

Tulsa NOW

*Creating Tulsa's future
from the roots up*

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Urban Models Task Force

Downtown Revitalization Planning Resource

Drawn from a wealth of writing and websites on urban revitalization, this report brings together background information that might be helpful in the development of plans for downtown Tulsa.

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Gleaned and adapted from a variety of writings by scholars, urban planners and other experts on urban revitalization.
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Based on selected books consulted in the research process.
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TulsaNow also has a separate document of additional research links — *Selected List of National Organizations Offering Services in Urban Development*

Importance of A Vibrant Downtown

One of the biggest issues for revitalizing Tulsa is creating a vibrant downtown. Recent studies have focused on the return of the central city and its role as over-all contributor to the well being of the larger community. A thriving city center is not just about a single big project or a concern for only the people who live or work in the immediate downtown area. Citizens need to be aware that they have a stake in the future of the whole community not simply their own particular demographic group or part of town. Some of the reasons that the city center is vital to a region follow.

1. Economic centers

Mounting evidence shows that the health of neighborhoods and suburbs is closely tied to the downtown. A number of studies show that the better the city center does, the better the suburbs do, and conversely, a declining city center is a likely drain on the economic and social vitality of a region. Increasingly, economists speak of the crucial role of cities in the economic growth of their regions. The metropolitan region is a fundamental economic unit of the contemporary world and the central city is its hub.

The city center offers a competitive advantage with a strategic location at the core of major urban areas and their transportation and communication networks. Governmental cooperation, public policy, physical planning and economic strategies must reflect the interdependence of entities in a metropolitan area.

2. Reduction of urban sprawl

Urban sprawl has many costs. Sprawl is expensive. It requires more roadways, firehouses and schools, sewer lines and other services (in some parts of the country the costs of providing public services and infrastructure will soon exceed tax revenues).

Environmental costs include traffic congestion that in turn causes long commutes and air pollution. As whole regions are re-graded, paved and channeled, there is a high risk of flooding, soil erosion, greater temperature extremes, falling water tables and contaminated aquifers. Also natural resources are required to sustain sprawl.

Sprawl contributes to isolation and loss of community identity as one town merges with the next.

Useful & Regularly Updated Websites

The Brookings Institution

www.brook.edu/es/urban

The Center on Urban and Metropolitan Policy has a wealth of news and papers on a variety of topics. It offers analyses of the latest census data as it relates to urban affairs as well as useful links to other helpful websites.

Planetizen

www.planetizen.com

An interesting site for planning-related news with latest articles from major newspapers and magazines, announcements from related organizations, book lists, opinion pieces and events.

Project for Public Spaces

www.pps.org

The website of this nonprofit technical assistance, research and educational organization deals with a broad array of topics and describes projects in such categories as Parks, Plazas and Civic Squares, Waterfronts, Streets, Transit, Public Markets, Public Art and Amenities, Safety and Security, and others.

Smart Growth Network

www.smartgrowth.org

Site offers a broad range of relevant information and smart growth principles. Under each principle are the following areas to click on: Case Studies, Fact Sheets, Reports, Articles, Guidebooks, and Websites.

Sprawling development separates people by race and class, moving new jobs farther from city center and people most in need of productive employment.

In addition to the economic, ecological, and social costs of sprawl is the aesthetic one — parking lots, strip shopping centers, and whole aging developments being abandoned for new growth areas.

3. *Urban lifestyle attractive to high-tech workers*

A critical factor in regional growth is the ability to attract and retain a knowledgeable and skilled workforce. A recent report by the Milken Institute, “*Knowledge-Value Cities in the Digital Age*,” (which mentions Tulsa as an “emerging technology” city) says that we are entering a new phase of the digital economy, and it offers some great opportunities for cities over suburbs. Attracting these skilled workers is a means to create higher wages and better jobs while improving quality of life and expanding opportunities for all of a region’s citizens. (*The plan for redevelopment of the East Village area is an example of the kind of project that addresses issues of livability attractive to workers in the new economy.*)

4. *Destination for culture and entertainment*

Downtowns can be vital centers for local citizens as well as places that attract regional and national/international visitors — important to economic health. Tourism is an important economic tool, bringing new money (not re-circulated) into an area.

