

CONGRESS FOR THE NEW URBANISM 2022 LEGACY PROJECT

A VISION FOR THE HISTORIC JEWEL THEATRE

May 2022

JEWEL THEATER FUTURE USES

CULTIVATE - First Year Uses

1. Prioritize your group's favorite uses, with one use per group, that you would like to see in the first year.

2. Prioritize your group's favorite uses.

3. Use the table below to rank your group's favorite uses.

E - Long-term Uses

1. Prioritize your group's favorite uses, with one use per group, that you would like to see in the long term.

2. Prioritize your group's favorite uses.

INTRODUCING THE
CNU LEGACY PROJECT

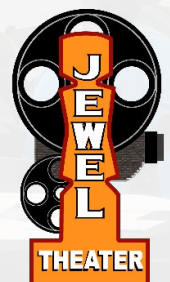


Table of Contents

ACKNOWLEDGMENTS	3
SUMMARY	4
PROJECT SITE & PLANNING	7
COMMUNITY ENGAGEMENT	11
RECOMMENDATIONS & ACTION REPORT	13
MODELS OF RESTORATIVE JUSTICE	18
CASE STUDIES OF PROJECT DELIVERABLES	19
APPENDIX	20



document prepared by Concordia, LLC
1610 Oretha Castle Haley Blvd.
Suite C, New Orleans, LA 70113
504.569.1818

Acknowledgments



CONGRESS FOR NEW URBANISM



CITY PARTNERS

Councilwoman Nikki Nice, Ward 7
The Alliance for Economic Development
of Oklahoma City

Open Design

COMMUNITY PARTNERS

Open Design Collective
Residents of Oklahoma City



CONSULTING TEAM

This study is not comprehensive in scope like most planning studies. It was intended to be a 3-day exercise centered on a community engagement process. This was a largely pro-bono effort by Concordia LLC and Open Design Collective following the guidelines as laid out by The Congress of New Urbanism.

Summary

STRATEGIC HIGHLIGHTS

The 2022 CNU Legacy Project intervention supports the advancement of a long-term vision for the revitalization of the Historic Jewel Theatre. As a Legacy Project, the Jewel Theatre has served as an important part of the fabric of Oklahoma City. The Theatre and its adjacent lots are unique because they hold some of the most significant cultural value in the area but required a focused and equitable engagement process to kickstart the redevelopment.

Although definitions vary, Legacy Projects are generally considered to be those longstanding, character-defining independent enterprises that have sustained a sense of place for a generation or more. Promoting and supporting legacy businesses is especially salient along Oklahoma City's historically Black commercial corridor -- NE 4th Street. For decades, this corridor has played an essential role in maintaining Black cultural vibrancy and identity.

Concordia LLC, selected as the technical assistance provider, led the 2022 CNU Legacy Project intervention in partnership with Councilwoman Nikki Nice of Ward 7, Open Design Collective, Arthur Hurst (owner of Jewel Theatre), Presbyterian Health Foundation (abutting 1.4 acre property owner), and the Alliance for Economic Development of OKC. This brain trust bolstered the ability to craft targeted redevelopment strategies that exemplifies the cultural significance of the historic Jewel Theatre while aligning meaningful community input to inform the restoration of the Theatre to its former glory.

The 2022 CNU Legacy Project serves as a guide for an inclusive, rooted, creative and solution-oriented planning process to reimagine the future of the an iconic, cultural asset known as the Jewel Theatre. The restoration of the Jewel Theatre would kickstart the renaissance of a significant block that has long been neglected and would also serves as a catalyst for surrounding neighborhood development. As a beacon of Black culture that still remains Black-owned, the restoration of the Jewel Theatre presents a tremendous opportunity for Oklahoma City to embrace equity in develop in a part of town that is in dire need of investment, inclusion and restorative justice.

The 2022 CNU Legacy Project serves as a guide for an inclusive, rooted, creative and solution-oriented planning process to re-imagine the future of the an iconic, cultural asset known as the Jewel Theatre. The restoration of the Jewel Theatre would kickstart the renaissance of a significant block that has long been neglected and would also serves as a catalyst for surrounding neighborhood development. As a beacon of Black culture that still remains Black-owned, the restoration of the Jewel Theatre presents a tremendous opportunity for Oklahoma City to embrace equity in develop in a part of town that is in dire need of investment, inclusion and restorative justice.

Based on a 3-day pro-bono exercise centered on Concordia's iterative community engagement and planning process as well as the guidelines laid out by The Congress of New Urbanism, the community was able to prioritize program recommendations arranged into categories of change that should either be **accelerated**, **cultivated**, or **created**.

Categories of Change

Accelerate

Opportunities to be accelerated to provide ongoing site enhancements

Cultivate

Opportunities to be cultivated to provide strength and stability to the site area

Create

Opportunities to be created to support strategic redevelopment of the site and site area

Accelerate

While significant redevelopment investments will be required to transform the Jewel Theatre, there are some low-barrier, low-cost interventions that can be done immediately to activate the site and demonstrate community resilience.

ON-SITE SIGNATURE PROGRAMMING & INCOME GENERATING ACTIVITIES

The following Legacy Project recommendations prioritize the acceleration of signature programming and income generating activities that can support the restoration of the Historic Jewel Theatre. This is a tremendous opportunity to embed local knowledge, community skill sets, and the economic development potential collectively represented by the Theatre.

The following diagram represents the collective input from nearly 50 community members participating across three in-person engagement meetings. Specifically, participants were asked what future program opportunities could be accelerated in support of the revitalization the historic Jewel Theatre.



- Plays/Theatre performances
- Concerts
- Storytelling events
- Music Studio Space
- Drum Circles
- Choir Performances



- Film Classes
- Black History Film Festival
- Outdoor Movies
- Video Production Hub



- Children Arts Classes
- Children's Theater Classes
- Youth Entrepreneur Empowerment

The circles above are relative in size to the number of uses the community mentioned in their respective categories. Some examples of uses are included next to the circles. A full list of responses can be found in the Appendix.

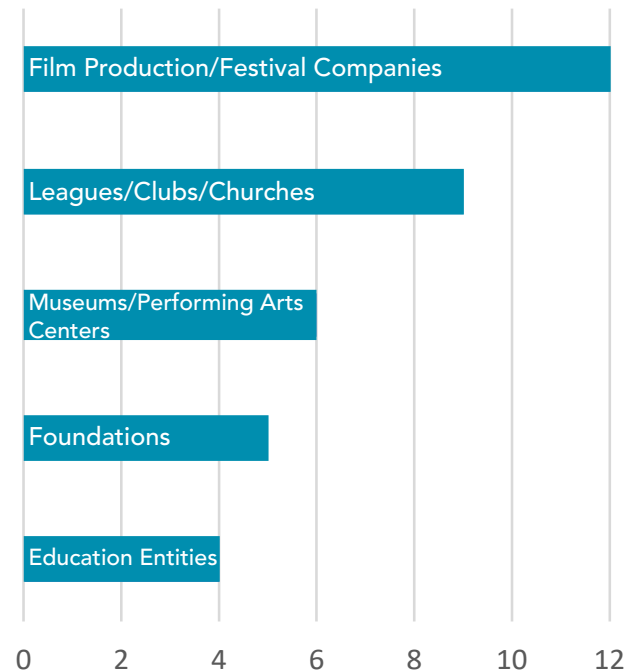
Cultivate

To spur the substantial revitalization of the Jewel Theatre, there are mid-barrier, mid-cost interventions that can be cultivated on and along the site area to bring neighbors together and connect to other redevelopment initiatives throughout Deep Deuce, and downtown Oklahoma City.

