

Smart Growth America
Smart Growth 101
Report and Suggested Next Steps

Recommendations:

- 1. Leverage the recent tourism increase to invest in and spur downtown revitalization, placemaking, and streetscaping.**
 - a. Turn vacant buildings and parcels into economic opportunities. **APPENDIX A**
 - i. Know basic information about the parcels – city database
 1. Ownership
 2. Condition
 3. Tax status
 4. Etc
 - ii. Potential funding sources included federal and Oklahoma
 1. historic tax credits
 2. low to moderate income tax credits
 3. New Market tax credits
 4. Consider creating a revolving façade loan program or tax credits at the local (city and county) level that can be used for exterior and interior restoration of existing structures
 - iii. Mercantile could offer a waiting list with text message notifications when patrons’ tables are ready --- APP
 - b. Celebrate and find new uses for Pawhuska’s historic building stock
 - i. Seek out opportunities for place making and streetscapes
 1. Spaces for outdoor entertainment
 2. Trash receptacles and additional seating in the downtown
 3. Public restrooms
 4. Extended landing areas
 5. Vacant storefronts – cleaned up and furnished with artwork
 6. Plantings and incorporate natural features
 7. Moving water – fountains or pools

Recommendations Cont'

Goals:

Short-term Actions (3-6 months)

- Assess the condition of existing vacant properties and storefronts in downtown.
 - Pawhuska City Council has appointed a Historic District Commission, which is in process of collecting this data.
- Map ownership of existing building stock in the downtown.
 - Pawhuska City Council has appointed a Historic District Commission, which is in process of collecting this data.
- Create – and keep up to date – a list or database containing basic information about each including the property owner, condition of structure, tax status, and any other pertinent information.
 - Once list has been created, it will continue to be kept up to date by TBD.
- Clean up existing vacant lots. Seek to induce the use of one or more vacant lots on at least a temporary basis as an area for food trucks selling local foods or for pocket parks.
 - One vacant lot has been converted into a Garden Center used to sell plants, flowers, trees. Another is used for inflatables and games during public events.
- Enact ordinance for creating revolving loan fund for building façade repairs as well as interior and exterior renovations.
 - Discussions are in process.
- Identify suitable locations for outdoor multiuse public spaces and related amenities in downtown such as benches and trash receptacles branded with the image or logo from the marketing campaign.
 - Current outdoor multiuse public spaces include Ranchers Plaza, old Firehouse area and area around Triangle Building which is used for Indian Taco festival as well as Cavalcade.
 - Benches and trash receptacles have been established in the downtown area with both image of buffalo and wording Pawhuska on them.
- Work with the Mercantile to implement an alternative system for notifying diners that their tables are ready.
 - Still in process
- Come to a consensus on redevelopment of the First National Bank building.
 - An engineering firm has completed a “Highest & Best Use” study for the First National Bank building. In process of reviewing options.

Medium-term Actions (6-12 months)

- Implement benches and trash receptacles at suitable locations throughout the downtown such as pocket parks on currently vacant lots to encourage residents and visitors to rest and linger.
 - Benches and trash receptacles have been set up at various locations throughout the downtown area.
- Create a downtown map (via a cell phone app and on paper) showing historic buildings, art galleries, restaurants, and other amenities as well as wayfinding and historical signage for tourists that allows visitors to explore and learn about the history of downtown.
 - Osage County Tourism has already created a paper form of a downtown map, they are in process of making it electronic. The Retail Merchant Association has also created their own map of lodging, shopping and eateries.

