

Tulsa Regional Farmers Market



By Salma Hammad Al Nairab

The University of Oklahoma
Graduate College
Tulsa Regional Farmers Market

A Professional Project

submitted to the Graduate Faculty in partial fulfillment of the
requirements for the degree of

Master of Science in Architectural Urban Studies

Salma Hammad Al Nairab, BFA

Tulsa, Oklahoma

2013/2014

Approved for the Urban Design Studio of the College of Architecture

by

Shawn Michael Schaefer, Chair

Showa Omabegho, PhD

David L Boeck, AIA, NCARB, LEED AP

Copyright © 2014 by Salma Hammad Al Nairab

All Rights Reserved

Acknowledgements

I would like to thank the following people:

First my mentor, Shawn Schaefer. His patience and guidance never faltered throughout the course of my research, and for that I am very grateful.

Professor, Showa Omabegho, the advice and mentorship you provided over the last two years has been instrumental in completing this degree, thank you.

To my mom and my daughter, thank you for all the support.

Also, I would like to thank Mr. Scott Swearingen, president of Cherry Street Farmers Market Association, Ms. Lisa Brandborg, the market manger, Ms. Penni Shelton , the market administer, Ms. Rita Scott member of the Oklahoma Farm and Alliance, and Katie Plohocky, Principal in Street Life LLC for giving me the opportunity to present my thoughts and work on this project.

Table of Contents

Preface	5	Space List	34	Front Elevation	64
Goals	6	Typology Design	35	Side Elevation	65
Project Description	6	Project Timeline	36	Access and Circulation	66
Research Methodology	7	Capital Budget	37	Parking	67
Project Timeline	7	Operating Expenses	38	Summery of Recommendation	68
Section Headings		TRFM Income	39	Bibliography	70
Section 1: The Research		Section 5: Site Selection Process		Photo Credits	70
The History of Cherry Street Farmers Market	9	Site Selection Criteria	41		
About Cherry Street Farmers Market	10	Sites Selection	42		
Photo Survey	14	Site Selection Evaluation	49		
Site Analysis for Cherry Street Farmer Market	15	Site Analysis for the Fire Station Site	50		
Demographics	18	The Old Fire Station Building	51		
Case Studies	19	Section 6: Design Proposal			
Section 2: Community involvement		Design Description	53		
Farmer Market Manger Interviews	24	Design Proposal	54		
Vendors Survey	25	Tulsa Regional Farmers Market Site Plan	55		
Vendors Focus Group	26	Interior Area and Booths Arrangement	56		
Section 3: Economic Analysis	28	The Main Entrance	57		
Section 4: Design Program		Vendors indoor sales area	58		
Client Needs	31	Vendors Outdoor Sales Area	59		
Tulsa Regional Farmers market program	32	Public Space At The Market	60		
The Image for the TRFM	33	Local Plant Materials	61		
		Education At The Market	62		
		Food processing and Preparations Area	63		
		Market Offices and Meeting Room	63		

Preface

The Cherry Street Farmers Market Association is a non-profit organization and it has grown in size and reputation to become the largest farmers market in Oklahoma during the last 16 years. To accommodate thousands of weekly visitors and the rise in demand for local, sustainable products, the market operates at two separate Tulsa locations, on Saturdays at Cherry Street and on Wednesdays at Brookside. The markets provide a venue to raise economic success for more than 80 vendors from across the state. Many challenges have emerged and are now facing the Association, the limitations of space, operation days and time. In addition, the Cherry Street location has no protection from the elements. Attendance is poor and sales are down in rainy weather, and the winter farmers market in Brookside does not have a secure location.

A year-round covered farmers market facility is needed to develop, promote, and expand the direct marketing of local farm products, and increase direct marketing revenue, which is essential to the sustainability of small farms.

For these reasons, Mr. Scott Swearingen, President of Cherry Street Farmers Market Association came to the urban design studio. He requested our assistance to research for alternative locations as a permanent place for the market, to develop a concept plan and the feasibility of creating a Regional Farmers' Market. Professor Schaefer offered the project to me, as my professional project requirement for the degree of master of science in architectural urban studies. The purpose of this professional project is to create a tool to evaluate possible sites for relocating the market. Using a multi-criterion approach, this project establishes criteria, and evaluates potential sites for the relocation of the CSq.ft.M, creating a program for transfer the CSFM from Local Farmer Market to Regional Farmers Market, and developing a conceptual design for the market.

Working with non-profit organizations allowed me to use my skills to serve the community and required real involvement with local communities and public.



CSFM Location on 15th Street from S. Quaker to S. Rockford, Saturday market.



CSFM Location on Whole Foods Market parking lot on Wednesday.

Project Goals

- Study the current situation of the CSFM in terms of functional and financial.
- Transform The CSFM from a local farmers market to regional farmers market.
- Develop a design program based on the Association requirements.
- Identify specific sites in Tulsa that could be a permanent location for the CSFM.
- Identify the needed amount of leasable square footage and public, flexible space.
- Provide an opportunity for individual sellers and small business farmers.
- Design a landmark that will become an attraction for the community visits all year round.
- Increase business activity in the CSFM by operating more days of the week.
- Provide facilities to increase special events, incubate food-related businesses, and encourage adjacent appropriate mixed-use development.
- Estimate cost for development and construction.

Project Description

The Cherry Street Farmers Market has grown in size and reputation to become the largest Farmer market in Oklahoma during the last 16years. To accommodate thousands of weekly visitors and the rise in demand for local, sustainable products, the market operates at two separate Tulsa locations, on Saturdays at Cherry Street and on Wednesdays at Brookside. The markets provide a venue to raise economic success for more than 80 vendors from across the state.

Many challenges have emerged and are now facing the CSFM: consistency, the limitations of space, operation days, and times. This is because the city allows to use of the street from S. Quaker Ave to S. Rockford Ave, on Saturdays and only from 5 am to Noon.

For these reasons, Association asked the Urban Design Studio for assistance. And they had specific goals and expectations of the new market design.

In order to accomplish the Client goals and needs, I come up with several objectives:

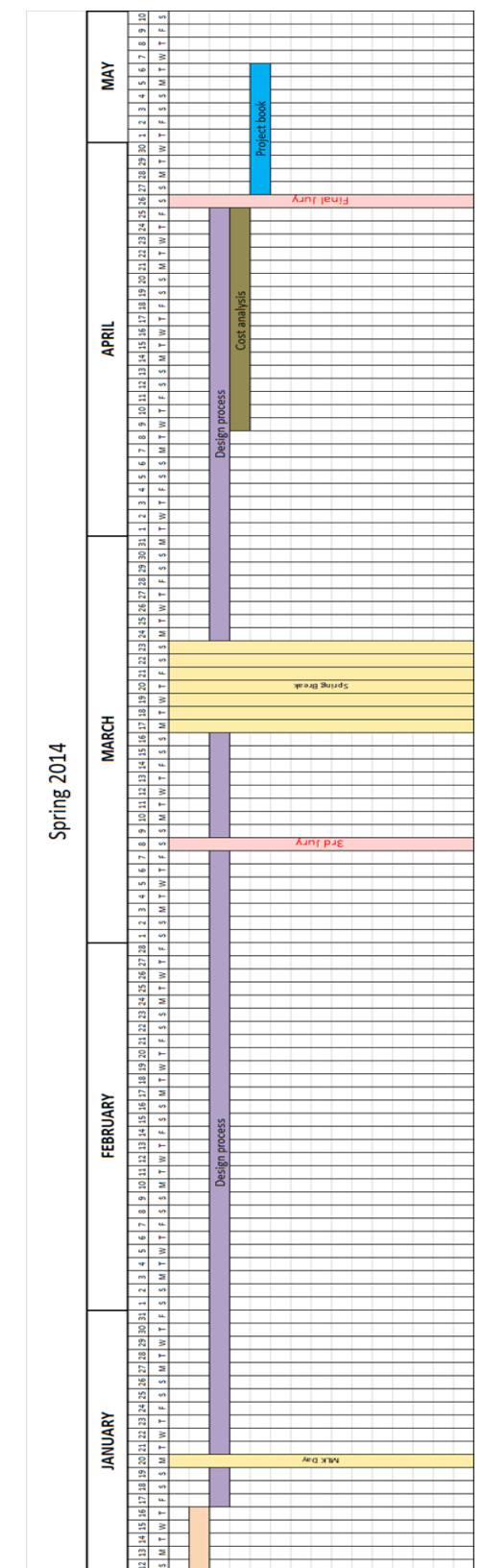
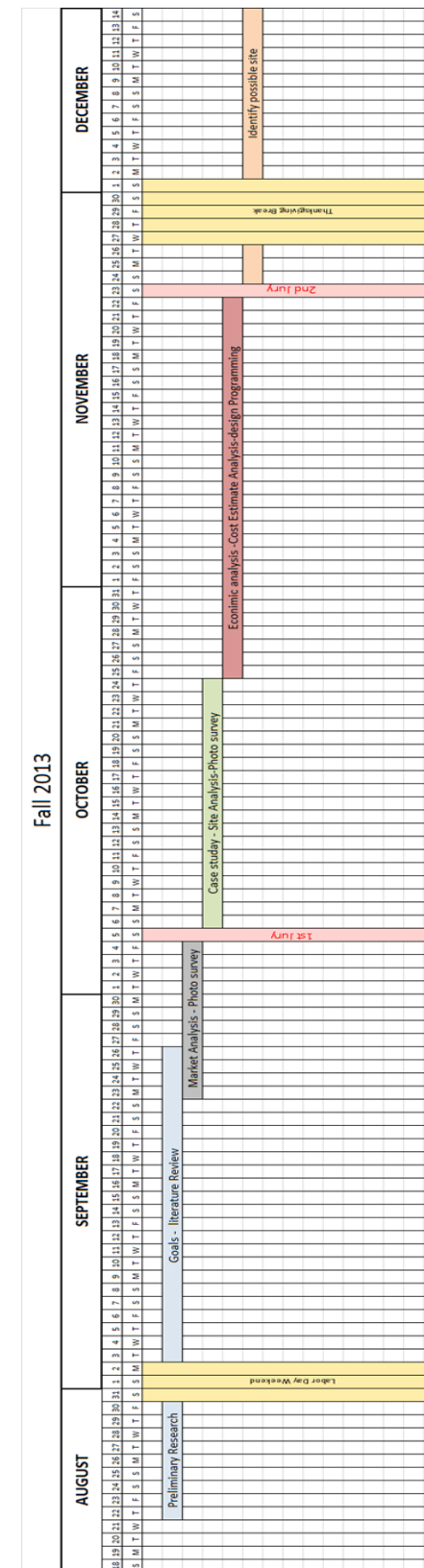
- Study the current situation of the market in terms of administrative, economic factors and the need to move to a permanent site.
- Develop a design Program.
 - Identify a suitable location for the CSFM,, which meets all their requirements.
 - Display area indoor and outdoor for the sale of agricultural products.
 - Area for the preparation and sale of fresh foods.
 - Storage area, bathrooms and office space.
 - Kitchen for educational purposes.
 - Parking space for the consumers, and parking for vendors to unloading their goods.
 - Community garden for community interaction and education.
 - Promote efficient circulation of traffic to the Farmers Market.

Project Methodology

The purpose of my project was to search for a permanent site for the Cherry Street Farmers Market and to develop a design program that should serve as guidelines for how to transform the market to a regional Farmers Market.

To achieve this strategy, I conducted a series of interconnected qualitative and quantitative research tasks, including:

- market analysis for CSFM to determine demand for new development
- Interviews with four managers who operate in four markets in Tulsa, Broken Arrow and California.
- Data collection from vendors focus group and Survey of vendors and customers for CSFM.
- Economic analysis for the CSFM market, with sales and budget estimates for the Tulsa Regional Farmers Market.
- Data collected from several previously performed studies.
- Review of two case studies of successful Farmers market in other cities.
- Conduct a geographic information system (GIS) to identify various future market sites.
- Design studies, computer simulations and recommendations.



Section 1: The Research

- ◇ The History of Cherry Street Farmers Market
- ◇ About Cherry Street Farmers Market
- ◇ Photo Survey
- ◇ Site Analysis for Cherry Street Farmer Market
- ◇ Demographics
- ◇ Case Studies



History of Cherry Street Farmers Market

The History of Cherry Street Farmers Market began in April, 1998, setting the stage for the establishment of alternative, local food systems in Tulsa. At the start, they were open every Saturday in the Lincoln Plaza parking lot on Cherry Street. Their mission was to supply Tulsa with varieties of fresh vegetables, fruits, breads, herbs, cheeses, meats and garden related items. In 2004, the CSFM began to offer a Wednesday market located at the Tulsa Garden Center. In 2007, the Wednesday market moved to the Brookside area and now resides in Whole Foods Market parking lot. In 2009, the market continued to expand and it has grown-up from a few vendors to more than 70 vendors and began accepting Supplemental Nutrition Assistance Program (SNAP) food stamps after acquiring Debit/EBT compatible card scanning machines. In 2010, the Tulsa City Council approved expansion of the Saturday market, a portion of Cherry Street located on East 15th Street from South Quaker to South Rockford, and the street was closed Saturday mornings, April to October to accommodate new vendors and more customers. By 2011, the income from SNAP sales increased almost 100% approximately \$ 6000 according to Scott Swearingen, president of Cherry Street Farmers Market. And the CSFM was awarded the Henry Bellmon Award for Sustainability for People. The America Farmland Trust voted it Oklahoma's Favorite Farmer Market.

In the 2012 season, Cherry Street Farmers Market announced the "Double Up Food Bucks" program, which allowed SNAP participants in the market to stretch their federal food assistance dollars to buy fresh fruits and vegetables. The market would like to reach low and middle-income families through such avenues as recipes and incentive programs.



Looking north on Peoria from Cherry Street 1924
Source: Photo courtesy of the Tulsa Historical Society.



The CSFM in parking lot of Jason's Deli near East 15th Street and South Peoria Avenue.

Source: Cherry Street Farmers Market. Farmers Markets on Waymarking.com, 2006.



The photo above discloses that this building was known as the Alhambra area in 1959. And in the early 1970s it turned into an antique shop on Cherry Street.

Source: photo courtesy of Beryl Ford Collection/Rotary Club of Tulsa, Tulsa City-County Library and Tulsa Historical Society.



Cherry Street Farmers Market in the parking lot of Jason's Deli near East 15th Street and South Peoria Avenue in 2009.

Operational Summary

The Association is a non-profit cooperative. As such, there are no dividends returned to the members. The CSFM is a 100% producer grown market and is registered with the Oklahoma Department of Agriculture as an "OK Grown" Market. It carries a liability insurance policy for the vendors, city, and board of directors. In addition, this corporation is exempt from federal income taxation under section 501C 3 and accepts tax- deductible donations.

There are 21 board members, including a president, vice-president, market manager, treasurer, secretary, and 17 directors. One third of the board are produce growers who sell their products at the Farmer Market.

Location, days and hours of operation:

- **Saturday Market:** located on 15th Street between Rockford Ave and Quaker Ave. Operates from the first Saturday in April to the last Saturday in October, from 7:00 am until 11:00 am. Vendors are allowed to start setting up at 5:00 am. Vendors must arrive by 6:30 am. Vendors with trailers must have their trailers parked and vehicles moved no later than 5:30 am or as directed by the market manager to allow neighbors access to their spaces. Vendors are expected to have cleaned up their area and left the location by 11:45 am so the street can be re-opened by 12 pm. And the market serves more than 2,000 people every week according to the market manager.
- **Wednesday Market:** located at Whole Foods Market parking lot in Peoria Ave. From the first Wednesday in May through last day of October, from 7:30 am until 11:00.
- **Winter Market:** located at Whole Foods Market parking lot, runs every other Saturday from November through March, from 8:30 am to 11 am.

The market offers a variety of agricultural products, processed and ready to eat foods, baked goods, and a variety of crafts.

About Cherry Street Farmers Market

The table below includes a list of the market seasonal products.

VEGETABLES			
Asparagus	Corn	Okra	Sweet Potatoes
Beets	Cow Peas	Onions	Tomatoes (various)
Broccoli	Cucumbers	Peas	Turnips
Brussels sprouts	Eggplant	Peppers	Winter Squash
Cabbage	Garlic	Potatoes	
Carrots	Green beans	Pumpkins	
Cauliflower	Greens (various)	Radishes	
Corn	Kohlrabi	Shallots	
Cow Peas	Lettuce	Spinach	
Cucumbers	Mushrooms	Summer Squash	

FRUITS			
Apples	Grapes	Peaches	Raspberries
Blackberries	Melons	Pears	Strawberries
Blueberries	Nectarines	Plums	Watermel

ANIMAL PRODUCTS			
Beef	Chicken	Honey	Turkey
Bison	Eggs	Milk	
Cheese	Fiber	Pork	

OTHER AGRICULTURE			
Bedding	Flowers (cut)	Herbs and spices	Wheat
Potted plants	Gourds	Pecans	

PREPARED FOOD			
Snow Cones	Pre-made meals/dishes	Wine	Fresh Juices
Baked Goods (bread, scones, muffins, pastries, etc.)	Salsa, dips, etc.	Ice Cream	Kombucha

CRAFTS			
Body Products	Baskets	Pottery / Ceramic Art	
Candles	Bird Houses	Naturally Died Yarn	

Source www.cherrystreetfarmersmarket.com

Operational Summary

Signs

The Association has two signs placed in strategic locations at both ends of the street pointing to the Farmer market location. The signs must be set out and collected at the end of day of the Farmer market. Vendors must post their business sign or farm name in their booths.

Advertising

The Association provides periodically updated electronic publications on their own website and social networking websites. The market offers promotional items such as logo t-shirts and shopping bags.

Products Pricing

The Association allowed vendors to set their own product prices. Most of the vendors specify prices of their products after checking the prices at local grocery stores.

Educational

The Association offers a communal space for educational purposes about healthy food and environmental awareness in which a diverse populace can participate in celebrating healthy, sustainable living. In addition, the Association offers cooking demonstrations with food tasting and free recipes. It also provides education for the community about nutrition, diet, health and agriculture.

Parking

According to Lisa Brandborg, the market manager for the Cherry Street Farmer Market, the Association struggles with the issue of parking. There is limited free parking on the side streets near the market.



This T-shirt is a kind of advertising for the CSFM,



Parking near Cherry Street.



The state of Oklahoma recognizes the CSFM as best farmers market in Oklahoma.



CSFM sign placed in one end of the street.



Educational booth.

General Vendors Rules for CSFMA

- All vendors are responsible for abiding by all applicable cities, county, state, and federal laws and regulations.
- Vendors must have their own liability insurance to sell produce and obtain their own tax identification.
- All vendors must clearly post prices on each of product being sold. Prices should be visible and must be priced prior to the opening of the market.
- Each vendor must visibly post the name and location (city or county) of his or her business at their market booth.
- Vendors can advertise organic or non-genetically modified organism products and each vendor must handle verification him/herself.
- The vendor is responsible to source and pay for their electrical needs. The vendor must inform the market manager of how they plan to provide their electrical needs. Due to safety concerns, electric cords may not be stretched across the street. Any cords stretching across sidewalks must have a means of preventing tripping. The market encourages the use of batteries or silent generators over the use of loud generators. In compliance with city fire codes, generators must be at least 20 feet from market tent.

Vendor Fees

The Association charges the following fees as described in the table below:

Fee Type	Fee	Frequency
Market membership	\$50	Annual
Booth Fee-Saturday (south)	\$35	Weekly
Booth Fee-Saturday (North)	\$30	Weekly
Prepared Food and Craft (south)	\$40	Weekly
Prepared Food and Craft (north)	\$35	Weekly
Booth Fee- Wednesday	\$25	Weekly
Winter Booth Fee	\$10	Weekly
Share winter booth, for pick-up orders only	\$5	Weekly

Booth Sizes

Shared producer booth: producer vendors may share space and split the fee. The Market Manager must give permission.

	W	L
Saturday Market north side	10'	14'
Saturday Market south side	10'	12'
Wednesday and Winter Market	10'	10'

Finances

Income: According to Scott Swearingen, the Association has an annual revenue around \$56,363.00 and employs a part-time staff of three. The gross market vendors income for 2012 is estimated to be \$700,000.This is an estimate based not on receipts, but what the vendors report to the organization.

Most of the Association funds come primarily from vendors rental fees and vendor annual fees. In addition, there are marketing grants from the Oklahoma Department of Agriculture.

Expenses: total Operating expenses for the Association was 56,624.00 in 2013, includes employee salaries, entertainment, advertising, production of market T-shirts and bags, bank charges (debit card transaction fees), office supplies, general liability insurance, website development, special events and licenses.

The table below shows Income and Expenses in 2013

	2013
	\$
Total Expenses	56,624
Total Grant	1,200
Total Income	56,363

Events

The Association has hosted and organized many entertainment events and educational courses to encourage local businesses and give communities a gathering place. Such as cooking demonstrations, kids education corner, live music and artists performance.