PARTNERSHIP DEVELOPMENT

The following Legacy Project recommendations to cultivate opportunities to activate the Historic Jewel Theatre site should focus on the tradition of achieving equity and racial justice through economic advancement. Local efforts should be bolstered by fostering local partnerships and the participation in Citywide revitalization efforts.

The following diagram represents the collective input from nearly 50 community members participating across three in-person engagement meetings about the future opportunities that could be cultivated in support of the revitalization the historic Jewel Theatre.



Create

To support the strategic redevelopment and the historic renovation of the Jewel Theatre, there are long-range interventions that can be newly created to identify income generating offerings.

PLANNING & RESOURCE DEVELOPMENT

The recommendations to accelerate the revitalization of the Jewel Theatre will play a role in highlighting its contributions, convey its unique needs, support its growth, and help overcome its challenges. Many of the institutional and structural barriers that led to the creation of the Black business districts such as NE 4th Street in the first place still remain. Currently Black-led enterprises face persistent challenges accessing capital; tapping into professional networks and public sector initiatives.

1. **Inspire action** by sharing the story of the historic Jewel Theatre

2. **Invite partners** to join the theatre's revitalization efforts

3. **Amplify options** for the renewal of the theatre

4. **Establish connectivity** to commercial nodes, the public realm, and downtown

Project Site & Planning

CNU LEGACY PROJECT

"Each year, in conjunction with its annual Congress, CNU invites municipalities and neighborhood organizations within the Congress's host region to apply for pro-bono technical assistance from leading urban design firms. Each expert led Congress Legacy Project is aimed at empowering local leaders, advocates, and residents in underserved communities to implement New Urbanist principles that help people and businesses in their communities thrive. Through public engagement and collaboration, CNU's Legacy Projects strive to demonstrate the power of great urban design beyond the boundaries of each selected community, and targeted communities experience both short-term progress and long-lasting momentum" - www.cnu.org

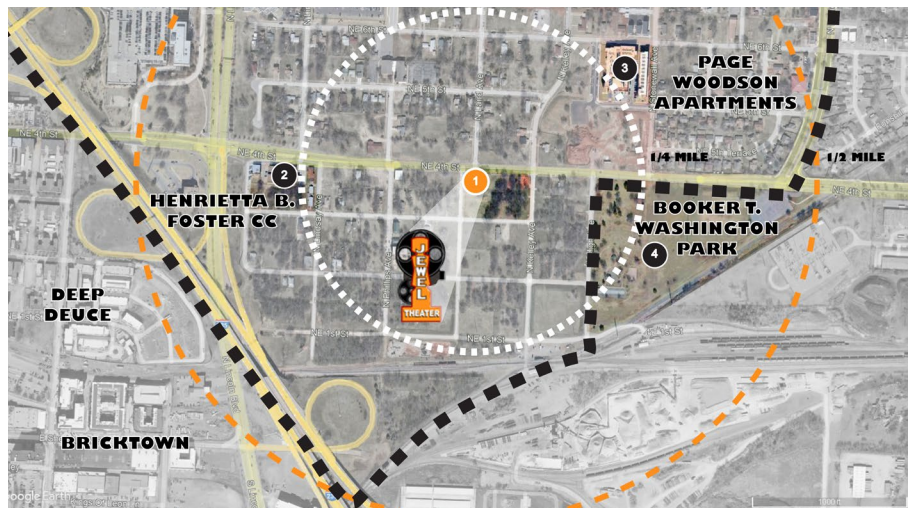
THE HISTORIC JEWEL THEATRE

"The Jewel Theatre sits on a once-booming, Black-owned commercial district along Northeast 4th Street within the historic Deep Deuce neighborhood in Oklahoma City.

Since its prime during the 1940s and 50s, the community has experienced much displacement and disinvestment.

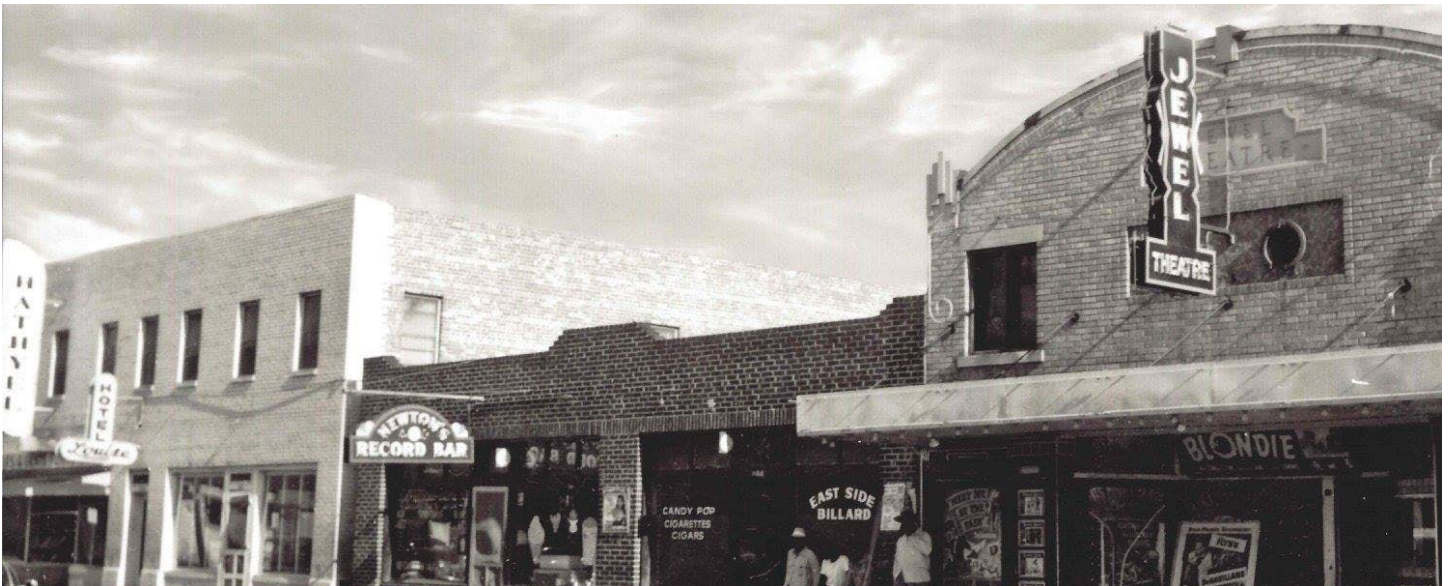
Today the area is full of history, memories, and speculation, but also harbors erasure, many empty lots, and few historic buildings."