- Leveraging the revolving loan fund noted above, clean up, paint, and repair vacant storefronts / façades to make them attractive to visitors even though no activity may be occurring inside.
 - Working with Oklahoma Creative Communities on Marketing and Branding for Pawhuska; The committee has met and discussed the next steps. OCC is assisting us in preparing surveys for visitors as well as residents to aid in determining how we are currently perceived. From this information, compared to how we would like to be perceived, a marketing plan will start to be formulated.
 - Have had discussion with OSU Associate Professor and Community Development Specialist to create a feasibility study for moving the community toward a vision and actions around placemaking. Then collaborate with OU’s Institute for Quality Communities involved with implementation of the aesthetics – which includes building facades, traffic and/or pedestrian flow changes, foliage and plants, locations of artwork, etc.
- Create a plan for public art in the downtown that involves the community, both as participants in the process and as artists. This may include artwork in vacant storefronts and second story windows, murals on otherwise blank walls, and other improvements. Students or local artists could create the artwork.
- Consider temporarily repurposing one or more parking spaces as outdoor dining at one or more restaurants.⁸

Recommendations Cont’

Long-term Actions (12 months and longer)

- Work to attract a national fashion retailer with a small footprint to downtown Pawhuska.
- Incorporate public art and moving water at strategic locations in downtown that enhance the pedestrian environment and encourage people to linger.
- Leverage existing transportation assets found with various entities city, county, or faith community to provide limited transportation system during special events, perhaps in partnership with the casino, to move people between parking, event venues, and other important downtown destinations. These agencies have access to transportation vehicles such as vans that could be made available during special events.
 - In Pawhuska, there is a Roaming the Osage tour bus.
- Transform vacant properties into outdoor entertainment spaces that bring people from the surrounding neighborhoods to downtown as well as visitors from throughout the region and beyond.
- Using available funding source (such as USDA grants and loans, low to moderate income tax credits, historic tax credits and New Market Tax Credits), seek to infill existing spaces with viable housing and/or mixed use developments.
- Incorporate xeriscaping (plantings requiring reduced or no irrigation) and / or native plantings as well as a tree canopy in downtown.

2. Invest in broadband Internet access as well as other utility infrastructure improvements.

APPENDIX C

- a. Broadband Internet Access
- b. Water and Sewer Infrastructure

Goals:

Short-term Actions (3-6 months)

- Engage potential broadband and network maintenance providers to begin initial conversation about expansion of broadband access.
 - Already in process: Grayhorse project – Engineering study in progress; Bowring project – waiting for RUS application verification
 - Have already had several meetings with broadband providers on developing possible partnerships; still in process.

Medium-term Actions (within 6-12 months)

- Conduct a survey of Pawhuska's existing assets that can be used for broadband implementation such as conduit infrastructure, utilities infrastructure, water towers, etc.
- Conduct survey of the condition of existing water and sewer infrastructure.

Long-term Actions (12 months and longer)

- Secure funding for upfront infrastructure installation costs for broadband access in downtown Pawhuska, as well as funding to support ongoing operations of downtown Wi-Fi.
 - Have had discussion with company to do a Pilot Project to offer free downtown Wi-Fi – waiting for proposal.
- Develop and advertise a broadband Internet Request for Proposal.
- Work with engineering consultant to design and implement improvements to water and sewer infrastructure pending availability of funding.
 - City of Pawhuska is in process of applying for a Water Loss Audit Program through ODEQ and then once completed will then be referred to ORWA for technical assistance with leak detection and meter analysis to address the issues found in the audit.
 - City of Pawhuska has had an Engineering Report completed for Groundwater Storage Tank Modification and Dam repair – in process of finding funding to complete project.
 - Have had meetings with IHS and Rural Development to find funding sources.
 - In October 2017, attended a FACT (Funding Agency Coordinating Team) meeting with a group of federal and state organizations that offers financing to eligible Oklahoma public entities for water and wastewater projects.
- Every time they look at water and sewer improvements, consider putting in the conduit for broadband Internet access.

Recommendations Cont'

3. Reinvest in the Constantine Theater by providing a stable and permanent revenue source.

Goals:

Short-term Actions (within 3-6 months)

- Investigate specifics of implementing a food/beverage tax, downtown tax district, or dedicating a portion of existing sales taxes collected by Pawhuska and/or Osage County to the Constantine Theater.
 - In process of finding grants to fund renovations; as well as alternate methods of funding revitalization are being explored

Long-term Actions (12 months and longer)

- Establish a funding stream through sales tax or other means for the Constantine Theater.

