

# Vision 2025

## Route 66 Enhancements and Promotion Master Plan of Development

*"Keeping the Spirit of Route 66 Alive"*

*December 2005*



HOWELL &  
VANCUREN

Littlefield

| marketing insight and solutions |



## ROUTE 66 MASTER PLAN ENDORSEMENT

Today as an unprecedented revival of interest in the historic road continues, legions of travelers from around the world are finding that more than eighty-five percent of Route 66 still can be traveled.

They are also finding that Oklahoma is the heart and soul of Route 66 country. Route 66 has its deepest connection here in Oklahoma where it covers over 400 miles – more than any other state.

And the road has a special significance here in Tulsa. It is here that “East meets West.” It is here where the landscape begins to change and the road seems to stretch out in anticipation of its long journey to California.

Without Oklahoma there would never have been a Mother Road. From this land came the men and women responsible for the very creation of Route 66 in the first place. Today the state — and especially Tulsa — is a bastion for many of those who still consider the old highway the best way to go.

As I wrote in my book, *Route 66: The Mother Road*: "Nowhere is Route 66 more at home than in Oklahoma, where the pavement follows the contours of the land as though it had always been there. In Oklahoma, the West and East collide on Route 66, and the state becomes the crossroads for America's Main Street."

Route 66 is forever reinventing itself. Never static but fluid and elastic, it remains a road of movement and change. This is evident today along the various alignments of Route 66 through Tulsa including 11th Street, Admiral Place, Southwest Boulevard and the others dotted with vintage and new businesses.

In Tulsa travelers may still view palpable examples of the Roaring Twenties, the bittersweet 1930s, the World War II years, and the post-war heyday of the highway. They can also come across the scars and desolation from the limbo years when the interstates threatened the old road with extinction. Finally, they may experience firsthand the highway of the popular revival period — an episode of Route 66 history that appears to have no end in sight.

I firmly believe we need to learn from our history and remember the wisdom of the shrewd and clever old timers on Route 66 who understood the true value of working together. They knew Route 66 is a linear journey, one long village, a community of business, commerce, people, and places more than 2,400 miles long.



They knew they needed lures and attractions. They needed gimmicks. And they also saw beyond their own agendas, and worked for the common good. And when they did that it paid off in big dividends for all.

That is what we have to do with this big and bold Route 66 master plan.

It is smart, daring, and will become self-sustaining. For example, the proposed site overlooking the historic Cyrus Avery bridge will bring in funding from day one of operation thanks to the interpretive center, eatery and bar, and gift shop along with admissions, donations, and sponsorships. This project will also stimulate economic development along the entire length of our highway and serve as the ideal catalyst for growth.

This plan encompasses so much. There are opportunities to educate, preserve, and increase tourism and visitation. It is creative, smart, and it is cool.

Now travelers will come to this iconic place where east meets west and, in turn, go in both directions along our various alignments. Development and rehabilitation and revival and enhancement will spread up and down the road just as it did in Albuquerque and other Route 66 towns and cities.

I not only wholeheartedly endorse and recommend this project, I also pledge my continuing involvement in seeing to it that it happens and becomes the instant icon that I know it will be. We will have a national presence and how appropriate is that since this is the adopted hometown of the man who more than anyone else birthed the highway.

What this plan offers is different from anything else on the historic road. There is nothing like it. It will be a magnet, a lure, and a centerpiece of the Mother Road.

I am very excited about this ambitious master plan. I hope that everyone else who truly cares about our city's future shares that excitement. I hope all of you are capable of seeing the big picture. For if you do then we will truly be on everyone's map.

This is good for Route 66. It is good for Tulsa. Our city deserves it.

A handwritten signature in dark ink, appearing to read "Michael Wallis". The signature is fluid and cursive, with the first name "Michael" and last name "Wallis" clearly distinguishable.

Michael Wallis  
Route 66 Enthusiast and Author  
"Route 66: The Mother Road"



## Keeping the Spirit of Route 66 Alive

We could have created homage to Route 66 that we all loved.  
We could have followed our hearts and restored the bridge.  
We could have distributed our investment up and down the route.  
We could have done a million different things with our \$15 million seed money.  
But we did our research.  
And we found we are not facing a Generation Gap. We are facing a Generation Chasm.  
If we do not build a bridge, our memories of Route 66 will die with us.



### The Chasm

Route 66 enthusiasts and Baby Boomers alike share fond memories of the road and recognize its place in our American heritage. But anyone younger than 40 sees this beloved highway as an old, slow, worn-out piece of technology. They have had no direct contact with the Mother Road. They have grown up on the Information Superhighway and have no interest in slowing down and smelling the flowers. They are New junkies. And unless we feed that addiction they will drive right by us, tuned in to their electronic world.