- Councilwoman Nikki Nice



The 2020 CNU Legacy Project was pursued by Open Design Collective, Arthur Hurst (owner of Jewel Theatre), Presbyterian Health Foundation, Councilwoman Nikki Nice, and the Alliance for Economic Development of OKC in order to:

- Restore and preserve the Jewel Theatre, a rapidly deteriorating cultural asset, and an additional 1.4 acres of abutting property.
- Establish an equitable economic redress for the injustices experienced by this community.
- Transform the aging commercial area into an attractive gateway serving the Deep Deuce community and enhance connectivity to neighborhoods on either side of I-235.
- Stimulate reinvestment in the area and create a model for restorative redevelopment.



HISTORY OF THE JEWEL THEATRE

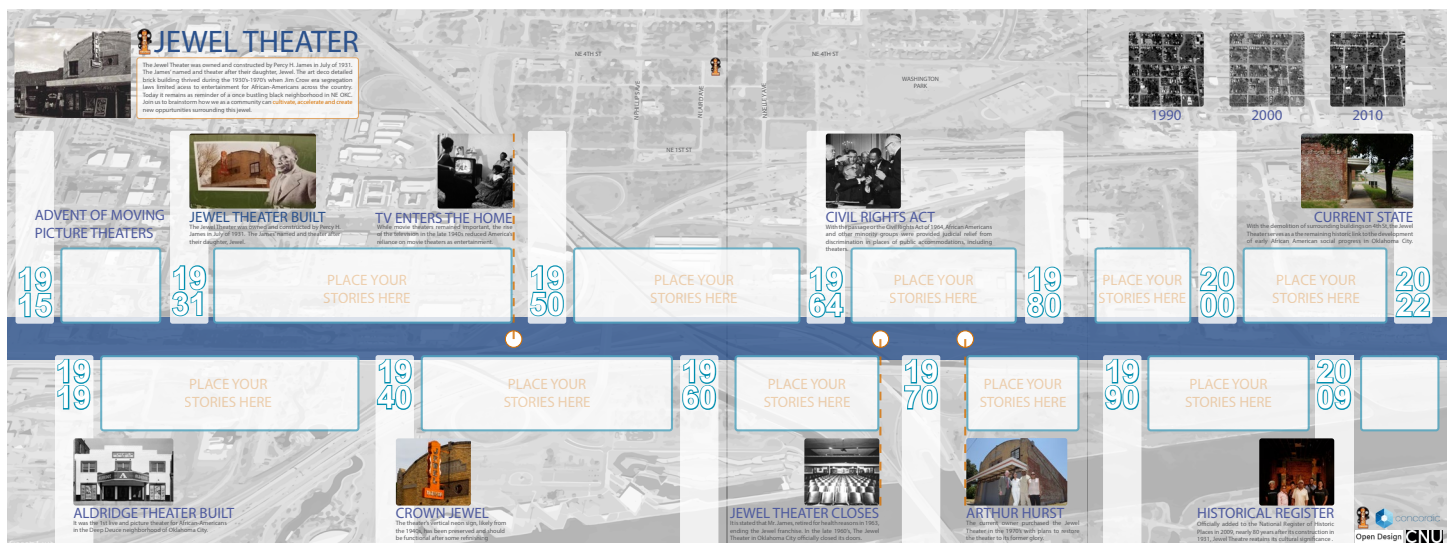
The Jewel Theatre was constructed and owned by Percy H. James and his wife, Hathyl L. James, in July 1931. The James family named the theatre after their daughter, Jewel. The 3,220 square foot building was fitted with a projection room, ticket booth, office, workroom, and single-stall restrooms on either side of the auditorium.

During the Jim Crow South, the Jewel Theatre played a significant role in the social activities and public life of the Black community. The Jewel was the heart of entertainment and provided community members with a space to enjoy movies, concerts, and plays without the alienating and often dangerous realities that came with racial segregation.



John McConnel, Karen Wallace Douglas, Arthur Hurst, and Sherri Williams, poses for a photo at the Jewel Theatre, Wednesday, June 28, 2017.

In the late 1970's, the Jewel Theatre closed its doors and has since fallen into serious disrepair. It now sits on an empty urban block where it was once surrounded by thriving commercial businesses such as shops, restaurants, blues/jazz clubs and a grocery store.