Many cities build upon cultural and architectural assets as a strategy for economic development and increasing livability. St. Paul follows a recommendation “to recognize and proclaim itself the Cultural Capital of Minnesota, a place ‘owned’ by every citizen of the state by virtue of its history, its architecture, its creativity, its warmth.”

5. *Focal point for community life and identity*

A cohesive well-developed city center provides a sense of place for the whole city. Cities with strong centers have been called “habitats” for civilized life. They provide public spaces (unlike privately owned shopping malls) and important civic forums. Preservation of buildings and blocks gives a sense of orientation to our society. The use of structures and objects of the past helps to establish values of time and place. In speaking of the importance of the city center, Neil Pierce in *Citistates* writes: “It is the meeting place of all the components of a region likely to be ever more ethnically and socially diverse. It does provide a lively, compact area where leaders in business, communications, the arts, and government can interact. It sets the image of the entire citistate for all potential business partners, tourists, visitors, and opinion setters in the new world economy.”

6. *Suits changing demographics*

More people today, particularly in an aging population, want the option of living in pleasant walkable communities with amenities nearby. Traditional urbanism works better, and older communities, if well maintained, can retain a timeless appeal. Traditional urbanism does not mean old-fashioned but does provide a coherent public realm — streets, sidewalks, parks and gathering places.

The Brookings Institution, in its Central City Initiative, is studying emerging demographic and market trends such as aging of populations, the delaying of child rearing among young couples, the ongoing influx of immigrants as well as how changes in key sectors in the economy and in global and capital markets are affecting and will shape local economic and social and economic opportunities.



Basic Principles for Creating a Viable Downtown

1. *Take a broad, regional perspective on metropolitan development.*

- ✓ Build new coalitions that include business, environmental, agricultural, neighborhood, arts, sports, and grass-roots interests.
- ✓ Make the case for the importance of a thriving downtown for the entire metropolitan area.
- ✓ Identify the fiscal, environmental and social benefits of a thriving downtown.

Understand that problems throughout Tulsa (streets, schools, safety, parks neighborhood amenities, pollution, proximity to employment etc.) are related to growth and sprawl and stress connections to maintaining existing infrastructure, increasing inner city density and broadening the tax base.

2. *City revitalization planning should be long-range and comprehensive and encompass policies and financial incentives that bring people downtown to live, work and play.*

- ✓ Maintain and increase commercial tenants downtown (financial services, civic and municipal services and other.
- ✓ Encourage residential living downtown. Foster thriving art and cultural communities.
- ✓ Bring new entertainment to downtown and develop regional amenities that serve area and increase visitors.
- ✓ Increase retail presence in downtown with emphasis on attracting creative communities of artists, graphic designer, film businesses, theatre arts people, as well as artisan businesses (furniture, food goods, crafts, ethnic products etc).

3. *Cultivate a downtown atmosphere as a place of diverse uses and of public spaces that attracts people of all ages, neighborhoods, levels of income, and cultures. Urban revitalization should include policy and plans that encourage diversity of activities and uses as well as a range of residential neighborhoods. Included in process:*

- ✓ Public participation in urban planning and empowerment of neighborhood groups.
- ✓ Policies that prevent gentrification.
- ✓ Pedestrian amenities— landscaping, bench placement, etc.
- ✓ Increase in sidewalk activities, cafes, pushcarts, and benches.