4. Work to coordinate City of Pawhuska, Osage County and Osage Nation services

Goals:

Short-term Actions (3-6 months)

- Recognizing each other's strengths, convene a task force of elected officials and/or staff from each of the three jurisdictions (Pawhuska, Osage County, Osage Nation) to discuss shared goals and a vision for the region
 - Have regular meetings with Osage Nation and City of Pawhuska to begin to focus on issues and concerns.
 - In process of developing MOA between Osage Nation and City of Pawhuska.

Medium-term Actions (within 6-12 months)

- Determine whether the three jurisdictions can commit to working together to implement select planning and development projects that benefit all of the citizens in the region.

5. Adopt a Complete Streets Policy and Implementation Strategy. **APPENDIX B**

Goals:

Short-term Actions (within 3-6 months)

- Create a timeline for the adoption of a Complete Streets policy within three to six months. The timeline should consider:

Recommendations Cont'

- Who needs to be involved in the development of the plan.
 - Local elected officials and Osage Nation staff
 - Smart Growth America recommends the city work to bring seniors and people with disabilities together with ODOT to work on accessibility issues
 - It is recommended that a meeting and tour with ODOT be setup to demonstrate the accessibility issues some citizens face on a regular basis when interacting with state highways
 - This is a fantastic opportunity to affect change not only at a local level but also at a state policy level
 - U.K. Tours European Tour company has made a site visit to Pawhuska and was extremely interested in what they found. And are looking at incorporating Pawhuska as a couple three night stop on their tours from Branson to Dallas.
- When to release a draft of the plan to the public.
 - The timing of this release is critical to project success
 - The public should see a draft version
- What type of feedback it will ask from the community and what it will do with the feedback.
 - To create community buy-in, Smart Growth America recommends sharing a draft of the plan with the public and asking for their buy- in. However, the Osage Nation must be clear on exactly what type of feedback they are looking for (high level, such as does this fit your vision for the city, or more details-oriented, such as what do you think of this sentence) and how the Osage Nation will use the feedback. This will create transparency and manage expectations for residents.
 - Host open houses within the community, otherwise known as meeting people when and where they are at. For example, the Osage Nation could reach out to local church groups or have meetings on weekends, which may be easier for some residents to attend.
- Determine the type of plan(s) to adopt
 - A Complete Streets policy will change and add value to the Osage Nation's decision-making process. The Osage should identify the type of policy that would be most effective in sparking change, while being realistic about the type of policy that can be passed and implemented successfully. Many communities begin with a simple resolution that then leads to a more complex internal policy.
 - A Resolution will allow the Chiefs to lead the initiative on Complete Streets and leverage their leadership to highlight the importance of Complete Streets with the public and the media.
 - A Council- or Osage Congress-adopted ordinance will codify the policy into law.
- Plan a community/press event
 - The Osage Nation should celebrate the success of the adoption of a Complete Streets policy with a public event. This will help educate the public and media about Complete Streets, as well as allow the city and the community to celebrate the passage of the policy.

Medium and Long-term Actions (6 months and longer)

- Incorporate Complete Streets policy into roadway and intersection redesigns as they occur.

6. Focus efforts on transportation connections to downtown Pawhuska.

- a. There is plenty of parking, manage existing parking effectively by providing transportation choices
- b. Seek connections between downtown and the local greenway and trails
- c. Partner with Cimarron Public Transit System – during special events to establish a park and ride transportation system to move visitors from their cars to the event venue

Recommendations Cont'

Goals:

Short Term Actions (3-6 months)

- As part of the Complete Streets policy development, consider where bicycle lanes could be added to offer connections to nearby residential neighborhoods and other destinations such as the planned park.
- Paint/repaint crosswalks in downtown.
 - In process of reviewing with Streetscape and Creative Communities initiative. Also, have spoken with Oklahoma Arts Council, Community Arts Director, who has supplied contact information for downtown beautification.
- Create a committee of Osage Nation / Pawhuska residents with mobility issues to demonstrate challenging pedestrian infrastructure and offer recommendations for improvement.
 - Committees have been created for multiple initiatives SGA, Creative Communities and District Leadership Team. Each are in process of addressing various challenges and recommendations for improvement.