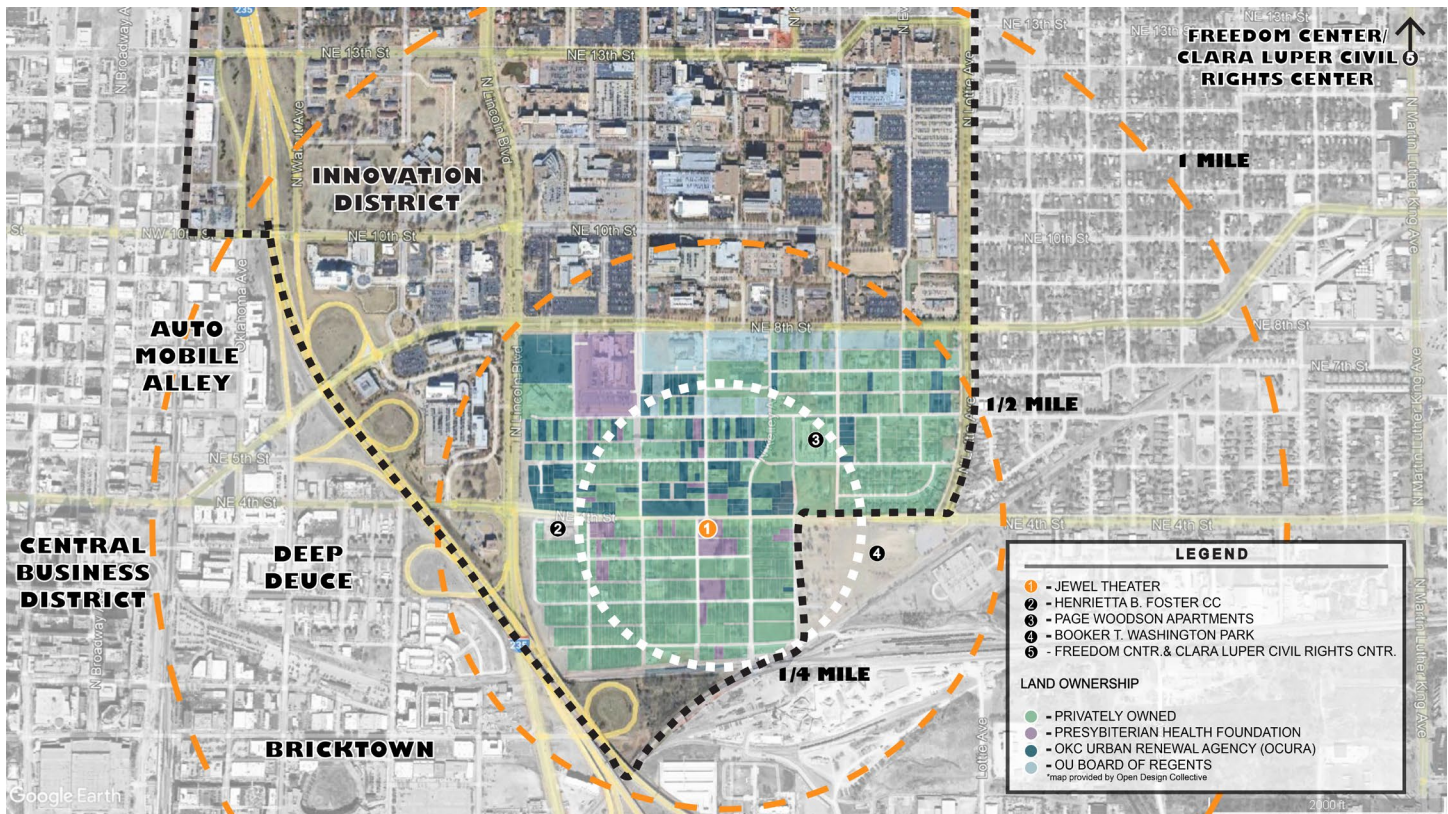


SITE CONTEXT

The Deep Deuce, one of Oklahoma City's once-segregated, historical black neighborhoods is located adjacent to the central business district of Oklahoma City. In the late 1970s a highway was constructed through the center of the neighborhood, dividing it into two parts.

The Alliance is the operating entity of the Oklahoma City Urban Renewal Authority and recognizes the role Urban Renewal historically had in negatively impacting and disenfranchising this community, and destroying this once booming, Black commercial corridor.

The west part of the neighborhood is adjacent to downtown and is home to high-end housing and trendy restaurants. The east side of Deep Deuce is where the Jewel Theatre sits. There is much development speculation in this section of the neighborhood as it has many vacant lots, is close to downtown, and adjacent to the Oklahoma Health Center and the newly designated Innovation District.



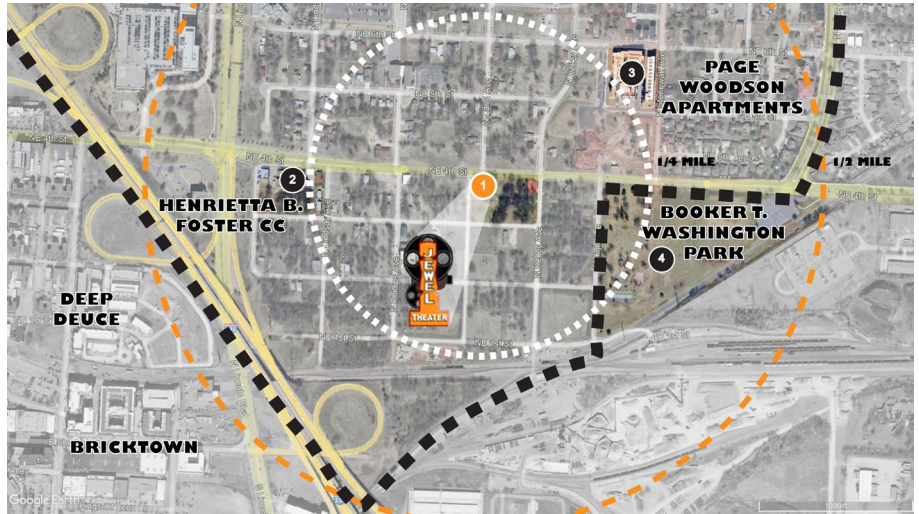
SITE CONNECTIVITY

Efforts to support the restoration of the Jewel Theatre would dovetail strategically with recent initiatives aimed at boosting and retaining the area's cultural identity.

Over the past several years, the community has seen an increased interest in redevelopment and revitalization. Several large-scale, publicly funded projects, as part of the fourth edition of a 1-cent sales tax designed to invest in city services and infrastructure know as Metropolitan Area Projects (MAPS) 4 are planned for the area.

One of the planned projects is to convert an existing underutilized community center into the Henrietta B. Foster Center for Northeast Minority and Business Development and Entrepreneurship with a goal to specifically include minority-owned small businesses and an increased focus on parity.

Another MAPS 4 project is the renovation of the neighboring Booker T. Washington Park.



CURRENT EFFORTS

Currently, Open Design Collective, a 501(c)(3) non-profit organization that exists as a bridge between Black communities and the design and city planning resources necessary to promote social and spatial change, is collaborating with the Alliance to develop a vision for the southwest part of North East Oklahoma City. This Legacy Project proposal was informed by the research and community engagement that Open Design conducted.



Community Engagement

ENGAGEMENT PROCESS

Concordia is dedicated to community-centered planning. Understanding local context and culture is paramount for our work. That is why we have developed a community engagement approach that is deep, authentic, and custom-tailored for each project. We thoroughly document the data and results and demonstrate through every project how stakeholder input shapes the final outcome. This builds community trust, support, excitement, and ownership over the outcome, and it also leads to better planning that are molded to the community they serve.

We have used this process in strategic planning, adaptation planning, master planning and architectural design. While the project type may change, the following principles of our engagement process remain the same:

Authentic Co-Design & Community Engagement - An Iterative Process



**Understand Community
Assets & Brainstorm Needs**



Prioritize Program Goals



Finalize Project Plans & Designs

BUILDING ON PAST WORK

Sometimes great work has been completed to document and diagnose a problem, but the recommended solution was not fully articulated or enacted. We often find valuable insights in the work done prior to us, and we pick up where they leave off. Recommendations are clarified, organized, and arranged into a value hierarchy that sets our clients up for successful implementation.

LEVERAGING MULTIPLE PERSPECTIVES

Concordia's planning tools are built to scale. Through a combination of quantitative and qualitative input gathering tactics we synthesize information into the fairest picture that summarizes project goals, tensions, concerns, and aspirations.

COMMUNITY MEETINGS

Nearly 50 community members participated across three meetings about the future of the historic Jewel Theatre. They shared stories about the Jewel and surrounding neighborhood and brainstormed potential uses for the site.

In conjunction with the 2022 CNU annual Congress held in Oklahoma City, CNU selected Jewel Theatre to receive pro-bono technical assistance from the leading urban design and planning firm Concordia LLC. As a CNU Legacy Project, collaborators Open Design Collective, Councilwoman Nikki Nice of Ward 7, and the Jewel Theatre Foundation, partnered with Concordia to facilitate three community engagement meetings in the Deep Deuce neighborhood of Oklahoma City. The meetings were held at the Auditorium at the Douglass on Thursday, January 27th and Saturday, January 29th, 2022. A virtual survey was also available for any community members who could not attend the meetings.