4. *Encourage development that contributes to a distinctive and attractive sense of place and reflects the history, values and culture of the area.*

- ✓ Restore city's basic urban fabric with a coherent and flexible vision of how the whole downtown fits together. (While areas of architectural gems need to be preserved, there is also a need to look at the whole downtown and bordering neighborhoods.)
- ✓ Work with preservation groups to gain city support and secure financing for rehabilitation of neighborhoods.
- ✓ Small steps can help - stylistic elements can be treated as valuable assets to be enhanced. Low cost improvements to storefronts.
- ✓ Diversity in styles makes streets exciting.
- ✓ Urban revitalization cannot be formulized - neighborhood residents know the strengths and characteristics of where they live which can be a basis for future improvement.

5. *Support downtown development with a transportation network that maximizes access and mobility and reduces dependence on the automobile.*

- ✓ Role of community transportation needs to be fully understood. Alternatives to the car need to be promoted. Public must be involved in decision-making process. Give weight to energy conservation, congestion relief, economic benefits and importance for downtown success.
- ✓ Treat improved bus service as a necessary public investment.
- ✓ Add new routes and improve old routes.
- ✓ Look at the many possibilities for related public transit — shuttles, specialized van service to certain

locations, enhanced bus stops/shelters.

- ✓ Promote public transit use through public service announcements.
 - ✓ Improve bicycling and pedestrian-oriented design and infrastructure (also promoting healthy lifestyle).
 - ✓ Install traffic calming measures in downtown.
- ### 6. *Support mixed land use and density in the downtown area.*
- ✓ By putting uses in close proximity to one another, alternatives to driving become viable. It provides a more diverse and sizeable population and commercial base for public transit.
 - ✓ It can result in higher property values that help raise local tax receipts. Businesses see increased economic activity.
 - ✓ Neighborhoods attract a variety of workers who like urban quality of life.

- ✓ More people on streets enhance safety and security. Pedestrians are back on streets and public spaces and community life is revitalized, etc.

7. *Build on Tulsa assets*

- ✓ River waterfront, Art Deco architecture, oil, Native American culture, OSU, TCC, downtown churches, Cain's, visual and performing arts, Greenwood and Brady district, etc.

8. *Establish guidelines that include expectations concerning quality of design and execution of projects as well as achieving a balance between various economic, environmental and social interests.*

- ✓ Revitalization plans should include provisions for standards, accountability, and project evaluation. Issues in design might include relationship to history, topography, preservation specifications, resource-efficient utilities, etc.
- ✓ Development decisions must be based on a mix of interests, but decisions should be as timely, cost-effective and as predictable for developers as possible.



Urban Models

This section provides a brief listing of model programs selected to reflect the scope and variety of successful approaches to urban revitalization. Hundreds of exemplary programs can be found in cities throughout the world.

Examples cited are not intended for replication but to inform the redevelopment process with ideas and inspiration for homegrown solutions in Tulsa. Much of the material is adapted from best practices described in *The Livable City: Revitalizing Urban Communities*, a publication of Partners for Livable Communities.

Arts

The arts are a major part of redevelopment in most cities today and considered a cornerstone to community and quality of life. Mayor Joseph Riley of Charleston stated this vision:

“A city should be a place with such beauty and order that it is inspirational. A key component of urban design is a belief in the value of the public realm, which every citizen owns. If we are a nation where all the finest zones are privately owned, then what we own together as citizens is not very much. The greatest cities in the world are those with the most beautiful public spaces...”

Across the country cities on the comeback have invested in cultural resources. Many have created cultural districts. Included among these are Denver and Providence, whose mayors led the effort. In Denver, the mayor also brought back the symphony from bankruptcy through a public concert initiative. In Providence the mayor secured funds to save the Providence Performing Arts Center and to initiate new projects.

Pittsburgh Cultural Trust

A model of civic renewal through development of the arts. Spurred by an Urban Development Action Grant, the city developed a Cultural District that promoted both business and the arts.

Along with large venues, small and mid-sized arts organizations have downtown space.

The Trust has outreach programs offering reduced or free admission for students, the elderly and the poor. It promotes arts activities in other neighborhoods and streetscape improvements.

