the commercial buildings also limits the ability to further divide the properties into something that is more pedestrian friendly. This effectively cuts off the land behind the shopping centers from both pedestrian and automotive access and creates buffers rather than transitions between uses. The creation of additional break points, either through the modification of portions of the shopping centers and/ or the addition of new connectivity could begin to open entirely new development opportunities, both for the adjoining land and the parking lots themselves.



Tree Coverage

The corresponding map mostly reflects trees that have been planted in the right-of-way or as part of newer, more recent developments. However, the vacant land in the southwest corner of the Study Area, does have a cluster of mature trees that should be analyzed with the hopes of keeping some as part of any plans to develop this property. The two arterials have relatively few street trees due to two primary causes: (1) significant overhead wires along both sides of the street and (2) narrow planting strips in specific portions of the study area.

The general lack of trees in older shopping centers can contribute to the feelings of desolation and lack of vibrancy per the conversations with stakeholders. A plan to increase landscaping both within the surface parking lots and along the major arterials helps to humanize an area and elevates its sense of attractiveness to potential businesses and customers.

Parking

The parking fields are primarily located in the forecourt of the shopping centers and neglect the primacy of the pedestrian. As a whole, these areas are poorly maintained and outdated. Most were completed before current citywide landscaping requirements were adopted and thus lack landscape islands commonly used in more modern retail developments to provide an end-cap and to break up long parking aisles.

While a formal parking count was not conducted as part of this study, most observations of these lots through the course of this study have shown less than 25% of the total parking supply in use at any given time. There is significant opportunity to leverage parking to create a stronger district. Encouraging the continued development of mixed-used developments in this area will also bring the benefit of shared parking efficiencies, which help reduce the parking required and create additional opportunity sites for development.

Vacant/Low-Density Development

Given the age of the commercial development, there is a surprising amount of vacant land still surrounding it, both within the Study Area and directly to the east. The impact of these orphaned parcels on the overall health of the shopping centers is often overlooked. Redevelopment of this land into new places of housing and commercial will significantly help activate the area and serve as better transitions between existing uses.

In an effort to reduce the auto-dependence of both the residents and the retailers in this area, new development should incrementally increase the overall density of this intersection. In addition to increasing the number of trips by bike and by foot (as opposed to cars) increased density in this area also strengthens any long-term community goals of connecting this area to the other areas (i.e. Rose District, the proposed Innovation District, and other areas) by bus or other transit modes.

New Orleans Street and Elm Place

Existing Conditions

Below is a map of New Orleans Street as it appears through most of the study area. The following page includes a similar map of Elm Place south of its intersection with New Orleans. Specific points of concern are included with call outs.

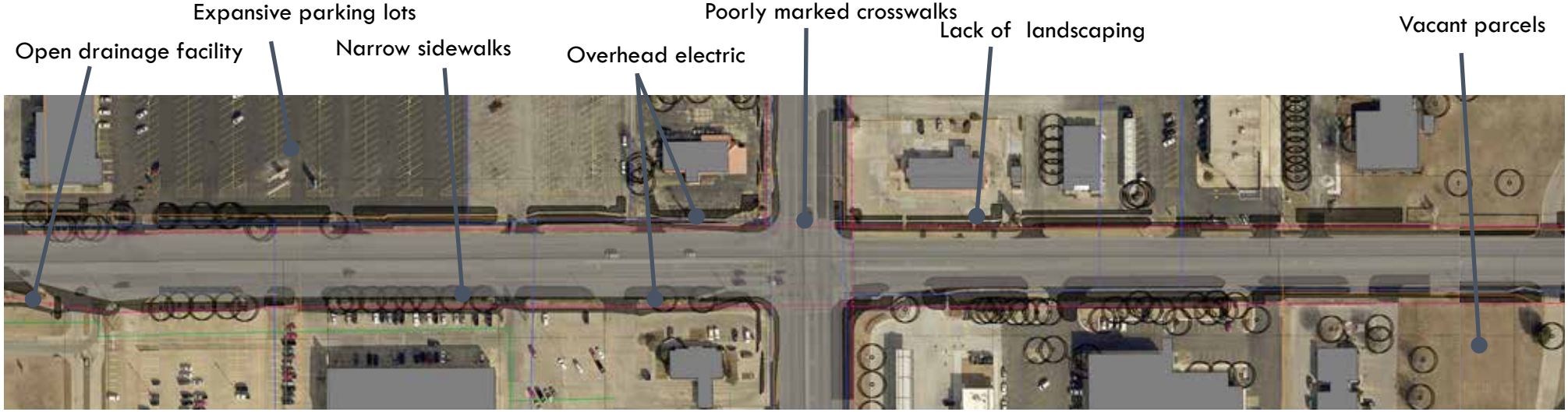
Due to the growing demand during peak traffic hours, both roads have been widened to between four and six travel lanes with a center turn lane throughout the study area. As a result and similar to many suburban commercial areas across the nation, the landscaping areas are narrow and sparsely planted and the sidewalks are similarly narrow and not well used.

Large overhead electric wires can be found on almost every side of each arterial, which significantly limits the types of trees that property owners can plant without them eventually growing into the wires. Street trees are an important amenity in areas hoping to increase alternative travel modes, as they help reduce the impact of the sun, not to mention also beautifying the area.

Travel lanes are a commonly accepted 12 feet, but many communities have reduced lanes to 11 feet to increase area for additional pedestrian activity, while accomodating motorist. Doing so provides a few extra critical feet that could be used to expand medians, sidewalks, or planting buffers. The current design of Elm Street includes painted medians that do not provide much refuge for any pedestrians that might consider crossing anywhere but the intersections. Most signalized intersections in this part of Broken

Poorly marked cross walks on New Orleans.

Cars encroaching the already narrow sidewalks on New Orleans.



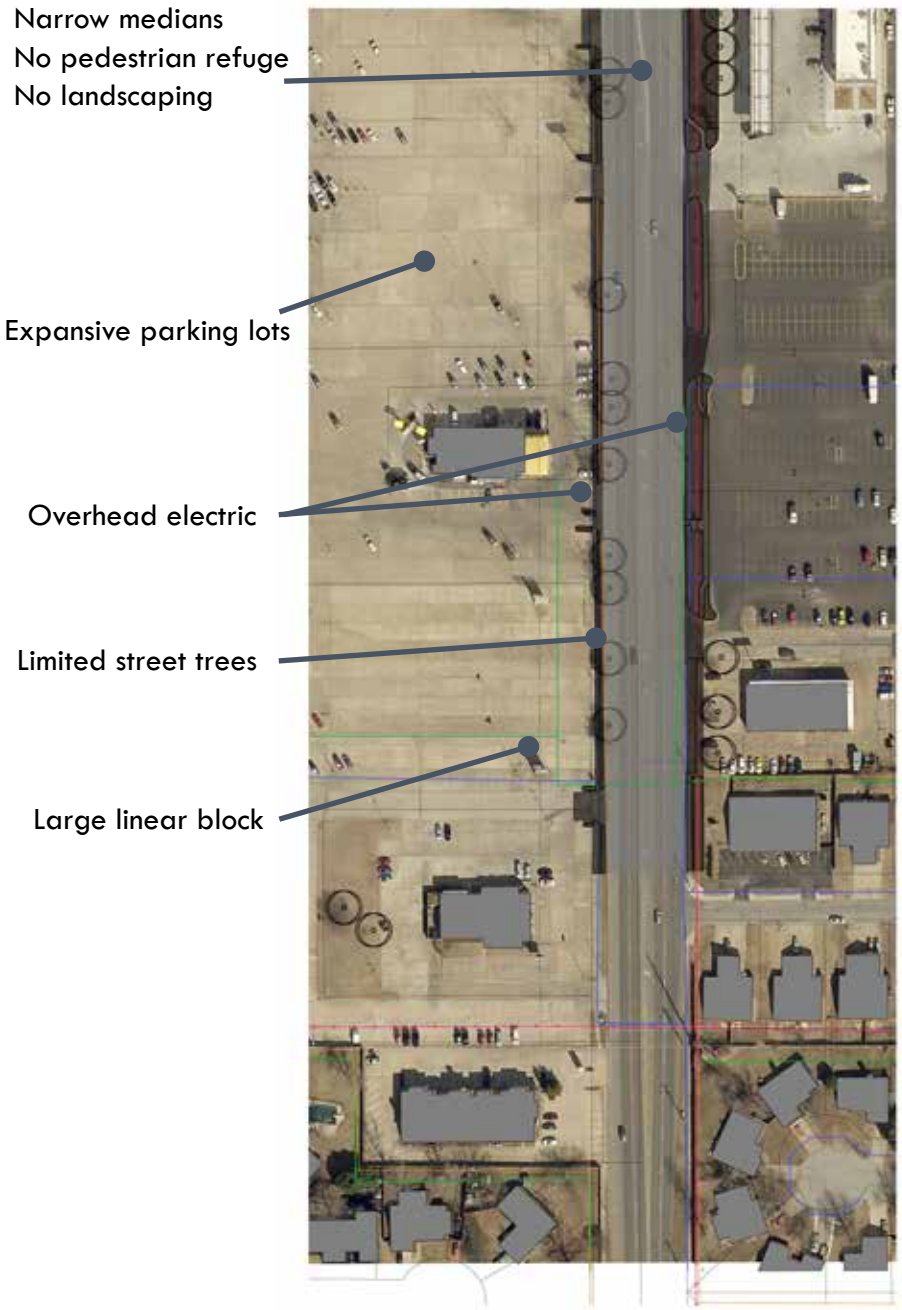
Arrow are a mile apart, which equates to a 20-minute walk for the average pedestrian, so it would not be surprising to see pedestrians crossing at places other than the intersection. The large blocks and resulting long, uninterrupted buildings, particularly on the south side of the study area, also exacerbate the distances that someone hoping to arrive by bike or foot would have to travel even though the starting point of their trip may not be that far away as the crow flies.

In addition, each corner has several curb cuts, which decrease the overall safety of pedestrians and cyclists as they increase the number of places they could encounter a car. The presence of large vacant parcels along the arterials detract from the overall quality of the walk and can reduce the likelihood of someone choosing to walking or biking versus jumping in their car for a relatively short trip. Similarly, a small portion of the Study Area still lacks underground storm water facilities, which also detracts from the quality of the walk.

While it is a positive that almost all of the area has sidewalks, they are generally very narrow and include some places where parked cars hang into the already narrow space reserved for pedestrians. Where crosswalks exist they are minimally marked with striping that has eroded over time. While this standard of care may be sufficient for most suburban intersections, it does not communicate that this is an area where community leaders would like to encourage walking.

Overhead electric

Large linear block



Market Assessment

1. Demographic Overview
2. Trade Area Analysis
3. Demand
4. Psychographics

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MARKET ASSESSMENT

Overview

Broken Arrow is located near the southeast entry of Tulsa and has a direct connection via Highway 51. The Elm and New Orleans intersection is located at the epi-center of the City and has a unique opportunity to become an iconic district, similar to the Rose District, and capitalize on the many resources that were discovered during this Market Assessment.

The Study Area is generally bounded to the north by Ithaca Street, to the south by Quantico, to the east by South 1st Place, and to the west by Juniper. The western portion of the Study Area includes some remaining undeveloped land and creates opportunities for in-fill development.

The area contains a number of parcels available for redevelopment, and the ownership of the existing parcels is highly fragmented. A large portion of the existing parcels within the study area are owned by entities located outside the Broken Arrow area; however, the level of opportunity is high for the potential re-visioning of the intersection as a central focus within the community of Broken Arrow.

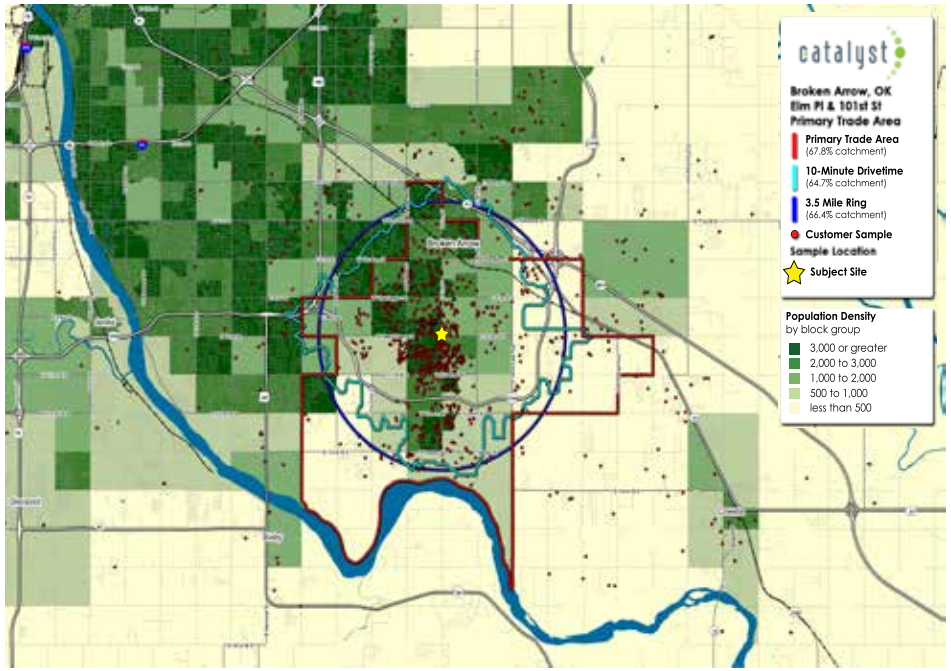
The structural elements of the subject area are very Euclidean in concept and present a challenge in the re-thinking of the space to include natural draws with transitions and green space. A placemaking process will allow Broken Arrow to attract and obtain new development with a mix of uses and density, while servicing the existing neighborhood in a sustainable fashion.