The kids corner is a comfortable space for kids to hang out, have fun, and learn about fruits and vegetables while their parents shop.



Cooking Demos included Local Chefs making recipes with fresh ingredients from the Vendors at the Market.



The Opera studio artists performed at Cherry Street Farmers Market.



Studio artist Elizabeth performed in front of crowds in CSFM.

Photo Survey



The market draws a large crowd early Saturdays.



One of the vendors has a food truck.



Vendors are allowed to park one car in the back of their booth.



The CSFM in Brookside on Wednesday



Musicians booth



Manager booth.



Pedestrian crossing in Cherry Street



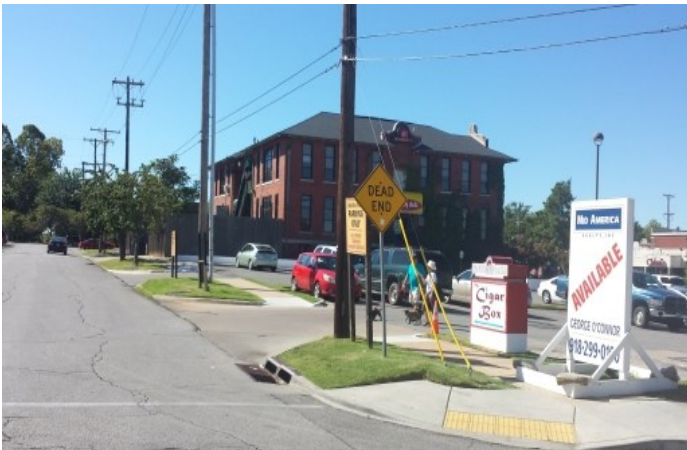
The CSFM in Reasor's parking lot in Wednesday



A vendor sells fresh vegetables and fruits.



The picture shows cars parking in the street near the Cherry Street in the market day.



Sign in Cherry Street



A small parking lot near Cherry Street

Site Analysis for Cherry Street Farmer Market

To better understand the farmer market current site, I studied the Cherry Street and the area around it, between S Peoria Avenue and S Utica Avenue.

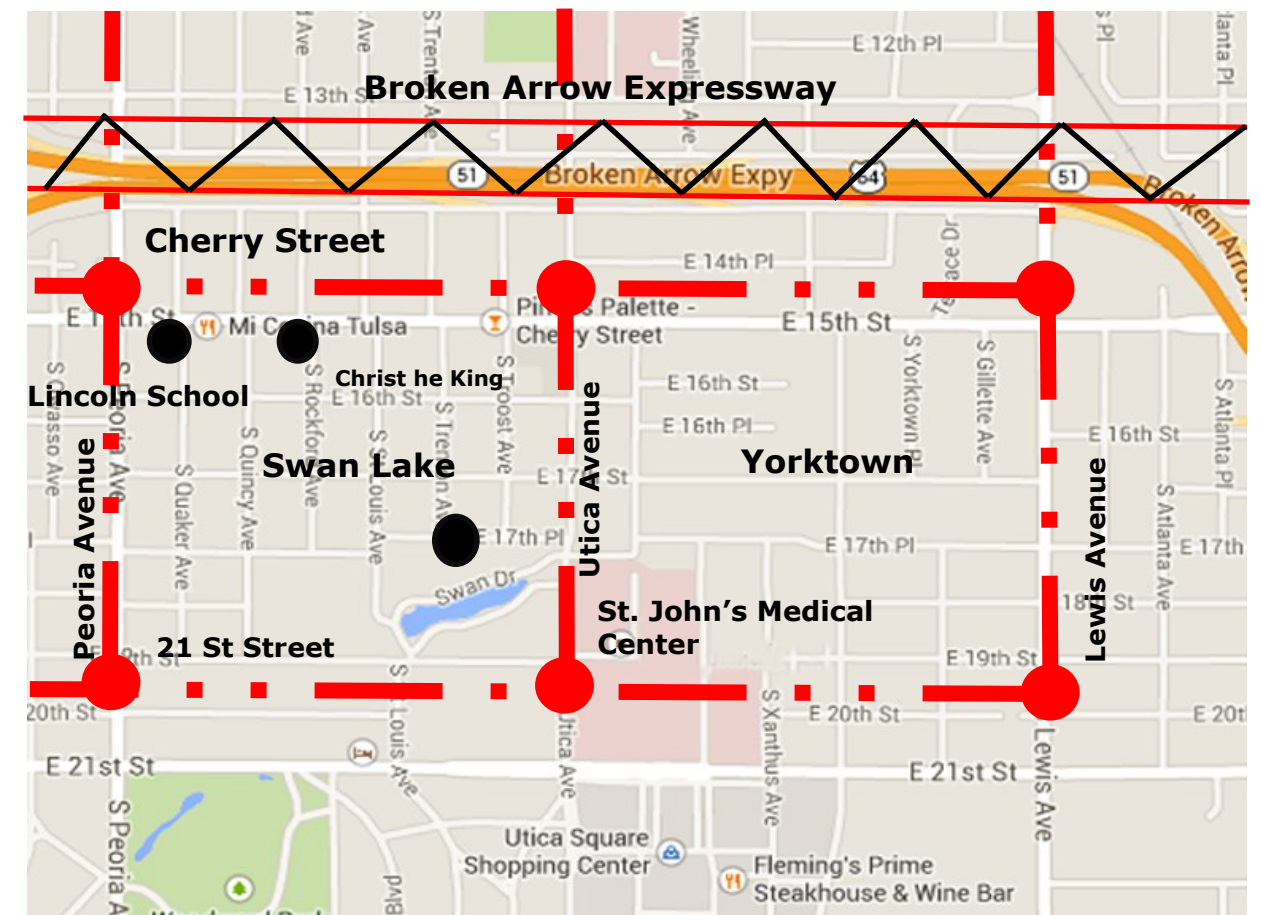
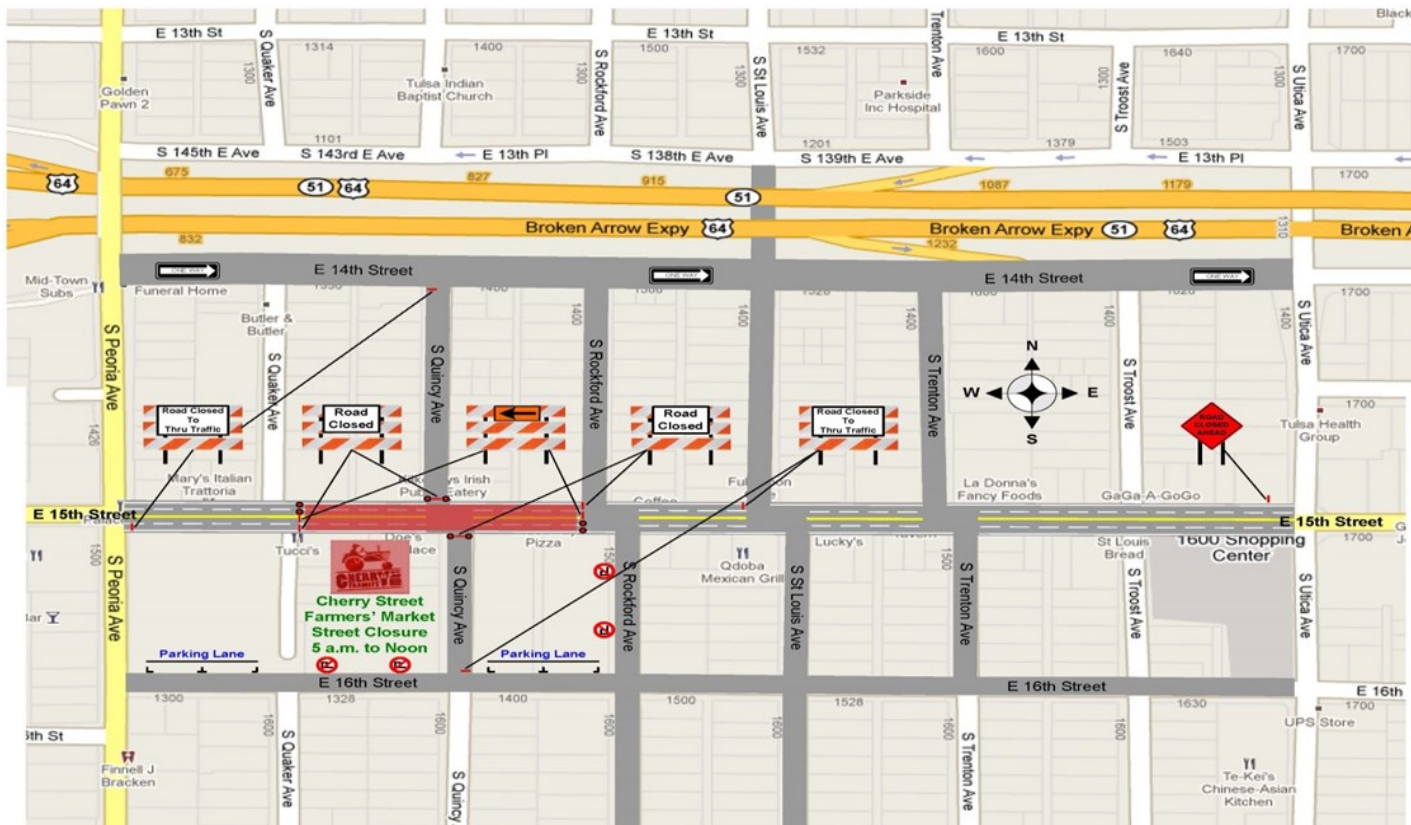
The Cherry Street

The Cherry Street District is near downtown Tulsa in the northern reaches of the midtown area. Visitors to this neighborhood can find many local restaurants, boutique shops, art galleries, antique shops, and a bike shop, as well as some distinguished old homes in the surrounding residential areas. Cherry Street is considered one of the most popular places to eat and socialize, especially on Saturdays, when thousands of people gather in the morning for shopping at the Cherry Street Farmers Market.

Legibility Analysis

Kevin Lynch, in his book "The Image of the City" presents a method to analyze the legibility of the city by recognizing landmarks, nodes, paths, edges and districts. I applied this method to the Cherry Street area.

The plan shows a grid of arterial street paths and major intersection nodes. The Cherry Street is surrounded by three of Tulsa's historic districts: Swan Lake, North Maple Ridge, and Yorktown neighborhoods. The Broken Arrow Expressway in the north a visible boundary for the area. Christ the King Church and Lincoln School are major landmarks.



Features of Cherry Street

Cherry Street is zoned for a medium intensity commercial shopping area along 15th Street and for a light intensity office district east of Utica Avenue. The Cherry Street is designated as an areas of growth and the highest intensity retail and mixed land uses while promoting walking. The Cherry Street includes two travel lanes, 10' parking lanes and 12' setback allowing for plenty of pedestrian activity between road and building. On-street parking is usually provided to serve adjacent land uses.



Parking spaces carved in front of buildings on Cherry Street.



St. Paul's Church in Cherry Street



Kilkenney's Bar in Cherry Street



Mi Cocina Mexican Restaurant



Looking North on Cherry street



Sidewalk in Cherry Street



Coffee House On Cherry Street



ASCENT retail shop in Cherry Street



Tucci's Café Italia in Cherry Street



Looking east on the Broken Arrow Expressway

The surrounding area for Cherry Street

Cherry Street is surrounded by four of Tulsa's designated Historic Districts: the Swan Lake, North Maple Ridge, Gillette and Yorktown neighborhoods. In the south of Cherry Street and west of Utica Avenue we find the historic Swan Lake neighborhood which offers a variety of

housing styles including single family housing and numerous multifamily apartments. Many of the homes date back to the 1950's with some more modern as well. The landscape is shaped by the tree-lined streets and abundant sidewalks. Access to Cherry Street retailers and Swan Lake help to define this area of the city.

In the north of the Cherry Street, west of

Utica Avenue, we can find single family homes and apartments, some are contemporary, but most single family homes date back to the 1920s-1950s. Barren streets with limited sidewalks are a common feature of this area.



Swan Lake is an idyllic neighborhood a mile and a half from downtown Tulsa.



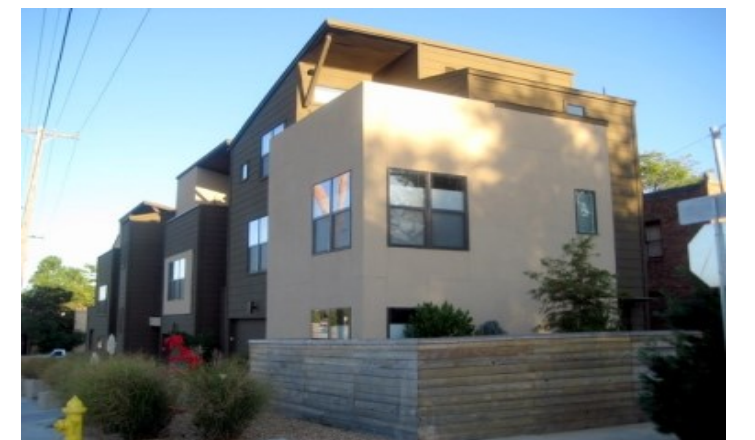
Swan Lake from bridge looking North East.



Brick apartment buildings coexist with single family homes in the Swan Lake neighborhood.



Contemporary apartments North of Cherry Street



Apartments North of Cherry Street.



Single family homes of the same era in the Swan Lake. 17th Street, looking west toward St. Louis Ave.



1930 Orcutt Duplex in Swan Lake.



1568 S Yorktown.



Looking east on Cherry Street.

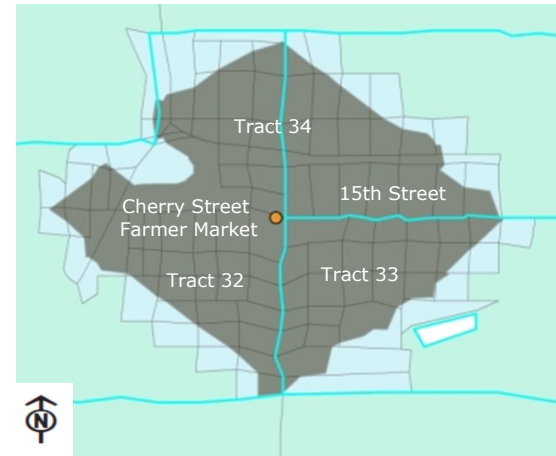
Demographics

Census Tract Data

The Cherry Street area primarily consists of three census tracts, numbers 32,33 and 34. Tracts 32 and 33 are located south of 15th Street and tract 34 is located north of 15th Street.

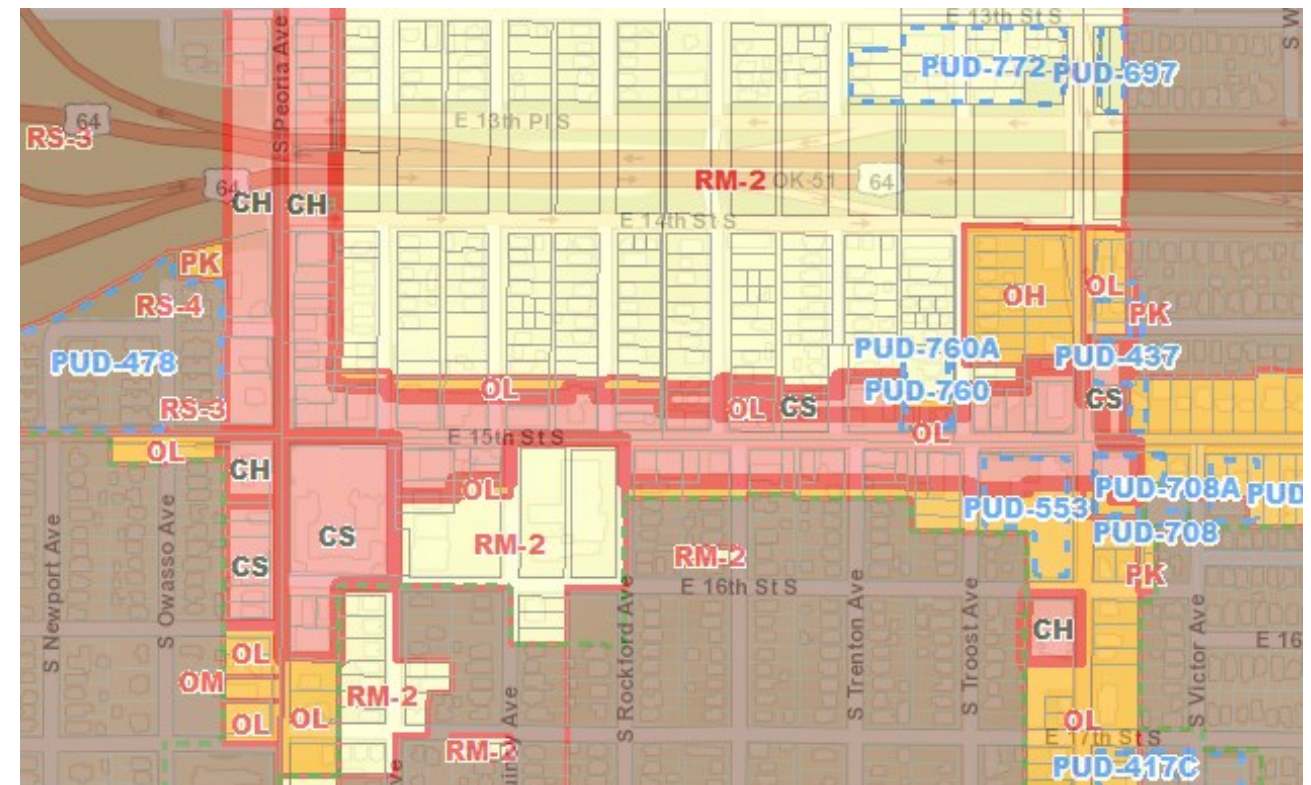
	Census Tract 32	Census Tract 33	Census Tract 34	Tulsa (City)
Population, 2010 Census	1,511	2,032	1,973	391,906
Population per housing unit	1.41	1.69	1.40	2.12
Male	50.0	48.1	58.3%	47
Female	50.0	51.9	41.7%	51.3
Average age	40.1	39.1	34.3	33.3
White	90.2	86%	74.7%	63%
Hispanic or Latino	24%	4%	18.5%	14%
Owner-occupied	57.1%	49%	23.4%	47%
Renter-occupied	42.9%	40%	76.6%	41%
Vacant	19%	11%	16.3%	12%
Unemployment rate	1.2%	2.90%	5.1%	7.00%
Poverty rate	11.0%	11.50%	11.0%	19.30%
Median household income	\$37,434	\$57,049	\$39,921	\$39,289
Mean household size	2.05	1.90	1.72	2.34
Mean family size	2.91	2.63	2.70	3.04
%Households family households	49.0	45.10	49.1	58.10

Source: 2010 Census, 2010 American Community Survey



The plan area is largely white and earns a higher income. The unemployment rate is low and the poverty rate is much lower than that of the rest of the city. Nearly 50 percent of the population own a residence, while 40 percent rent.

Zoning



Source: INCOG Zoning Map

current zoning for Cherry Street
Zoning Classes

CH	Commercial, High Intensity
CS	Commercial, Shopping Center
OL	Office, Low Intensity
OM	Office, Medium Intensity
OH	Office, High Intensity
RM-2	Residential, Multifamily, Medium Density
RS-3	Residential, Single Family, High Intensity
PK	Parking District

Case Studies

Santa Fe, NM – Railyard Farmers Market

In 1960, the Railyard Farmers Market started with a few growers. It has moved several times as it expanded. In 2000-2002, the City of Santa Fe hosted community meetings to gather ideas for a 50-acre parcel for the market that would reflect the history and culture of the region. The market participated in this planning process, which resulted in a Railyard Redevelopment Master Plan with the Santa Fe Farmers Market as central, public place. The market generated over \$1.5 million in direct sales in 2001, a 25% increase over the previous year as the market increased visibility through the process. In 2002, the Santa Fe Farmers Market Institute, a non-profit that took charge of establishing a permanent site, implemented programs to promote agriculture in Northern New Mexico and began year-round operation. In 2003, the Santa Fe Farmers Market moved to the Railyard Park. This is where the Market is held today. The Institute raised over \$4.5 million to build The Santa Fe Farmers Market.

From 2008 to Present, the Santa Fe Farmers Market building was completed, as permanent home operations for the Santa Fe Railyard year round, and the market has an 80-year lease with the railroad.

The design is a two-story warehouse. The ground floor 10,000 sq.ft., a market hall that has room for 50 vendors. The second floor offices for the Santa Fe Farmers Market and Institute have 3,200 sq.ft. of leasable office space. The building has 5,847 sq.ft. of restaurant space and a gift store.

In addition, it has outside space large enough for 100 vendors with their vehicles. There are 800+ parking spaces in the Railyard Vicinity. In addition, the market has a pavilion for business events estimated at 9800 sq.ft.. On farmer's market days, the pavilion is not available until two hours after the close of the market. The market operates on Tuesday and Saturday morning from 7:00 to Noon, starting an hour later in October. The market now has 170 producers and it only allows vendors from 15 counties in northern New Mexico. They have strict standards: the seller grows 100% of the farm products and 80% of the ingredients in the processed foods and crafts are produced in these 15 counties.