The Thursday meeting focused on gathering stories and memories about the Theatre to retain the history of the neighborhood and its importance to the community. The stories were recorded vocally, as well as written down and added to a large printed timeline of the history of the Jewel Theatre. At the two meetings on Saturday community members participated in an interactive activity to brainstorm ideas for short- and long-term future uses for the Jewel. Participants also suggested what organizations could help support the potential uses.

In collaboration with:
The Jewel Theater | Councilwoman Nikki Nice of Ward 7 | Open Design Space

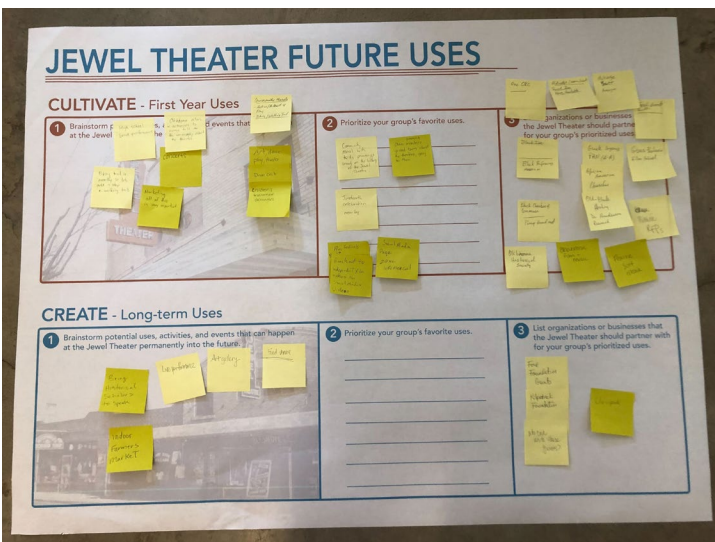
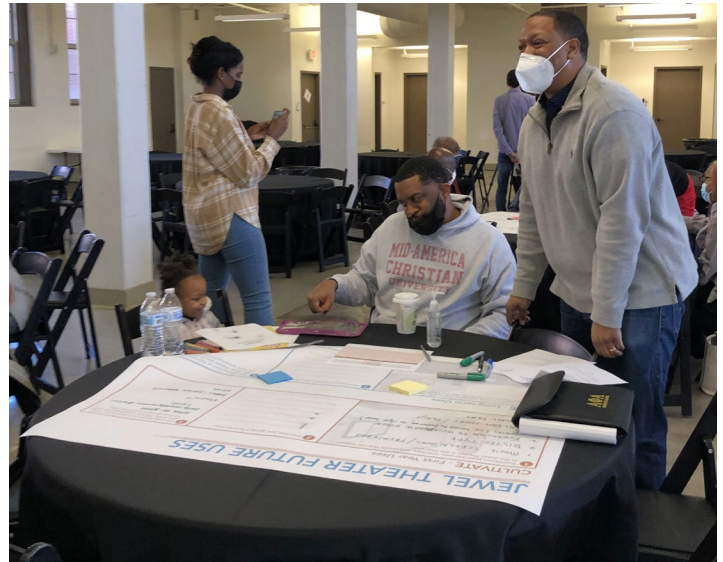
SHARE YOUR VISION FOR THE JEWEL THEATER

SATURDAY, JANUARY 29TH
THE AUDITORIUM AT THE DOUGLASS
600 N HIGH STREET

Join us!
Community members will share ideas and engage in meaningful activities to envision the historic Jewel Theater. There will be two separate meetings! Your attendance is requested at one:

RSVP [here](#) or visit concordia.com
milee@concordia.com

MEETING 1:	MEETING 2:
10:00AM – 12:00PM	1:00PM - 3:00PM



Recommendations & Action Report

STRATEGIC PARTNERSHIP GOALS

So, what can advocates and partners do to support? When implementing the Categories of Change recommendations, the Jewel Theatre Foundation and its partners should keep the following in mind:

1. RECOGNIZE THE CULTURAL SIGNIFICANCE OF THE HISTORIC JEWEL THEATRE

More than just a building, the Historic Jewel Theatre has served as a hallmark of legacy Black enterprises in Oklahoma City. As a community anchor, the Theatre was transformed into a venue for passing on knowledge and stories (the intangible heritage) that sustained the community for many generations.

2. BE READY FOR THE COMPLICATED STORY OF NE 4TH STREET

The Historic Jewel Theatre is a powerful way to spotlight the business acumen, innovation, and resilience of Black entrepreneurship in Oklahoma City and to capitalize on the reclaimed interest in Black history, Civil Rights and sites of protest. We must be prepared to acknowledge a more complicated and nuanced story about the cultural and historic significance of the Theatre. This is also a story about the impact of urban renewal and a means for the community to consciously reclaim roots in Deep Deuce. Programming conducted on site, are one way to reveal authentic, unvarnished perspectives and fill gaps not found in the official record.

3. COLLECT AND SHARE RELEVANT DATA

Connect with Oklahoma City agencies, historic preservation organizations and local libraries to assist with gather the history of the Jewel Theatre that has been difficult to source.

4. PARTNER WITH PROGRAMS & INITIATIVES WITH COMPLEMENTARY AIMS

A significant challenge in preserving and revitalizing the Historic Jewel Theatre is resource development. The stakes are particularly high along NE 4th Street, since cultural identity and services are potentially at risk.

5. USE THE LEGACY PROJECT TO FORGE RELATIONSHIPS AND NETWORKS

The Categories of Change recommendations alone cannot solve the myriad challenges the Jewel Theatre is facing, but community leaders, economic development officials and preservationists can join forces — as well as layer multiple efforts — to further equitable economic prosperity by supporting authentic interventions.

ACTION ITEMS

1. INSPIRE ACTION BY SHARING THE STORY OF THE HISTORIC JEWEL THEATRE

- a. *Complete a strategic Website Redesign to effectively communicate the story of the Jewel Theatre to a wider audience**
- b. *Launch a marketing campaign**
- c. Research and catalog the historical impact and identify of the Theatre
- d. Integrate stories of urban renewal and other urban policy decisions that have affected NE 4th Street and the Deep Deuce
- e. Launch a multi-media outreach campaign that shares the inspiring story of the revitalization of the Theatre

2. INVITE PARTNERS TO JOIN THE THEATRE'S REVITALIZATION EFFORTS

- a. *Make use of a Crowdfunding Platform to generate community support for short-term redevelopment initiatives**
- b. *Launch a Capital Campaign to support long-term redevelopment initiatives**
- c. Create a community of supporters and advocates locally and beyond
- d. Cultivate opportunities for stewardship, donor engagement and volunteer participation
- e. Connect brand messaging to redevelopment opportunities that can be easily consumed by the public

3. AMPLIFY OPTIONS FOR THE RENEWAL OF THE THEATRE

- a. *Conduct a Feasibility Study**
- b. *Update architectural designs**
- c. Assess the practicality of all proposed revitalization efforts and development opportunities
- d. Conceptualize and design of all proposed Theatre interventions
- e. Recommend a variety of new options that meet multiple programmatic goals and community impact