Saint Paul Lowertown

Lowertown is an urban village encompassing housing, entertainment, artists lofts and businesses in a once declining neighborhood. The Lowertown Redevelopment Corporation (LRC) is a private organization with a public purpose and includes civic leaders, the mayor, bankers, labor leaders, and neighborhood activists. It serves as a development bank for public/private partnerships.

It has given special attention to artists' housing. Arts, in return, help with many LRC projects. LRC also tries to attract high-tech and cyberspace businesses to the area. A variety of elements have been combined to “create an environment where creativity is cherished and entrepreneurship supported.”

Grand Rapids Maya Lin Project

Long associated with use of public art to enhance the city, Grand Rapids has hired Maya Lin to create sculptures and participate in preliminary planning for a project within an existing park. The plan focuses on water to reflect the city's heritage and give its downtown an identity. A foundation is a major contributor along with the city and a private sector challenge grant.

Peekskill Artists District – Peekskill NY

The city of Peekskill has made a commitment to attracting and keeping artistic and high-tech industries.

By encouraging artists to live and work in the downtown district, the city has increased the number of new businesses and the level of economic activ-

ity. A hundred artists have relocated in the Peekskill district through a program that adjusts zoning codes, coordinates leases with owners and artists and provides low interest loans and advice on renovations. Helping to revitalize the city center, painters, sculptors, dancers, filmmakers and others live and work in converted space suitable for studios and lofts.

The city has attracted computer graphics and multimedia businesses and large consulting firms who draw their employees from the highly skilled residents. A scholarship program enables students to study and intern in the businesses, further contributing to the labor pool of diverse skills and talents.

HandMade in America, Inc. – Asheville NC

Developed out of a regional planning project, the program capitalizes on the area's extensive network of artisans to stimulate economic growth and revitalization by creating jobs and attracting tourists. They have published a guidebook that directs readers along several routes and highlights craft studios, galleries, restaurants and historic inns. The program has gained state and non-profit support, which in turn provides loans for improvements for craft businesses. Training programs have been developed and a schools project encourages the use of crafts in schools.

Avenue of the Arts – Philadelphia PA

A \$330 million capital improvement project to rebuild arts and cultural facilities is designed as a catalyst for downtown revitalization. Facilities include newly constructed buildings as well as major renovations. Buildings also include space for arts business incubators. A nonprofit group manages marketing, fundraising and streetscape improvements.

Arts and Cultural District - Lynn, MA

Community Development Block Grant funds were used to concentrate an array of cultural and arts-oriented uses in a small area and is intended to spawn secondary development. A diverse area with small-scale entrepreneurs from all ethnic groups, the main components of the District are the Community Minority Cultural Center, LynnArts, Inc. and Raw Art Works, a project for troubled youth.

Parks

Good public places create interaction and build community, and parks are seen as essential critical framework for every city's redevelopment.

Bryant Park – New York City NY

Adjacent to the New York City Public Library, the park was transformed from an underused old public park inhabited mostly by drug dealers to an exemplary model of a well-functioning public space. Following suggestions by William H. Whyte, author of *City: Rediscovering the Center*, relatively inexpensive and simple changes resulted in the creation of an appealing place.

These included more and wider entrances to enhance accessibility and pedestrian flow; removal of dense shrubbery, use of moveable chairs to allow visitors to personalize the place, and the establishment of nearby food facilities.

Bryant Park Restoration Corporation, a privately funded organization of nearby landlords and property owners manages the park. They keep it in immaculate condition: walkways swept, grass cut, flowerbeds tidy, restrooms clean, etc. The park hosts frequent events, including festivals, performances and films, has a new carousel and rents backgammon and chess sets.

Bridge of Flowers – Shelbourne MA

A 400-foot park-like bridge over the Deerfield River, once an abandoned trolley bridge, displays flowers and plantings from April through October.

Minneapolis Park System

By design, every home in the city is within six blocks of a park. The Park and Recreation Board operates independently of the city government and has a seat on the city's tax levying body. Commissioners are elected directly.