The Market serves more than 180,000 people annually and averages, in the summer, about 6,000 customers every Saturday.



Santa Fe Farmers market location in Paseo De Peralta #1, Santa Fe, NM



Score- MetroJacksonville.com

The new permanent market has both indoor and outdoor space for up to 150 vendors, a 5,847 square foot restaurant and 3,200 square of leasable office space at the end point of Rail Runner's Phase II line.

Santa Fe, Farmers Market Vendor Fees

Fee Type	Fee	Frequency
Membership	\$100	Annual
Saturday Double Booth Premium	\$200	Weekly
Saturday Reservation	\$100	Weekly
Saturday Off-Load Reserved	\$25	Daily
Saturday Truck Stall Reserved	\$35	Daily
Saturday Non-Reserved	\$30	Daily
Tuesday Reservation	\$50	Weekly
Tuesday Truck Stall Reserved	\$15	Daily
Tuesday Non-Reserved	\$20	Daily

Programs

Santa Fe Railyard Farmers Market has many different programs including community cooking class, a Children's Nutrition Program, Professional Development Workshops, micro loans for farmers.



Santa Fe Farmers Market



The market draws a large crowd in Saturdays



Santa Fe Farmers market building



Santa Fe Farmers market internal booths



Events hall

The Davis Farmers Market, California

The Davis Farmers Market started in the early 1970s and later moved from downtown to Central Park, several blocks away, partly due to downtown business parking concerns. After more than 15 years of growth and increasing influence in the community, the City decided to upgrade Central Park and build a \$500,000+ multi-purpose pavilion that houses the market on Wednesday evening and Saturday morning. The pavilion is a 35' x 270' steel, clerestory structure with a multi-colored cement floor. (A clerestory is a high wall with a band of narrow windows along the top of the roof).

The Davis market takes up about one-third of the five-acre park on Saturday mornings and Wednesday evenings during Picnic in the Park and it draws seven to ten thousand people each week.

Total attendance at the Wednesday and Saturday markets exceeds 500,000 visitors annually. The DFM is now among the largest farmers markets in California, with an average of 85 vendors every Saturday. Year-round, 180 different vendors attend the market. While many of the vendors are still local, others come from all across Northern California and even as far away as Oxnard and Santa Maria in Southern California.

The markets offer a selection of fruits and vegetables, including certified organic produce, meats, chicken, fish and seafood, wine, local eggs, honey, fresh baked goods, flowers, plants and gifts. Everything sold in the market is either grown by or made by the seller.

The Davis Farmer Market Association is a non-profit organization with 11 member Board of Directors consisting of eight farmer-vendors, one non-agricultural vendor, and two community representatives. Annual gross sales exceed \$1.5 million.

Source: UC Sustainable Agriculture Research and Education Program

Market Hours

Day	Time	Month
Saturday	8am-1pm	Year- Around
Wednesday	4:30-8:30 pm	March until October
Wednesday	2-6 pm	October tell March



Davis Farmers Market location on C Street Davis CA



Davis Farmers Market on Saturday

Market Rules

All vendors must arrive by 7am on Saturdays and by 4:00pm on Wednesdays. They are responsible for bringing their own chairs, table and signage. Vendor booth space is 10'x10'.

Vendor fees

Booth Fees are calculated as a percentage of the seller's gross sales for that Market Day. The both fee collected for each space used, even in case of no sales.

	Weekly	Saturday	Wednesday
Member	6% of gross sales	\$30	\$20
Non-Member	8% of gross sales	\$26	\$26

Events

The Davis Farmers Market has two attraction events:

- Picnic at the Park takes place from March till October, every Wednesday, from 4:30 to 6:30 pm.
- Annual, International Food Fair includes plenty of entertainment for the whole family such as, bounce houses, pony rides by Pony Ranch Parties, clowns, face painting and rock climbing wall.



A vendor sells fresh vegetable and fruit.



International Food Faire



Picnic at the Park



Musicians area



Pony Ranch Parties



Kids playing with animals

Section 2: Community involvement

- ◊ Farmer Market Manger Interviews
- ◊ Vendors Survey
- ◊ Vendors Focus Group

Farmers Market Manager Interviews

In order to achieve a full understanding of the market management requirements, I conducted face-to-face, telephone and email interviews with Lisa Brandborg, Market Manager for Cherry Street Farmers Market, David Blue Market Manager for Broken Arrow Farmer Market, Lisa Greene manager of Downtown Farmers Market, Randi MacNear Market Manager for Davis Farmers Market, California.

The interview questionnaire was as follows:

- How would you describe yourself in your role as a Market Manager?
- Who owns the market site?
- How long is the site agreement?
- Do you have partnerships with the city or other agencies?
- What are your months, days and times of operation?
- List the major factors that were considered when choosing a site for the Farmer markets
- Give value of 'very important', 'important' and 'not important' for the following items: restroom, electric hookups, water fountains, and shade from structures, refrigeration, picnic area, and concessions.

I summarize the collected answers and feedbacks in the following summary:

Most of the market managers employed as part-time employees and they have two to five years experience.

All of the market managers have the same responsibilities, such as:

- Manage operating budget, including rent, enforce operating rules and collect accounts receivable and maintain relationships with adjacent business properties.
- Rent space to vendors, Assist merchants with design and merchandising.
- Marketing promotions and public relations.
- Assists organizers in long-range planning based on- sites knowledge.
- Bookkeeping, Fee collection, Staffing the market information booth.
- Tax preparation, market safety and special event coordination.

One of the most important factors in market sustainability is to have a long-term agreement with the city. Vendors need a secure location that does not change or relocate frequently when the city changes its plans for the provided space. For example, the Cherry street farmer market has an agreement with the city and must be renewed annually

according to Lisa Brandborg. Other markets have long-term relationships with the city, such as Davis, California. According to Randi MacNear, Davis market manager, the market has only been relocated once in over 30 years and it was only because the city needed the space to build a structure for the market. They use the city's park property for free. In addition, some farmer's markets are owned by the city. For example, the Broken Arrow Farmers Market is owned and operated by the city and it is funded through the city's annual budget.

Managers of farmers markets were asked what are your months, days and times of operation. According to the responses, the period of operations ran from the beginning of April to mid October. However, mostly waited until the end of March to start their activities and closed by the end of October. About to days of operation, the collected data indicated that Saturday and Wednesday were the most popular days, and the busiest time of the day for the operation of the farmers markets was between 9am and Noon.

Managers were asked to list the major factors that were considered when choosing a site for the farmers markets. Most of the market managers responded that, easy accessibility and traffic flow, enough parking for both farmers and customers, visibility, proximity to downtown and other retail stores, enough space for farmers stands.



Mr. Scott Swearingen, President of Cherry Street Farmers Board interview



Market Manger Booth

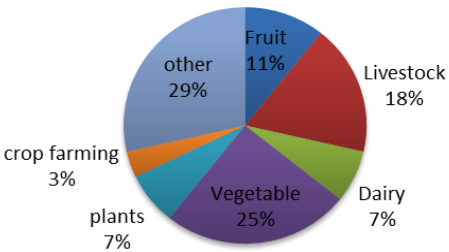
Safe neighborhood, adequate density of potential customers and use of public land for insurance and financial purposes. On the subject of infrastructure, most of market managers responded that a shade from structures, electric hookups, water fountains refrigeration, picnic area, concessions and availability of restrooms are very important.

CSFM Vendors Survey

Questionnaires were developed by Katie Plohocky, Principal of Street Life LLC conducted to surveyed 44 vendors for CSFM in October 2013. Katie authorized me Sharing the results in my research.

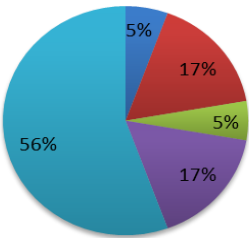
Vendors Survey

What is your primary occupation?



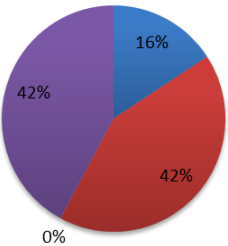
Distance traveled round trip to farmers market.

< 5 miles 5 to 10 10 to 30 30 to 50 > 50 miles



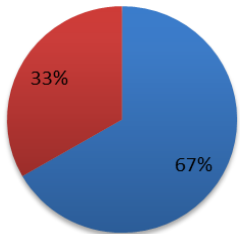
Income from farmers market sales .

Hobby Part Time Full Time Combined



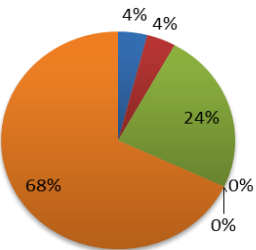
Interested in Year Round Market

yes no



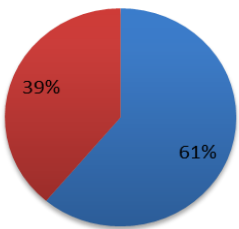
How many markets to you attend?

Monday Tuesday Wednesday Thursday Friday Saturday 1



Interested in Wholesale Market

yes no



Finding

- Most of the vendors are part timers
- Average distance traveled round trip to the market is 50 miles
- Majority of vendors prefer Saturday market

Vendors Focus Group

During the research, I conducted a focus group with the vendors of Cherry Street Farmers Market, in order to get their impressions about the move to a new location, what they prefer in market design, as well as what services they would like to see in a new Farmers Market. I asked for their opinions about CSFM management, time and days of operations and parking for vendors. The focus group of the vendors were held on Saturday, October 25th, in Cherry Street and there were seven participants, including staff, vendors and faculty member.

Summary of Focus Group

The market relocation issue was controversial, as many vendors are reluctant to move and most of the vendors wanted the market to remain in its current location. Because of their fear of losing the customer base, they have built through their presence at the Cherry Street. On the other hand, they are worried about the local store owners in Cherry Street or the City may force them move from the street.

In response to my question about what do you prefer in market design:

One vendor said he likes those markets that are sponsored by other entities such as TU or OSU (maybe we can do something similar with Cherry Street Farmers Market). Some vendors favor moving to the downtown. It has many parking lots for customers. Also, it has a great location with nice entrances, and

accessibility. In addition to that, majority of them prefer the design of the new market to be covered structure for the winter season.

In response to my question about the days and time the market operation:

I have found that the vendors have different opinions about the time and days of market operations. One of them said that, going to a five days market will change the vendor profile. Another one said, opening too many days spreads the customer base too thin. The Wednesday market is not as popular as the Saturday market, many customers would appreciate being open later because they like to stop after work.

In reply to my question about their opinions on CSFM management:

Some of them believe that there is a lack of communication between management and the vendors. One of them explained that there is slow delivery of information and orders to vendors. For example, vendors did not know the date or place of the winter market, until just a few days before the opening of the winter market. Most vendors need more promotion especially during winter or for Wednesday market. All parties agreed that they need is a better marketing, advertising and a permanent location, to create more curiosity and interest for the market.

Section 3: Economic Analysis

- ◇ Economic Analysis For CSFM
- ◇ Competitors Analysis

Economic Analysis For CSFM

To estimate the current economic situation of the Association, I conducted a multi-step estimation process. The first step is to compile data on all direct expenditures provided by the market management. The second step is to estimate average annual income for vendors by using the data of the average spending per customer in the market which has been obtained from the Association manager interview. The third step is to estimate what a customer spends in the market as a percentage of annual income by using Census data for 2010 American Community Survey.

First Step

Summary statistics for CSFM management income and expenditures

CSFM Income	Jan - Dec 2013 \$	CSFM Income	Jan - Dec 2013 \$
Vendor bags	596	Wednesday Booth Fees	4,751
ODAFF Grant	1,200	Saturday Booth Fees	44,375.00
3% Online Fees	37.87		
Donations	422	Total Income	56,363. 00
Reconciliation Adjustments/Misc	294.33		
Market Bags & T---shirt	926		
Vendor Fees (Winter)			
Memberships	60		
Booth Fees	1,351		
Vendor Fees Summer Market			
Memberships	2,350		

CSFM Expense	Jan - Dec 2013 \$
Administrative Expenses	
Donations	75
501c3 Filing	-
Tokens	624
Office Supplies	1,004
PO Box Rental	106
Insurance Premiums	2,957
Total	4,766
Operating Expenses	
Market Manager	21,019
Assistant Market Manager	5,425
Market Administrator	10,173
Website	4,704
Other Operating Expenses	10,537
Total Operating	51,858

Source: Association Profit and Loss- January through December 2013

Step Two

Since the total sales for vendors is unknown to the Association, according to Scott Swearingen, president of Cherry Street Farmers Market, I made an estimation based on the assumption of the average customer spending \$50 per month, with an average of 8,000 customers per month. This yields total sales of \$2,800,000 per year.

Description	
Total Monthly Visitors	8000 Visitors
Seasonal Visitors (7 months)	56,000 Visitors
Average Customer spend/ month	\$50
Annual Vendors Income	\$ 2,800,000

Estimating The Association Income From Booth Fees

Description

Total Market Space SF	17,480
Total Vendors	80
Booth Size SF	120
Total Vendor Space SF	9,600
Weekly Fee per Booth	\$ 30
Vendor Fee per SF	\$ 0.25
Hourly Vendor Fee (Based on 4 Hrs. shift)	\$ 0.06
Annual Fee per SF (Based on 28 week season)	\$ 7.00
Estimated Annual Market Income for all Booths (28 weeks)	\$ 67,200
Income Ratio of Annual Sales Market fee for Vendors	2.4%

Third Step

Estimate Seasonal customer spends in the market

The Census data for 2010 American Community Survey, showing that average Annual Customer Income is \$40,000

Description

Average Annual Customer Income	\$ 40,000
Average Customer Income in 7 Month	\$ 23,321
Average Customer spending in The Market in 7 Months	\$ 350
Expenditure Ratio of Annual Income to The Customer in The	1.5%

Findings and Observations

- The market charges vendors a very small percentage of their income which is 2.4%.
- Customers spent an estimate 1.5% of his annual income in the market.
- Overall, the market can be used this assumptions, to estimated the real annual return of income for vendors, and estimated the real annual income from rent for the market booths.

Competitors Analysis

Farmers markets generally differ from each other by several key characteristics. These characteristics typically include, sponsoring organization or ownership, number of vendors, number of customers, location, site control, infrastructure, operating schedule, booth rents, booth size and annual or gross sales. I used these characteristics to make a comparison between CSFM and Broken Arrow Farmer Market, which is considered one of the most important competitors to CSFM in Tulsa and the surrounding area. The data collected from managers interview for CSFM manager and Broken Arrow Farmers Market manager.

	Cherry Street Farmers Market	Broken Arrow Farmers Market
Ownership & Sponsoring Organization	Association a non-profit organization	City of Broken Arrow
Number of vendors	80 vendors	52 vendors
Number of customers/ week	2000	1200
Location	Cherry Street & Brookside	Main Street, in Broken Arrow
Site Control	On street, annual agreement with the city	Permanent, owned by the city
Infrastructure	Open air	Shaded area, Pavilion
Days/hours	Saturday and Wednesday Time, from 8-11	Saturday Time, from 8-noon
Operating schedule	Seasonal, 2 days per week	Seasonal, one day per week
Booth rents and size	10'x10' - Rent \$30	10'x10' - Rent \$10
Annual or Gross Sales	Estimate \$2.8 million	They don't have gross sales/ vendors have to pay taxes

Tulsa Regional Farmers Market Program

Section 4: Design Program

- ◇ Client Needs
- ◇ Tulsa Regional Farmers market program
- ◇ The Image for the TRFM
- ◇ Space List
- ◇ Typology Design
- ◇ Project Timeline
- ◇ Capital Budget
- ◇ Operating Expenses
- ◇ Income

Client Needs

A permanent space for transforming the CSFM from a local farmers market to a regional farmers is a key aspect to the project. Satisfying the needs of current market vendors is critical to transitioning and transforming the CSFM into a more profitable regional marketing option for Association and vendors.

To accomplish that, I created the list of what the Association would like to see in the new farmers market place, as well as vendor and customer expectations

The needs include:

- A year-round permanent place
- Longer market hours
- Expanded market days
- A large paved lot, estimated at approximately one acre
- Increase the capacity to process locally produced food and agricultural products.
- Covered structure with space for approximately 36 vendor stalls
- Shaded area for approximately 80 vendor stalls
- Development of increased space, space for special events such as dinners, community dances
- Food preparation area for processing and public use
- Kitchen, training and education area for food processing and cooking education with utilities and seating for twenty
- Food court area
- Kids play area with Garden for education programs for Kids & Teens
- Offices for market management
- Small start-up restaurant or café
- Restrooms
- All areas of the site must be handicap accessible
- Landscaping to improve ambiance
- Parking

Tulsa Regional Farmers market program

Tulsa Regional Farmers markets can serve many functions in a community ranging from the most self-evident function of serving as a retail food sales outlet to more esoteric functions such as providing a community center that stitches together a community's cultural fabric.

The following is a list of spaces within The TRFM. These spaces can overlap depending on the use of the space and the time of day. Some of these spaces have specific needs that are not accounted for in this list, for instance, access and circulation for the market.

Characteristic	Explanation
Layout	Provides year-round, multi-day sales. Permanent place with Multiple functional activities.
Entrances	Multi-entrances from all surrounding streets to allow better traffic flow.
Frontage	Frontage is an extremely valuable aspect since it will display the vibrant activities within the site and will therefore attract people to the place.
Customer Flow	Circulation with generally eight foot aisles that allow customers to flow through the market without encountering dead-ends Multiple cross aisles also allow customers to shop between vendors.
Environmental Exposure	Environmental exposure is a serious mid-season issue causing significant shrinkage and contributing to lower product quality. The Tulsa Regional Farmers Market design must take environmental exposures such as direct sunlight, heat, humidity, and insect exposure into account, if the Market is to be successful and offer extended hours.
Exterior Selling Area	Exterior day booth vending spaces including a canopy structure. Expands to about 80 vendors for seasonal operations. Additionally, certain community activities could take place around the exterior

Characteristic	Explanation
Interior Selling Area	Temperature controlled building with approximately 36 permanent stall spaces with an average size of 10x12 SF. and utilities. The building will include an overhead structural frame for signage and
On-site Storage	Cold and dry storage space connected with the building to increase food production potential.
Kitchen	Kitchen space with approximately 40x60 SF of interior for flexible program space. This space can be used for cooking demonstrations, training and education programs for vendors and visitors. Space for special events such as dinners and community events.
Food Court and kids playing area	Mix use of outdoor food court with approximately 120x60 SF. This space can be used for seating up to 40 individuals next to kitchen, so people can enjoy the outdoor experience of the gardens while eating. The seating area includes removable tables and chairs to create a multi-use space. Moreover, this space will be connected to an area for children to play.
Green House	An urban vegetable garden for agricultural demonstrations and education programs for kids.
Café	Approximately 16x10 SF small cafe shop coordinated with other market users. It would provide additional revenue as a separate rental during off hours.
Offices and Storage	Two market management offices, The office is about 20x16 SF, designed for two-to-three people. The storage is about 20x16 SF, designed as Storage area for office supplies.
Kiosk	Approximately 16x10 SF, Visitors Center and display area provide information for the visitors and advertising space.