### Bridging the Chasm

No other city anywhere in the world has the Route 66 assets we have. We have the Father of Route 66. We have more than 20 miles and 80 years of Route 66 history. And we have The Bridge over the Arkansas that linked the development of the East with the horizons of the West. The art deco span that connected a continent.

No other city has the chance to do what we can do: protect the old road we cherish so much by giving younger generations their own experiences on Tulsa's Route 66. By bridging the future and the past. Our recommendations are specifically designed to do just that.

- To honor the Bridge as a sacred place.
- To make Tulsa's 23 miles of cherished history a new experience for everyone.
- To inspire the imaginations of all.
- To cherish the past through today's technology.
- To be timeless.
- To be cool.
- To attract new and old visitors.
- To cross the chasm.
- And to protect Tulsa's place, once again, in Route 66 history.

## Keeping the Spirit of Route 66 Alive



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## EXECUTIVE SUMMARY

*Route 66 has the potential  
to be a catalyst for  
economic development  
throughout Tulsa County.*

The Route 66 Enhancements and Promotion Project was one of the 32 Vision 2025 projects submitted to and approved by the voters of Tulsa County in September 2003. Like the balance of the projects in the Vision 2025 initiative, Route 66 was selected because the enhancement and promotion of this American icon has the potential to be a catalyst for economic development throughout Tulsa County.

In order for the City of Tulsa to be in a position to develop Route 66 into a tourist destination that has broad, multi-generational appeal, a way to spark the interest of the new generations of travelers who have no personal connection with the Mother Road must be found. At the same time, the plan must tap into the personal memories and interests of the Baby Boomers and Route 66 enthusiasts.

To that end, research was conducted in six regional markets to determine which elements of Route 66 contained the most universal appeal and “magic” for those in the target market segments. The research was designed to probe perceptions of Tulsa and Route 66 among people within a day’s drive of Tulsa.

The research revealed that the perceptions and attitudes about Tulsa and Route 66 vary greatly depending on age and personal experience. Baby Boomers grew up on Route 66, seeing America from the back seat of an automobile while on family vacations. Their connection today is driving the road and reliving cherished memories.

The Generation Gap after 1964, the birth year of the last Baby Boomer, however, is wide and deep. Generation Xers and those that are younger have no connection to Route 66. The challenge then is to transcend those generational differences by bringing the romance, heritage, and nostalgia of the old road into a “hip” new world.

During the master planning process, ideas for projects that would celebrate and/or support historic Route 66 and stimulate the economic development intended from Vision 2025 were generated by the project team and solicited from Route 66 enthusiasts, members of the Design Recommendation Committee, interested citizens of Tulsa County, and public works officials. Ultimately, a total of 21 projects were identified and evaluated against 15 criteria developed in response to the research data to determine which projects should be recommended for construction using funds generated by Vision 2025.

The projects at or near the Cyrus Avery Route 66 Memorial Bridge all scored well against the evaluation criteria. The importance of the bridge to Tulsa’s ability to revitalize its Route 66 corridor is underscored by the fact that the bridge is the major iconic structure remaining along Route 66 in Tulsa County and, as such, is of the most interest to Route 66 enthusiasts.



*Development of the Cyrus Avery Centennial Plaza, the “Route 66 Xperience”, and Avery Park Southwest will create a multi-generational tourist destination.*

By capitalizing on the iconic nature and historical significance of the bridge, the City will be able to create a tourist destination for Route 66 enthusiasts. With the additional development of the other projects proposed near the bridge – the Cyrus Avery Centennial Plaza, the “Route 66 Xperience”, and Avery Park Southwest – the City will create a multi-generational tourist destination that has the ability to inspire, impress, and educate; to appeal to all age groups; and to satisfy the requirements of today’s vacationing families.

Gateways that will identify the east and west termini of the Route 66 corridor also should be constructed. The gateways will provide the framework inside which the majority of the corridor revitalization will occur.

The overall success of the project also is dependent on the ability to create a “sense of place” for the entire Route 66 corridor. That objective can be accomplished using special lighting, landscaping, and streetscape enhancements. It is imperative that all of these types of enhancements installed within the corridor be designed for impact but not be overdone. Route 66 is a unique piece of Americana and these types of enhancements, when used, should be supportive of, and well integrated into, the historic properties and existing cultural landscapes along the road.

The sense of place will be further promulgated by the use of highly graphic informational road signs. Those signs will identify sites of historic significance and interest throughout the corridor while engaging drivers through the windshield of the car.