Flower City Looking Good Gardening Program – Rochester NY

Program was started with a special trust fund for urban forest restoration following one of the area's worst ice storms in 1991. It has since expanded with a vision to restore the city as a center for horticultural activities, which it was 100 years ago. Thousands of volunteers, including corporate groups and neighborhoods, have been mobilized for a variety of projects including establishing 45 neighborhood gardens, planting bulbs and annuals and sprucing up city park trails.

Pioneer Courthouse Square – Portland OR

Funding and vision from Tri-Met (regional Portland's transit agency), this public space is the hub of transit for light rail and buses. Its modern design includes public art, flowers, trees, a coffee shop and food vendors and lots of seating.

Public Markets

Markets have been successful regenerators of downtowns with many benefits:

- ✓ Encourage and support local economy
- ✓ Foster civic intercourse, bringing together many kinds of people
- ✓ Help support traditional family farms
- ✓ Provide alternative to plastic-wrapped food
- ✓ Catalyst for rebirth of neighborhood
- ✓ Multiplier effect for business expansion

They range from the seasonal weekly outdoor farmers' markets to the large daily public markets that once were a feature of most cities. They can fill any space and evolve into year-round markets offering a variety of goods, services and entertainment.

Well-known markets include Faneuil Hall Marketplace, Boston, and Union Square Green Market, New York City.

Pike Place Public Market – Seattle

An historic market saved by citizen action, it has become the #1 tourist attraction in Washington. However, its focus is on maintaining its local personality and appeal. Parking is limited by meters (one-half hour is free).

The market offers classes on selection and cooking food and a school program for 4th-graders. It supports a health clinic, childcare center, food bank, senior citizens' center and a day-old-bread outlet. A non-profit development corporation lends money to new farmers for equipment, seed and travel expenses.

Portland Public Market – Portland ME

A new indoor public market opened in 1998, it has won prestigious national awards as an economic development project and for urban placemaking. It combines a number of innovative concepts, including small economic incubator, training for social service clients, quality architecture, etc.

It holds an annual food festival with participation from the area's finest restaurants and area farmers and food producers, which raises money to benefit local hunger relief.

River Market – Little Rock AR

The market is the centerpiece of an ambitious downtown renewal area along the Arkansas River. It includes a 15,000 square-foot indoor market hall with a 40-foot vaulted roof and skylight. Farmers set up in two large open-sided pavilions adjacent to the market. It was built with funds from HUD and a 1995 bond issue as well as foundation grants. The market is owned by the city and managed by the Downtown Partners, a voluntary non-profit association with a full-time paid staff.

Regional Alliances

Regional alliances help build strong cities. Many effective organizations and institutions have been formed to control and direct the new movement toward regionalism. Regional jurisdictions are vital for linking transportation and other urban systems as well as for dealing with environmental and social equity issues.

Portland Metro 2040 Growth Concept

This Oregon initiative begun in 1979 is an example of the Urban Growth Boundary (UGB) strategy for management of resources to meet the demands of a growing population. Formed by voter initiative, the directly elected Metro government serves to preserve rural areas, farms and forests while also providing living space in mixed-use urban centers.

Cleveland's Framework for Action 2025

An update of a comprehensive regional transportation plan, this plan addresses not only transportation infrastructure needs but also works toward environmental preservation, compact land use, and developing the urban core. The agency governing board, comprised of mayors, county commissioners and other elected officials, has worked closely with the private sector and the public to guarantee public support.

Crested Butte Land Trust

A public-private partnership formed in 1991 to preserve land for future generations, it relies on multiple funding sources including a 1% for Open Space program in which business agreed to add an additional 1 percent tax to every customer's bill. The contribution is voluntary and customers sometimes refuse, but the businesses often make up the difference themselves.

Waterfronts

Waterfront projects can be dynamic and transforming and should embody the special history and character of a place. As public spaces, access is important, as is citizen participation in planning and operation.