4. ESTABLISH CONNECTIVITY TO COMMERCIAL NODES, THE PUBLIC REALM AND DOWNTOWN

- a. *Map connectivity to surrounding revitalization and redevelopment efforts**
- b. *Determine effective Zoning Initiatives to support redevelopment and new multi-use transit connections**
- c. Establish the Theatre as the vibrant commercial node serving the neighborhoods of Deep Deuce and downtown
- d. Improve the safety, walkability, and aesthetics by integrating placemaking to emphasize the function of the area as a gateway
- e. Design interventions that accommodate all users and appropriately integrate sustainable infrastructure

** Action items with an asterisk should be prioritized as immediate next steps. They are elaborated on in the next section.*

PRIORITY NEXT STEPS

1. INSPIRE ACTION BY SHARING THE STORY OF THE HISTORIC JEWEL THEATRE

a. Complete a strategic Website Redesign to effectively communicate the story of the Jewel Theatre to a wider audience	A well-designed website has several functions: a) Explains your purpose; b) Builds your brand; and 3) Serves as your digital hub for donations, announcements, engagement and outreach.
b. Launch a Marketing Campaign	Create marketing strategies and tactics to raise awareness, solicit funds and encourage support; inclusive of email and social media marketing.

2. INVITE PARTNERS TO JOIN THE THEATRE'S REVITALIZATION EFFORTS

a. Make use of a Crowdfunding Platform to generate community support for short-term redevelopment initiatives.	Market and promote a crowdfunding campaign with a clear timeline and fundraising goals.
b. Launch a Capital Campaign to support long-term redevelopment initiatives	Determine exact purpose, amount, and develop a working goal for the campaign. Articulate a simple, clear, and compelling case for support that ties together your needs, your community, and the impact that increased capacity will have.

3. AMPLIFY OPTIONS FOR THE RENEWAL OF THE THEATRE

a. Conduct a Feasibility Study	Determine the financial viability of the project by assessing all economic factors. Utilize cost-benefit analysis tools to compare financial costs against projected benefits.
b. Update Architectural Designs	Obtain updated conceptual architect plans to recreate a coherent and functional design.

4. ESTABLISH CONNECTIVITY TO COMMERCIAL NODES, THE PUBLIC REALM AND DOWNTOWN

a. Map Connectivity to surrounding revitalization and redevelopment efforts	Understand property ownership and redevelopment initiatives lead by both private and public entities.
b. Determine effective Zoning Initiatives	Understand full and updated redevelopment opportunities.

PROPOSED WORK PLAN

The following proposed workplan outlines a phased approach for each action item that needs the support and collaboration from partners specializing in design and planning.

2B. Launch a Capital Campaign to support long-term redevelopment initiatives

Phase 1. Conduct a Capital Campaign Planning Study - 60-90 days

- 1.1 - Finalize a case study with specific project costs identified.
- 1.2 - Determine realistic fundraising goals.
- 1.3 - Identify prospective major individual, corporate and foundation donors as well as grant and naming rights opportunities.
- 1.4 - Conduct interviews with key prospects to determine a baseline of Support.
- 1.5 - Work with the Foundation Board, community leaders and City staff to organize a Capital Campaign Steering Committee.
- 1.6 - Work with Capital Campaign Steering Committee to develop a marketing campaign to reach prospective donors.

Phase 2. Develop a Capital Campaign Plan - 90-120 days

- 2.1 - In partnership with the Capital Campaign Steering Committee, develop a Capital Campaign plan, finalize fundraising goals, and key fundraising messages for each year of the Project as part of a Capital Campaign calendar.
- 2.2 - Develop collateral and promotional materials and map out social networking opportunities.
- 2.3 - Train Foundation Board, key partners, and community volunteers in campaign messaging and the identification of potential donors.
- 2.4 - Assist in development of a volunteer Campaign Group which may include members of the Capital Campaign Steering Committee.

Phase 3. Implement a Multi-Year Fundraising Campaign - 90-120 days

- 3.1 - Develop a system for donor tracking and donor recognition.
- 3.2 - Manage prospect calls and follow-ups with the assistance from by key partners and volunteers.
- 3.3 - Refine campaign materials, if warranted.
- 3.4 - Identify potential campaign events and create a public relations plan.

3A. Conduct a Feasibility Study

Phase 1. Conduct a Feasibility Study - 60-90 days

- 1.1 - Map current venues within the community and identify nearby potential competing facilities.
- 1.2 - Evaluate existing facilities locally and in adjacent communities with similar demographics. Confirm gaps in service areas.
- 1.3 - Evaluate the impact of projections for demographic shifts, changes or growth on the viability and need for a community center, performing and visual arts venue.
- 1.4 - Hold engagement meetings to reconfirm potential space needs. Identify unmet space needs for existing and potential partners, trends and future needs.
- 1.5 - Complete an assessment of the area's strengths, weaknesses, opportunities and threats (SWOT analysis).
- 1.6 - Confirm potential opportunities, benefits, and challenges of a shared, multi-user theatre and performing arts space. For example, senior citizen programs, conference space, arts programs, and theatre programs all utilizing the same facility for different uses.
- 1.7 - Provide examples of public private partnerships for community or regional multi-user theatre and performing arts space. Evaluate and present funding and management structure both for design and construction as well as ongoing maintenance and operations.
- 1.8 - Develop a preliminary report that summarizes the above-referenced information and identifies areas of deficiency, duplication, and potential opportunities for collaboration.

Phase 2. Conduct Forecasting and Benchmarking - 15-30 days

- 2.1 - Provide an economic market analysis that summarizes key demand generator trends and overall growth prospects. Provide realistic assessment of the area's strengths, weaknesses, opportunities, and threats to support a multi-use theatre and performing arts space.
- 2.2 - Summarize key area demands, trends and overall growth prospects for the market.
- 2.3 - Profile trends in population growth, demographic shifts, audience development and compare competition of regional theaters and performance venues.
- 2.4 - Identify unmet space needs for existing and potential users and Partners.
- 2.5 - Identify peer markets with a focus on similarly situated communities that have recently opened or expanded theaters venues.
- 2.6 - Provide an analysis of the competitive offerings from peer markets.
- 2.7 - Propose staff and operating structure/best practices for sustainable operations, based on other venue operating models and best practices.
- 2.8 - Identify potential revenue generation or other positive economic impacts.

Phase 3. Complete an Economic Analysis & Pro Forma - 30-60 days

- 3.1 - Complete an analysis of local and regional audiences and venues. Identify gaps in the market and discern what type of programming would fill these gaps.
- 3.2 - Complete a five-year profit and loss and operating budget for operation of the venue for multiple options and mix of uses.
- 3.3 - Identify potential earned and contributed revenue generation or other positive economic impacts of a shared arts venue.
- 3.4 - Identify and help quantify philanthropic sources which could provide ongoing operational and capital funding.
- 3.5 - In addition to philanthropic sources, provide an assessment on the possibility of business/corporate sponsorships, underwriting and naming rights to support the efforts.
- 3.6 - Present findings detailing understanding of local and regional demand.