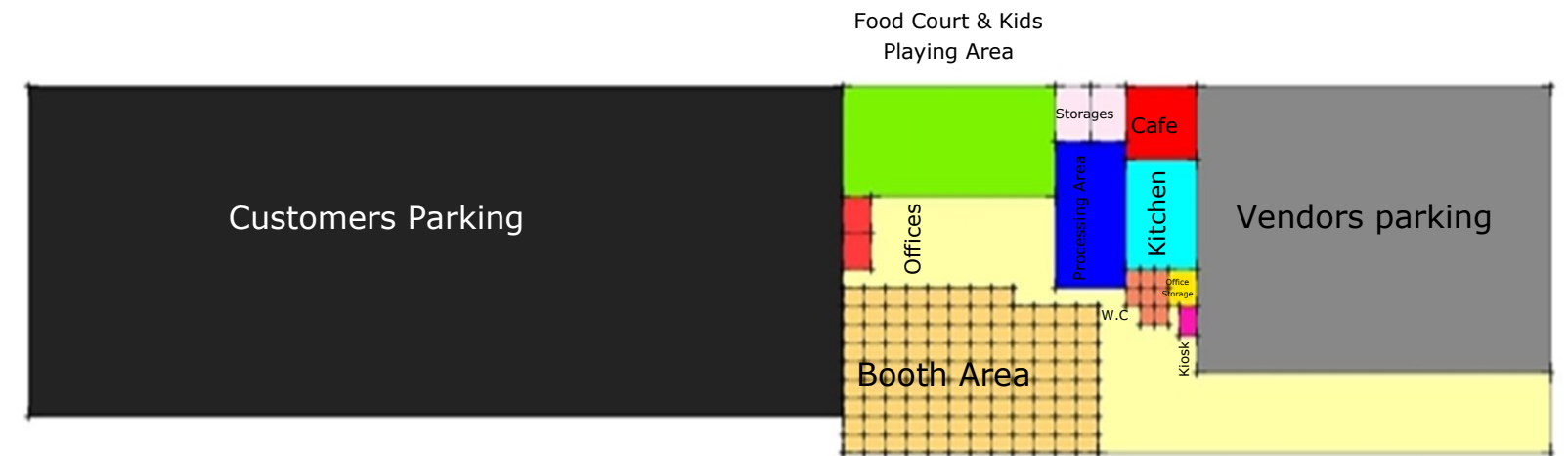
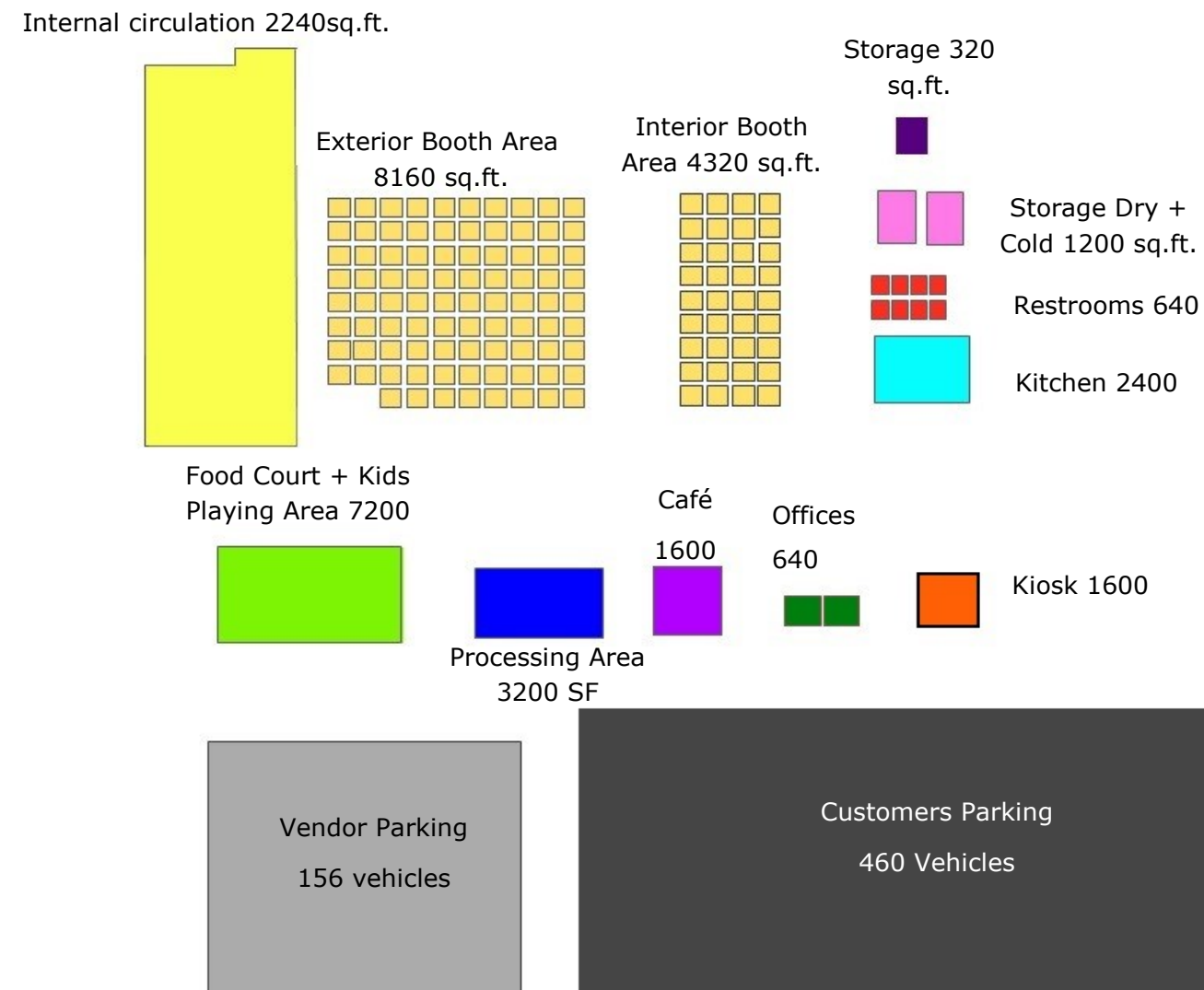
The Image for the Market

Characteristic	Explanation
Restrooms	Approximately eight separate restrooms 10x8 SF, two for vendors and six for customers.
Food Preparation and Processing Area	Approximately 80x40 SF area, to wash and prepare produce and other food production. This area will use to process locally produced food and agricultural products for canning vegetable products, packaging the cooked products and freezing meat
Vendors Parking Area	Approximately 31,200 SF can accommodate about 116 parking spaces with access to the loading dock for loading and deliveries.
Customers Parking Area	Approximately 82800 sq.ft., can accommodate about 460 parking space.
Signage	Not shown on the plan, but included in the cost estimate, is the need to create an iconic signage system that takes advantage of the building height and features.



Space List

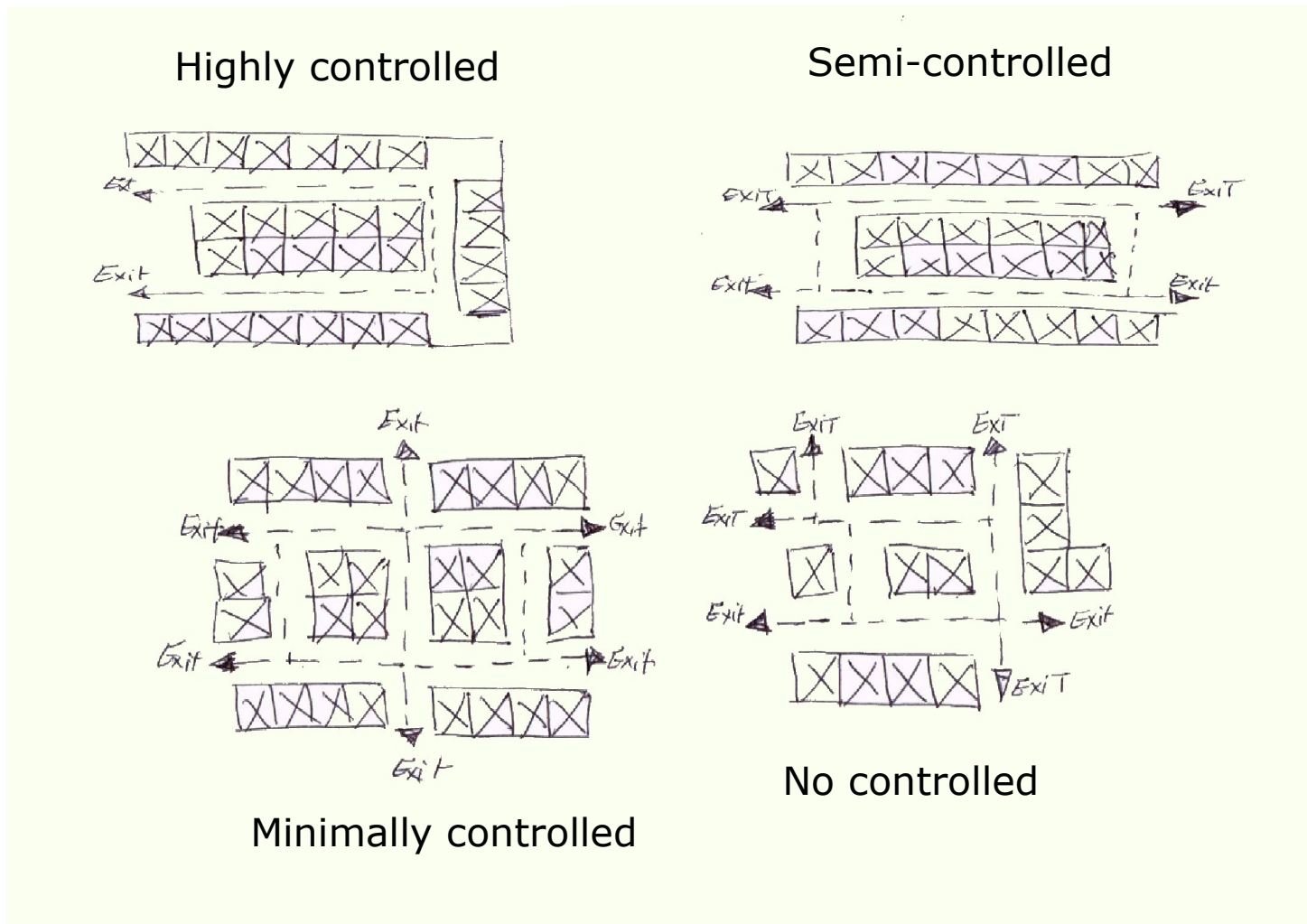
The following is a list of spaces needed for The Tulsa Regional Farmers Market. These spaces can overlap depending on the use of the space and the time of day. Multiple uses for spaces should be an important objective due to the space limitations of The Tulsa Regional Farmers Market. Some of these spaces have specific needs that are not accounted for in this list. For instance the open space for kids playing area also includes a garden to provide educational programs for Kids.



Functional Layout Scheme

Typology design

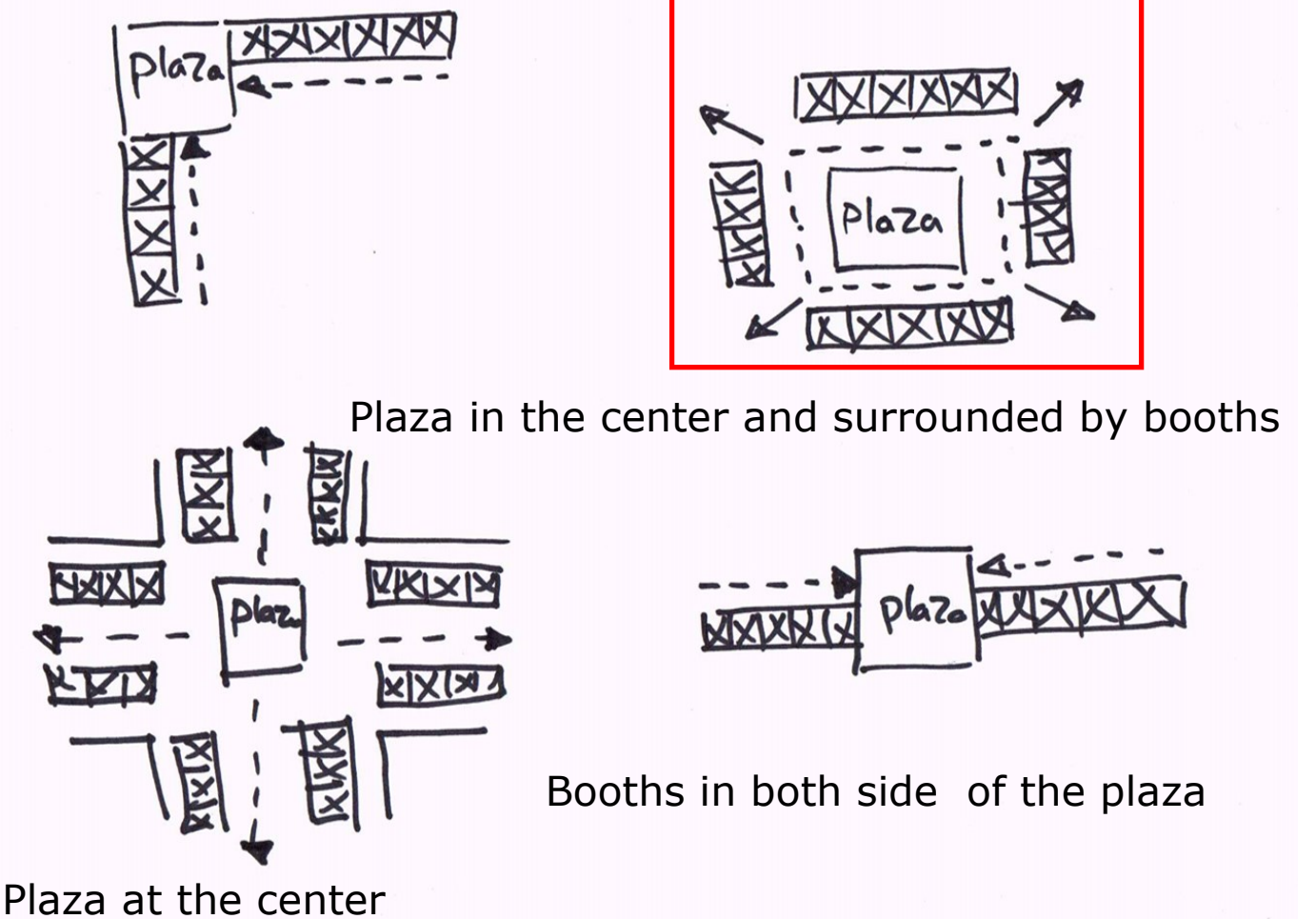
Indoor Booth Arrangements



It is necessary to have some control of pedestrian circulation by the way vendor booths are arranged. According to vendors focus group, the top two preferences are the best arrangements because customers can by through all the booths.

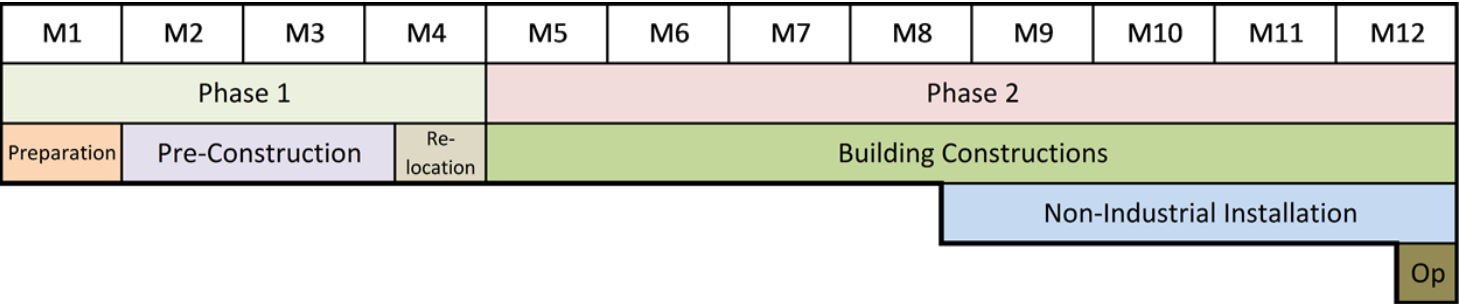
Outdoor Booth Arrangements

L – Shape arrangements



According to vendors focus group vendors prefer a plaza in the center and surrounded by booths for the new market design because it has good circulation.

Project Timeline



The timeline to build the Tulsa Regional Farmers Market is about twelve months and it will be in two phases

Phase 1: Basic improvements and repairs for the site are a one month process. Pre-construction for the exterior selling area, will take two and half month process, during the last month the market will relocate to the site for seasonal sales.

Phase 2: It takes around 9 month to build and installation the entire interior fit out of vendor areas, offices, installation of process area and catering kitchen, restrooms. Also, Installation of the industrial processing elements such as flash - freezing lines and installation of a cook system, the outfit of community spaces, and common areas. In the last four months of the establishment of the project will be the start of installation of the non-industrial infrastructure.

Operation Timeline

Seasonal

Hours	Days						Weeks / Month	Season / Year
5	M		W			S	4	7
		T		T	F			

The Tulsa Regional Farmers Market will operate six days per week, seven month seasonal, six hours per day, start from 8:00 am tell 2:00 pm.

Yearly

Hours	Days						Weeks / Month	Season / Year
5	M		W			S	4	12
		T		T	F			

Market will operate six days per week, six hours per day, for 312 days/a year, from 8:00 am to 2:00 pm.

Capital Budget

Item	Area SF	Unit \$	Total \$
Real Estate Lease Price	80,000	15	1,200,000
Land Annual Lease			1,200,000
Indoor Sales Area	6,800.	55	374,000
Kiosk	160	55	8,800
Market Offices	640	55	35,200
Processing and Preparation Area	3,200	55	176,000
Cafe	1,600	55	88,000
Storage	320	55	17,600
Restrooms (8x10) x 8	6,400	135	864,000
Kitchen	2,400	115	276,000
Storage - Dry	600	31	18,600
Storage - Cold	600	117	70,200
Market Shed Area	15,200	35	532,000
Signage	400	50	20,000
Building Construction			2,480,400
Lot Resurfacing	80,000	3	240,000
Vendor Parking	116	2000	232,000
Hardscape	3%		74,412
Landscaping	2%		49,608
Lighting	0.5%		12,402
Drainage	1.5%		37,206
Site Development			645,628

Item	Area SF	Unit \$	Total \$
Fixed Equipment		5%	124,020
Moveable Equipment		2%	49,608
Furniture		2%	49,608
Kitchen & Processing Equipment	L/S		833,813
Furniture & Equipment			1,057,049
Professional Fees		6%	98,928
Administrative Costs		1%	16,488
Construction Financing		10%	164,880
Contingencies		10%	164,880
Soft Costs			445,176
Total Capital Budget			5,828,253
Cost per SF Unit			72.85

Optional - Visitor Parking	460	2000	920,000
Optional - Visitor Parking Lot	74520	0.74	54,780

Notes:

- Average lease rates for Downtown Tulsa were obtained from Kevin Anderson, a licensed Tulsa Real Estate broker.
- Building Construction, Furniture & Equipment, and Soft Costs estimates were obtained from ENR Square Foot Cost book.
- Site Development cost estimates were taken from Marshall and Swift Valuation Book.

Operating Expenses

Consultant and Contractual

Personnel	Year 1 \$
Marketing Administrator	30,000
Market Manger	30,000
Social Marketing	21,000
Auditing	1,000
Marketing Assistant	15,000
Security	7,000
Janitorial	7,000
Maintenance	
Food Preparation	5,000
Kitchen Assistant	5,000
Chef	1,500
Total	122,500

Personnel	Year 1 \$
Travel	12,000
Supplies	15,000
Occupancy	3,500
Equipment Maintenance	3,000
Postage	52
Insurance	10,000
Advertising & Marketing	8,000
Music - Fees	600
Training, Meetings, Conference	12,000
Telephone/Internet	1,500
Operations Total	188,147

Data source as an estimate obtained from the current market management and Jan L. Figart, Associate Director, Community Service Council of Greater Tulsa.

Tulsa Regional Farmers Market Income

Suggested Operating Budget for Tulsa Regional Farmers Market

The vast majority of income for the TFM will come in the form of rent charged to market vendors. Estimating rental income requires determination of both rental rates and the operational days. I have developed two different scenarios depending on this assumption.

First scenario

I assumed that the rent for external booths(80 booths) is \$0.50/SF base on a 7/month season and for the internal booths (36 booths) \$1.00 base on year-round. The market operates six days a week

Seasonal external booth Income	\$806,400
Annual internal booth Income	\$1,347,840
Total	\$2,154,240

Second scenario

The same rates of the previous scenario except the number of operational days is only two days a week for both indoor and outdoor booths.

Seasonal external booth Income	\$268,800
Annual internal booth Income	\$414,720
Total	\$683,520

In addition, estimate income from membership fees, site space rental for various events, café annual leasing, kitchen Rent for event. This estimate do not include the food Processing and storage rent space.

Membership Fees

Vendor Membership	\$30
Friends of the Market	\$50

Site Rental for Events

Events/year	10
People/event (average)	75
Site Fee/ person	\$5
Total	\$3,750

Kitchen Rental for Event

Event/ year	10
People/event (average)	50
Fee/ person	\$10
Total	\$5000

The Café annual rent estimate \$12/SF/Year

This estimate built on the average leasing for retail space in downtown Tulsa is between \$9 and \$ 15/SF.

Sites Selection Process

Section 5: Site Selection Process

- ◇ Site Selection Criteria
- ◇ Sites Selection
- ◇ Site Selection Evaluation
- ◇ Site Analysis

Site Selection Criteria for Tulsa Regional

Site Criteria

Securing a good site for the Tulsa Regional Farmers Market is a key element of creating a successful project. Based on the vendors focus group, there are certain site criteria associated with farmers markets that can be indicators of success.