The Vision 2025 Route 66 Design Recommendation Committee conducted a series of meetings at the conclusion of the master planning process to review the recommendations contained in the master plan and to select the projects to be constructed using monies generated by Vision 2025. The Committee reviewed all of the projects identified in the master plan and selected thirteen for either full or partial implementation during the initial or first phase of development. In addition, the Committee recommended setting aside Vision 2025 money for the creation of an historic preservation fund and public art at specific locations along 11<sup>th</sup> Street, Admiral Place, and Southwest Boulevard.

The balance of the Route 66 projects that were not recommended for implementation using Vision 2025 funds were placed by the Committee into one of two subsequent phases of development. Although there is no prioritization of the projects within the second and third phases of development, those projects placed in the Phase 2 column were deemed by the Committee to be of higher importance or significance to the corridor than the projects listed in Phase 3.

A complete list of the projects that were chosen for implementation during the first phase of development can be found in Section 9 of this document. The location of each Phase I project also is depicted on the map of the corridor contained in Figure 5.



## BACKGROUND INFORMATION

The “Vision Process” emerged through the combined efforts of the City of Tulsa and Tulsa County.

### Vision 2025

The leadership of Tulsa County sponsored Dialog 2025 in May of 2002 and invited representatives from each of the municipalities in the County to come together to discuss the future. Two months later, a Vision Summit was sponsored by the Mayor’s Office at the City of Tulsa. Both of these events were designed to provide an opportunity for every interested citizen of the City and County to have a voice in the future of the area. In November 2002, the City and County governments joined forces when they jointly sponsored the “Dialog/Visioning 2025 Citizen’s Summit”, a highly publicized event intended to solicit citizen input and to provide a forum for the public to present project ideas. The combined efforts of the City of Tulsa and Tulsa County became known as the “Vision Process”.

In January, February, and March 2003, City and County officials conducted a series of meetings on a variety of community needs and interests to further explore citizen, official, and expert perspectives on what projects were needed and desirable throughout the County. A Leadership Committee was formed to guide the selection process – an exhaustive process that required the review of more than 300 project proposals. When the final “Vision 2025” plan was submitted to the voters for approval in September 2003, it contained 32 separate projects that were selected because of their potential to stimulate economic development and improve the quality of life for the citizens of Tulsa County.

One of those 32 projects was the Route 66 Enhancements and Promotion Project in the City of Tulsa.

An idea of developing Route 66 into a tourist destination was born.

### Route 66 Enhancements and Promotion

During the early stages of the “Visioning” process, government officials were not alone in their efforts to revitalize the local economy and unlock the potential of the region. In October 2002, the citizen-directed, non-profit organization TulsaNow hosted the “Battle of the Plans”, another forum for individual citizens to present and promote ideas for public improvement projects for the betterment of Tulsa. It was during this event that the idea of developing Route 66 into a tourist destination was first born.

The stakeholders who promoted the revitalization of Route 66 did so for a number of reasons, including:

- A desire to celebrate the history and importance of the road to the American culture.
- The opportunity to create a venue that will attract many of the estimated 30,000-50,000 Route 66 enthusiasts who travel all or parts of the road each year to Tulsa.
- The desire to preserve the remaining assets of Route 66 in Tulsa County.



- The realization that the development of a world-class tourist destination and experience will, in turn, be the catalyst for commercial investment throughout the Route 66 corridor.

### Significance of Route 66

From its origin at Jackson Street and Michigan Avenue in downtown Chicago to its western terminus at the Santa Monica pier, Route 66 stretched 2,448 miles through eight states and three time zones. This legendary east-west highway earned prominence during the Great Depression as more than 200,000 “Dust Bowl” migrants headed west toward the promise of a better life. John Steinbeck immortalized the highway as “the Mother Road” in his 1939 classic, *The Grapes of Wrath*.

From its origin at Jackson Street and Michigan Avenue in downtown Chicago to its western terminus at the Santa Monica pier, Route 66 stretched 2,448 miles through eight states and three time zones.



Illustration from cover of *Route 66: The Mother Road* by Michael Wallis

During World War II, Route 66 served as a vital transportation link over which the military transported many convoys of materials, goods, and troops to western military bases. Postwar Route 66 spawned the American automobile culture of the ‘50’s and ‘60’s – a time in which the highway was traveled by thousands of vacationing families which, in turn, spawned untold numbers of auto camps, “Mom and Pop” motels, diners, service stations, and tourist attractions, creating a thriving economy along its entire route. It is this latter era for which the highway is best known, loved and remembered.

The death knell for Route 66 as a federal highway occurred with the passage of the Federal Aid Highway Act in 1956 and the creation of the interstate highway system that ensued. Although officially decommissioned as an active federal highway in 1985, Route 66 gained legendary status through song, film, television, books, and personal experiences, and it now represents one of the more important chapters in American history.