Demographic Overview

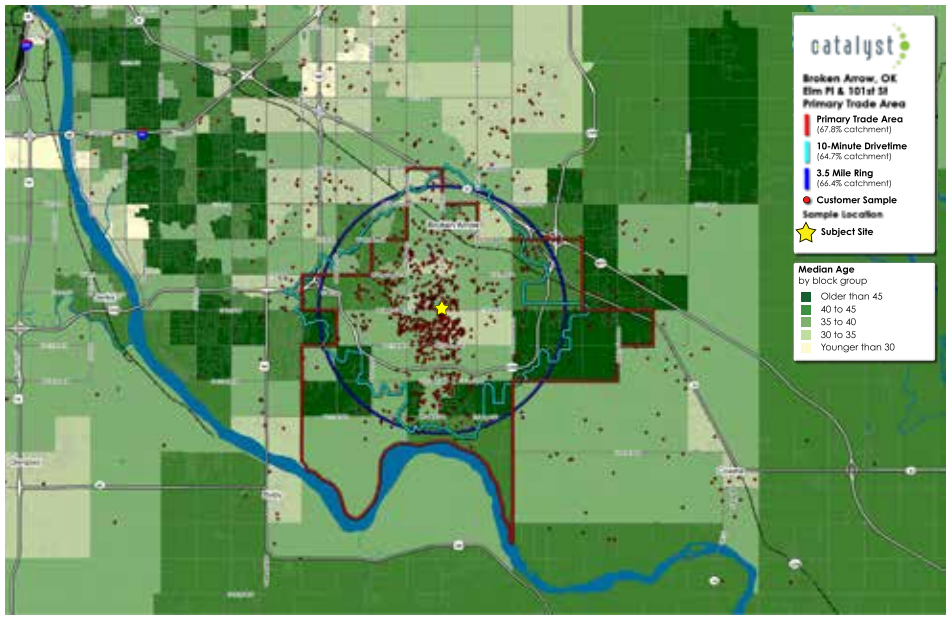
POPULATION

The state of Oklahoma is located in the central United States. Oklahoma has a population just under 4 million with concentrations in a few major cities including the two largest

cities of Oklahoma City (current population 673,590 ESRI and Tulsa (current population 415,675 ESRI). Broken Arrow is located primarily within Tulsa County, however a small portion of the City resides within western Wagoner County, both of which are contained by the Tulsa MSA. The city of Broken Arrow's population was 98,841 in 2010. During the period from 2010 to 2017, the City of Broken Arrow's population increased by 12.6% to reach 111,318 and is expected to grow another 8.0% by 2022 resulting in an estimated population of 120,122. Broken Arrow has been able to sustain consistent growth by establishing itself as a premier community. This reputation has been achieved through new development, quality redevelopment, and a commitment to community service across all public and private platforms within the community that is unparalleled by any neighboring communities. The corresponding map represents population density (population per square mile) by block group.



Generally, the individual or household as a group generates retail and restaurant demand. The entire household may influence large purchases of durable goods, such as household appliances or furniture. Individual purchases, such as food and clothing, may be personal to the consumer. The historical and projected strong population growth indicates future opportunities for retailers. However, other factors including income, age, and education are necessary to identify retail preferences with the community. Identifying retail preferences will enable the community to pursue those businesses that are an optimal fit for residents and existing businesses, as well as any newly attracted businesses.



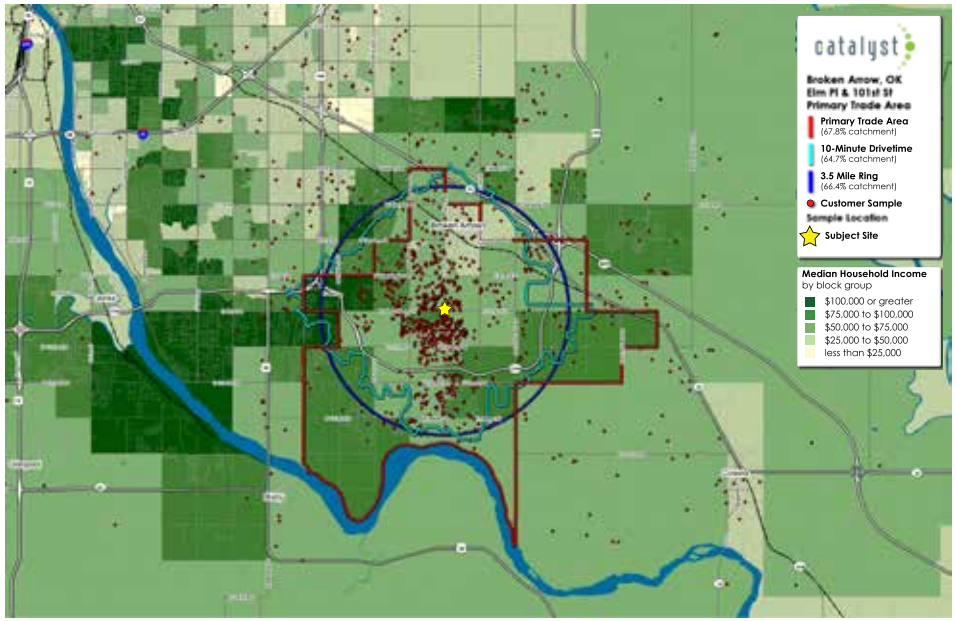
AGE

The median age within the PTA is slightly older than the City, with median ages coming in at 39.2 and 37.0, respectively. Approximately 25% of the population is under 18 years of age in the PTA. Almost half of the population is between 18-55, while 28% of the population is 55 years of age or older.

Age is an important factor because personal expenditures change as individuals and household characteristics change over time. Currently,

nearly half of the population consists of families with children under 18 living at home. Young families tend to have greater expenditures on goods and services than those over 55. Stores related to childcare, clothing, and fast casual restaurants will likely thrive in the area due to a large adolescent population. Entertainment venues are also likely to be attracted to the area, especially those that target younger age groups, such as water and adventure parks. Similarly, entertainment venues that serve a wide array of age groups, such as movie theaters and golf courses, may also find a large customer base in Broken Arrow.

PTA Generation Distribution	Population
Generation Z (Ages 0 - 18)	17,409
Millennials (Ages 18 - 35)	15,392
Generation X (Ages 35 - 55)	18,546
Baby Boomers (Ages 55 - 75)	16,071
Silent Generation (Ages 75 +)	3,813



HOUSING

Future population growth will increase the demand for housing. Currently, 72.1% of the housing in Broken Arrow is owner-occupied, with the remaining 24.1% of housing registering as renter-occupied. The PTA shows 75% owner-occupied versus 24% non-owner occupied. The PTA population consists of approximately 71,231 people and is anticipated to increase by 8.3% over the next five years to 77,143 and 81,894 by 2028. This is a net increase of over 10,000 people in the trade area, which will create the need for over 3,946 additional housing units. The median home value in the PTA is $163,320.

INCOME

The city of Broken Arrow had a 2017 median household income of $68,437 and is projected to increase 11.4% by 2022 to $76,227. The PTA has a similar median household income of $69,499 and an average Household Income of $79,845. Approximately 36% of the PTA makes less than 80% of the area median income (AMI), or considered lower income (<$50k). 38% of the population is considered "Middle Income" ($50-$100k) and the remaining 26% considered "Upper Income" ($100k+).

This illustrates that the trade area has strong purchasing power and provides a variety of income levels that can contribute to future redevelopment efforts. In fact, one of the largest under-served segments is the higher income bracket ($100k+), which is distributed primarily throughout southeast portion of the Tulsa MSA, including Bixby and Broken Arrow.

Household Income Breakdown

Income Ranges	Broken Arrow	PTA
< $24,999	12%	14%
$25,000- $49,999	21%	21%
$50,000 - $74,999	22%	21%
$75,000 - $99,999	16%	18%
$100,000 +	30%	27%

Source: STI, Census

RACE AND ETHNICITY

Data show that tastes and spending patterns vary between ethnic groups. Local retailers consider these trends when determining how best to serve the different needs within the community. Increasingly, retailers use customer segmentation based on ethnicity among other factors to measure preferences and behaviors in the community to inform decision on site selection, marketing, and the product mix of merchandise in stores.

PTA RACE	Percentage
% White	78.3%
% Black	3.7%
% Asian	1.7%
% Hispanic	5.6%

COMPETITION

When considering the revitalization strategy of the Study Area it is important to consider the economic sustainability of the community as a whole and identify the levels of competition in the market both internally and externally. A central focus and vision should guide implementation , in context of market needs, city vision, and community values.

There is currently a concentration of national and regional "big box" retailers north of the subject site along Highway 51. This location has the traffic and momentum to be identified for these uses and the subject site would not be successful providing the same type of development. Another such area is the concentration of development and potential development to the south of the subject site along the Creek Turnpike, where a new multiplex Warren Theatre has been constructed with available land for complementary entertainment uses to be developed.

The intersection of Elm and New Orleans provides Broken Arrow a unique opportunity to re-envision and re-capture the market by providing a central destination in the community with a focus on active-lifestyle residents looking for quality uses and green space that draw people in and have pedestrian-friendly gathering place characteristics. This would complement the "big box" national development nodes to the north and south creating a central, identity-driven development.

One local effort that should work in tandem with the subject intersection is the Rose District. This district has proven that walkable streetscapes and niche uses can be effective in repositioning properties. The Rose District vision has spurred further development and continues to thrive with a focus. Similarly, Elm and New Orleans should focus to accommodate the existing and unmet demand in the community with a unique and attractive vision.

EXTERNAL

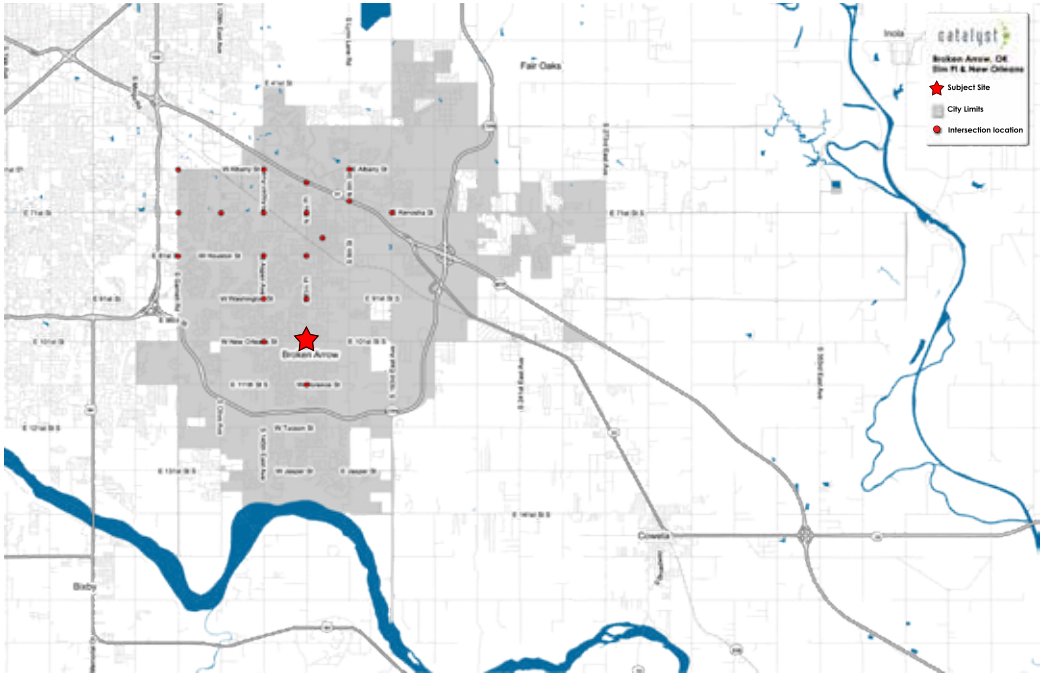
Regional development has contributed to the conditions at Elm and New Orleans. These newer centers have captured spending that could occur at Elm and New Orleans. This is a common issue impacting communities with older shopping centers such as Broken Arrow. In addition, future development will continue to capture "new market" share if left unattended. To mitigate this cycle, the intersection must reposition itself and differentiate the intersection with quality design and recapture lost revenue with quality uses in order to remain relevant and competitive. Therefore it is imperative to capitalize on the existing growth and future demand to reverse the vicious cycle of disinvestment. If another community seizes this market share, the outcome can lead to blight and disinvestment.