To evaluate potential sites, I utilized the following site criteria

Criteria	Explanation
Land	<ul style="list-style-type: none">Flat Surface Grade, the grade of the site is very important for loading and unloading for vendors and accessibility thru the site.Farmers market should have a minimum of 1acers to work with.
Access	<ul style="list-style-type: none">Pedestrian and transit access with different transportation options must be available in order to allow all people access to the farmers market.
Amenity	<ul style="list-style-type: none">External circulation to and from the market should be easy and safe.Site must have good accessibility from high traffic areas to include multiple entrances with traffic control devices, and include on-site capability to offer handicap parking.
Parking	<ul style="list-style-type: none">Parking must be available for vendor’s large vehicles and for customers, as the majority of them come by car.Parking must be sufficient to allow a turnover of shoppers at peak shopping times.
Flexibility	<ul style="list-style-type: none">The site must have a room for future expansion.The site should be sufficiently sized to support marketing activities, parking, and special events. Additional capacity for community uses is preferred.
Image	<ul style="list-style-type: none">The site should be visible from a major street.

Criteria	Explanation
Proximity	<ul style="list-style-type: none">Site location should be within a reasonable distance of residents and a short distance to other commercial destinations.
Catalyst	<ul style="list-style-type: none">Having long-term site stability provides enough stability for a market to invest and encourage future developments
Adjacency	<ul style="list-style-type: none">In order to offer year-round Farmer market potential, a serviceable building with high ceilings, open floor area with service area , utilities and processing capability is preferred.
Cost	<ul style="list-style-type: none">To keep development costs low, sites with developed and serviceable infrastructure are preferred.

Sites Selection

During the initial interviews with the CSFM manger and vendors, I asked them to provide their ideas of potential sites. It become clear that the CSFM prefers a location for the new farmers market within the downtown core or in the mid-town area.

I used my knowledge of the local real estate market and the Site Selection Criteria to identify sites for the new vision. I identified six sites for review that are currently larger than 1 acre and do not have a neighborhood farmers market but had commercial areas, and are increasing in population and popularity. These were the Santa Fe Train Depot, Big Mo Parking Lot and the old fire station headquarters, River West Festival Park, University of Oklahoma site, Story Wrecker Service Inc. site and Evans Fintube site.

After visiting each of the sites, I held multiple meets with property owners and brokers to examine their interest and willingness to set up the farmers market within their properties.

Finally, I conducted a full analysis of five sites after I eliminated the Event Fintube site, Mr. Antoine Harris, CEO at Alfresco Development LLC., which is the developer and the investor for the Event Fintube has a business plan to build a farmers market on the site. And he explained to me that he had contracted with a private company to manage the project for him.

The following sections include an analysis of each of the five potential locations.



Site Selection Evaluation

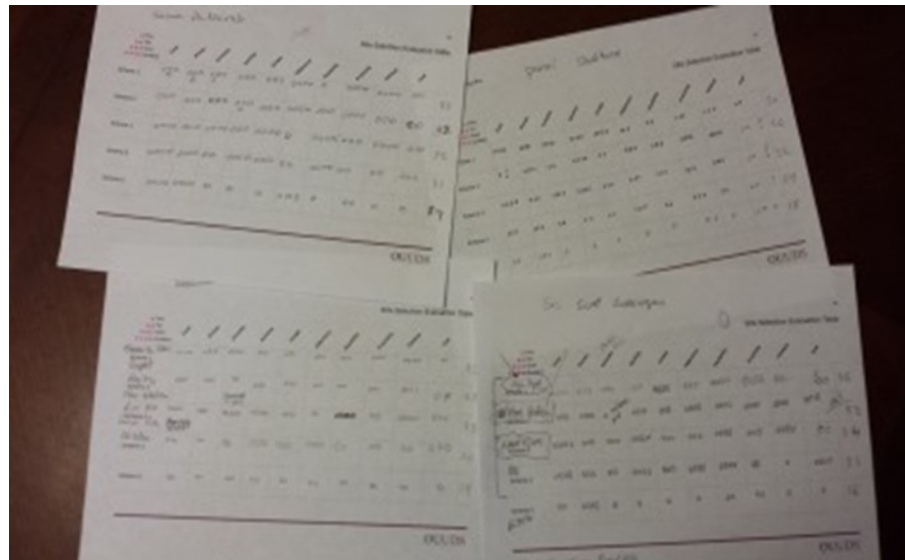
I led a meeting with Cherry Street Farmers Market Management and Board members to decide on the best proposed site out of the five nominated sites. The selection process was based on site criteria evaluated by Dot system, 1 for poor and 4 for excellent.



Penni Shelton, Scott Swearingen, Rita Scott of CSFM



Discussing the Sites Selection Criteria



Sites scoring sheet



Discussing the process and contents

Location 1

The Santa Fe Train Depot

The historic Santa Fe Train Depot is located in 111 S Elgin Avenue E, between East 1st St. and East 2nd St. in downtown. The property is 4.68 acres and is assessed at \$20,400,000 market value. The site has a large paved parking area including a building that covers ¼ of the space. The building has historic significance.

Owner name: L J REALTY LLC C/O JOHN D WILLIAMS

Property type: Commercial

Zoning: Central business district

Traffic Count: 1st ST S 4,200, and N Elgin Avenue 900



The main entrance for the Santa Fe Depot building from 2nd Street



The second entrance for the building from 1st street



The building and the parking lot from 2nd street



The commercial area surrounding the Depot from S Elgin street



The parking lot for the Depot from 1st street



The commercial area surround the Depot from E 2nd street

Location 2

The old Fire Station Headquarters.

Location: 520 E 4th St S & 500 E 5th St S

Land area: 3.24 acres, and the Fire Station 1.10, including 18,715 SF building

Owner name: Core, Associates, LLC

Land Value: \$ 13,311,000

Market Value: \$ 13,650,000

Zoning: Central Business District

Property Type: Commercial



The parking lot in the back of fire station



Parking lot adjacent to the fire station



Looking west from 4th Street



Fire station front view



The Advantage Graphics Inc. parking in the north of fire station site.



TBV INVESTMENTS site in southwest of the fire station

Location 3

River West Festival Park

Location: 2100 S Jackson Ave

Land area: 16 Acers

Owner name: City of Tulsa

Land value: \$172,000

Market value: \$172,000

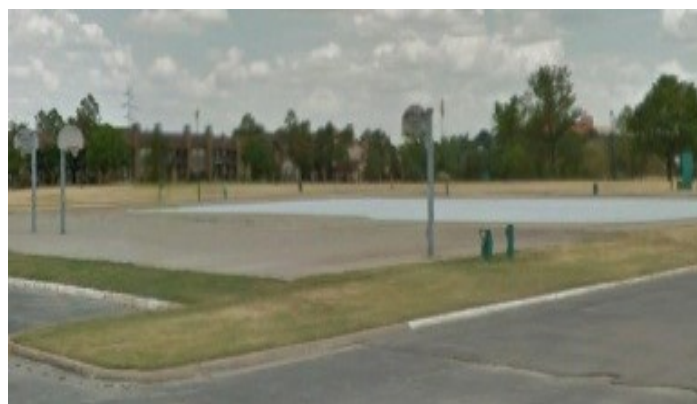
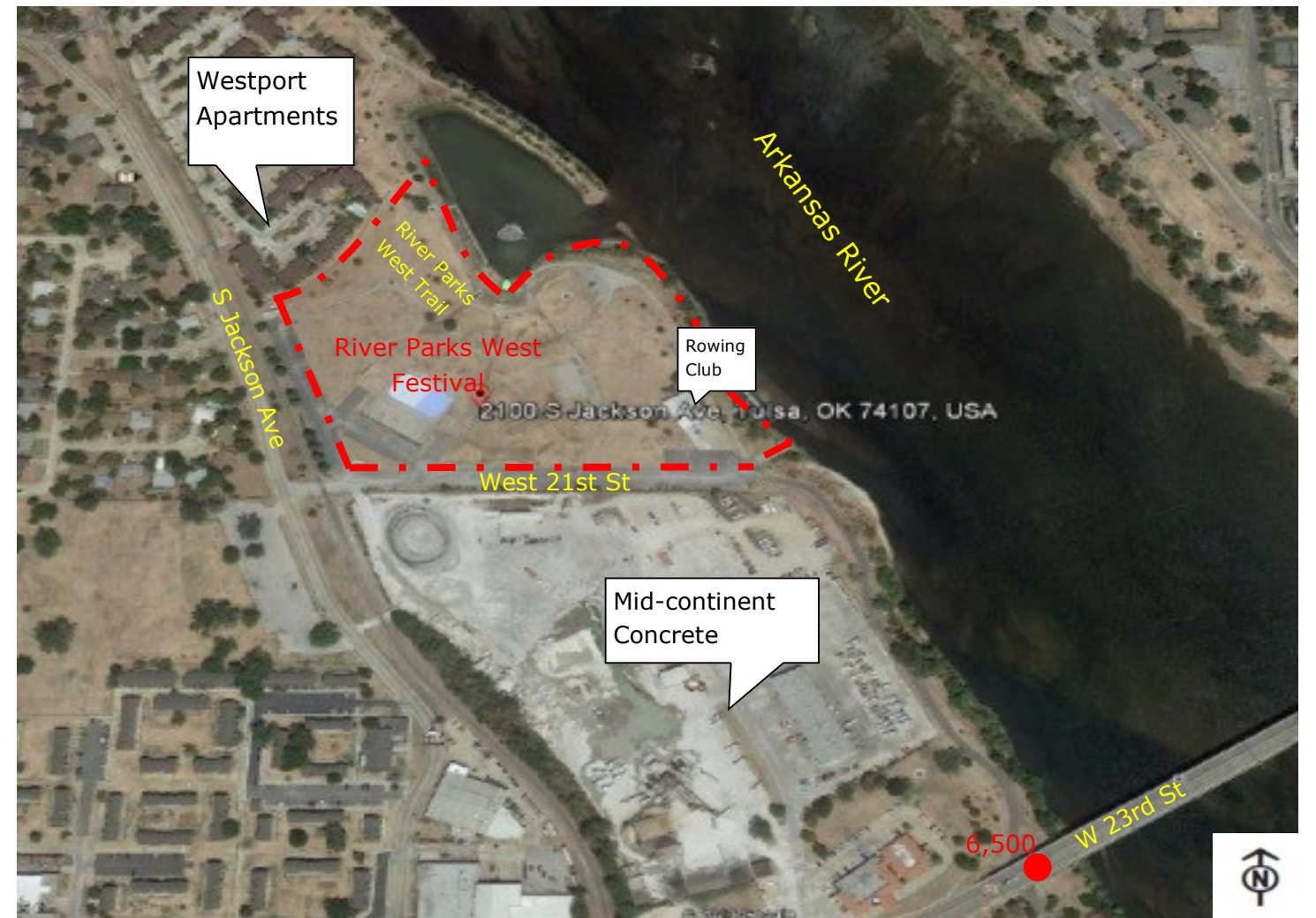
Zoning: Agriculture District



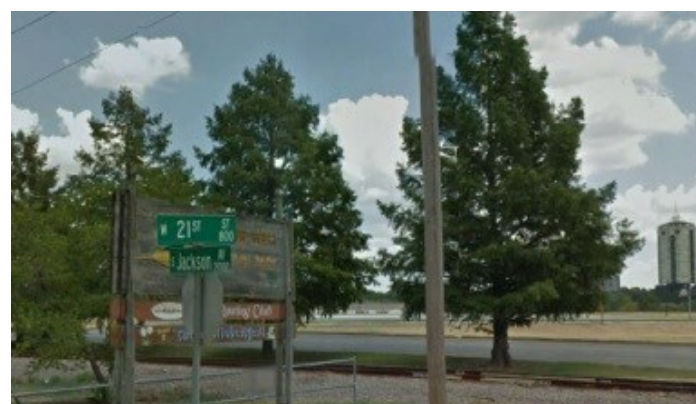
River Parks Trail in the east side



Looking east across Arkansas River



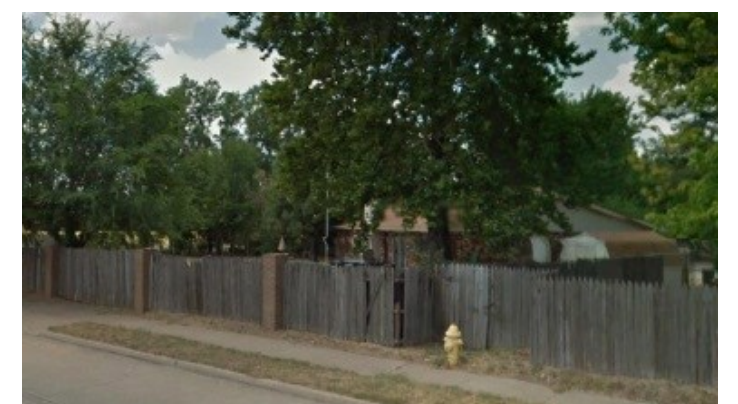
Nearby park basketball court



River West Festival Park sign



Westport Apartments to the north



Single family homes nearby

Location 4

University of Oklahoma Site Tulsa Campus

Location: 4502 E 41st St S

Land Area: 58.21 acres

Land Value: \$6,338,563

Owner name: University of Oklahoma Board of Regents

Property type: commercial

Zoning: research and development district

Traffic count: E 41st St S 17,000–S Yale Ave 28,900



Southwest corner of 41st Street and Yale Ave



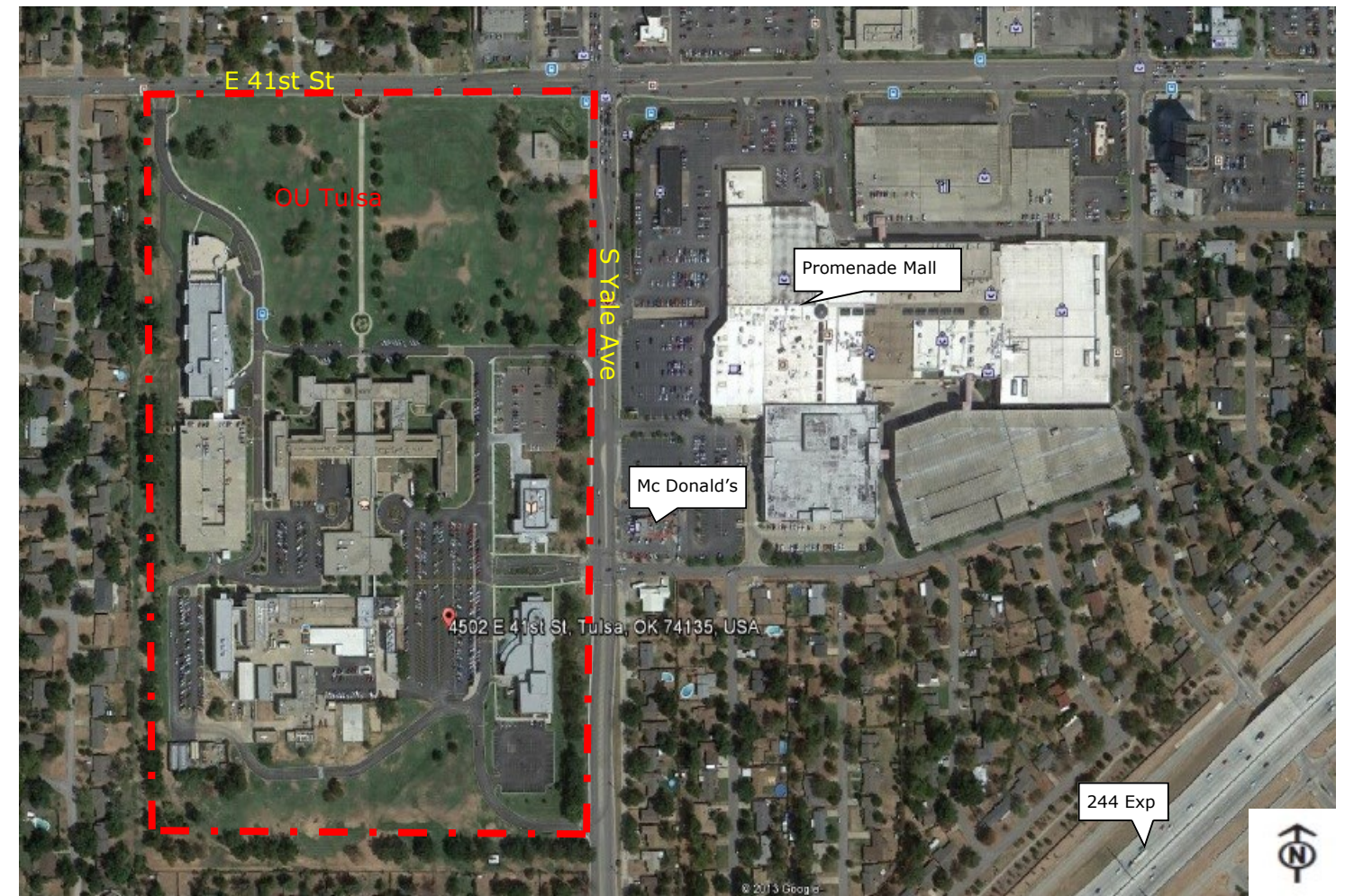
Entry to the campus



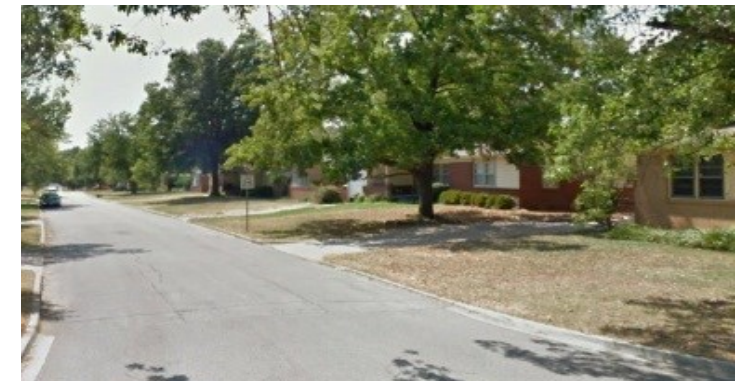
The main entrance



The Promenade Mall on the east side of the Campus



Neighborhood area across Yale Ave



Neighborhood area to the south of campus

Scheme 5

The Story Wrecker Service Inc.

Location: 10 N Elwood Ave W

Land Area: 3.61 acres

Land Value: \$ 471,100

Owner Name: Story Wrecker Service Inc.