The Federal Aid Highway Act of 1956 may have ended the role of Route 66 as a federal highway, but it didn’t diminish the road’s historical significance. Today there are literally thousands of clubs and organizations around the world with millions of members who have affection for and a love affair with Route 66. Each year thousands of people travel the old road to experience



the nostalgia and to appreciate the indelible mark Route 66 left on the American culture.

The Design Recommendation Committee for the Vision 2025 Route 66 Enhancements and Promotion Project is comprised of City officials and private citizens who have an interest in Route 66.

### Design Recommendation Committee

Vision 2025 started as and continues to be a grassroots-driven program. Each City of Tulsa Vision 2025 project is being overseen and guided by a Design Recommendation Committee that is made up of City officials and private citizens. The Design Recommendation Committee for the Vision 2025 Route 66 Enhancements and Promotion Project is comprised of City officials and private citizens who have an interest in Route 66. The Co-Chairpersons for the Route 66 Design Recommendation Committee are Dennis Whitaker and Julie Miner, both whom are with the Urban Development Division of the Public Works and Development Department of the City of Tulsa.

The committee also includes the following individuals who have generously given of their time to the development of the project:

David Breed	Tulsa Preservation Commission
Theresa Buchert	South & East Alliance of Tulsa
Ken Busby	Arts & Humanities Council of Tulsa
Tom Costner	Citizen-at-Large
John Gray	Southwest Tulsa Chamber of Commerce
Chris Medlock	Council District 2
Brad Nickson	Oklahoma Route 66 Association
Jim Norton	Downtown Tulsa Unlimited
Sam Roop	Council District 5 (through February 2005)
Bill Martinson	Council District 5 (after August 2005)
Michael Sager	Property Developer
Lee Ann Zeigler	Tulsa Foundation for Architecture

In addition, Paul Zachary and Glen Sams, City of Tulsa Engineering Services, provided technical expertise and served as liaisons between the Design Recommendation Committee and the Vision 2025 Oversight Committee.

The Design Recommendation Committee is comprised of City officials and private citizens who have an interest in Route 66.

### Project Team

One of the initial tasks that needed to be accomplished by the Design Recommendation Committee was the selection of a team of professional consultants that could provide the guidance necessary for the City to develop its Route 66 corridor into a world-class tourist destination and experience. Through a three-step process, the Design Recommendation Committee selected the Dewberry-led team for the project. This process included:

- the evaluation of qualifications statements submitted by a number of firms interested in performing the work;



- the committee’s evaluation of technical proposals (submitted by a select group of firms chosen from the large group of proposers) that outlined how the work required by the project would be performed; and
- oral presentations made by the three teams chosen by the committee for interview.

Team members and their roles/responsibilities on the project are as follows:

<b>Dewberry</b>	Project Management/Master Planning/Architecture and Engineering
<b>Littlefield, Inc.</b>	Marketing Research, Strategies, and Opportunities
<b>Howell &amp; Vancuren, Inc.</b>	Landscape Architecture/ Streetscape Enhancements
<b>Gates Engineering</b>	Electrical Engineering
<b>Michael Wallis</b>	Author/Historian/Expert on Route 66
<b>Guy Logsdon</b>	Oklahoma Historian

The development of a master plan will establish the central theme and will guide the physical redevelopment of the Route 66 corridor.

### Master Planning Effort

As noted earlier, the “Vision 2025” program is an initiative aimed at boosting regional economic vitality. The first step in that process is the development of a master plan that will establish the central theme for and guide the physical redevelopment of the Route 66 corridor.

This master planning document establishes the framework in which the future redevelopment will occur and includes the following:

- a summary of the results from an inspection and evaluation of the Cyrus Avery Route 66 Memorial bridge,
- a summary of the qualitative marketing research conducted by and subsequently used by the project team to guide development of the master plan,
- a discussion of the design guidelines for lighting, streetscape, landscaping and other enhancements to be adopted and used throughout the corridor to give it identity and continuity and to create a sense of place,
- a discussion of the thematic elements that were identified and evaluated against the criteria developed in response to the marketing research,
- a discussion on the sustainability of the Route 66 corridor, including ongoing management and marketing efforts and funding sources for future projects, and



- a summary of the conclusions reached by the project team, including recommendations for which projects should be implemented using funds available from Vision 2025.



## SUMMARY OF MARKETING RESEARCH

Focus groups were conducted throughout the region to determine which elements of Route 66 contained the most universal appeal.

A series of interviews and small interactive group sessions was conducted in six regional markets.

### **The Challenge**

In order for the City to be in a position to develop a Route 66 destination that has broad, multi-generational appeal above and beyond that of a core audience of Route 66 enthusiasts, a way to spark the interest of the new generations of travelers who have no personal connection with the Mother Road had to be found. At the same time, the plan had to tap into the personal memories and existing interests of the Baby Boomers and Route 66 enthusiasts.