Medium Term Actions (6-12 months)

- Begin work on any sidewalks identified as needing improvements and design them to be Americans with Disabilities Act-compliant.

Long Term Actions (12 months and longer)

- Consider the application of the following features to increase pedestrian safety and visibility to drivers:
 - Additional signage or raised crosswalks
 - Different pavement types or colors to distinguish them from the roadway pavement
 - High-Intensity Activated crossWalk (HAWK) or Rectangular Rapid Flash Beacons (RRFBs)⁹
- Implement bike lanes to connect the downtown with neighborhoods and recreational destinations such as the planned new park
- Add additional human-scale street lighting around sidewalks and crosswalks, as well as at important destinations, in the downtown. Ensure there is sufficient lighting on connection routes to nearby neighborhoods.
- Follow through and implement the plan for the new park and its connections into the heart of downtown Pawhuska.
- Work with electric and other utility providers to relocate utility line poles away from downtown sidewalks or, preferably, bury them underground.

7. Look for opportunities to increase affordable housing within and connected to downtown – including for Millennials and an aging population.

- a. Assisted living facility or other senior housing should not be far removed from the walkable downtown
 - i. Should be able to easily reach daily needs on foot including groceries and medical appointments
 - ii. Downtown buildings may be ideal to convert into housing for Millennials, artists, Mercantile employees, senior citizens or others who may lack good transportation
 - iii. Remove blighted housing causing a negative impact to neighborhoods

Recommendations Cont'

Goals:

Short-term Actions (3-6 months)

- Research potential local, state, and federal funding mechanisms for affordable housing. Appendix A includes USDA and other potential resources for funding.
 - A list has already been developed of potential resources for funding provided by contacts from the State Department of Commerce and USDA.
- Reach out to potential nongovernmental affordable housing partners - developers, churches, and other parties -- to assess interest in creating affordable housing in or connected to the downtown.
 - Still to be done
- Begin a program to target blighted housing causing a negative impact to neighborhoods and to the downtown.
 - Already began to be implemented by the city.
- Convene a committee of seniors to understand their housing needs and existing mobility issues in the community.
 - Still to be done
- In evaluating vacant properties (see recommendation #1 above), consider which might be repurposed into affordable housing for Millennials, senior citizens, and the local workforce.
 - Still to be done

Medium- and Long-term Actions (6 months or longer)

- Working with identified affordable housing partners, governmental and nongovernmental, seek to develop and construct a model project in or directly connected to downtown Pawhuska.

8. Create a marketing and action plan for the Osage Nation and Pawhuska's unique arts, culture and history.

- a. Needs a marketing and action plan to market the Osage arts, culture, and history to visitors and potential new Pawhuska residents.
- o In process of creating marketing campaign to promote arts, culture and history to visitors and potential new residents.
 - o In process of applying for grant to create visitor center to assist in promotion.

Goals:

Medium- and Long-term Actions (6 months or longer)

- Prepare and implement a marketing campaign (including an image or logo) and an action plan that describes how to market local businesses and culture both within the community and beyond

9. Create an implementation committee to move these recommendations forward.

- a. Recommends establishing an implementation committee
 - o In process, already created SGA, Creative Communities, ONIA, Oklahoma Arts Council and District Leadership Team.
 - i. Local governments – City of Pawhuska, OC, ON
 - ii. Major employers
 - iii. Small business owners
 - iv. Representatives of the Mercantile and Constantine Theater
 - v. Healthcare facilities
 - vi. Osage Tourism Board
 - vii. School districts and higher education