Chattanooga Riverpark

Citizens participated in design charettes, planning sessions and city-wide visioning to make recommendations for the creation of new parks, trails, attractions, and industry to replace and revive abandoned sites along a 20-mile river corridor. As a downtown amenity, the corridor includes parks, housing, shops, offices and attractions. Innovative partnerships among governments, corporations, foundations, and individuals have been essential to its success.

Historic Arkansas River – Pueblo CO

A city funded agency is returning the river to its original path and emulating the successful River Walk in San Antonio. It has created a diversion channel where the river had once flowed before a catastrophic flood in 1921 changed the river's course. The new River Walk is a carefully landscaped area with plentiful public art and with plaques marking historic sites and events.

RiverPlace – Portland OR

This mixed-use place occupies a space where a major highway ran (traffic was moved to the other side of the river). With one mile of linear waterfront near the central district, it features a marina with a floating restaurant, a 25-foot-wide promenade lined with cafe tables and shops, underground parking, an athletic club and other recreational facilities, residential units and office space, and a small European-style hotel. It is considered a successful public/private collaboration that promoted quality design and execution.

Small Scale Projects

Urban critic Roberta Brandes Gratz uses the term Urban Husbandry to describe the effectiveness of a focus on husbanding existing places, infrastructure and resources.

She emphasizes small changes and short-term projects that result in positive change, build public confidence that big changes can be made. Convert a parking lot into a public square. Think in terms of the catalytic efforts of creative citizens and projects that reflect the unique personality of the local. "If the aim is to rebuild downtown America, the local economy counts the most and locally-owned businesses are the backbone of Main Street."

Her recent book *Cities Back From the Edge* makes a case for indigenous urban renewal and the innovative use of existing resources. Examples include

Home Grown Businesses In Downtowns

Producers

Producers of specialty glass items occupying downtown buildings such as Vitrex glass in Corning, NY manufacturing and selling its products in its storefront.

Food business

✓ **Food From the OE'Hood** - Food grown in a community garden in a former riot-torn Los Angeles neighborhood. Produced by a student-owned, student-run corporation and sold in a nearby farmer's market. Also has a spin-off business in natural salad dressings marketed in most of the area's grocery stores and two dozen states.

✓ **Foodworks** - an incubator business in Arcata, CA. Provides workspace in city-owned buildings for 15 food processors who rent space in a shared facility where refrigeration, shipping space, and a state-of-the-art kitchen are available. A mail-order catalogue and market effort helps create outlets for the products. Market rate financing is also available. Arcata also has **Moonstone**, providing a similar stimulus for projects such as those of makers of pottery, jewelry and furniture.

- ✓ **Hudson Valley Foodworks** in Poughkeepsie, NY is a similar facility in an old Woolworth's building and includes federally approved kitchens and a bottling and packaging room. Work spaces can be rented by the hour or day. Tenants include restaurants, caterers, farmers, homemakers and some larger companies that need packaging help.
- ✓ **Greenpoint Manufacturing and Design Center** in Brooklyn, NY, occupies a waterfront warehouse housing small businesses making furniture or related enterprises.

Transportation

- ✓ **Transit stop upgrade** - Corpus Christi created a new transit stop that was also a public space as a demonstration project that was able to break official rules that are geared only to vehicular traffic
- ✓ **Tucson volunteers** restored old trolley tracks and operate antique electric streetcars between a university campus and a trendy arts and restaurant district.
- ✓ **Dallas has revived three miles** of the McKinney Avenue trolley.
- ✓ Syracuse has a 4.6 mile intracity streetcar.
- ✓ **Scottsdale has a city-subsidized trolley bus system** free to those who board and depart downtown.

Institutions of Higher Education and Downtown

- ✓ **Coalition for Venture Support** in Worcester, MA is a consortium of area colleges and universities formed to explore ways to use downtown for their advantage and to benefit downtown. One proposal will encourage new graduates to set up business in downtown.
- ✓ **New York University School of Fine Arts** has rotating exhibits of outstanding student work on the ground floor of a Greenwich Village apartment building.