To that end, focus groups were conducted throughout the region to determine which elements of Route 66 contained the most universal areas of interest and “magic” for those in the target market segments.

### **Methodology**

To get a good cross-section of perspectives, a series of interviews and small interactive group sessions were conducted in six regional markets. All were designed to probe perceptions of Tulsa, Oklahoma and Route 66 among consumers within a day’s drive of Tulsa. The groups were divided by age and interest level, then mixed gender, income and education within the groups. Specifically:

#### Interviews with Route 66 Enthusiasts (2):

- Michael Wallis, author of *Route 66: The Mother Road*
- David Knudson, Executive Director of the National Historic Route 66 Federation

#### Groups (21) –

One group each of Boomers, Xers, and Enthusiasts in each of these six markets:

- Tulsa – 2 of each
- Oklahoma City
- Ft. Smith
- Wichita
- Dallas
- St. Louis

### **Ethnography**

- Observation/interviews at the 2004 International Route 66 Festival
- Bus tours and visits along Oklahoma Route 66



Depending on age and personal experience, the perceptions and attitudes about Tulsa and Route 66 vary greatly.

### Market Visits

- *Albuquerque* – to see how this Route 66 city has made the most of its 18-mile stretch of the Mother Road
- *Cincinnati* – to see how a Midwestern city has turned itself around and created a tourist destination without the benefit of a significant natural feature like an ocean or the mountains

### Perspectives and Perceptions

Perceptions and attitudes vary greatly about Tulsa and Route 66 depending on age and personal experience. Although there seem to be distinct similarities within each segment, perceptions and attitudes vary greatly from Boomers, Enthusiasts to Xers.

The following provides a brief synopsis of attitudes of Tulsa and of Route 66 by target segment.

#### Tulsa: *faded elegance*

- Inside and out, many believe Tulsa is on the verge of a much-needed rebirth
- Many see Tulsa as a small Dallas

#### Enthusiasts: *passionate roadies*

- Often have a personal connection – often real memories – with Route 66
- Have a natural interest in history and preservation
- Do not have to be American, or a Boomer, or live along Route 66
- Are intimately familiar with Route 66 icons – the TV show, songs, movies, books+
- Are impassioned – tattoos and more:

*“My wife, Pat, who accompanied me on all our Harley trips, died in February 2004. She was buried in a small churchyard cemetery in Wading River, New York. Mixed in with the soil that covers her coffin is a piece of Route 66.”*

*-- Robert Lowery*

For these passionate roadies, it's all about:

- *The journey* – the experience of driving and exploring along the route
- *The familiar* – the kitschy appeal of blue whales, blue swallows and blue skies
- *The unexpected* – the little surprises just over the next hill or behind that old barn
- *Rebellion* – That renegade sense of the freedom of the open road, as one roadie put it
- *Universal appeal* – that transcends that of a mere road anywhere else in the world
- *Connection to the past* – of their childhoods, now romanticized in memories of Route 66



- *Disconnection from today* – a fast-paced, tough world
- *America* – Route 66 simply represents the spirit of all that makes America great

**The roadies' single passion:**

Preserve the Mother Road and the America it represents

**Boomers: Route 66 vacations**

- Grew up on Route 66, seeing America from the back seat
- Spent their family vacations *looking out the windows*
- Spent nights in those quaint Route 66 motor courts

Their connection today is driving the road, reliving those cherished memories

Now, for something *completely* different.

**Xers +: alien nations**

- Grew up on the information highway
- Travel with kids today playing video games and watching movies
- Travel at warp speed every day
- For them, it's all about the destination (are we there yet?)
- And that destination *has* to be cool

Route 66:

*I was a long and winding road from L.A. to Chicago.  
I had many, many sites but kids say they really bite.  
It's true I will be missed, but it's O.K. I was tired of getting dissed.  
I had my place in the past Until life got way too fast.\*  
\*From a Dallas Xer*

**Section Summary**

The Generation Gap is wide and deep after 1964 – the birth year of the last Baby Boomer. The challenge is to combine the old road with the new information superhighway. Transcendence lies in bringing the romance and heritage of the old road into a “hip” new world.

These findings are from  
market visits to  
Albuquerque and Cincinnati.

**The Lessons of Other Attraction Cities**

Other cities have reinvented themselves as destination/vacation markets for their region. The following findings are from market visits to two such cities who have managed to create a new brand for themselves over the last five to ten years. Each has done so because they had a strong sense of who they were and what they wanted to create.



These findings are provided as guidelines for developing focal/key elements for the Route 66 Vision 2025 Enhancements and Promotion Project.