Several factors should be addressed to create a competitive and sustainable vision for the intersection of Elm and New Orleans. However, most of the existing developments, while newer, are more traditional and auto-oriented, in terms of design and merchandising.

Other major shopping districts in the area include:

- Woodland Hills Mall
- Tulsa Promenade Mall
- Utica Square
- The Farm

- Tulsa Hills
- Stone Wood Hills
- The Shops at Aspen Creek
- Shops at Broken Arrow
- The Park at Adams Creek
- The Rose District



A majority of these developments, with the exception of the Rose District, are positioned to accommodate regional and national oriented big-box developments and entertainment uses.

To be effective, the Elm and New Orleans strategy should include mixed-use formats that include destination uses, a quality grocer, and retail that can serve the local population. This will create greater gravity while complimenting existing retail locations within the City.

In terms of design, future development should be oriented to enhance connectivity, walkability, and encourage multi-modal alternatives. Introduction of new "green" spaces would encourage activation and create new gathering places to help differentiate the intersection from other areas while also creating a more progressive design that would cater to new preferences, including place-making oriented development.

INTERNAL

As part of this analysis, Catalyst explored the purchasing power at various key retail intersections within Broken Arrow. Purchasing power is comprised of the population density coupled with the income associated within the study area (3-mile ring). Both population and income directly affect retail spending. Regional averages reflect that households spend approximately 24% of their total income on retail goods and services.

To evaluate the City, in context of retail spending potential, each intersection's purchasing power was calculated and compared against competing intersections. The purchasing power for each intersection was calculated utilizing a 3-mile ring. The resulting average purchasing power across all intersections analyzed was $4.303 billion. The intersection of Elm and New Orleans ranks 15 of 19 with a purchasing power of $3.875 billion (11% below average). The greatest purchasing power occurs at the intersection of Garnett Rd. and E 81st St., which had a purchasing power of $5.780 billion.

As the population increases, the demand for retail will increase proportionately, though the population is not anticipated to increase substantially at this location since most of the residential fabric is already well established. Going forward, to capture a greater market share, merchandising will need to complement the existing retail base within the city, and new development should align with new customer preferences to be competitive in a market with limited demand.

Major Retailers

BROKEN ARROW
RETAIL DUPLICATION
Walmart
Walmart
Walmart

DEMAND SUMMARY

As part of this initiative, the consultant team evaluated residential and retail demand for various uses which could inform the planning process. This process took into account regional growth trends, local demographics, historical and projected absorption rate, as well as existing development context.

Multi-Family Demand

Our findings show Broken Arrow could absorb approximately 261 units of multi-family annually. A large portion of this demand (24%) is considered "market rate" ($1,500+ monthly rent rate) that would be able to support high quality in-fill development. The growing population of young families is creating demand for residential units in affordable, suburban markets. Higher density development will need to cater to a range of diverse and multi-generational households. Mixed-use developments that provide access to quality housing, restaurants, retail, and entertainment are on the rise as trends shift toward living closer to the workplace. Urban lifestyles are becoming increasingly popular but also more expensive. Developers are moving to leverage these trends to cater to diverse suburban desires through more walkable, high-density communities. There is also an increasing trend of renting in suburban communities.

Single-Family Demand

From 2012 to 2016 Tulsa and Wagoner Counties combined to distribute 11,499 single-family permits, of which 16% (1,859) were issued in Broken Arrow. Based upon trends, there is annual demand for 3,429 new single-family units in Broken Arrow. The substantial population aged over 65 years will create demand for affordable housing options fit for aging in place. These buyers will create demand for small homes with less maintenance, including smaller yards and easy access to amenities and health care. Similarly, young families early in their careers will create demand for town center lifestyles with affordable suburban residential patterns. In review of the income to housing distribution, the greatest demand for housing would be as follows:

Income Ranges	Market Mix	Single-family Housing Values		
Less than $25,000	14%		less than	$125,000
$25,000 to $50,000	21%	$125,000	to	$245,000
$50,000 to $75,000	21%	$245,000	to	$350,000
$75,000 to $100,000	18%	$350,000	to	$475,000
$100,000 to $200,000	24%	$475,000	to	$935,000
$200,000 to $500,000	2%	$935,000	to	$1,600,000
Greater than $500,000	1%		over	$2,300,000

Demand by Rental Rates	# Annual Unit Demand
$500 - $750	121
$750 - $1,000	49
$1,000 - $1,500	29
$1,500 - 2,000	28
$2,000+	34

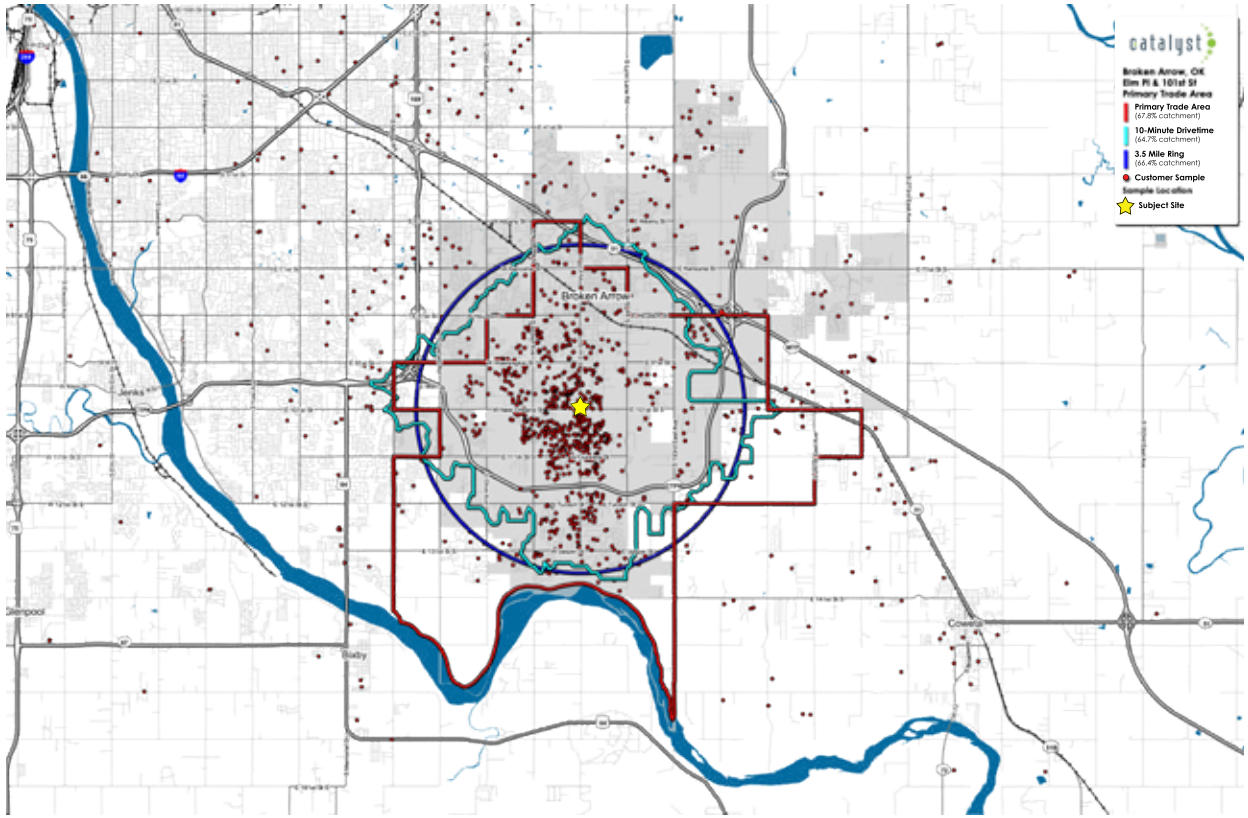
Demand by Income	# Annual Unit Demand
Less than $100,000	949
$100k - $150k	923
$150k - $200k	742
$200k - $250k	329
$250k - $300k	114
$300k - $400k	134
$400k - $500k	93
$500k+	144

RETAIL TRADE AREA

A Primary Trade Area (PTA) is characterized by a distinct geography that equals the boundary from which a core customer is generally willing to travel to shop for goods or services. In April 2018, Catalyst conducted a customer intercept study that included over 1,336 unique samples from customers to determine the PTA for Elm and New Orleans. These samples were collected from major retailers at the intersection of Elm and New Orleans. The samples were derived and geocoded from Common Evening Locations (C.E.L.) on locationally aware devises to construct the respective PTA's. Only C.E.L's with two or more visits during the period of Jan 1, 2017 – Apr 7, 2018 were utilized in this analysis to paint a realistic picture of "core customers."

Catalyst utilized a 68.5% capture rate of the C.E.L. to define the PTA based upon block groups.

The PTA for Elm and 101 equates to a 10-minute drive time or 3.5-mile ring using a ~65% capture rate methodology.



Retail Demand

Retail demand within the Broken Arrow PTA totals 401,387 square feet of annual unmet demand. Commercial and retail developments are shifting away from big box development towards more flexible options centered around service-based industries and walkable commercial districts. Newer retail complexes are more entertainment oriented and focus on attracting crowds and events. Older four-corner retail centers are unattractive in comparison to these more civic focused developments. Replacing older retail centers with higher density housing and retail is increasingly common to cater to changing retail trends.

Elm 101 Retail Demand Chart

Category	NAICS	Workforce Demand	Commuter Demand	Residential Demand	2017 Total Demand	2017 Total Supply	2017 Leakage "Retail Gap"	2017 - 2047 Additional Demand	2047 Total SF Demand
Auto Parts, Accessories & Tire Stores	4413		161	14,536	14,697	9,119	5,578	2,157	7,735
Furniture Stores	4421			20,805	20,805	-	20,805	4,959	25,764
Home Furnishings Stores	4422			11,440	11,440	4,741	6,699	2,027	8,726
Electronics & Appliance Stores	443			34,531	34,531	20,953	13,577	5,138	18,715
Bldg Material & Supplies Dealers	4441			69,028	69,028	29,098	39,931	12,158	52,089
Lawn & Garden Equip & Supply Stores	4442			4,669	4,669	7,151	-	57	-
Grocery Stores	4451	3,715	576	118,922	123,743	45,259	78,484	22,814	101,298
Specialty Food Stores	4452			9,093	9,093	2,023	7,069	1,869	8,938
Beer, Wine & Liquor Stores	4453			14,091	14,091	13,043	1,048	1,433	2,482
Health & Personal Care Stores	446,4461	7,169		61,190	69,645	54,020	15,625	8,626	24,251
Gasoline Stations	447,4471	10,064	2,011	3,792	19,632	2,125	17,507	4,366	21,872
Clothing Stores	4481	1,337	221	34,218	36,257	15,586	20,671	6,341	27,012
Shoe Stores	4482	1,838	405	13,208	16,878	8,860	8,017	2,715	10,732
Specialty Retail (i.e. Jewelry, Luggage & Leather Goods Stores)	4483	1,401		9,277	11,356	2,524	8,832	2,334	11,166
Sporting Goods/Hobby/Musical Instr Stores	4511	797	203	37,254	38,253	10,066	28,187	7,632	35,819
Book, Periodical & Music Stores	4512		203	5,970	6,173	2,024	4,148	1,172	5,321
Department Stores Excluding Leased Depts.	4521	2,390		183,854	186,244	162,650	23,594	20,383	43,976
Other General Merchandise Stores	4529	11,029	304	78,846	90,179	43,822	46,357	15,026	61,383
Florists	4531		203	3,111	3,314	1,056	2,258	634	2,892
Office Supplies, Stationery & Gift Stores	4532	2,696	203	11,765	14,664	5,604	9,060	2,668	11,728
Used Merchandise Stores	4533		405	8,065	8,471	7,502	968	912	1,880
Other Miscellaneous Store Retailers	4539		283	42,502	42,785	15,773	27,012	7,870	34,882
Full-Service Restaurants	7221	3,503	341		4,910	-	4,910	1,170	6,081
Limited-Service Eating Places	7222	4,718	483		6,711	-	6,711	1,600	8,311
Total Demand (SF)		**50,656**	**5,999**	**790,169**	**861,906**	**463,000**	**401,387**	**137,094**	**538,424**

Consumer Profile

SPENDING PATTERNS

Retail Category	Broken Arrow Annual Spend Per Cap	Tulsa MSA Annual Spend Per Cap	USA Annual Spend Per Cap	% +/- (Broken Arrow to Tulsa MSA)	% +/- (Broken Arrow to USA)
2017 Annual Budget Expenditures	$26,950.28	$24,477.91	$26,814.53	10.1%	0.5%
2017 Retail Goods	$8,489.66	$7,856.41	$8,215.94	8.1%	3.3%
2017 Food Away from Home	$1,314.26	$1,185.18	$1,320.47	10.9%	-0.5%
2017 Food at Home	$1,922.72	$1,811.99	$1,887.05	6.1%	1.9%
2017 Apparel & Services	$849.63	$755.48	$817.98	12.5%	3.9%
2017 Entertainment/Recreation	$1,216.97	$1,108.10	$1,210.95	9.8%	0.5%
2017 Transportation	$3,164.44	$2,949.84	$3,031.51	7.3%	4.4%

When comparing the spending patterns for Broken Arrow to the larger Tulsa MSA and the nation, there are some higher spending levels in areas that are complementary to Elm and New Orleans. The large per capita retail expenditures are attractive to local, regional, and national brands that provide neighborhood-oriented services. Retailers attracted to the area will likely focus on serving specific needs of the neighborhood that are convenient, service oriented, and pedestrian friendly. The successful revitalization of the shopping center will be incremental and must focus on a shared vision that provides a strategic framework for each phase of implementation. These efforts must focus on uniting a diverse partnership of stakeholders to support the long-term vision for the study area.