Organizations With Urban Development Services

These are some of the many national organizations whose activities relate to urban revitalization who also offer services, mostly fee-based, in specific areas.

TulsaNow also has a separate document of additional research links — *Selected List of National Organizations Offering Services in Urban Development*

Americans for the Arts

- ✓ www.artsusa.org

Provides extensive arts industry research and information and professional development opportunities for arts communities' leaders and has a special Institute for Community Development in the Arts.

The Brownfields Non-Profits Network

- ✓ www.brownfieldsnet.org

A network of non-profit organizations helping to promote the redevelopment of Brownfield properties throughout the United States.

Enterprise Foundation

- ✓ www.enterprisefoundation.org

Works with community developers, neighborhood residents and partners and benefactors to provide low-income people with affordable housing, safer streets and access to jobs and child care.

CEOS for Cities

- ✓ www.ceosforcities.org

A bipartisan alliance of selected civic leaders representing pivotal institutions of America today: business, universities and hospitals, city government and community-based nonprofit organizations. Focused on creating and disseminating cutting-edge research to help us understand both the economies of our cities and urban trends.

The Citistates Group

- ✓ www.citistates.com

A network of journalists, speakers and advisors committed to competitive, equitable and sustainable 21st century metropolitan regions. Services include: Speeches, Regional Conferences, Citistates Convergences, Briefings and Peirce Reports, the customized series for newspapers on the strategic position and future potentials of citistate regions.

Initiative for a Competitive Inner City

- ✓ www.icic.org

Its mission is to help inner cities create jobs, income and wealth for local residents with interrelated programs: Research, Strategy and Communications; Business Development Delivery System; City Advisory Practice; and Inner City Advisors.

International Economic Development Council

- ✓ www.iedconline.org

The Advisory Services arm works with communities in projects that range in scope and depth across a variety of economic development issues, like strategic planning, technology-led development, economic development, management, program analysis and finance, and real estate.

Main Street Program

- ✓ www.mainst.org

A part of the National Trust for Historic Preservation, it serves as a clearinghouse for information on preservation-based commercial district revitalization with a technical services group that offers comprehensive revitalization program development assistance.

National Civic League

- ✓ www.ncl.org

Provides technical assistance, publishing, research and All-America Cities Awards. Works directly with communities, including neighborhoods and organizations, through its Community Services Program

National League for Cities✓ www.nlc.org

Provides a wide range of programs and services to strengthen the ability of city officials to serve their communities. Offers a fee-based comprehensive downtown assistance program.

The National Transit Resource Center✓ www.ctaa.org/ntrc

Offers instructional briefs, studies, reports, collected data, legislative facts, professional peer support, advice and mobility assistance on a variety of transit related topics.

Project for Public Spaces✓ www.pps.org

Offers a variety of services that include professional assistance in creating public spaces (with special areas such as public markets, waterfronts, parks, streets, public art and amenities and others). A commu-

nity/place-based approach to planning and decision making is used.

The Trust for Public Land✓ www.tpl.org

Among other services, it works with landowners, government agencies and community groups to create urban parks, gardens, greenways, and riverways.

Urban Land Institute✓ www.uli.org

Provides fee-based advisory services re: land use, development and redevelopment problems. Also offers research, bookstore, and links.

The Waterfront Center✓ www.waterfrontcenter.org

Among the ways it assists communities and professions in making the best uses of waterfront resources for maximum public benefit is through consulting services.

Tulsa

NOW

TulsaNOW is a citizen-based organization that encourages Tulsans to respond to and help influence the shaping of all livability issues that affect our lives.

We welcome Tulsans from every ethnic, cultural, religious, political, and social background, who believe that the livability of our city can and should be enhanced. Visit our website to see how you can help make a difference:

www.tulsanow.org

URBAN MODELS TASK FORCE/TULSANOW/1002

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