Albuquerque: making Route 66 x-cool

- Downtowns can be sources of community energy
- University communities bring youth, creativity and intellectuals
- Travelers are looking for unique experiences

Cincinnati: connecting diversity

- Water of any kind draws people
- Artists make a community interesting
- Architecture speaks
- Life happens
- But there's nothing like a deadline

**Into the Great Wide Open –  
Where Do We Go From Here?**

The following direction is based on the finding of the marketing and research and is provided to the Route 66 Design Recommendation Committee as guidelines for developing focal/key elements for the Route 66 Vision 2025 Enhancements and Promotion Project:

- Celebrate our Route 66 heritage
  - After all, we're the home of the "Father of Route 66"
- Restore the metaphor
  - Keep the bridge from falling in the river and restore it over time as money allows
- Create an urban energy
  - Xers want a cool downtown, where Route 66 runs right through
- Foster creativity
  - Artists bring energy and perspective
- Create memories
  - Food and entertainment form the core of any successful tourist destination
- Make it hip
  - In the era of iPods and blogs, Route 66 desperately needs a cool factor
- Inspire
  - Let visitors discover the magic for themselves
- Think BIG
  - Better to do one big thing right than lots of little ones wrong
- Create life
  - Let's plant the seeds for new life along old Route 66
    - A living past, present and future
    - A crossroads of America
    - Where:
      - Old meets new
      - East meets west
      - History meets the future
      - Comfort food meets nouveau cuisine
      - Tradition meets change



## ROUTE 66 CORRIDOR DISTRICTS

Standards for pavement treatments, sidewalk improvements, streetscaping, landscaping, lighting, and signage will be encouraged throughout the corridor.

One very important aspect of the master planning process has been the development of standards for pavement treatments, sidewalk improvements, streetscaping, landscaping, lighting, and signage. Once adopted, the use of these standards will be encouraged throughout the corridor to accomplish the following objectives:

- to create a theme that provides identity to the entire route,
- to alert motorists and tourists that they have entered into and are traveling through a significant, historical district,
- to provide visual continuity from one end of the corridor to the other, and
- to create a “sense of place” that will attract private investors who want to capitalize on the new found awareness and interest in Route 66.

To define the unique areas of Route 66, to help create a “sense of place”, and to define appropriate design treatments, corridor districts have been identified based on distinct qualities contained in each area. Each of the nine districts has been depicted on Figure No. 1 and is described in the following paragraphs. Specific recommendations for enhancements in each district are presented later in the master plan.

### 11<sup>th</sup> Street Districts

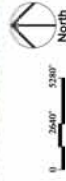
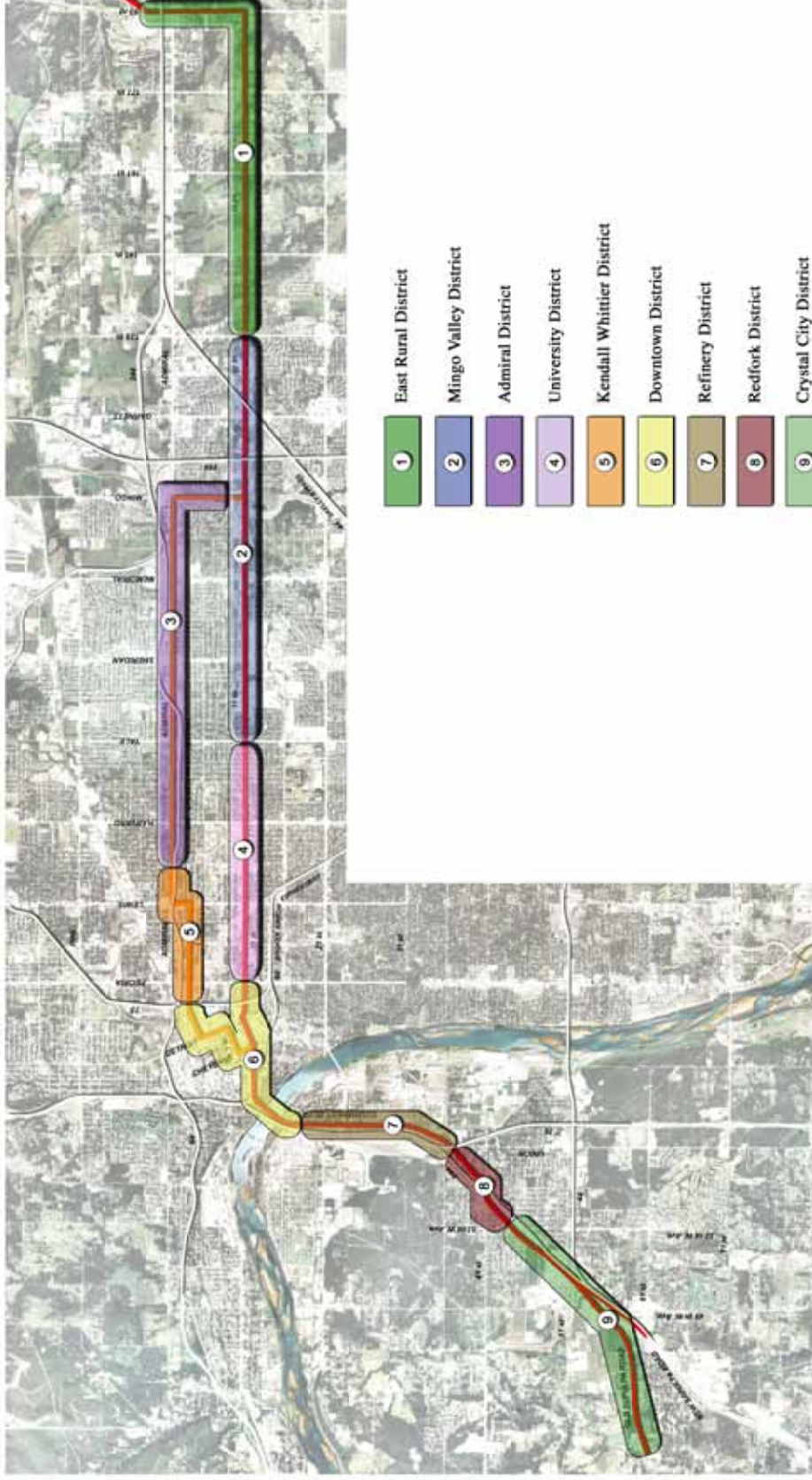
The 11<sup>th</sup> Street Districts include the East Rural District, the Mingo Valley District, and the University District.