Psychographics

Psychographic segments were analyzed for the City to gain a greater understanding of the socio-economic and demographic makeup of the population. Many retailers today segment people by a variety of measures including demographics, psychographics, and mappable neighborhood segments. Psychographics identify individual values, attitudes, interests, behaviors, and product preferences. Neighborhood segmentation identifies, categorizes, and defines neighborhood subgroups by unique consumer niches so that businesses can effectively focus their resources. This information is important because changing interests, preferences, and mobile lifestyles can be identified to connect with consumers. Researchers increasingly rely on psychographic profiles and neighborhood segmentation to locate their ideal consumers, make site selection decisions, and create targeted marketing strategies.

Psychographic models found that seven primary demographic attributes have the greatest impact on distinguishing market segments. These include age, income, ethnicity, education, marital status, dwelling type, and presence of children. The attributes that influenced the creation of the neighborhood categories with ESRI Tapestry Segmentation include: degree of urbanization, affluence, age, family status, and ethnicity. These attributes help us understand the current population of Broken Arrow in terms of its current composition and future population trends.

Broken Arrow Dominant Psychographics	
Psychographic Segment	**Percent of Households**
Soccer Moms (4A)	16.3%
Soccer Moms are an affluent, family-oriented market with a country flavor. Residents are partial to new housing away from the bustle of the city but close enough to commute to professional job centers. Life in this suburban wilderness offsets the hectic pace of two working parents with growing children. They favor timesaving devices, like banking online and housekeeping services, and family-oriented pursuits.	
Home Improvement (4B)	15.4%
Married-couple families occupy well over half of these suburban households. Most Home Improvement residences are single-family homes that are owner occupied, with only one-fifth of the households occupied by renters. Education and diversity levels are similar to the US as a whole. These families spend a lot of time on the go and therefore tend to eat out regularly. When at home, weekends are consumed with home improvement and remodeling projects.	
Middleburg (4C)	15.3%
Middleburg neighborhoods transformed from the easy pace of country living to semi-rural subdivisions in the last decade, when the housing boom reached out. Residents are conservative, family-oriented consumers. Still more country than rock and roll, they are thrifty but willing to carry some debt and are already investing in their futures. They rely on their smart phones and mobile devices to stay in touch and pride themselves on their expertise. They prefer to buy American and travel in the US. This market is younger but growing in size and assets.	
Bright Young Professionals (8C)	10.0%
Bright Young Professionals is a large market, primarily located in urban outskirts of large metropolitan areas. These communities are home to young, educated, working professionals. One out of three householders are under the age of 35. Slightly more diverse couples dominate this market, with more renters than homeowners. More than two-fifths of the households live in single-family homes; over a third live in 5+ unit buildings. Labor force participation is high, generally white-collar work, with a mix of food service and part-time jobs (among the college students). Median household income, median home value, and average rent are close to the US values. Residents of this segment are physically active and up on the latest technology.	

Green Acres (6A)	9.5%
The Green Acres lifestyle features country living and self-reliance. They are avid do-it-yourselfers, maintaining and remodeling their homes with all the necessary power tools to accomplish the jobs. Gardening, especially growing vegetables, is also a priority, again with the right tools: tillers, tractors, and riding mowers. Outdoor living also features a variety of sports: hunting and fishing, motorcycling, hiking and camping, and even golf. Self-described conservatives, residents of Green Acres remain pessimistic about the near future yet are heavily invested in it.	
Up and Coming Families (7A)	6.3%
Up and Coming Families is a market in transition—residents are younger and more mobile and ethnically diverse than the previous generation. They are ambitious, working hard to get ahead, and willing to take some risks to achieve their goals. The recession has impacted their financial well being, but they are optimistic. Their homes are new; their families are young. And this is one of the fastest-growing markets in the country.	
Professional Pride (1B)	5.8%
Professional Pride consumers are well-educated career professionals that have prospered through the Great Recession. To maintain their upscale suburban lifestyles, these goal oriented couples work, often commuting far and working long hours. However, their schedules are fine-tuned to meet the needs of their school age children. They are financially savvy; they invest wisely and benefit from interest and dividend income. So far, these established families have accumulated an average of 1.5 million dollars in net worth, and their annual household income runs at more than twice the US level. They take pride in their newer homes and spend valuable time and energy upgrading. Their homes are furnished with the latest in home trends, including finished basements equipped with home gyms and in-home theaters.	
Rustbelt Traditions (5D)	4.6%
The backbone of older industrial cities in states surrounding the Great Lakes, Rustbelt Traditions residents are a mix of married-couple families and singles living in older developments of single-family homes. While varied, the work force is primarily white collar, with a higher concentration of skilled workers in manufacturing, retail trade, and health care. Rustbelt Traditions represents a large market of stable, hardworking consumers with modest incomes but above average net worth. Family oriented, they value time spent at home. Most have lived, worked, and played in the same area for years.	
Midlife Constants (5E)	3.4%
Midlife Constants residents are seniors, at or approaching retirement, with below average labor force participation and above average net worth. Although located in predominantly metropolitan areas, they live outside the central cities in smaller communities. Their lifestyle is more country than urban. They are generous but not spendthrifts.	
Down the Road (10D)	3.1%
Down the Road is a mix of low-density, semi-rural neighborhoods in large metropolitan areas; half are located in the South, with the rest chiefly in the West and Midwest. Almost half of householders live in mobile homes; approximately two-fifths live in single-family homes. These are younger, diverse communities, with the highest proportion of American Indians of any segment. These family-oriented consumers value their traditions. Workers are in service, retail trade, manufacturing, and construction industries, with higher proportions in agriculture and mining, compared to the US. This market has higher unemployment, much lower median household income and home value, and a fifth of households with income below poverty level.	
Traditional Living (12B)	2.7%
Residents in this segment live primarily in low-density, settled neighborhoods in the Midwest. The households are a mix of married-couple families and singles. Many families encompass two generations who have lived and worked in the community; their children are likely to follow suit. The manufacturing, retail trade, and health care sectors are the primary sources of employment for these residents. This is a younger market—beginning householders who are juggling the responsibilities of living on their own or a new marriage, while retaining their youthful interests in style and fun.	

Elm and New Orleans Small Area Plan

The Elm and New Orleans area is a strategic component to the health and vitality for area residents, business owners and commuters. This redevelopment plan will serve as a future model for revitalization for the City of Broken Arrow.

Tom Gilbert | Tulsa World

PROPOSED LAND USE

The Proposed Land Use and associated Concept Plan are intended to serve as a blueprint for the Study Area. On the following pages each of the land use categories presented are further discussed in terms of their feasibility, overall desirability to the health of the area, and the preliminary design expectations the stakeholders expressed for each quadrant. The most significant component to the Elm and New Orleans vision is to serve the needs of the community and provide economic vitality to the city of Broken Arrow, which is reflected in the proposed Land Use and Concept Plan.

The Elm and New Orleans District is centrally located in Broken Arrow. The Study Area contains a significant area of land (approximately 168 acres) and has the ability to capture more retail demand due to the area's access to significant traffic, regional daytime employment and residential population. Elm and New Orleans has the ability to enhance the capture potential and increase customers through a combination of quality design, first class retailing, and food concepts not otherwise represented in the area.

An increased density and better mix of land uses will create sustainability, vibrancy, and economic growth. Clustering retail, dining, entertainment, office, and residential uses will foster greater utilization of multi-modal transportation and can create greater economic output. In addition, mixed-use creates greater operational efficiency for the City.

Public spaces including pocket parks, plazas, and small green spaces of varying sizes and purposes will create places to hangout, play games, dine, listen to music, and create pet-friendly environments.

The Concept Plan proposes a variety of public places including the Vandever Acres near the center of the project and an assortment of pocket parks, plazas, and sidewalks that connect open spaces to restaurants and existing nearby neighborhoods.

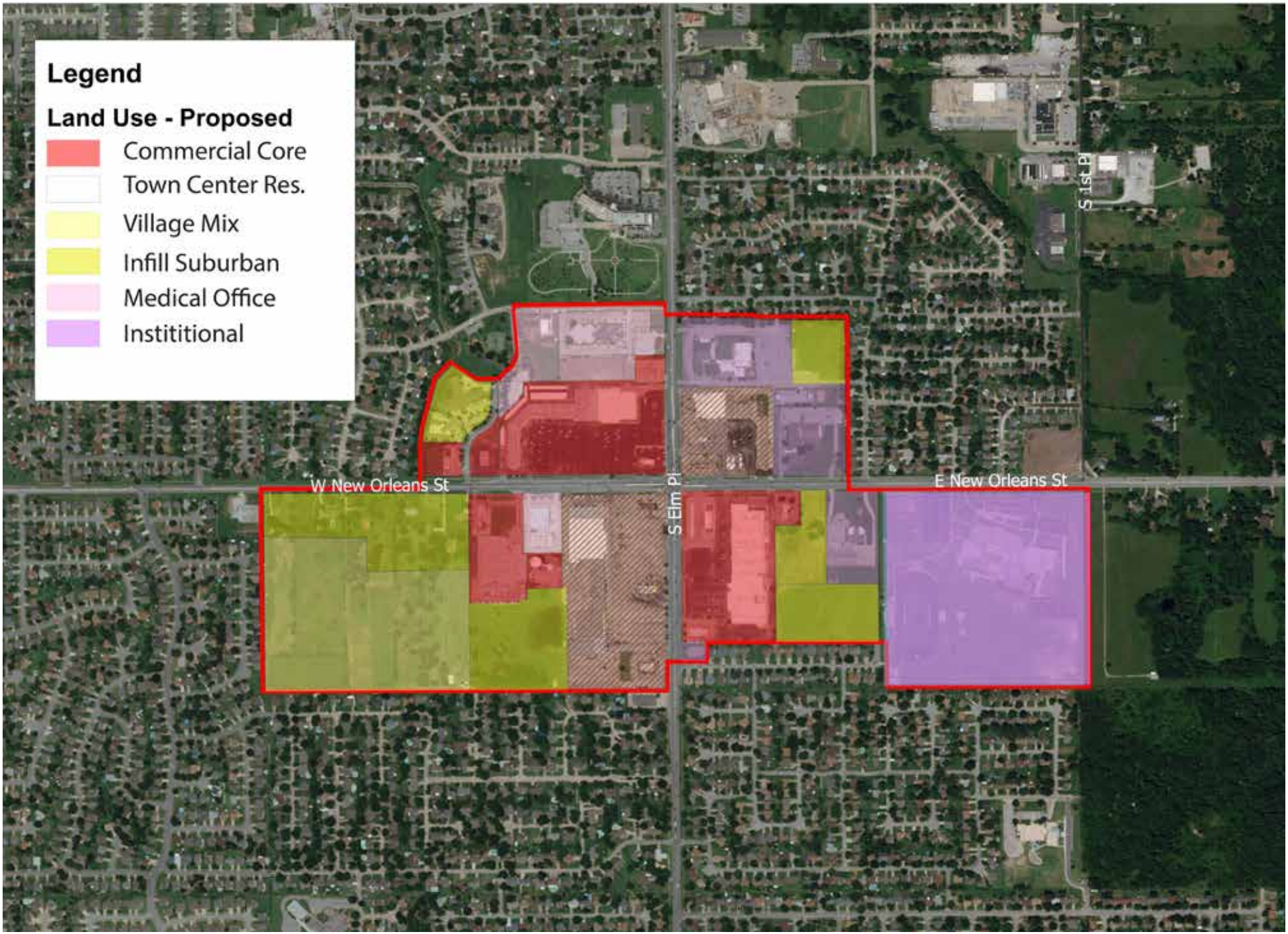
A dynamic and energetic mixed-use community requires connectivity. Connectivity will encourage people to walk to local shopping, restaurants, and services. In addition, parking should be accessible and maintained near shops, restaurants, living, working, and entertainment venues to attract people into the district. A comfortable, safe, inviting, and simple design and environment connecting all the destinations in the project to each another is essential.

The vision is achieved across the four quadrants of Elm and New Orleans. This Elm and New Orleans District includes:

1. A reinvented Vandever Acres including a mix of uses including retail, restaurant, and entertainment with parks and public spaces supported by an enhanced streetscape and modified road profile.
2. A newly created mixed-use center located on the southwest corner consisting of small pocket parks along the frontage to serve as active greens for future street fronting restaurants, multi-story residential continuing the 2-story facade, with meaningful connectivity to the future mixed-residential which creates a new variety of housing options from town homes, patio homes, small lot single family and other context-sensitive residential. The Elm and New Orleans frontage is activated with quality commercial that continues pedestrian and automobile oriented cadence instead of the vacant parcels.