Phase 4. Complete A Site Analysis And Preliminary Development Cost Estimate - 60-90 days

- 4.1 - Identify potential site development opportunities and develop a constraint analysis based on the identified conceptual utilization and parking needs, and basic pros/cons of each site.
- 4.2 - Analyze development costs for a multi-use theatre and performing arts space. Provide projections for the total development, including infrastructure and land preparation costs, hard construction costs, parking and traffic (zoning), furniture, fixture and equipment costs, storage needs and cost, and soft costs.

3B. Update Architectural Designs

Phase 1. Develop Preliminary Concept Designs - 60-90 days

- 1.1 - Complete a space needs assessment to verify building size and site requirements. Solar options power should be considered.
- 1.2 - Draft conceptual site layout consistent of building goals set forth by the established co-design principals. Drawings shall include site plan, floor plan(s), elevations, and colored renderings.
- 1.3 - Conduct initial surveying. Map the site to 100 feet outside the property limits for all planning and design purposes as it relates to parking, grading and storm water management.

Phase 2. Develop Programming Plan - 15-30 days

2.1 - Determine the intended purpose of the space(s), what types of envisioned programming and performances are feasible, how flexible will space be for staging and seating and, etc.

2.2 - Provide a big-picture of the primary programming components including seat count, types of performance spaces, community, food and offices spaces, and other special auxiliary spaces intended.

Phase 3. Develop a Multi-Year Construction Administration Plan - 7-15 days

3.1 - Develop a proposed project schedule that includes all phases of the project through completion of construction and startup/occupancy of the facility.

3.2 - Present the schedule in a Gantt chart format and provide sufficient detail to allow tracking of the progress of the work through each phase.

Models of Restorative Justice

The following policy interventions should be explored through strategic public-private partnerships.

ZONING

Proactively advocate for rezoning that allows for the desired type of development uses that protects the cultural and economic significance of NE 4th Street. Lead with evaluation of each block and lot to determine what may be suitable.

EQUITY IN DEVELOPMENT

Create an equity scorecard for redevelopment projects akin to the [Alliance for Metropolitan Stability's Equitable Development Principles and Scorecard](#).

LAND ASSEMBLY

Identify priority acquisition areas and assemble land as it becomes available to create parcels large enough for redevelopment. Determine which parcels should remain affordable, should be designated for mixed-use development and for public green space.

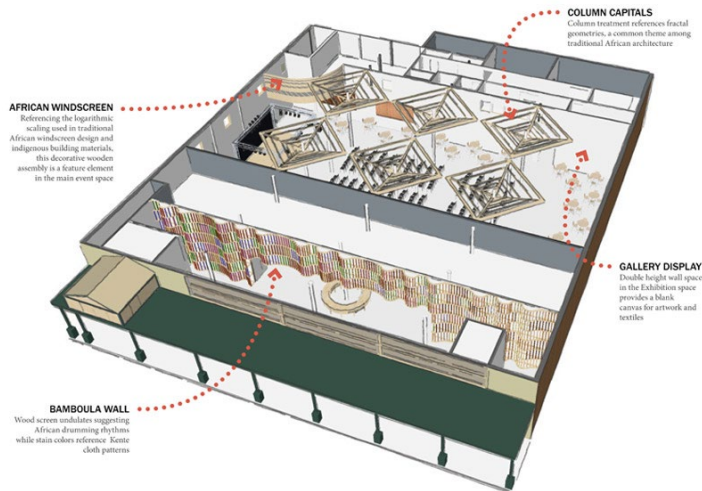
COMMUNITY BENEFITS & LAND TRUSTS

Consider creating a community coalition that can negotiate Community Benefits Agreements with developers that require the provision of living wage construction and permanent jobs in redevelopment projects. These agreements can also include other community aspirations such as a land trust. Review state laws and national best practices such as [CBAs in Practice](#) and the [Atlanta BeltLine](#).

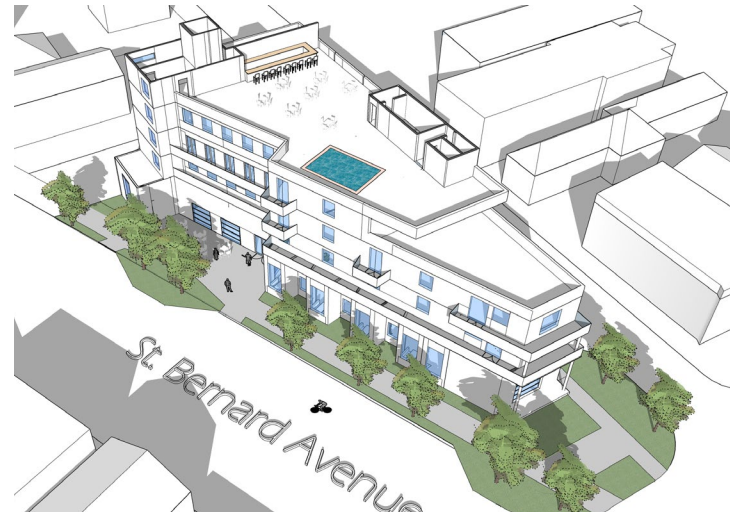
BLACK BUSINESS DEVELOPMENT

Remove barriers for small Black businesses and entrepreneurs. Engage the small business community to determine the kinds of barriers they experienced.

Case Studies of Project Deliverables



Example graphic from a Concordia project illustrating the development of architectural concept designs.



Example graphic from a Concordia project illustrating the development of building feasibility study.



Example graphic from a Concordia project illustrating program prioritization and relationships.



Example graphic from a Concordia project illustrating SWOT Analysis.

Appendix

Brainstorm potential uses, activities, and events that can happen at the Jewel Theatre in the next year.

- Communicate w/residents via mailers/ face to face convo
- Create physical brochures about Jewel history
- Marketing Marketing Marketing
- NE OKC Signage / Identifier / Placemaker
- Space for influencers, expanding social media awareness
- Outdoor Bookclub
- Black Church Initiative
- Connection to downtown / deep deuce neighborhood
- Incorporate into nearby biking / walking trail
- Map showing black owned OKC businesses
- Purchase land / properties around site
- Historical / Cultural Events
- June-teenth celebration
- Attract film industry for support
- Book writing / video production hub
- Film and Playwright classes for young and old
- Independent films. I'm apart of a growing black filmmaking community.
- Local Filmmaker / Artist event
- Local Films written and directed by local film directors.
- Outdoor Movie / Drive-in theater
- Foodtruck meetup
- Garden exchange / home grown veggie exchange
- Sport Bar and Grill (with soul) food, Ice cream shop Braums or Baskin Robin Bedlam games
- Black Tie Fundraiser
- Multipurpose use facility
- 23rd St. Murals
- Community Mural
- Outdoor Mural
- Black Choir Musical & other performances
- Black history films, black history theater performs, singing, poetry
- Drum circle & general performing arts
- High School band performances
- Local plays & showcases
- Music studio engineering / chance to learn about backstage theater
- Plays, concerts
- Providing engaged community members with opportunity to perform or host event at space (discount?)
- Storytelling events
- Youth theater

- Little League/Peewee Football Fundraising hub for team jerseys, travel etc...
- Advertising headquarters for youth
- Education for kids about theater
- Kid/children entrepreneur empowerment
- Local School / Student engagement in teaching about/ interaction with Jewel Theatre
- Space for local actors/actresses to talk/teach to community
- YMCA NE OKC - children outreach and engagement

Prioritize your group's favorite uses.