Property type: Commercial

Zoning: Moderate industrial district

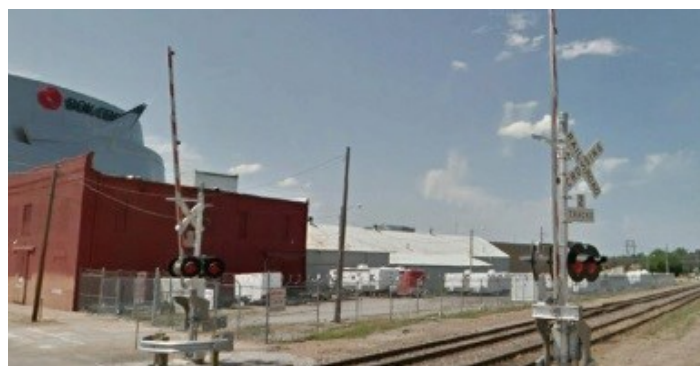
Traffic Count: E/W Archer St 3,200—N/S Denver St 5,300



Story Wrecker Service Inc building



Looking west to W- Inner dispersal loop



Looking south a cross the Railroad line to the POK Center



Clinic Machine Inc building



N Guthrie Ave



Day Care Center

Site Selection Evaluation

<div> <div>● Poor</div> <div>●● Fair</div> <div>●●● Good</div> <div>●●●● Excellent</div> </div>			Land	Access	Amenity	Parking	Image	Adjacency	Flexibility	Proximity	Catalyst	Cost	Total
Scheme 1 The Santa Fe Train Depot	Scott	●●●●	●●●●	●●●●	●●●●	●●●	●●●●	●●●●	●●●●	●●●●	●●●●	●●	136 85%
	Rita	●●●●	●●●●	●●●●	●●●	●●●	●●●	●●●	●●●	●●●●	●●●●	●●	
	Penni	●●●	●●●	●●●	●●●	●●●●	●●●●	●●●	●●	●●●	●●●	●●	
	Salma	●●●●	●●●●	●●●●	●●●●	●●●	●●●	●●●●	●●●●	●●●●	●●●●	●●	
Scheme 2 The Old Fire Station Headquarter	Scott	●●●	●●●●	●	●●●●	●●●●	●●●	●●●●	●●●●	●●●●	●●●●	●●	120 75%
	Rita	●●●	●●●	●●	●●●	●●●	●●●	●●●	●●●	●●●	●●●	●●	
	Penni	●	●●●	●●	●●●●	●●●	●●	●●●	●●●	●●●	●●●	●●	
	Salma	●●●	●●●	●●●	●●●●	●●●●	●●●	●●●●	●●●●	●●●●	●●●	●●	
Scheme 3 River West Festival Park	Scott	●●●●	●●●●	●●●●	●●●●	●●●●	●●●	●●●	●●●	●●●●	●●●●	●●	132 83%
	Rita	●●●●	●●●	●●●●	●●●●	●●●●	●●●	●●	●●●●	●●	●●●●	●●●	
	Penni	●●●●	●●●	●●●●	●●●●	●●●●	●●●	●●●	●●●	●●●	●●●	●●	
	Salma	●●●●	●●●	●●●●	●●●●	●●●	●●●●	●	●●●●	●●●	●●●●	●●	
Scheme 4 University of Oklahoma Site	Scott	●●●●	●●●	●●	●●●●	●●●●	●●●	●●●●	●●●●	●●	●	●●●●	112 70%
	Rita	●●●	●●	●●	●●●	●●●	●●●	●●●	●●	●●	●●	●●●	
	Penni	●●●	●●●	●●	●●	●●	●●	●●●	●●	●●●	●●●	●●	
	Salma	●●●●	●●●●	●●	●●●●	●●●●	●●●●	●●	●●●●	●●	●●	●●●	
Scheme 5 The Story Wrecker Service Inc. Warehouse	Scott	●●	●●●●	●	●	●	●	●	●●	●●	●	●	67 40%
	Rita	●●	●●	●●	●●	●●	●●	●●	●●	●●	●●	●	
	Penni	●●	●●●	●	●	●	●	●	●	●●	●	●●	
	Salma	●●	●●●●	●	●	●	●	●●●	●	●●	●	●	

Site Analysis for Fire Station Site

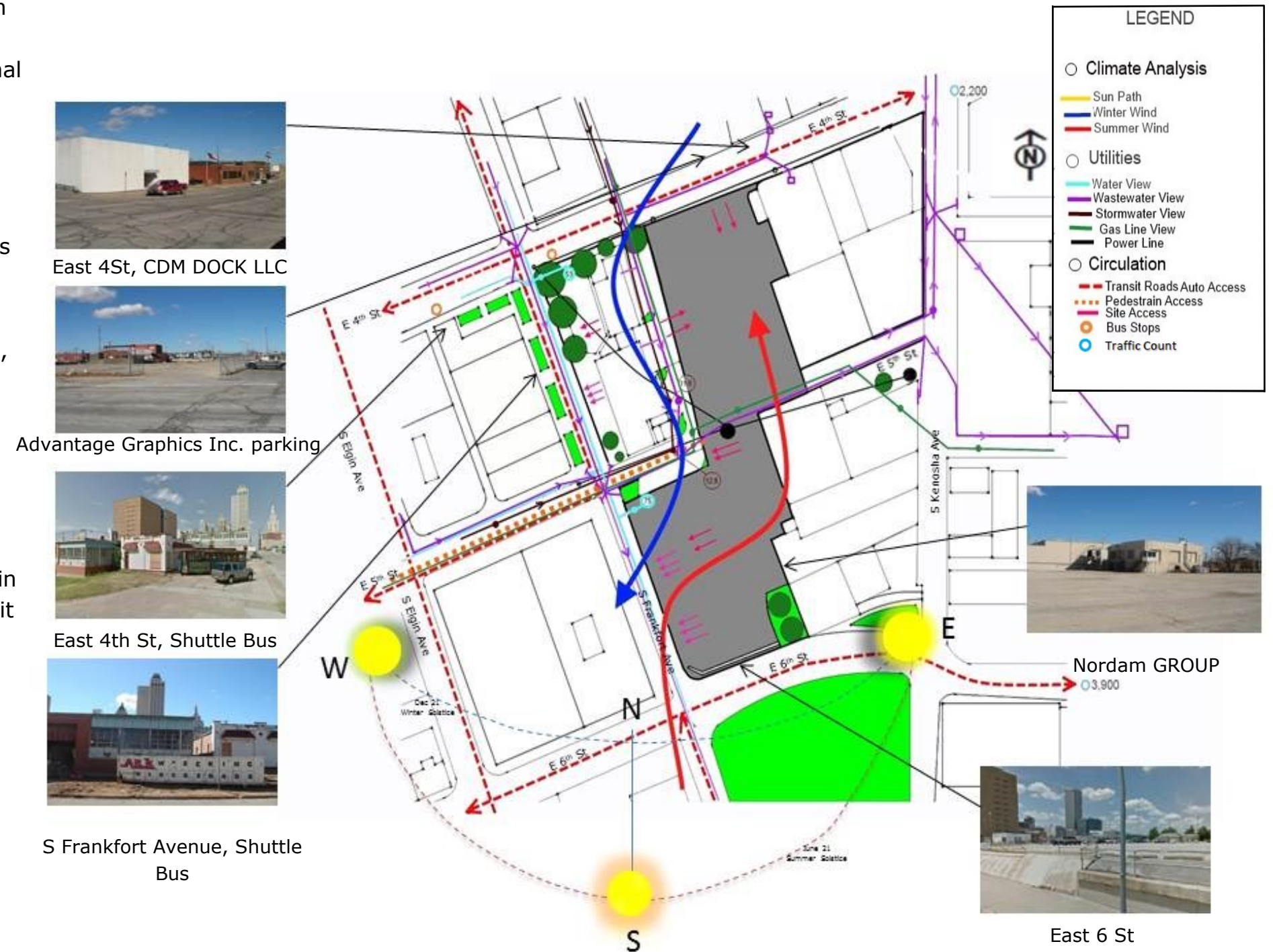
After evaluation of each of the sites and visiting with Association members, they agreed that the Old Fire Station site and the parking lot next to It is the most promising site for Tulsa Regional Farmers Market.

The old fire station site located in downtown Tulsa, in 520 E 4th St S and 500 E 5th St S. the land area is 4.34 acres, includes 18,715 SF fire station building.

The site has a good access accessibility from 4th,5th, 6th streets and just a few blocks away from Blue Dome District.

In order to support processing and year-round farmers market activities, on-site utilities such as three-phase electricity service, gas, water, and sewer are needed and available.

The diagram illustrates that the natural environment, including the direction of the winds and solar patterns, provide us with sustainable design opportunities. The winds in this area move from the north to the south in winter . The solar patterns of the site suggests that sunlight is highly prevalent between the months of May and October. The market would be used mostly in the morning and afternoon, so from this analysis I learned that it is important to minimize the sun coming from the east and directly overhead.



The Old Fire Station Building

The building is about 18,715 SF and was built in 1970, as the Fire Station Headquarters for the Tulsa Fire Department. It has vacant since 2002.

The exterior wall is concrete block masonry, the height of the building is around 10' and the long roof spans that are often required in the apparatus bay to allow for large vehicle maneuverability.

The major fire station functional areas include

1- Apparatus bay: This is where the fire fighting and emergency response vehicles were stored. The entire bay is designed to accommodate the fire trucks and also includes vehicle exhaust removal systems, compressed air and power drop lines, and hot and cold water connections. The bay glass doors allow for ample daylight to cross through it and include a manual means of exit in case of power failure.

2- Apparatus bay support and vehicle maintenance: These industrial spaces are where the vehicles and other fire fighting equipment are cleaned, maintained, and stored.

3- Administrative and training areas: These include offices, dispatch facilities, and training and conference rooms.

4- Residential areas: These include the sleeping rooms, day room, kitchen, and residential support areas such as bathrooms, locker rooms and shower room.

The building currently has sprinkler systems, smoke detectors, carbon monoxide detectors and also has heating ventilating, and air conditioning (HVAC) system.

The building served as headquarters fire station for 40 years and still in good condition.

The old fire station building



As-built floor plan

Design Proposal For Tulsa Regional Farmers

Section 6: Design Proposal

- ◇ Design Description.
- ◇ Tulsa Regional Farmers Market Site Plan
- ◇ Interior Area and Booths Arrangement
- ◇ The Main Entrance
- ◇ Vendors Indoor Sales Area
- ◇ Vendors Outdoor Sales Area
- ◇ Public Space At The Market
- ◇ Education At The Market
- ◇ Local Plant Materials
- ◇ Food processing and Preparations Area
- ◇ Market Offices and Meeting Room
- ◇ Side Elevation



Design Description

Tulsa Regional Farmers Market is divided into two market spaces, indoor and outdoor that together tell a story of a place for all of Tulsa. This story helps outline the structure and the arrangement of TRFM and uses theme gathering place design and sustainable environments.

Strategies included simple arrangements which bring together families, neighbors, visitors, and local vendors from all of Tulsa to create a sense of community and a place for social gathering. These arrangements combine with the building structure and the parking lot in the back of the building as open space for the market. On a large scale the sale booths bay layout covers part of indoor space and out door space. On the South side of the building is the educational kitchen, market manger office, food preparations, and cold and dry storage spaces. On the North side of the building are the offices and the meeting room and a commercial café. On the end of outside booth bay, is a food court where visitors can eat, relax and enjoy the atmosphere. In the middle, I designed an urban entertainment plaza for social activity and events. In the north back of the building is the greenhouse for education programs for children and adults.

There is also a loading area next to the building for easy access for farmers and on the south of the exterior building will be parking for customers and vendors.

The main entrance is an extremely valuable aspect since it will display the vibrant activities within the structure and will therefore attract people to the building. The layout for the market and attractions will draw visitors from all places of city.



Plaza for special events



Gathering place at the market

Design Proposal

The following pages include the proposed design for Tulsa Regional Farmers Market. Throughout the design, I focused on the goals and expectations of The Association. I proposed a two-phase design to show how the market functions. In phase one, I designated the main entrance for the market with big sign to attract people to the market from all over the downtown. In the indoor and outdoor vendors sales area, people will be able to circulate freely through the open-air structure, and natural ventilation will keep the people and the produce cool.

There are three more spaces, food court area, plaza to be used as social area and a

performance cultural and kids play area near the main entrance for the market.

The proposed second phase could add three more spaces. There will be a greenhouse for education programs, a demonstration Kitchen, food preparations area with cold and dry storages, offices and a conference room for the market.

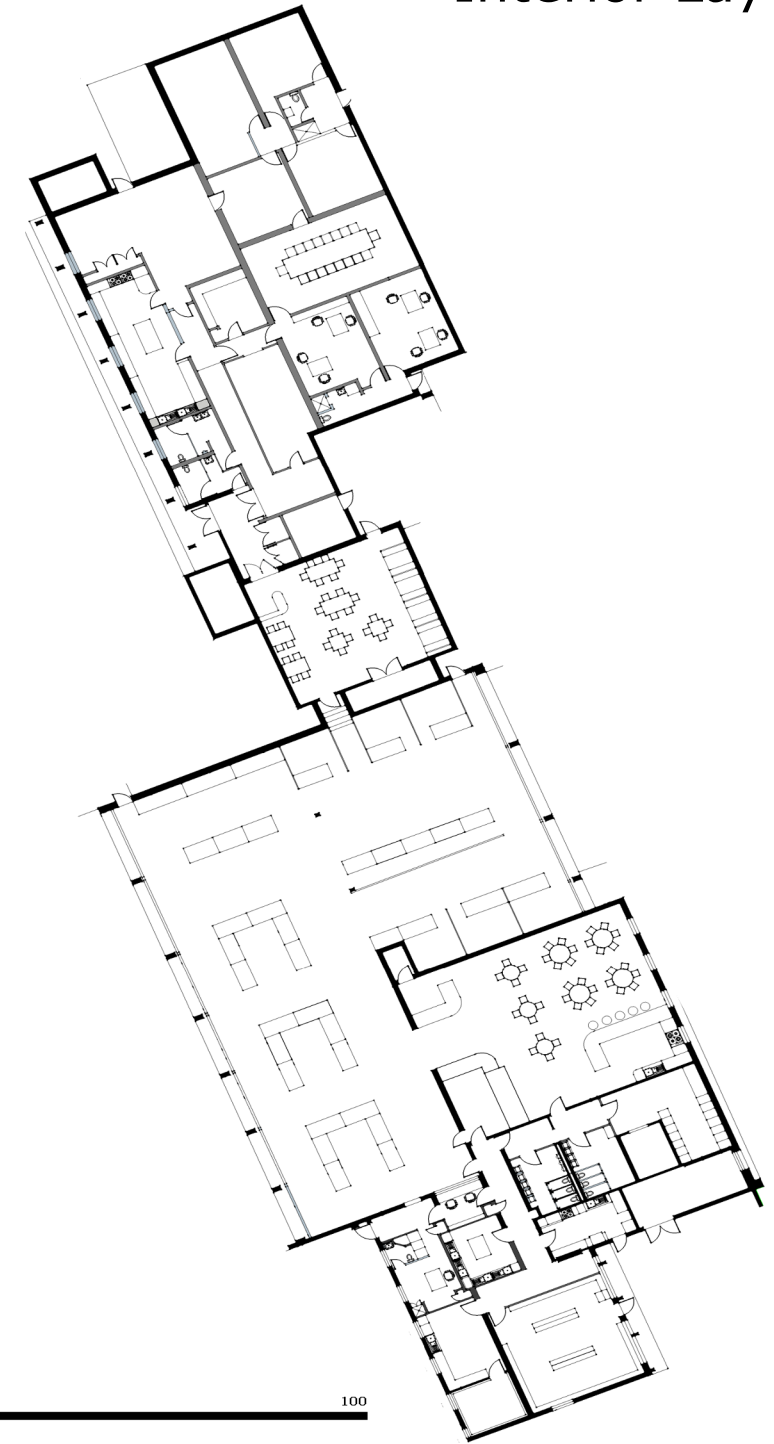
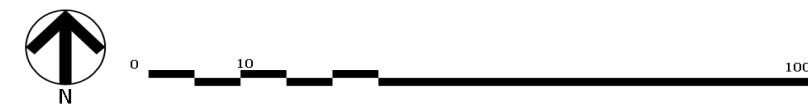
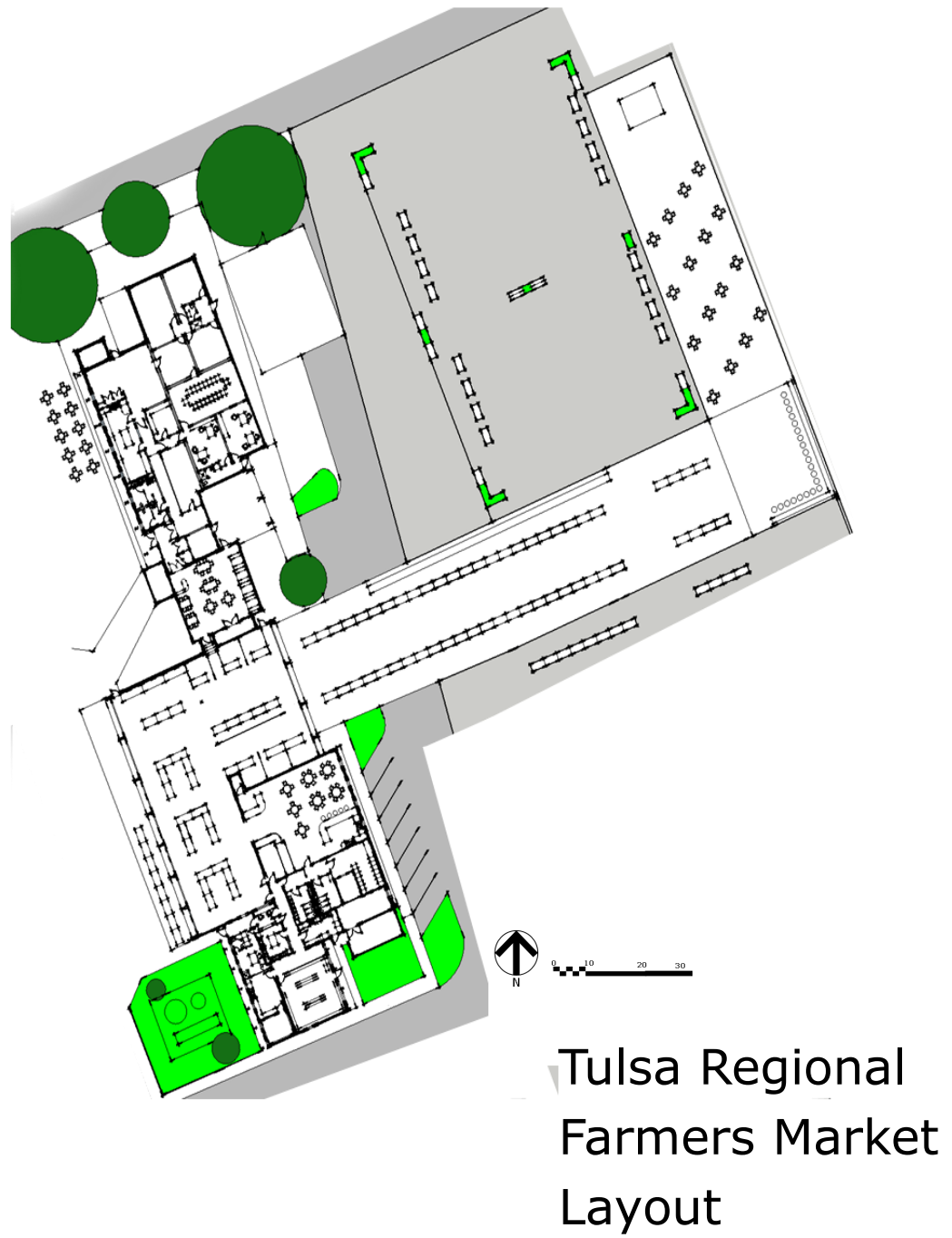
Additionally, I looked at pedestrian circulation through the market and parking for vendors near the outdoor booth area for loading, and truck circulations.

Each part of the design will be further discussed throughout the following pages.



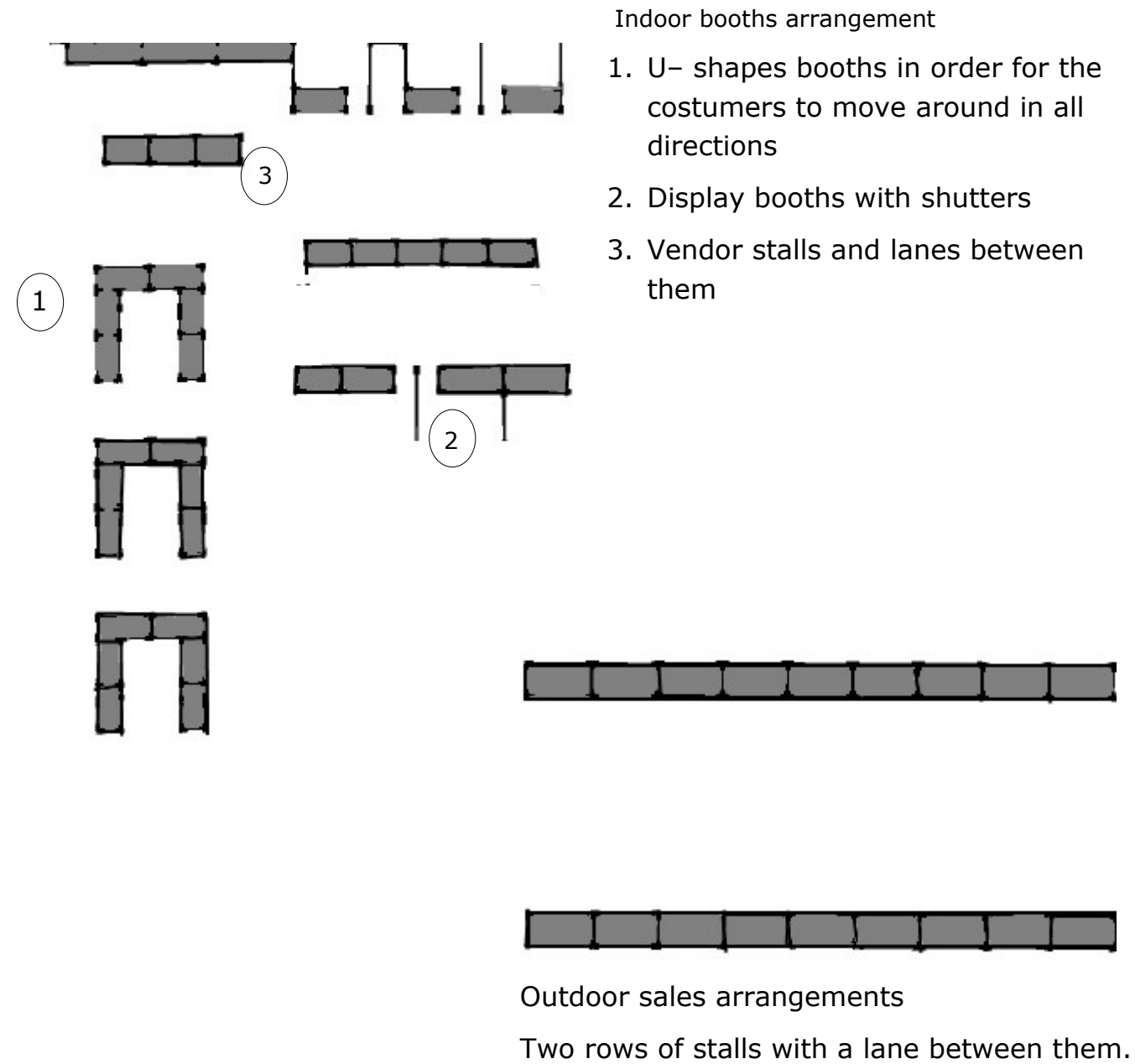
Tulsa Regional Farmers Market Site Plan

Interior Layout



Interior Area and Booths Arrangement

Booth Arrangement:



Distribution for each area:

- Area 1 and 2 include interior sales area of the market and demonstration kitchen.
- Area 3 includes food preparation and processing area.
- Area 4 includes market offices and bathroom.
- Area 5 includes customers bathrooms and vendors break room.
- Area 6 includes optional commercial restaurant.