3. A mix of retailers and restaurants located in the northwest corner of the district provides a denser urban lifestyle oriented uses. This development scenario reduces traditional suburban pad-users and illustrates redevelopment of the discount-oriented single story retail into a vibrant mixed-use environment.
4. Finally, the southeast corner is updated to a high quality shopping center anchored by grocery and local oriented retail uses. The facades include a level of quality in materials, design, and landscaping to be outlined in a potential future design management tool, such as design standards and guidelines. The proposed green space serves as a catalyst for connecting the eastern commercial to the proposed in-fill neighborhood to serve as a buffer between the existing institutional uses.

The architectural character of the district should include a mix of uses and comfortable to the human. Future development should use natural materials and colors and building shapes and accents with a clean and context-sensitive style, one that reflects the existing neighborhoods and Broken Arrow. Future development should not be artificial or contrived. Enhancement of the pedestrian experience will be provided by canopies, awnings, pergolas and arbors with ample street trees, shadowing and other sun-shading design to mitigate the barren parking lots and sea of concrete that exists today.


Legend
Land Use - Proposed
Commercial Core
Town Center Res.
Village Mix
Infill Suburban
Medical Office
Instititional
W New Orleans St
S Elm Pl
E New Orleans St
S 1st Pl

Commercial Core

Commercial Core is central to the Elm and New Orleans District. This area contains retail, restaurant, and other commercial uses. The uses include big-box retailers, grocery stores, entertainment, and destination restaurants as a core uses. This area would include pocket parks and quality open space. Parking lots should include landscaping islands, and shared parking is strongly encouraged between properties. Commercial buildings should front primary roads to screen parking from major thoroughfares. The Commercial Core shall contain wide sidewalks and trails that extend into adjacent areas to encourage multi-modal connectivity and increase walkability. Other accessory uses to regional retail, entertainment, and destination restaurants should support the neighborhood and increase activity and enhance the commercial vitality.

Village Mix

Village Mix has a balance of 1-4 story small and medium sized residential units on compact blocks. This includes a mix of town homes, cottage houses and urban residential adjacent to commercial space. We would not expect mixed-use buildings to be more than 4-5 stories in height, so as to remain compatible with the surrounding neighborhoods. Architecture would be complimentary to existing development but include diverse archetypes. Residential would be single loaded with rear-entry garages on major roads with on-street parking and near newly added open spaces. This area would be located near or adjacent to commercial and have access to trails that tie into retail and restaurant amenities.

Infill Neighborhood

The vast majority of development in Broken Arrow is comprised of single-family residential, so it is also the lowest hanging fruit in terms of how the vacant land in the area might develop. New homes bring new families and the development community has a significant chunk of land on the southwest corner in which the existing single-family neighborhoods could be extended, while also better connecting the shopping center to the existing neighborhoods. While it remains the most likely land use to expand in the study area, we would recommend that the City take additional steps and work with potential developers on how to encourage higher density single family residential to serve as a transition between the existing neighborhood and higher intensity uses.

Residential - Town Center

The study area also contains some sites ideal for providing other types of housing, such as condo/town home developments or even residential over retail. The growth of elderly households points to a growing demand for senior citizen housing for those residents that would prefer to age in their own neighborhood. Keeping senior citizen housing near retail centers also makes it easier for residents to get to key services such as grocery stores, pharmacies, and doctor's offices. Conversely, these and other market-rate town home projects can help buffer single-family neighborhoods from higher intensity commercial and higher trafficked arterials. Vandever House in the northwest corner of the study area is good example of this principle already in practice.

Medical and Office

The area immediately north of the intersection has a strong medical gravity, so it is possible that some additional employment growth in this sector could be targeted here. This is particularly key given the aging nature of many of the immediately surrounding neighborhoods who benefit from being near medical professionals. Similar to the Suburban Mixed Use category, we would not expect new medical and office buildings to be more than three stories. If additional design standards were created for this area, it is recommended that they also extend to this land use.

Institutional Uses

The Study Area is home to several large institutional uses including churches and educational facilities. Most of which occupy large parcels of land with expansive parking fields, setbacks and traditional suburban form. Minimum setback requirements and commercial uses along frontages, where appropriate, would create stronger streetscapes and greater fiscal impact. Active commercial uses along the street would also enhance the pedestrian experience. Institutional uses should serve as transition uses rather than buffers by increasing connectivity through adjacent uses, where appropriate. Trails would support walking or biking, if safe transportation facilities, such as bike trails and consistent sidewalk networks would support connectivity goals and reduce dependency on automobiles. Also, commercial development would attract students, and/or customers and create energy within the district instead of large tracts that are usually dormant at critical hours.

ILLUSTRATIVE VISION

The Planning Team created a series of concepts for the Elm and New Orleans Study Area. Each scenario was reflective of stakeholder comments, existing constraints, market opportunity and overall vision. Each of these scenarios are iterative, and meant to illustrate how the District might evolve over time. For example, phase 1 would likely include public improvements and other infrastructure to support future development. This public investment, in conjunction with associated zoning, would establish a greater vision for Elm and New Orleans and create a stronger framework that would attract increase private development. A series of these activities would ultimately build upon each other in a series of iterative steps that could evolve into what is illustrated in the final scenario, the Concept Plan.

These scenarios reflect places that can host cultural activities and retail retail that is destination oriented but connected to adjacent properties. Increased housing, upgraded lighting and walkways will enhance the safety, and perception of safety to make the district more inviting. The streetscape and internal open space is relfective of first-class districts and is cohesive to create a greater sense of place and reinforce Elm and New Orleans as an iconic destination. Increased open space and trails will also contribute to greater walkability and support future uses that can be more health-oriented and serve active lifestlyes. In addition, these scenarios reflect broader housing choices that can support the market demand for housing and cater to future residents who desire to live in and near mixed-use environments.

As part of this process, the planning team considered several design principles that are reflected in each scenario. These design principles include:

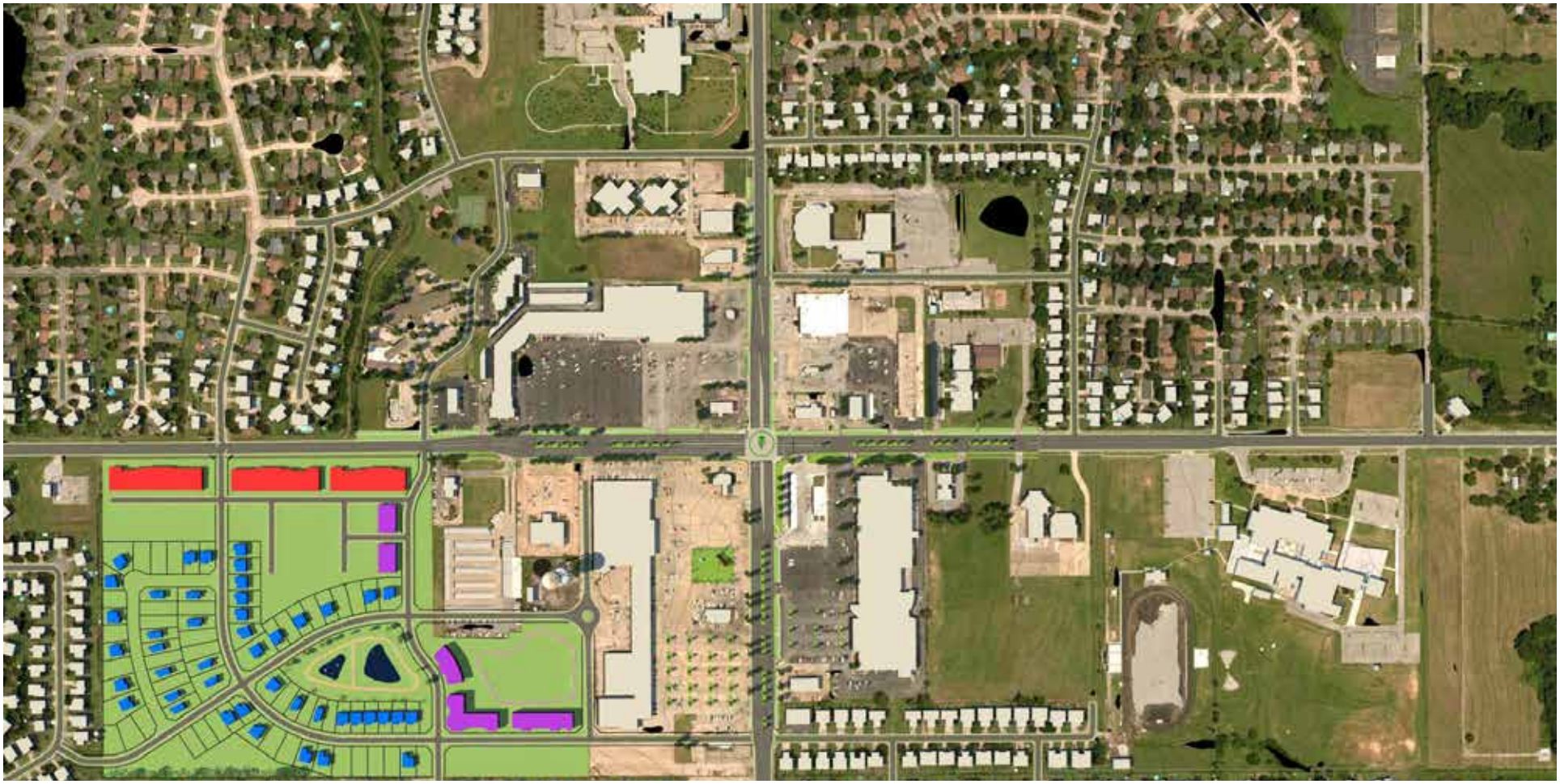
- Uses should be transitions not buffers. Adjancent uses should complement and enhance the greater vision.
- These concepts, and future alternatives, should be market-based to ensure sustainability and increase vitality.
- Context-sensitive. This plan considered opportunities to enhance the existing neighborhoods, existing commercial and other quality uses.
- Mixed-use and pedestrian-oriented. Future development should be integrated horizontally and vertically, where possible, and be designed to increase walkability.
- This plan also creates a flexible framework that can change adapt to future needs and market conditions.

In addition, these concepts integrated the following goals that were established in the visioning process. These include:

1. Protect and enhance Elm and New Orleans Neighborhood
2. Improve the quality with sustainable development within the District
3. Provide a variety of transportation choices
4. Increase transitions between neighborhood and commercial
5. Create an iterative process that is fundable, feasible, and attracts private investment

It is critical that future zoning and design guidelines reflect these principles and goals to protect the vision and ensure future development alings with the market opportunity that exists. It should also be noted that the following concepts are illustrations of these principles and goals and future development would be guided by these concept plans, but not limited by what is shown.