- Community Center
- Local Filmmaker/Plywrite Showcase
- Social Media Page / infomercial
- Guided tours from community members about growing up in NE OKC
- Juneteenth Festival
- Food truck meetup
- Local Filmmaker/Plywrite Showcase/Festival
- Food options for locals & students
- Juneteenth Festival
- Outdoor Movie Night
- Community mural w/kids paintings based on history of the Jewel

List organizations or businesses that the Jewel Theatre should partner with for your group's prioritized uses.

- Innovation District
- Metro School of Dance
- OK Historical Society
- Community Schools
- Metro Tech
- One OKC
- OKC Thunder
- Arnall Fdn.
- 5Head Productions
- Devoted Media Group
- KVSP Radio
- 5Head Productions
- National Women in Ag
- Black Performing Museum
- Black Chamber of Commerce
- Domino's Pizza, braums. Super Bowl Party,
- Kevin Perry (local rapper)

- Film Organizations
- Tribes
- Black Owned Book Stores
- Almost any museum in the metro area
- Local School Districts
- Northern Lee
- Eastside Banks
- Love's Gas Station
- Dead Center Film
- Allied Arts of OKC
- Urban League of OKC
- Metro School of Dance
- 420 Dispensaries
- Krikpatrick Family Fdn.

Brainstorm potential uses, activities, and events that can happen at the Jewel Theatre permanently into the future.

- Charging station for electric cars
- After-School Care / Activities (performing arts / physical activity)
- Day Care
- Bring in historical scholars to speak
- Film / Drama classes
- Non-profit film school
- 1st Showings of movies
- Historical black movie theater
- Music video contests, local black filmmakers showcase, film premieres.
- Local Film Festivals
- Food Venue
- Indoor Farmers Market
- Theatre / Live performances
- Live performances
- Performance Arts/Liberal Arts
- Black history films, theater performances, poetry, singing, also build another building near jewel theater for children programs to learn about theater for camps and classes
- Art pop ups
- Art Gallery

Prioritize your group's favorite uses.

- After-School Care
- Movie Theater
- Art/Theater stage
- Arts Education Classes/Workshops
- Entertainment Events
- Black Film Festival
- Educational Resource
- Local Filmmaker/Playwrite Showcase

List organizations or businesses that the Jewel Theatre should partner with for your group's prioritized uses.

- Alpha Phi Alpha
- Nathan Lee
- Note: reference physical sticky notes. Can't read picture
- Kilpatrick Foundation
- Arnall Foundation
- Dead Center Film Festival
- Ford Foundation Grants
- Career Tech
- Local school districts
- Black Performance Museum
- Jewel Box Theater
- Florence's
- B.U.R.N.
- Food trucks
- Tribes
- Prairie Surf Media
- Perry Broadcast
- Dead Center Film Festival
- Simmons Photography
- Big O's BBQ (Owen Wilson)
- St. John Baptist church
- @devotedmedia
- Oklahoma Black Museum and Performance Art Center
- 5Head Productions
- Museums

List 3 positive outcomes from this meeting.

- Met some new people. Heard some stories. Learned young people want to know more about the Jewel.
- Mr. Hurst honest feelings about what the community meant to him. The hope for rebuilding the lower East side.
- Positive brain storming. Positive updated information. Doorway to question that needs to be addressed.
- Brainstorming. Seeing the vision through the timeline.
- More informed. Connection with others. Appreciation for the community interest.
- Got to socialize with people. Stimulated my mind a little bit. Learned about the Jewel Theater.
- Get the word out to community is great! Multimedia - social - paper print - news
- Very interactive and impactful meeting.
- Unilateral brainstorming

- Connecting with others. Sparked imagination. Ideas used.
- New ideas for the Jewel. Networking opportunities. Community involvement/input.
- Community action. Information. Inclusion.

What are your concerns?

- Don't erase the history.
- The restoration
- Getting the younger generations familiar with the history of the Jewel. 18-35 range.
- Why overall these people here to discuss how to obtain movies through grant or from organizations that donate money to non-profits.
- Having meeting after meeting and there is no progress being shown. No vision really being displayed.
- Making sure that the community's voice is heard individually and collectively.
- That it will be lost.
- Sustainability of project. 5 yr-10yr-20yrs. Gentrification in the next 5,10,20yrs. Affordable housing is built around the Jewel.
- My concern is the Board over the Jewel Theater because we must gauge what resources they need (i.e. grant writing, general contractors, designer of records, fundraising committees) to make this a reality!
- Presentation of Jewel Theater
- Low turnout
- Continuation of the above.

Do you have suggestions for improvements for this meeting?

- Bring more black programs.
- I thought the meeting was a great start.
- Have people here that are good at explaining how to obtain dollar through grant writing or other means.
- To discuss other ways of funding and ways to get the word out. Q&As
- Thank you for putting on the meeting. No suggestion at the moment.
- No
- Place condos next to the Jewel. List the condo site as -laundry store dr. Pool hall dr. etc.
- Add this level of details explained in question 2 while other community partners are present.
- Better communication of meetings to residents in

the community.

- Increase marketing strategies (diversify). Encourage attendees to come again and bring two people.
- Have announcements made in the churches - on East side.
- More outreach.

How would you explain, in 2 sentences, what we have accomplished at this meeting?

- It makes me want to stay engaged.
- Listening to Mr. Hurst's passion about his vision of wanting to see JT back to life is inspiring and gives hope to the younger generation.
- Today's meeting encouraged hope. Today's meeting sparked fresh conversation on future.
- During the meeting there was a lot of community unity of the vision of the Jewel and it bringing life to the community.
- You all have accomplished an opportunity for everyone to come out and share information and ideas pertinent to community development and history.
- Just a dialogue about the history of the Jewel Theater.
- Mental anchoring of what has occurred in the past to transform and transcend what can be done today.
- We brainstormed and gathered ideas.
- History and background. Partnerships and collaborative entities.
- Positive attention and planning toward common goal.
- Awareness. Positive concerns for the area.
- We gained valuable insight from the community on the vision of the Jewel Theater. We also had the opportunity to meet Concordia staff.
- Initiation of interest. Proof of intention.