The Main Entrance

The primary purpose of the front entry of the market is to create a welcoming ambiance for the local community as well as tourists. The roll up glass doors of the fire station building and the landscaping with small seating area on the left side of the entrance give nice and attractive view for the market. The covered shade above the entrance, attached to the top of the building to protect the people and produce from sunlight.

I made a cross walk for the street to connect the main entry with the street so pedestrian visitors can cross the road easily. The big sign in the top of the building is designed to draw attention to the site and directing visitors to the market entry. I added nursery plants booths on the right side to create a kind of contact between the entrance and the indoor activity.



Seating area on the left side of the main entrance



Nursery plants booths on the right side of the main entrance

Vendors Outdoor Sales Area

For seasonal outdoor sales arrangements, shade structures are placed in the back of the building and connected with the internal sales area through the rear doors of the bay. The shade structure covers two rows of 17 booths that are 10 feet wide by 10 feet long and a 18-foot wide lane between the rows, so the costumers can easily access the products sold at the market. The roof height is 12 feet. The height of the shade structure and a trellis with vegetation on the north side of the structure will provide pleasant ventilation and keep the people and the produce cool. On the south side of the structure will be the loading area, so vendors bring their products easily.



Outdoor sales area includes two rows of 17 booths

Vendors indoor sales area

The design proposed for the market provides three ways to organize vendors booths. For the year around indoor arrangements, the bay space is able to accommodate up to 31 vendors. Booths run on the full depth of the building bay with access from both sides. There are 26 tables for grower vendors, organized in a u-shapes in order for the customers to move around in all directions. Also 5 display booths with shutters for handmade crafts and one display booth for market advertisements and gifts items, such as T- shirt and hats. In the right end of the bay manager and information office. The office is 56 SF, and is designed for one-to-two person use.



The u-shapes vendors tables



The display booths



Booths run on the full depth of the building bay

Public Space At The Market

The plaza and the food court are major public spaces that provide gathering spaces and entertainment for the community in the market.

Visitors can relax, eat and enjoy a live music from local bands within 6000 SF covered shade space, a food court provide seating for thirty people with additional seating bar available on a partition wall, at the east end of the market.

In the middle of the outdoor market is a plaza which can be used as public space where people can congregate and interact. The plaza is connected to the surrounding areas of the market and has easy access directly from 3rd Street. Visitors can easily get around. Adjacent to the plaza a row of food trucks make a nice border. Additionally there are seating areas with vegetation in the middle and the four corners of the plaza. This multifunctional space allows for a variety of cultural activities, such as face painting, music, picnic and an outdoor art gallery. Also it can accommodates a variety of events such as birthdays, wedding parties and cultural events.



Cultural activities at the plaza

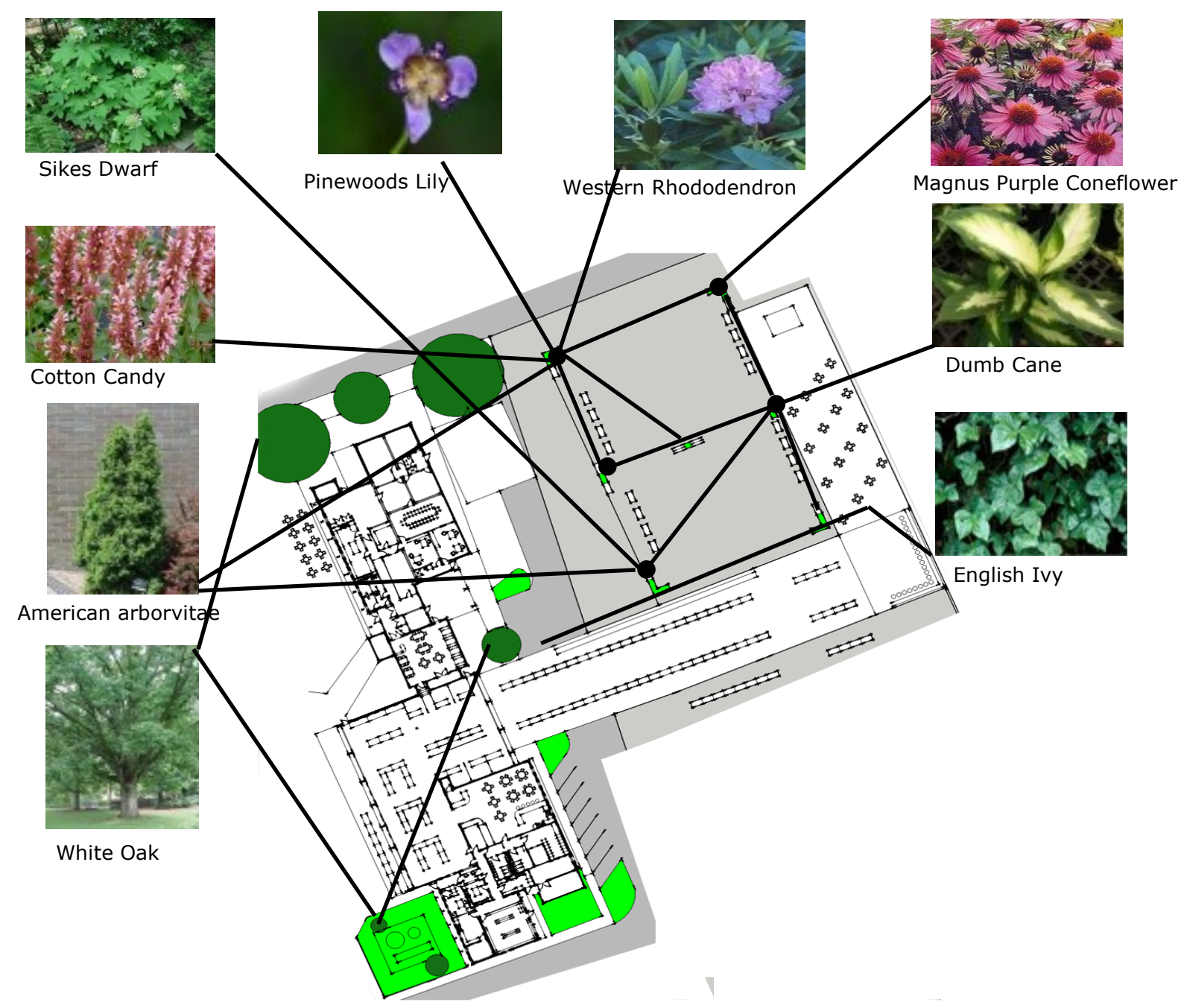


The food court provide seating for thirty people



The Plaza

Local Plant Materials



Name	Common Name
Hedera helix	English Ivy
Dieffenbachia	Dumb Cane
Rhododendron Occidentale	Western Rhododendron
Ozark Celestial-lily	Pinewoods Lily
Echinacea Purpurea	Magnus Purple Coneflower
Hydrangea Quercifolia	Sikes Dwarf
Cotton Candy Hyssop	Cotton Candy
Quercus alba	White Oak
Thuja Occidentalis	American arborvitae

Education At The Market

One of my design proposals for the Tulsa Regional Farmers Market to provide learning opportunities, to encourage and promote healthy, active lifestyles.

1-The Indoor Demonstration Kitchen

This is a unique element allowing the Tulsa community to come in and view first-hand how to prepare market foods for a healthy lifestyle. The Kitchen contains two parts, fully equipped internal kitchen for cooking and another for demonstration and learning purposes with six tables and chairs for forty people.

People can come weekly to the Demonstration Kitchen and learn how to cook healthy meals as well as how to utilize the foods that come from Farms and growers. In fact, the bulk of the food used in the Demonstration Kitchen will come directly from Tulsa Regional Farmers Market. People can assist in the cooking demonstration and engage in discussion.

The kitchen is also used as a restaurant serving daily healthy meals for the visitors.

2-Education Greenhouse

A greenhouse in the market is designed to provide garden and farm education programs for kids and adults. People can learn and understand where their food comes from, how it is produced, the relationship between our choices and our health, and the links between our food and the environment. The space will educate kids on the integrated concepts of plant science and environmental science. Kids can examine and taste fresh vegetables, herbs and flowers. The greenhouse provides the opportunity to grow fresh and healthy produce on site that can be sold or used in the market.

The greenhouse is located in the back of the building with an area around 2244 SF, includes ventilation, heating and cooling system and lights. Additionally, a system for the collection of rainwater is used for the greenhouse irrigation systems.



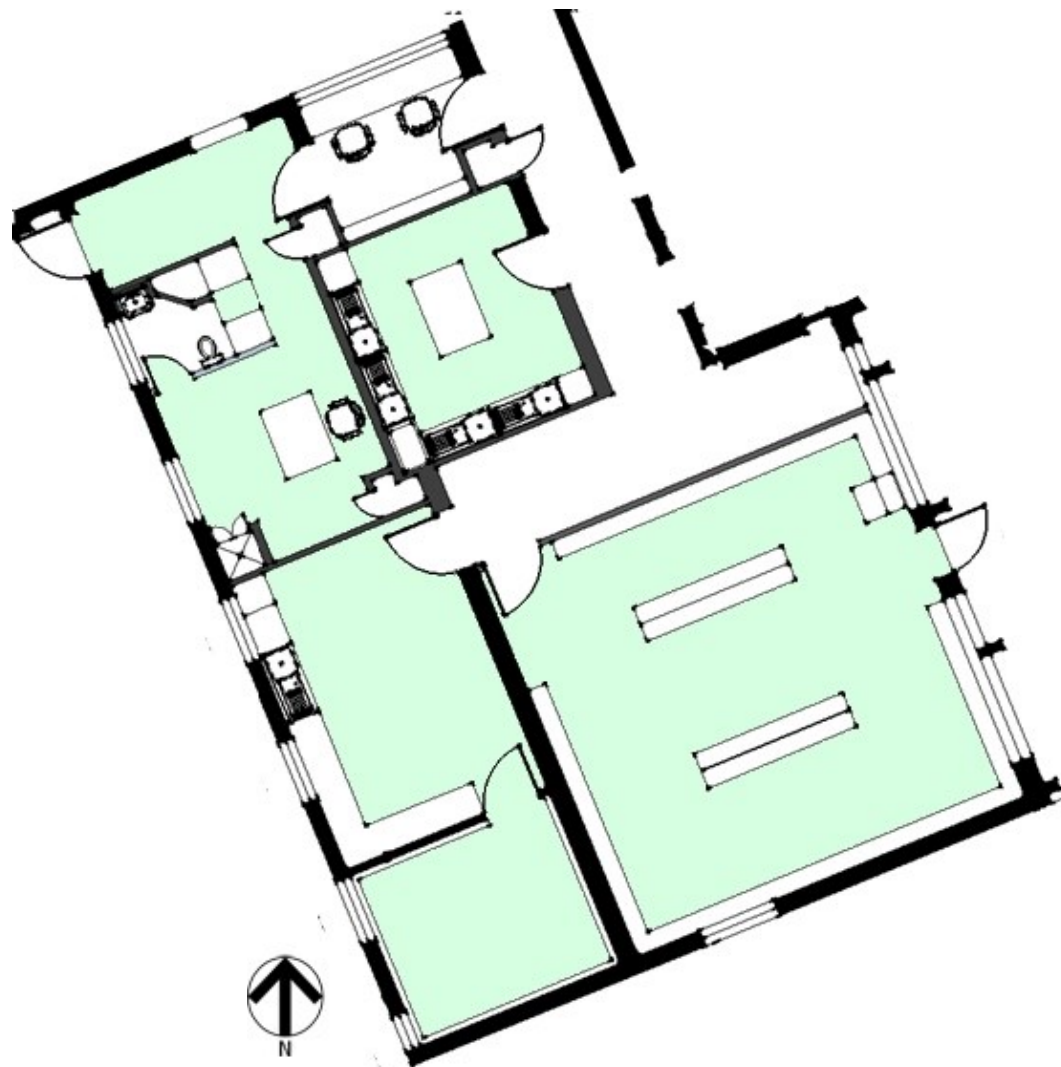
The demonstration kitchen



The greenhouse at the market

Food processing and Preparations Area

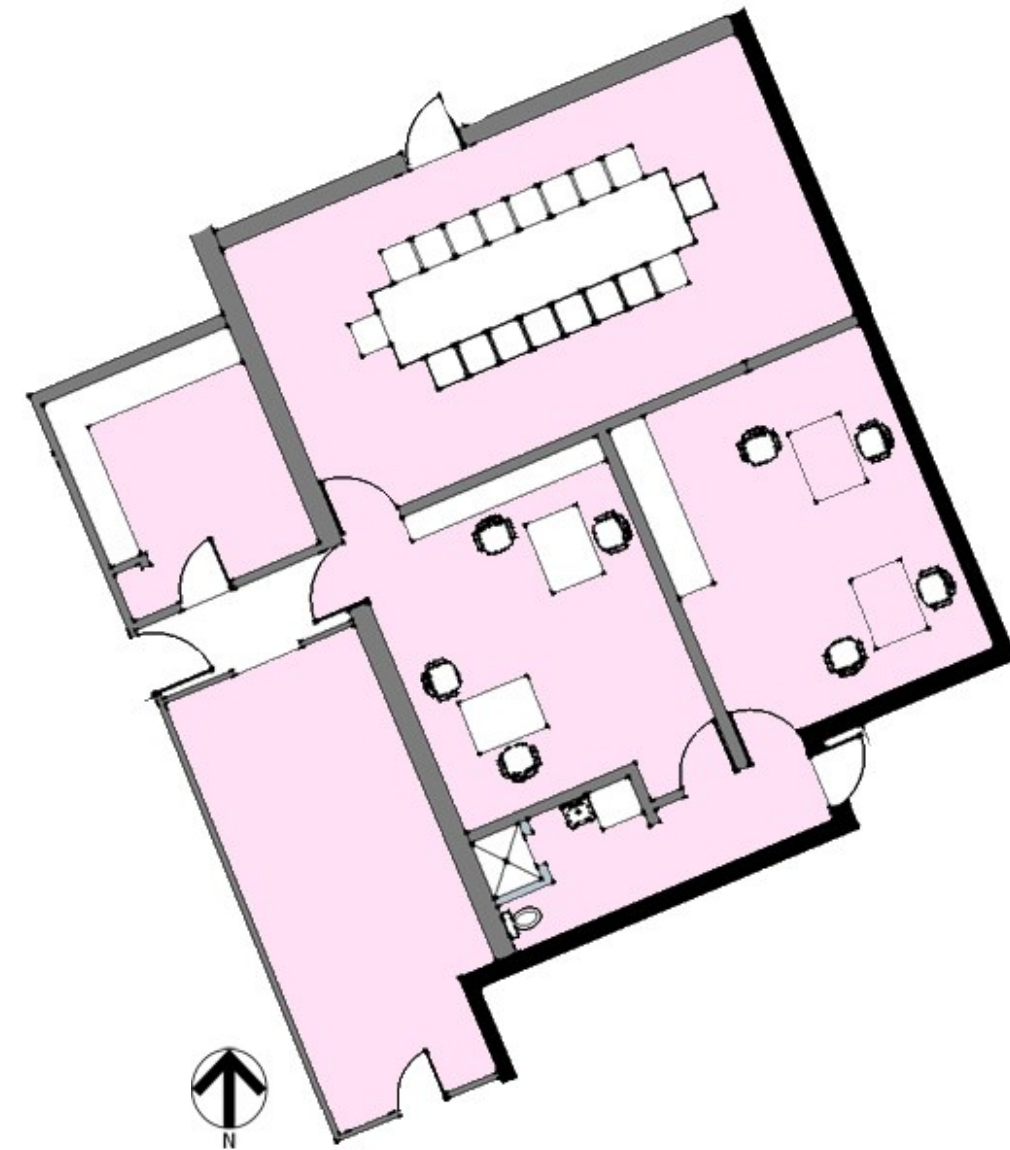
To create opportunities for the sustainability and growth of the market and increase the productivity of the market, the market will provide facilities in the south side of the building for cleaning and packing fresh products with a cool room for the temporary storage for fresh fruit and vegetables and a freezer for frozen products such as meat and chickens. There will also be dry storage with shelves. This part of the building has its own exit for loading and pick-up.



Market Offices and Meeting Room

The building includes two offices with space for four people, designated for administration and secretarial, a spacious meeting and conference room for 18 people, and a bathroom in the north wing.

It also includes a Market Manager office with space for two people, a manager and assistant manager. This office has a large service window that provides a view to the market's indoor sales area, located in the south wing.



Front Elevation

Front Elevation A



The front elevations shows the main entrance to the market from S Frankfort Street and includes nursery plant booths and small sign. In the right corner, kids play area is surrounded by wooden fence to separate the play area from the surrounding streets. The big sign on the rooftop will attract people to the market from all over downtown Tulsa.

Front Elevation B



The front elevation B shows the commercial restaurant. It has an outdoor seating area and parking lot.

Side Elevation

Side Elevation A



The side elevation A, shows the north side of the building and the outdoor seating area with a shade structure and 10 parking spaces for the commercial restaurant

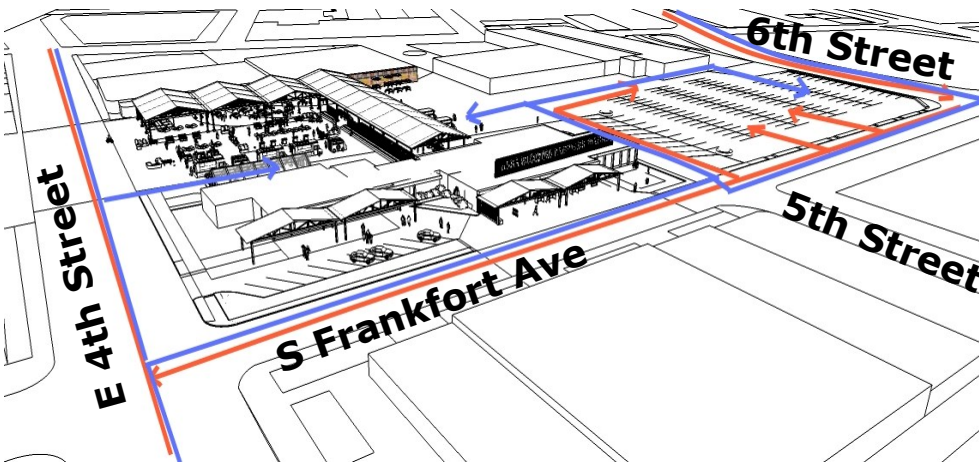
Side Elevation B



The side elevation B (North Elevation), shows the outdoor market activities in the back of the building, which include the shade structure for the market, the plaza in the middle, the food court in the left side and in the right side the food trucks area and the greenhouse.

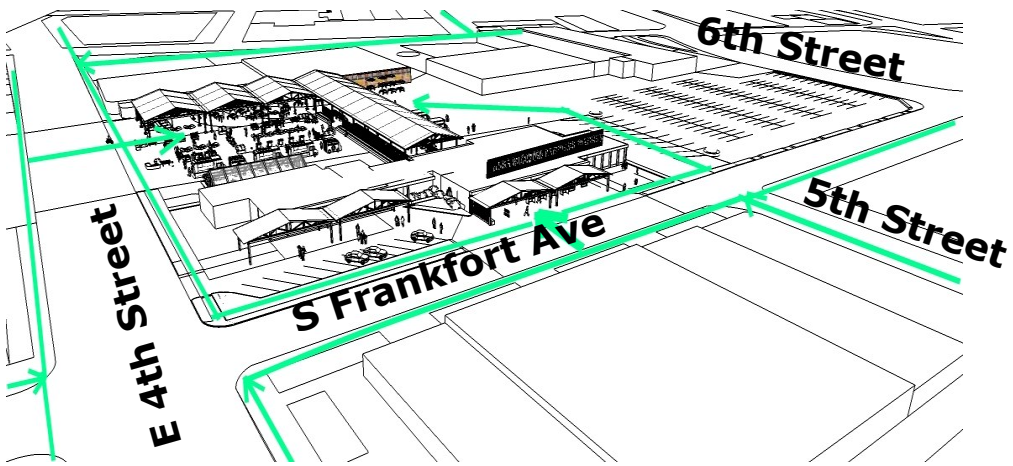
Access and Circulation

Vendors and Customers Access

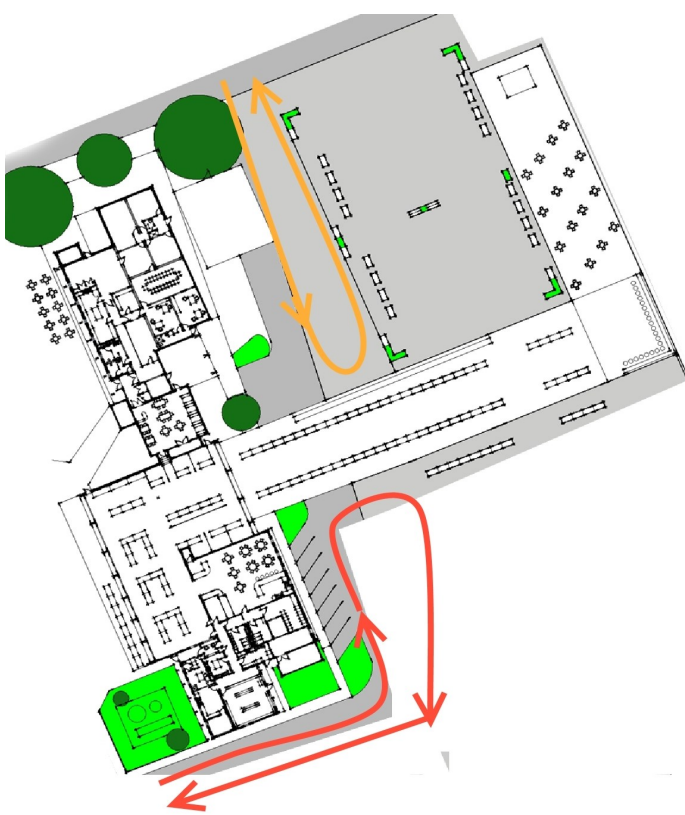


The red line shows the customer access to market and the blue line shows vendor access to the market.