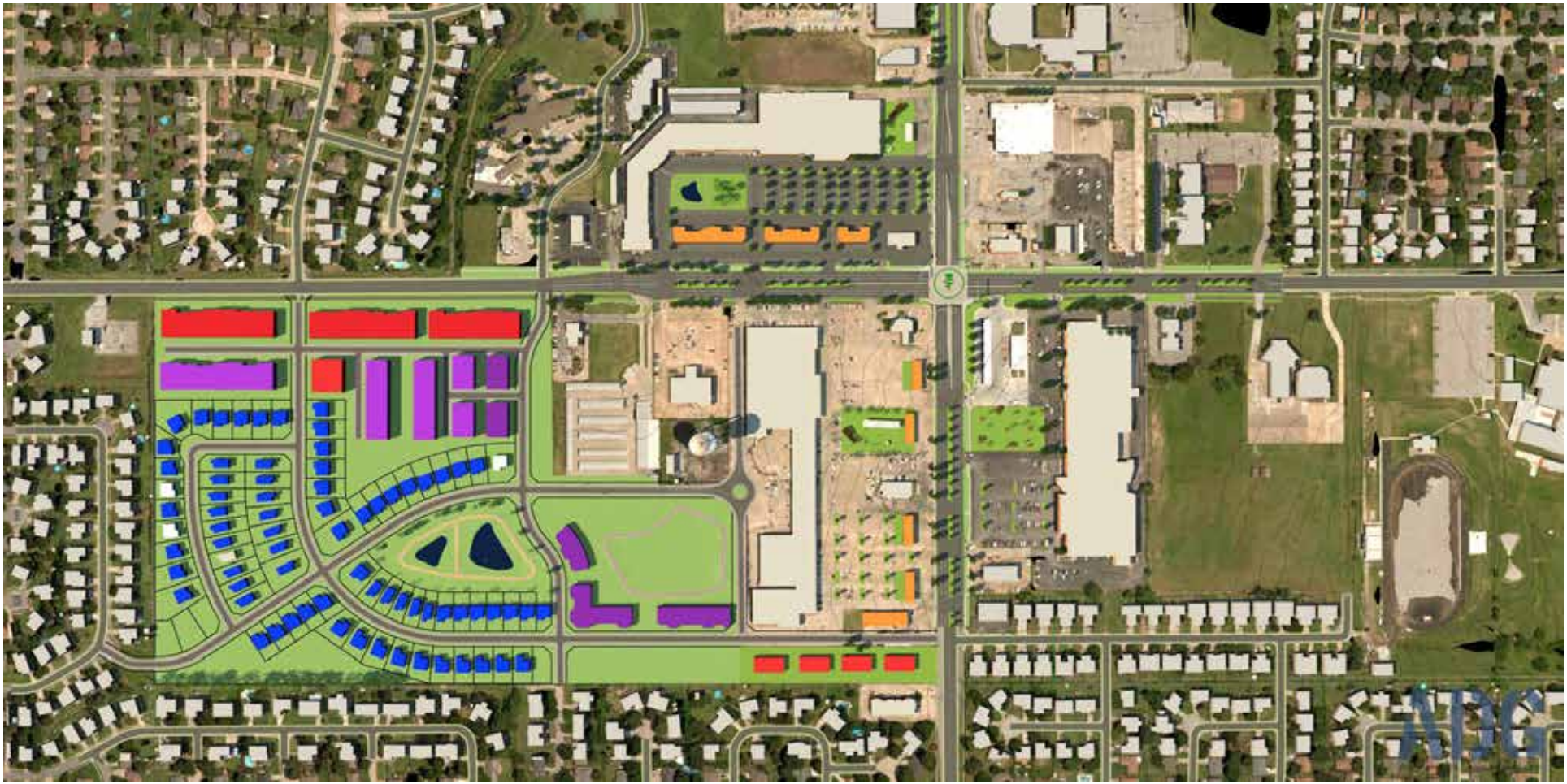
Short Term – Approximately 1 to 3 years



In the short term, the City of Broken Arrow should catalyze the District through the implementation of a master-planned streetscape. Upgrading the streetscapes would enhance the physical appearance and create the initial framework for future development. Initial public investments can then spur additional private reinvestment in the surrounding real estate. Short-term tactical urbanism projects can get the community to start to change its perceptions about the area, while also getting them to interact with specific areas in completely different and fun ways.

Short-term efforts should focus on infilling the frontage portions of the large surface parking lots with additional liner buildings, most likely tenanted by retail and office users initially. Finally, with the strength of Broken Arrow's housing market, we should also expect to see in the short term some of the adjoining vacant parcels being developed into lower density residential, which would likely bring new families within an immediately walkable distance to the area's retail.

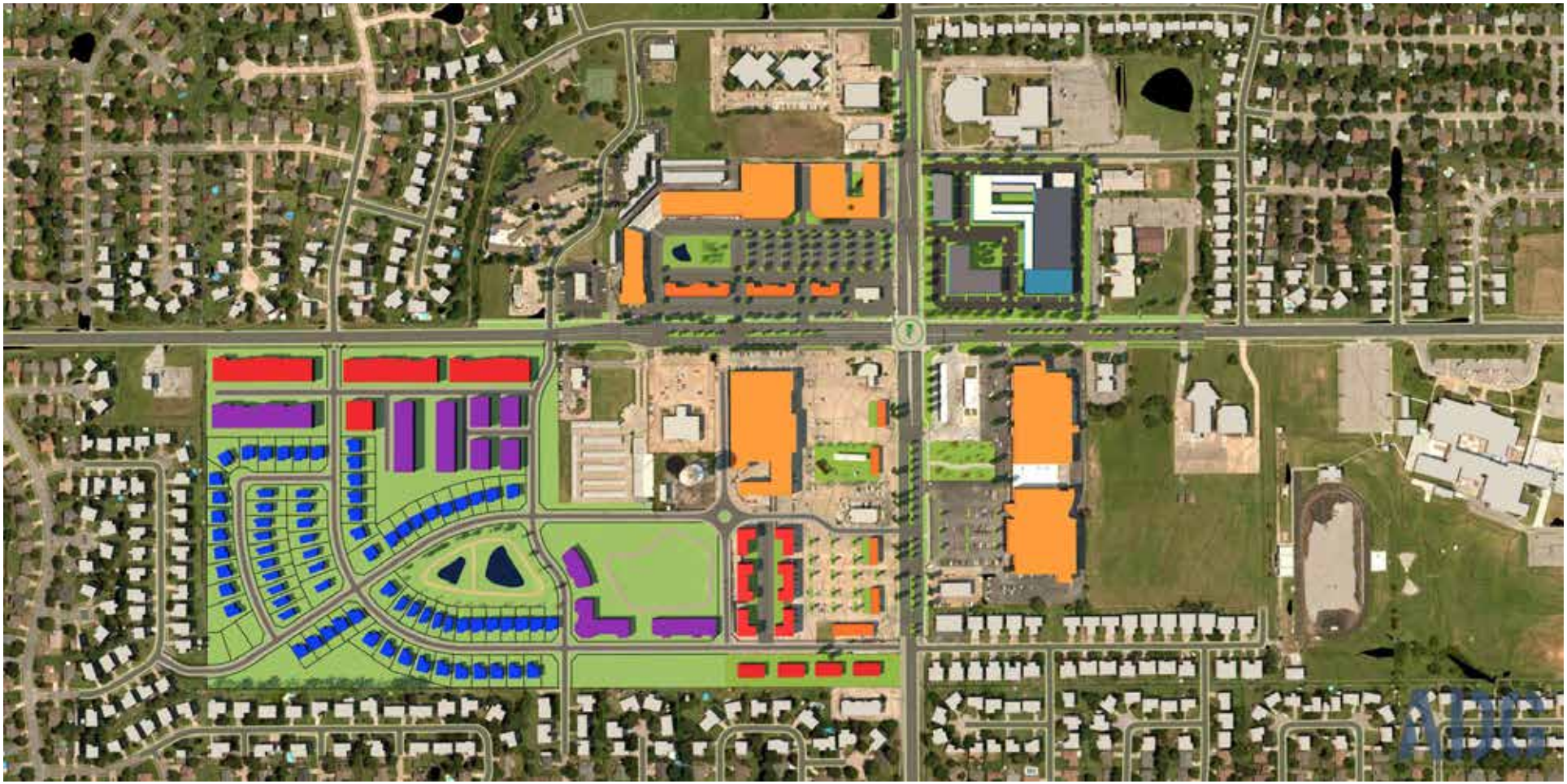
Mid Term – Approximately 4 to 7 years



Following the successful implementation of the streetscape and a few rounds of temporary activation projects, the City and the Chamber should work with property owners on turning some of the successful activation projects into more permanent public or quasi-public spaces capable of further reinventing the way that visitors experience this area.

Also building on the momentum of the first construction wave of neighboring residential and new frontage buildings, development focus can shift to additional styles of residential infill in key buffer areas immediately adjacent to the shopping centers and major arterials. During this mid-term period, the owners of individual retail parcels might also consider redevelopment of their single-use properties into something higher density and mixed use in nature. While it is outside of the Study Area, it is also bears mentioning that much of the vacant land immediately east of this intersection will likely have been developed into additional subdivisions by this point, ultimately bringing even more households into the immediate area.

Long Term – Approximately 8 to 10 years



With many of the initial recommended public improvements complete, the long-term scenario finds the private sector fully re-engaged in the redevelopment of the surrounding properties. New amenities in both the public right of way and newly established public spaces have increased the value of the surrounding properties, which has in turn created new opportunities for redevelopment.

Much of the vacant land immediately surrounding the intersection should be redeveloped and property owners should be considering additional ways to increase the density of their already developed parcels. Public spaces introduced in the mid-term can be expanded through new developments built to capitalize on these new amenities. This can also lead to the removal of some portions of the original shopping centers to achieve this goal. As property values continue to increase, the chances of the intersection becoming transit supportive also increase, which begins to make transit for the entire city more feasible.

Implementation

Tom Gilbert | Tulsa World

IMPLEMENTATION

The Elm and New Orleans District Framework is comprised of values, goals, policies, and actions that are strategically linked to the Elm and New Orleans vision. This includes the following five core objectives:

1. Protect and enhance Elm and New Orleans Neighborhood
2. Improve the quality with sustainable development within the District
3. Provide a variety of transportation choices
4. Increase transitions between neighborhood and commercial
5. Create an iterative process that is fundable, feasible, and attracts private investment

IMPLEMENTING THE VISION

The Elm and New Orleans Plan specifically outlines goals, strategies, and actions needed to achieve the Elm and New Orleans vision. Implementing the vision requires an effective partnership between the public and private sectors and members of the community. This section provides a road map for the City to follow that prioritizes those relationships based on a series of action items over the short-term (less than 2 years), mid-term (more than 2 to less than 6 years), and long-term (more than 6 years). Action items address specific issues such as public and private investments, strategic partnerships, planning strategies, and funding sources that are necessary to bring the Elm and New Orleans vision to life.

While these proposed interventions are calibrated based upon anticipated timeframes and available resources, action items may be advanced or delayed based upon market activity and outside factors. Regular reviews will help calibrate the vision, strategies and actions and maintain a up-to-date plan. This document is meant to be fluid and flexible. While we have been operating in an up cycle, future market changes and other changes may require adjustments to the plan. However, changes should take into consideration the community input, comprehensive plan goals, city targets and local context before amending the plan.

As part of this initiative, the planning team illustrated five examples of implementation actions that would create the greatest physical improvements. While these strategies are not comprehensive, they outline key steps to transform the District. The five implementation examples include:

1. Streetscapes
2. Removing the overhead power lines
3. Tactical urbanism
4. Open space/green spaces
5. In-fill housing

Following these illustrations is a list of actions for each of the core objectives.

Project #1 - The Streetscape

The strongest catalyst to revitalization is to upgrade Elm and New Orleans streetscapes. Beyond reinforcing the area's importance, upgraded streetscapes would address several other issues. First, it should help beautify Elm and New Orleans with a design palette composed of uniform plantings, paving, and signage opportunities. Some of the design elements could then become standard to other streetscaping projects in the community.

Second, landscaped medians would increase pedestrian safety and encourage circulation along the major arterials. Seven lane arterials can be daunting to most pedestrians. Raised medians with pedestrian refuges would give pedestrians a fortified layover spot to strengthen their sense of security mid-street. More readily identifiable crosswalks would also communicate to motorists that they have entered a pedestrian zone.

On a larger geographic scale, the City of Broken Arrow should continue to explore how to improve its overall bike infrastructure, particularly between the Rose District, the Innovation District, and this site. New Orleans is key to connecting the last two sites, but its high traffic volumes may never allow for bike lanes within the existing curb-line. As part of a streetscape project, Broken Arrow should consider creating, on at least one side of New Orleans, a 10-foot wide shared bike and pedestrian path. Such a system has worked well in peer suburban communities. The New Orleans segment with the current Broken Arrow Freshman Academy would be a good pilot area.

A well-landscaped median used to brand and identify the surrounding commercial district.

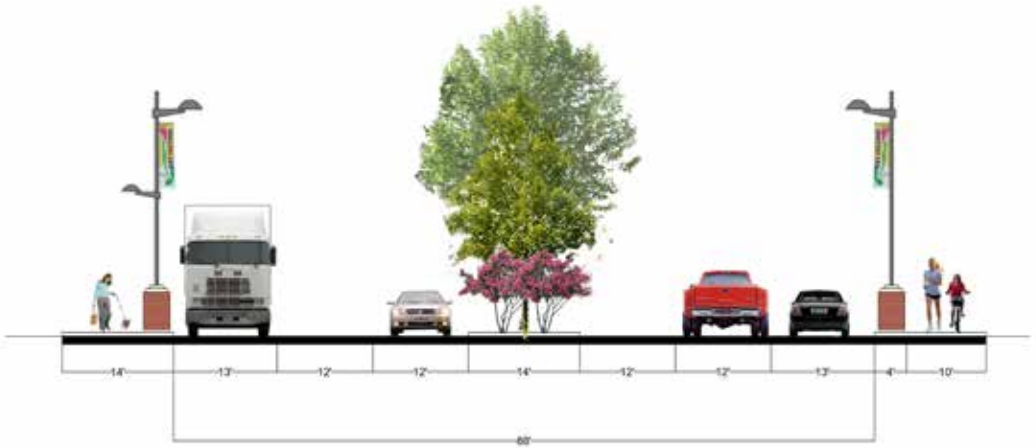
The adjoining illustrated cross sections show both arterials on either side of the intersection. The illustrations currently assume a standard lane width of 12 feet (13 on outer lanes to allow for curbs and gutters). In the New Orleans illustrations, we are also showing the 10-foot wide shared pedestrian-bike path discussed on the previous page. In this current configuration, the City of Broken Arrow would need additional access/ROW on either side of New Orleans to achieve all of the proposed elements. If additional ROW is not feasible, 11' lane widths, or elimination of a lane would be preferred.