#### *East Rural District*

The East Rural District extends from Highway 412 in Catoosa to 129<sup>th</sup> East Avenue. This district is characterized by open land adjacent to Route 66. This area has various residential areas ranging from single houses to small neighborhoods, there is little to no commercial or industrial activity that occurs within this district. The south side of this predominately two-lane road is lined with utility lines. There are no sidewalks adjacent to the street in the East Rural District.

#### *Mingo Valley District*

The Mingo Valley District stretches from 129<sup>th</sup> East Avenue to Yale Avenue. This district is set apart by the large median that is located in the center of the roadway along Route 66. The median not only acts as a pleasant landscape feature, but also serves as a primary drainage way for the area. This district contains a combination of residential, commercial, and industrial usage. This district of Route 66 also has overhead utility lines bordering the road. The street through this area is two lanes of travel in each direction with turn lanes that cut into the center median and sidewalks are not present along the street in all instances. The district also contains the intersection of 11<sup>th</sup> Street with Mingo Road, a point on both the original and final alignments of Route 66.



## Corridor Districts



# ROUTE 66 MASTER PLAN STUDY



HOWELL &  
VANCUREN



### *University District*

The University District runs from Yale Avenue to Peoria Avenue. Through this district, Route 66 is typically lined by commercial and retail businesses as well as the University of Tulsa. This district typically contains single family neighborhoods located behind each of the business areas, many of which are “Tudor Revival Residential Neighborhoods”, including the White City neighborhood which is listed on the national Register of Historic Places. Overhead power, cable and telephone lines are numerous throughout this district. The roadway is primarily four lanes of travel with turn lanes at major intersections along the route. The roadway has sidewalks on both sides.

### **Downtown District**

The Downtown District includes those segments of the original alignment that included 2<sup>nd</sup> and 7<sup>th</sup> Streets as well as Detroit and Cheyenne Avenues. It also includes a segment of the final alignment on 11<sup>th</sup> Street between Peoria Avenue and Southwest Boulevard as well as Southwest Boulevard. This district is portrayed by mainly commercial usage along Route 66. The area contains key locations such as the Cyrus Avery Memorial Route 66 Bridge, downtown Tulsa, Cathedral Square, and Tulsa Community College. This district goes through the heart of the former “Oil Capitol of the World” and the City’s many art deco structures. Its roadways have primarily four lanes of travel and turn lanes at most major intersections. The route has overhead utility lines and sidewalks on both sides.

### **Southwest Boulevard Districts**

#### *Refinery District*

The Refinery District stretches from the Arkansas River to South Union Avenue and parallels the rail yards of west Tulsa. Characteristics of this district include primarily industrial usage along with some commercial and residential areas. The district acquires its name from the large Sinclair refinery located adjacent to Route 66. The roadway is four lanes of travel with a center turn lane and overhead utilities lining both sides of the street. Sidewalks are present throughout the refinery district; however, most are deteriorating or are non-existent. This district also is home to Howard Park.