Pedestrian Access

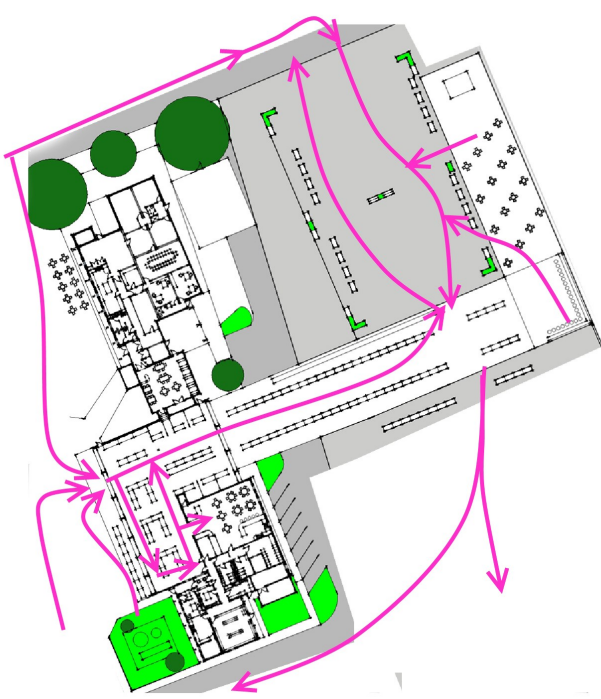


Green Line illustrates pedestrian safe access from various points to the market.



Vendors Circulation

The red line shows vendors trucks circulation into the market closer to the sales area for loading.



Pedestrian Circulation

Pedestrian movement and circulation inside the market from the main entrance of the market to the sales area down to the plaza and the surrounding area.

Parking

Since the site is located downtown, I observed that there is a large amount of on-site parking and in the surrounding area:

- 1- The on-site parking located in the south side of the building near the site provides a total of 213 parking spaces. This includes 160 parking for vendors and market employees. The extra parking is in the north west corner of the site, which provides 10 parking spaces.
- 2- Off-site parking located north, west and south of the site, including other business parking spaces that can be shared.
- 3- Street parking along both sides of S Frankfort Street and 4th Street.

This analysis is important because parking in the site did not provide all the parking that will be needed.



Potential Parking Spaces

- On-site
- Off-site
- Both sides of the streets

Summery of Recommendation

Phase One:

- Select the old fire station site as a permanent site for Cherry Street Farmers Market.
- Make a final decision with the Cherry Street Farmers Market Board members and vendors on relocating the market.
- Develop a matrix of potential funding sources to fund construction and renovation costs.
- Apply for grants to fund the operational cost for at least one year.
- Sign a long-term location agreement with the property owner.
- Conduct a comprehensive civil engineering survey of the market site and buildings. This survey should include an assessment of the following:
 - 1-Water lines and possibility for extension of lines to the vendor booths.
 - 2- Indoor and outdoor drainage.
 - 3- Optimal garage doors and interior lighting designs.
- Contract an Architect to supervise construction.
- Create outdoor shade structure and power outlets for seasonal market to accommodate two rows of 17 booths each.
- Create a landscaped plaza for public gatherings and entertainment events with seating areas.
- Provide a suitable space for the mobile food truck and mini-booths.
- Create outdoor, shaded food court areas with picnic tables.
- Provide 6 public restrooms, 3 for males and 3 for females with at least one of each is handicapped accessible.
- All outdoor areas will be well lighted and landscaped.

Phase Two:

- Develop a nicely decorated and shaded entrance, with landscaped pathway and small built-in seats.

- Create a year-round sales center inside the building including four shuttered kiosks and 26 vendor booths.
- Create a kiosk for selling specific market merchandise, such as caps and T-shirts.
- Create a market manager office space with a view of the market for direct control and support.
- Create two additional administration offices and one conference room with employee bathroom.
- provide a multi-use kitchen that serves cooking demonstrations and education classes, and sells meals to customers as a restaurant.
- Create a greenhouse for kid and adult educational programs.
- Create space for food preparation and processing with cold and dry storage including quick freezing lines and quick chill system.

Operation and Management:

- Create a year-round operation, 6 days a week Mon-Sat, 6 hours a day from 8:00 am to 2:00 pm.
- Add extra operational hours for special community events such as weddings and birthday parties chargeable at \$5/person .
- Charges and Fees: \$1/SF for year-round indoor booths, and \$0.5/SF for seasonal outside booths.
- Hire a full-time Market Manager, and 4 part-time Assistants.
- Hire a part-time Chef for the kitchen.
- Hire a professional market management consultant for the first two years to help setup and implement the ongoing business policies and strategies.
- Contracting Security, Maintenance and Cleaning service providers.
- Create partnership with the City, stakeholders and other non-profit organizations.

Summary of Recommendation

Access and Circulation

- Coordinate with the city for the possibilities of improving access from the streets and pedestrian access and circulation patterns to avoid traffic congestion and improve safety.
- Separate vendor and pedestrian access to the market by allocating restricted access entrances for each.
- Provide safe loading, unloading and circulation spaces for vendor trucks.
- Maintain adequate space between booths for unrestricted and easy pedestrian circulation.
- Provide complete signage system including road signs, entrance signs, booth signs, utility and amenity signs, and direction signs inside the market.

Parking

- Provide ample parking spaces identified both vendors and customers by utilizing the on-site parking lot that can accommodate 213 parking spaces at a time.
- Share other surrounding businesses parking lots upon agreement.
- Assign 9 of the adjacent, on-site parking spaces for handicapped parking.

Bibliography

Cherry Street Farmer's Market. (2014). Market Story. Retrieved from <http://www.cherrystreetfarmersmarket.com>

Cherry Street Farmer's Market. (2014). CSFMA Market Rules and Regulations 2014. Retrieved from <http://www.cherrystreetfarmersmarket.com>

Cherry Street Farmer's Market. (2014). CSFMA Market. Our Mission. Retrieved from <http://www.cherrystreetfarmersmarket.com>

Cherry Street Farmer's Market. (2014). CSFMA Market. Follow The Market Retrieved from <http://www.cherrystreetfarmersmarket.com>

Davis Farmers Market. (2007). At the Market. Retrieved from <http://www.davisfarmersmarket.org>

Engineering News Record (2012). ENR Square Foot Cost Book. New York, NY: McGraw-Hill.

Marshall & Swift Valuation Services, LLC. 2012. LA, CA

Santa Fe Farmers Market. (2014). About the Market. Retrieved from <http://www.santafefarmersmarket.com>

Schaefer, S. M., Bijjiga, S., & Aller, Y. (2006). Master Plan. Tulsa, OK: University of Oklahoma.

United States Census Bureau. (2010). American Fact Finder, American Community Survey. Retrieved from <http://www.census.gov>

Photo Credits

Brookside Farmers Market. May 5, 2012. from <http://www.examiner.com>

Cherry Street Farmers Market Tulsa. 2014. from <http://www.sopwer.com>

Davis Farmers Market. May 16, 2012. At the Market. From <http://http://www.metrojacksonville.com/article/2008-dec-open-for-business-rail-runner-comes-to-santa-fe>

<http://www.davisfarmersmarket.org>

<http://www.tulsagrad.ou.edu/studio/reduxweb/midtowntulsaredux.pdf>

Local Chefs at the Market!. April 13, 2014. from <http://www.cherrystreetfarmersmarket.com/follow-the-market>

Midtown Tulsa Redux. July 6, 2004. from

Open for Business: Rail Runner comes to Santa Fe. Dec 30, 2008. from

Peoria from 15th St. Sept. 22, 2012. from <http://www.tulsapalace.com>

Swan Lake Tulsa. 2011. from <http://www.okplanning.org>

Tulsa Farmers Market. July 2013. from <http://www.tripadvisor.com>

Tulsa Opera. Sept. 29, 2012. from <http://www.mbasic.facebook.com>

Tulsa Palace. 2014. Old Cherry Street from <http://www.tulsapalace.com>

Appendix:

- ◇ Downtown Tulsa Development Opportunities
- ◇ Demographics Analysis for Downtown Tulsa

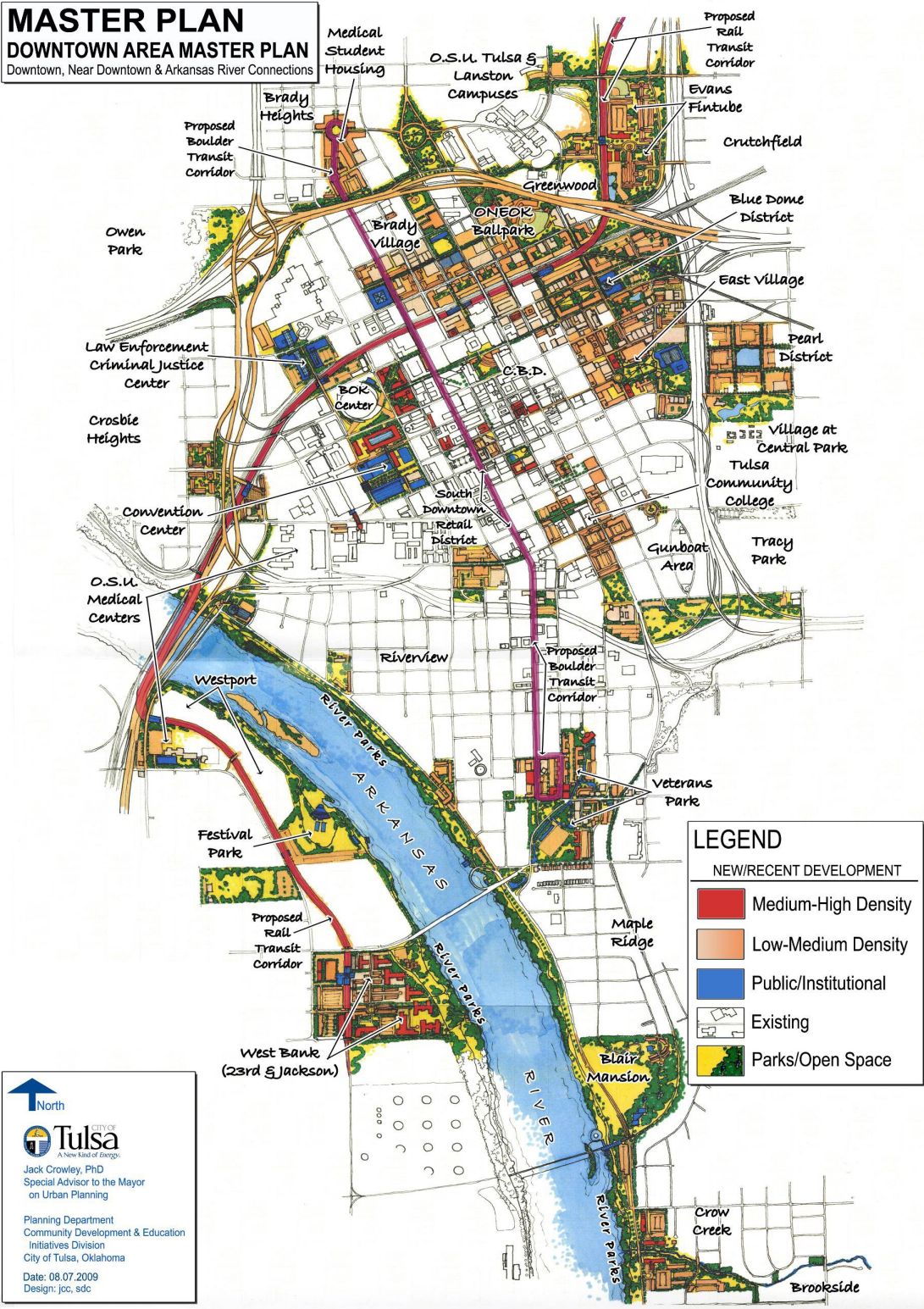


Downtown Area Projects

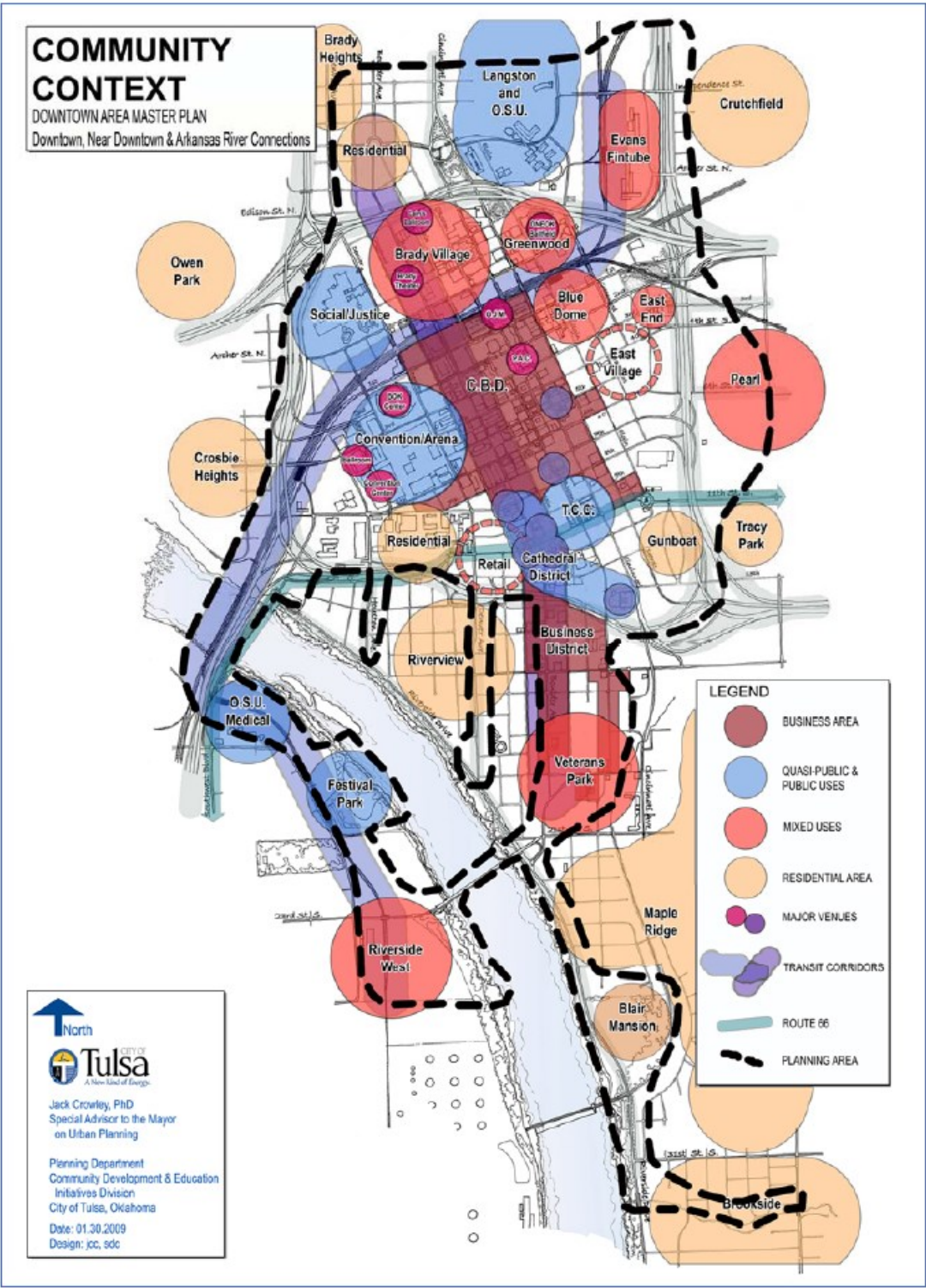
Recently completed projects

ITEM	PROJECT	COST	PUBLIC	PRIVATE	PUBLIC & PRIVATE
1	BOK Arena	\$200 million			
2	Acquisition of O.T.C. Building for City Hall & Parking Facility	\$55 million			
3	Downtown Reconstruction of Streets and Streetscape	\$20 million			
4	Wayfinding System (signage)	\$1 million			
5	Williams Companies – Second Street Streetscape				
6	Renovation of Crowne Plaza Hotel	\$25 million			
7	Route 66 Gateway Bridge and Plaza	\$3.6 million			
8	Riverparks Trail Improvements	\$15.3 million			
9	O.S.U. Tulsa Research Building	\$43 million			
10	Langston University Tulsa Campus	\$8 million			
11	Holy Family Cathedral Renovation	\$6 million			
12	Centennial Plaza (Park and Walton Family Green)	\$7.8 million			
13	Credit Union (14 th Street and Denver Avenue)	N.A.			
14	Residential Infill (4-plex at 15 th Street and Carson Avenue)	N.A.			
15	Tooman Oil Offices ("Gunboat Park" Area)	N.A.			
16	Restaurant at Elgin Avenue south of 2 nd Street (Jo Mamma's)	N.A.			
17	Restaurant at southeast corner of Elgin Avenue & 2 nd Street	N.A.			
18	KMO Buildings Renovation	\$1.6 million			
19	Wallace Wire-Rope Renovation and New Building	N.A.			
20	Mayo Hotel	\$40.0 million			
21	Atlas Life Courtyard Marriott Hotel	\$17.2 million			
22	ONEOK Field	\$40 million			
23	Regional Ballroom Construction	\$27.5 million			
24	Law Office Building Renovation				
25	Center for Creativity Tulsa Community College	\$22 million			
26	Residential Infill (15 th and Cincinnati)	N.A.			
27	Lee's Bicycle	N.A.			
28	Restaurant	N.A.			
29	Restaurant and Bar	N.A.			
30	Holiday Inn Hotel (Building Renovation)	\$5 million			
31	Building Renovation (Crystal Pistol Saloon)	N.A.			
32	Residential Duplex	N.A.			
33	Building Renovations (Offices)	N.A.			
34	Building Renovations (Residential Units Added)	N.A.			
35	BOK Streetscape Improvements	N.A.			

Downtown Tulsa Master Plan



Demographics Analysis for Downtown Tulsa



2010 Census Tracts: 25

Census Tract	25
Tulsa County	
Total Population	3,980
Total Hispanic origin	374
Pop 62 years and older	233
Pop 65 years and older	173
Total Housing Units	1,299
Race	
Whit	2,477
African American	1,057
American Indian	218
Tow or More races	129
Other Race	60

Work Area Profile Report 2011

	Count	Share
Total All Jobs	28,843	100.0%
Jobs by Worker Age		
Age 29 or younger	4,554	15.8%
Age 30 to 54	17,800	61.7%
Age 55 or older	6,489	22.5%

Jobs by Earnings

	Count	Share
\$1,250 per month or less	2,985	10.3%
\$1,251 to \$3,333 per month	8,721	30.2%
More than \$3,333 per month	17,137	59.4%

Jobs by Worker Race

White Alone	23,593	81.8%
Black or African American Alone	2,534	8.8%

Jobs by Worker Educational Attainment

Less than high school	1,607	5.6%
High school or Equivalent	5,827	20.2%
Some college or Associate degreed	8,117	28.1%
Bachelor's degree or Advanced degree	8,738	30.3%
Educational attainment Not available (workers aged 29 or younger)	4,554	15.8%

Source: Barbara Gibson, Senior GIS specialist in INCOG, April 30th,2014.Data extracted from the U.S. Census Bureau, OnTheMap Application and LEHD Origin-Destination Employment Statistics (Beginning of Quarter Employment, 2nd Quarter of