Compared to more urban areas, the New Orleans corridor has fairly generous setbacks, which means there are few buildings that would interfere with such a plan. Additionally, many of the parking lots, including the smaller ones associated with the frontage retail and restaurant pad sites, have especially large parking lanes with 90 degree perpendicular parking stalls. We believe most of these could be easily converted to angle spots with narrower parking lanes with minimal impact to the traffic flow within the parking lots.

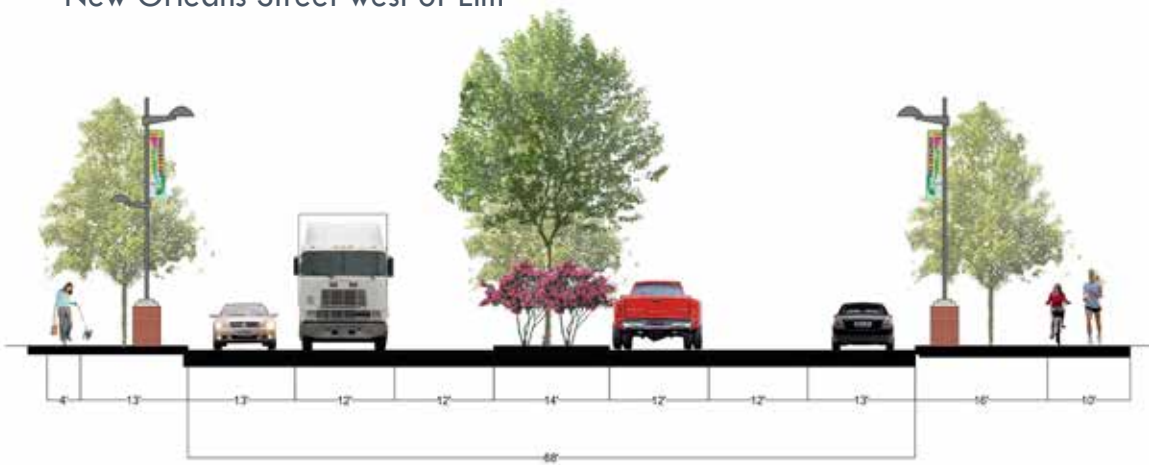
The existing parking lots have ample width to allow for the creation of a wider bike-pedestrian trail along New Orleans.

Cross Section Illustrations of Proposed Streetscapes

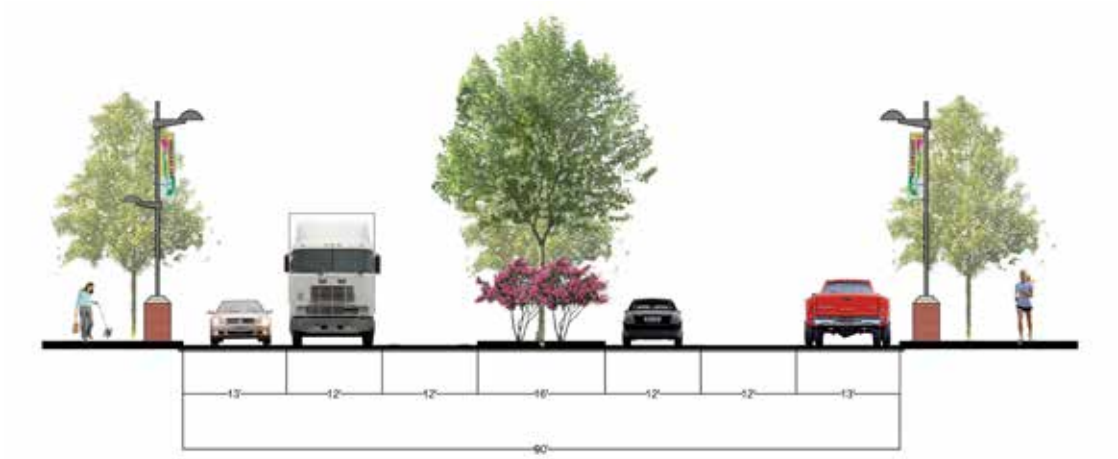
New Orleans Street east of Elm



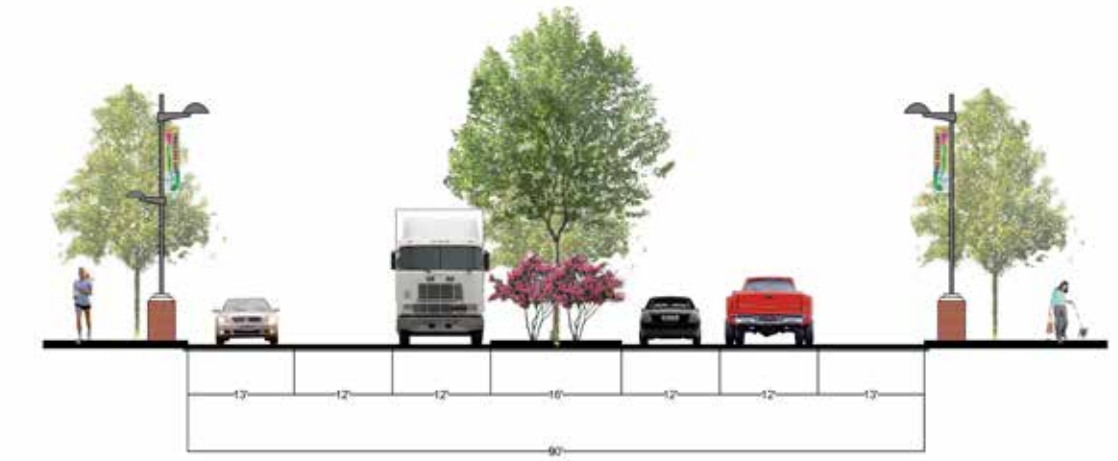
New Orleans Street west of Elm



Elm Place north of New Orleans



Elm Place south of New Orleans

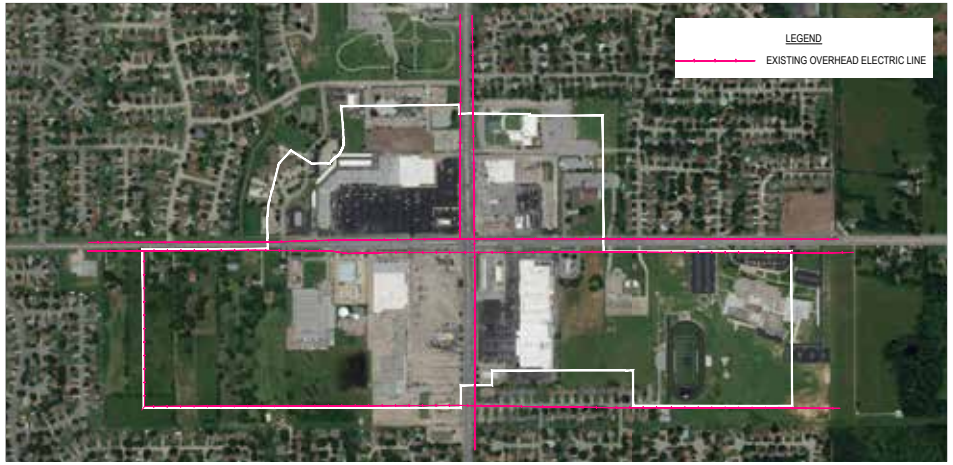


Well-designed and branded signage for a commercial development in Tucson, Arizona.

Future modifications would require a traffic study, but if feasible, removal of some travel lanes or decreasing lane widths from 12 to 11 feet would create greater design options. Many communities have started making just such a transition in those areas that they are hoping to increase walking in. Removing just one foot from each of the travel lanes could free up an additional 6 feet overall, lessening the amount of ROW needed.

The proposed streetscapes also start to show a possible design palette or "kits of parts" for the streetscape. Native Oklahoma plantings include crepe myrtles and Elm trees, particularly significant given the name "Elm Place." The streetscape could also feature additional lighting fixtures, including some that are built specifically for pedestrians in mind, due to their height and their orientation towards the sidewalk and not the road. Many districts have also used similar light poles to brand the district with banners or to market citywide events.

Additional easements could also create opportunities to create district-branded monument signs on each of the four corners, similar to the example shown above.



Project #2 - Addressing the Overhead Wires

The overhead power lines on both sides of the arterials in this area significantly detract from its overall appearance and hinder future efforts to beautify the streetscape since the tree canopy would intrude into the power lines. In these cases, it is always the first stated preference to attempt relocate, if feasible, some of this infrastructure below ground. This could potentially be achieved through appropriately coordinated implementation of the proposed streetscape. However, burying utilities can be expensive and requires coordination with multiple parties.

Another, slightly more feasible solution could involve a combination of two different strategies. The first would be to attempt to concentrate the lines on one side of the street. The second would be to realign some (or all) of the lines behind the shopping centers. Both alternate strategies would still require significant buy-in from the utility companies but could be a cheaper solution in the end.

The overhead utilities will significantly impact streetscape improvements and redevelopment design. Initial streetscaping plans would likely need to focus the addition of taller tree species within the medians with shorter landscaping solutions along the arterials where power lines exist.

Relocation of overhead wires in Roanoke, Texas.
Source: Vision North Texas

Project #3 - Tactical Urbanism

Tactical Urbanism strategies could be implemented in the short term, but will remain valuable as the entire study area's continued evolution creates new areas in need of activation. Tactical Urbanism encompasses the increasingly popular idea of temporary uses, including food trucks, as well as pop-up vendors, parks, and other ideas currently being implemented across the nation. The hallmarks of Tactical Urbanism are that projects be short term and relatively inexpensive as a means of piloting longer-term projects or simply to bring new energy and excitement to areas that may feel overlooked.

On the northwest corner of the intersection, the parking lot immediately east of the former Hobby Lobby building has been largely underused for the last several years, but due to its location remains one of its most visible sections. This area could be re-activated with some short-term and affordable green space combined with the introduction of food trucks or kiosks.

In the southwest corner of the intersection we have introduced the possibility of a temporary park focused on providing covered outdoor eating opportunities for two new restaurants. In the short term it will be difficult to get the public to imagine these empty parking lots along high arterials as a place they will want to linger, so this space must initially act as a protected oasis for dining patrons.

This temporary pop-up park in Australia was recently made a permanent amenity.

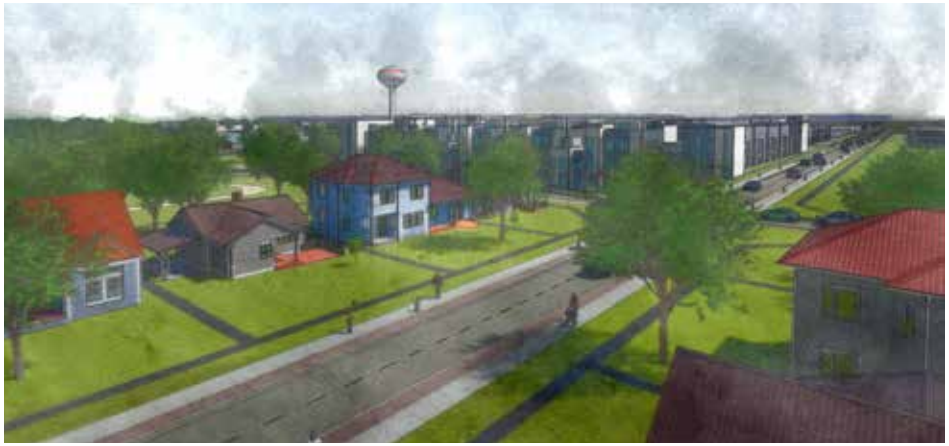
Project #4 - New Greenspaces

Through the use of tactical urbanism, the property owners and the City of Broken Arrow can begin to test pilot the possibility of creating more extensive greenspaces throughout the project phases.

Several strip retail centers have begun to introduce greenspaces to achieve a more pedestrian friendly town square feel. Within the Oklahoma and Texas region, two projects worthy of mention are Town Center Plaza in Midwest City, Oklahoma (near Oklahoma City) and The Village at Eldorado in Little Elm, Texas (near Dallas-Fort Worth). Both have greenspaces breaking up what would otherwise be large swaths of parking to give their retail spaces the feeling of being located on a more traditional, pedestrian-friendly shopping street.

Over time, the greenspaces, particularly on the southern corners of the intersection could justify the removal of portions of the shopping centers to allow for additional bike and pedestrian pathways through the larger developments. These, combined with the proposed bike facilities on the southern side of New Orleans, begin to create a full network of trails around which future development can be clustered. Similarly, the creation of a greenspace on the northwest corner could eventually lead to a stronger connection to Vandever Park and the existing trails at St. Francis Healthplex.

Town Center Plaza in Midwest City, OK includes a small public park that has become a popular gathering place for community events throughout the year.



Project #5 - Cultivating "Missing Middle" Housing

Another relevant national trend is the growing popularity of housing types that have been popularly branded as the "missing middle." This recognizes that, while we have overwhelmingly produced just two types of housing in the post-war period - single family homes and large apartment buildings - previous generations utilized a much larger spectrum of housing styles, such as duplexes, quadplexes, town homes, row houses, and even bungalow courts.

Much of the renewed interest in these other housing types stems from two other major trends affecting housing demand. First, Baby Boomers, who remain a formidable market force, are beginning to downsize into easier to manage housing options. Second, young adults are delaying marriage and childbirth and are seeking housing in walkable areas before the time they might choose to relocate to more traditional suburban areas.

As Broken Arrow works to convert this auto-oriented shopping development into a mixed-use town center, introducing new housing types can support revitalization efforts. While the demand for these housing types is increasing, it can be difficult at first to find good development partners willing to try something new. In these cases, many cities have instituted additional design standards to guide new development, while also exploring the use of incentives, such as Tax Increment Financing (TIF) to help offset some of the development costs.

This illustration helps to show the variety of other housing types that have often been overlooked in the post-war national housing market.

Implementation

PRIORITIES

- Realign land uses through re-development (and with necessary policies and regulations)
- Attract private investment to create new economic development activity
- Accommodate changing and dynamic market needs
- Reestablish Elm and New Orleans as a choice location to live, work, and play.

VALUES

- Future development should be first-class
- Increase cultural and family uses and activities
- Destination uses
- Incorporate healthy options
- Encourage open space, gathering places, and pocket parks
- Increase broader housing choices
- Create greater connectivity and transitions instead of buffers

PROPOSED INTERVENTIONS

Protect and enhance Elm and New Orleans neighborhoods

1. Promote infill development to reduce infrastructure costs
2. Require large lots to create additional parcels along primary roads for active restaurants/destination retail
3. Increase housing choices to reinforce housing in the District and supplement commercial development
4. Require any new higher-density single-family development in the District to incorporate a diverse and complimentary mix of lot sizes and housing types, including senior housing, cottages, town homes, and urban residential
5. Locate new multi-family development in areas that support mixed-uses and have a well-connected pedestrian network
6. Increase walkability to enhance multi-modal options in the District
7. Develop block length and street requirements to support a compact, highly connected street network that accommodates urban development and multi-modal options
8. Ensure parking standards reflect changing demand and new standards should improve parking efficiency and supply by promoting shared parking and/or other infrastructure

Improve the quality with sustainable development within the District

1. Explore redevelopment of urban residential in Village Mix area, in lieu of 2-story commercial retail. Urban residential should have a majority of ground floor as active retail/commercial uses
2. Develop a specific branding for the Elm and New Orleans District to include website, signage, and way finding to identify Elm and New

Orleans as a unique place
3. Create a facade rebate program to accommodate redevelopment of older commercial facades to first-class standards
4. Add creature comfort amenities (i.e. brick sidewalk, benches, water fountains, and other amenities found at first-class mixed-use districts)
5. Improve the visual appeal by burying or relocating overhead electric
6. Improve lighting to enhance safety
7. Increase landscaping with mature trees to create shade and improve aesthetics
8. Update older buildings that have functional obsolescence
9. Upgrade parking lots with tree islands, pocket parks, and pedestrian markings
10. Create "Four Corners" – urban oriented town square footprint
11. Improve streetscape with additional plantings and commercial activity

Provide a variety of transportation choices

1. Identify appropriate modes (primarily pedestrians, bikes, and vehicles), reduce traffic congestion, and increase neighborhood livability and desirability
2. Enhance bus stops at key locations to improve ridership

Increase transitions between neighborhood and commercial

1. Increase connectivity between retail and residential with trails and green space
2. Explore creating a green buffer between ISD and Reasor's that can help connect the commercial and institutional uses to the east
3. Integrate small pocket parks that can be programmed or leveraged for commercial development/plazas to break up large parking fields
4. Enhance detention behind Ross and create greenspace for in-fill neighborhood
5. Integrate trail from St Francis Park to northeast corner to enhance connectivity between medical and commercial uses
6. Explore paseo between BA Office & Storage and Reasor's to create better connectivity between adjacent properties

Create an iterative process that is fundable, feasible, and attracts private investment

1. Create regulations that have a strong and clear development processes. Ensure regulations are consistent. Develop a timely approval process
2. Create design guidelines that create a uniform look and feel in regards to the public areas, buildings and street design. Reinforce Elm and New Orleans with a distinct identity
3. Align zoning designations with the vision and policies of the District
4. Review current development regulations to minimize the impact of new development on the public infrastructure
5. Use green infrastructure practices to advance the utilization of sustainable development
6. Improve merchandising with targeted recruitment strategy based upon market needs
7. Source tenants for key commercial vacant space

8. Explore additional grocer or farmers market as “second stop” options
9. Increase destination restaurants to increase gravity and activity in key locations
10. Explore family entertainment uses to create “recession-proof” options and take advantage of local desire for family-oriented uses
11. Explore heath care options to service young families and ability to age-in-place for aging residents
12. Increase commercial services to allow Elm and New Orleans to become a community destination again
13. Evaluate using creative financing mechanisms as tools to achieve community goals and stimulate private investment
14. Pursue partnerships to facilitate joint master planning and development of the underutilized property
15. Develop budget for, and implement public infrastructure projects that are likely to serve as catalysts for private investment and enhance the District
16. Explore creating a TIF district to capture future revenues and serve as a supplemental funding mechanism for future improvements

MERCHANDISING STRATEGY

The Commercial Core district shall consist of primarily retail commercial buildings. Future tenants shall align with the vision and values outlined by the stakeholders.

As part of this process, the following actions should be priorities in merchandising the retail portions of the District:

1. The District shall integrate commercial buildings along the frontage to activate the streetscape and screen parking along Elm and New Orleans which should be primarily occupied by retail outles, other services, and restaurants. The frontage buildings should include commercial uses such as: restaurants, banks, and retailers that create vibrancy along the frontages.

2. Market demand shows capacity for additional grocery, therefore the Economic Development Department could explore a secondary grocery like Fresh Market or Trader Joe's to supplement the market needs.

3. The southeast corner is proposed as Commercial Core. This portion of the District is in relatively good condition. As a priority, the economic development team should work with Reasor's to explore updating the exterior of the building and parking lot.

4. The former Hobby Lobby is a prime location for future retail. Vacant anchor and sub-anchor locations shall include grocery, big box retail, entertainment, and junior-anchor uses. These uses should align with local market needs and create additional gravity that can benefit the district. The City and economic development team should work with the property owner and explore retail concepts that would locate in the vacant space and any economic incentives needed to attract quality retailers.

5. The city should explore an overlay or form-based code to protect the vision for the Elm and New Orleans District.

6. Several properties may be available for aquisition. The city could explore acquiring key tracts to foster redevelopment and revitalization. Control of key properties in tandem with updated zoning and upgraded infrastructure strategy could accelerate private investment.

As part of this process, the Catalyst team reviewed the retail landscape and prepared a list of operators that have operations in the region, but do not have facilities within 5-miles of Elm and New Orleans. In addition, these retailers have been categorized to help support merchandising the commercial areas. A list of potential suitable retailers is as follows:

- Banks
  - Prosperity Bank
  - Bank of the West
- Book Stores
  - Books a Million
  - Half Price Books
  - Mardel
- Clothing
  - K&G
  - Goody's
  - Fallas Paredes
  - Catherines
  - Ann Taylor Loft Outlet
  - Old Navy
  - Belk
  - Burlington Coat Factory
  - Steinmart
  - TJ Maxx
- Grocery
  - Walmart
  - Natural Grocers
  - Fresh Market
  - Trader Joes
  - Winco
- Other
  - Five Below
- Fitness
  - Gold's Gym
  - Pure Barre
  - Snap Fitness
- Furniture
  - At Home
  - Cost Plus

- Home Goods
- Heathcare and personal care
  - Bath & Body Works
  - Beauty Brands
  - Claire's
  - Sephora
  - Waxing the City
- Hair care
  - Fantastic Sams
  - Elephant in the Room
  - Floyd's 99
  - Regis
- Home Improvement
  - True Value
  - Do it Best
- Movie Theaters
  - AMC
  - Harkins
  - Regal
  - Cinergy
- Pet Stores
  - Petco
- Restaurants
  - Corner Bakery
  - Baja Fresh
  - BJ's Restaurant
  - Black Bear Diner
  - Dickey's
  - First Watch
  - Fuzzy's
  - Moe's
  - Zaxby's
  - Freebirds
  - Blaze Pizza
  - Chuck E Cheese
  - Peter Piper
  - Jason's Deli
  - Potbelly
  - Capriotti's
  - Blimpie
- Ice Cream
  - Carvel
  - Smoothie King
  - Yogurtland
- Coffee
  - Dunkin Donuts
  - Scooters Coffee
  - Caribou Coffee
- Shoe Store
  - Browns Shoe
  - DSW
  - Foot locker
  - Rack Room
  - Shoe Department
- Sporting Goods
  - Champs Sports
  - Dunham Sports
  - Hibbett
- Specialty
  - See's candies
  - Kilwin's Chocolates
- Medical
  - Dentist
  - Specialty Medical Care

While these examples are national concepts that could help activate Elm and New Orleans, there are several concepts that are based in Oklahoma that could participate in the revitalization. For example, The Hal Smith Group, based in Norman, operates over 14 different restaurant concepts that would be candidates for the proposed concepts fronting Elm adjacent to a proposed plaza. Scarpa Restaurants is based in Tulsa and has a number of suitable restaurant concepts that could activate the Elm/New Orleans District and Ben Buie, a native Broken Arrow operator has three concepts. A mix of nationals, in tandem with a bespoke approach, brings an individual and unique flavor to make Elm and New Orleans sustainable and distinct.

APPENDIX

Tom Gilbert | Tulsa World

SUMMARY OF STAKEHOLDER CONCEPTS

As part of the workshop, the team invited the participants to share residential, commercial, retail and other concepts which they feel would contribute to the vision of Elm and New Orleans. The major suggestions are as follows:

Residential concepts

- Senior development
- Sr Apartments
- Villas (3)
- 55+ housing
- Single Family
- Urban residential (3-5 story)
- No Apartments
- Upscale patio homes
- Condos that are higher density than apartments

Commercial concepts

- Creative/Open office concept (rent small office)
- Broad range of healthcare (beyond urgent care)
- Places that house local services
- Medical clinics and medical offices
- Medical supplies
- Professional offices (attorney, finance, tax, real estate)

Other Amenities

- Playground (softball, tennis) to drive traffic
- Park/Splashpad
- Community tech center (i.e Do space in Omaha Nebraska).
- Garden monarch waystation
- Water feature
- Observatory
- Bike walking trails to Turnpike trail
- Larger library branch (i.e. Lincoln Library)
- Library connected to café in Hobby Lobby
- Park or splash pad
- Children's interactive museum or discovery lab
- Guthrie Green type outdoor area
- Convert Hobby Lobby to STEM center
- Live music outdoors
- Bike trails/outdoor activity friendly spaces
- Amphitheater (see Amp in Rogers Arkansas)
- Picnic tables, benches, parks , splash pad, conversation spots
- Indoor park
- Amphitheater

Retail concepts

- Restaurants
- Boutiques
- Food truck court
- Small neighborhood market to replace Reasor's (if they move)
- Nighttime events/food trucks
- Consider mixed-use (res/commercial/destination)
- Environmental, utilitarian, knowledge based fun and social
- Non-chain coffee
- Reasors needs to update
- Trader Joes
- Sprouts
- Aldi
- Alamo
- House of Blues
- Growlers
- Use theater
- Use Applebee's like Jason's or Zoes' (healthy)
- Indoor soccer
- Safe side walks
- Sprouts
- Whole Foods
- Restripe roadways
- Sit down Restaurants
- Best Buy
- Experience dining

- Trader Joes
- Zoes
- Canes
- Whole Foods
- Pei Wei
- La Madeleine
- More affordable varied restaurants
- Entertainment (i/e Trampoline)
- Adult oriented (Dave and Busters)
- Aldi
- Sit down restaurants
- Boutique stores
- Pappadeax
- Pei Wei
- Cheddars
- Pappas Steakhouse
- Jasons Deli
- Old School Bagel Cafe
- Pei Five
- Scooters coffee
- Rocket Brothers
- Natural grocer (Trader Joes, Natural Gro, Sprouts)
- Cheddars
- Charleston
- TJ Maxx
- Home Goods
- Steak house
- Burlington
- Aldi
- Discount Clothing
- Upscale dining
- Grocery store with nice deli
- Updated Reasors
- Food Trucks
- Health and Wellness (i/e vegan eats, whole foods)
- Replace Applebees with sit down restaurant
- Best Buy
- The Brook
- Clothing stores
- Steakhouse
- Skyzone
- Grocery stores like Super Reasors, Trader Joes
- Shoe Store
- Coffee shop/book store
- No Mexican
- Woodwork supply
- A “real” hardware store
- Stores that appeal to teens
- Unique dining (not Mexican or chicken)
- Stores that do not operate in high poverty areas
- Boutique retail
- Coffee
- Food
- TJ Maxx/Marshalls
- Updated Reasors
- Restaurants
- Clothing stores
- Updated Reasors
- Family restaurant
- Sporting goods
- JOAnns
- Kohls.

ELM & NEW ORLEANS SMALL AREA PLAN

BROKEN ARROW, OK