#### *Redfork District*

The Redfork District runs from South Union Avenue to 33<sup>rd</sup> West Avenue. This is a small district along the corridor primarily defined by the “Plains Commercial” buildings located near the railroad tracks. One if not more of the businesses in this district market themselves with trains and railroad material. Also included in the Redfork District is a marker commemorating the site of the first oil well in Tulsa. The roadway is four lanes of travel with a center turn lane and overhead utilities primarily lining both sides of the street. Sidewalks are present throughout the district but mainly on the south side of the street.



### *Crystal City District*

The Crystal City District extends from 33<sup>rd</sup> West Avenue to the Tulsa County line and was named after the shopping center located north of 33<sup>rd</sup> West Avenue. Crystal City was originally a 27-acre recreational park constructed in the mid-1920s. It included the indoor/outdoor Casa Loma dance floors that could accommodate up to 1,500 dancers at one time. Frequent appearances were made by Bob Wills and his band.

This district is characterized by mainly open land adjacent to Route 66. This district has some residential areas, little to no commercial, and a few industrial businesses. The predominately two-lane road parallels the railroad tracks and has few to no sidewalks and is lined by overhead utilities.

## **Admiral Place Districts**

### *Admiral District*

The Admiral Place Districts include the Admiral District and the Kendall Whittier District.

The Admiral District is on the original alignment (1926-1932) and runs from Mingo Road to Delaware Avenue. This district includes the Mingo Circle which marks the site where Cyrus Avery (the “Father of Route 66”) operated a service station and restaurant. Through this district, Route 66 is typically bordered by commercial and retail businesses. Overhead power, cable and telephone lines are numerous throughout this district. The roadway is primarily four lanes of travel with turn lanes at intersections and major entries along the route. The roadway has some sidewalks on each side of the road but for the most part can be described as the street merging into the parking areas with no curbs or sidewalks.

### *Kendall Whittier District*

The Kendall Whittier District stretches from Delaware Avenue to 2<sup>nd</sup> Street and Highway 75. This district has some commercial and retail businesses adjacent to Route 66 but is mainly a residential district. Historic Kendall Whittier Square lies in the center of the district and is considered to be Tulsa’s first suburban shopping center. The majority of the shopping area consists of one- and two-story brick “Commercial” style buildings constructed primarily between 1927 and 1929.

The Circle Theater is listed on the National Register of Historic Places and features distinctive multicolor brick. Its architectural elements are unrivaled in height within the district. Constructed in 1928, it was the first suburban theater and it is the only pre-1960s movie theater remaining in Tulsa. Revitalization efforts in the Kendall Whittier District include several unique shops, restaurants, a new public library, an elementary school, and post office.

This district has both two- and four-lane roads with turn lanes at most major intersections. The route has overhead utility lines and sidewalks on both sides.



## SUMMARY OF CYRUS AVERY BRIDGE STRUCTURAL EVALUATION

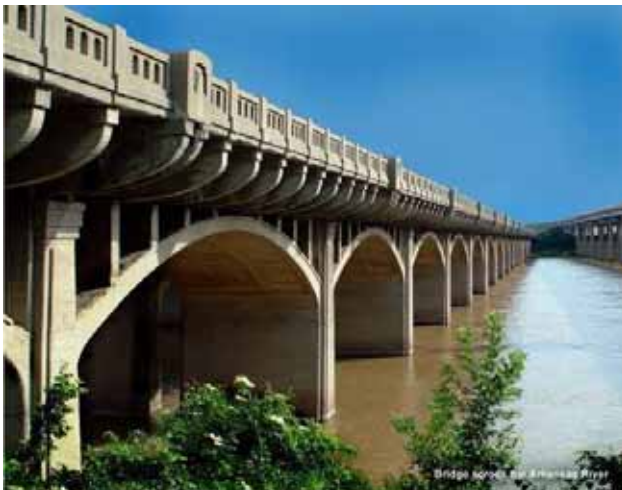
*The original Eleventh Street/  
Southwest Boulevard Bridge  
across the Arkansas River  
supported a railroad track  
in the center and a single  
lane of vehicular traffic on  
each side.*

### Introduction

The Eleventh Street/Southwest Boulevard Bridge across the Arkansas River was originally constructed in 1916 by the Missouri Valley Bridge & Iron Company for a cost of \$180,000. The original structure supported a railroad track in the center and a single lane of vehicular traffic on each side with sidewalks adjacent to the exterior traffic lanes. The bridge became a critical link between the emerging City of Tulsa on the east side of the river and the oil fields to the west.

In 1924, Tulsan Cyrus Avery, a County Commissioner from 1913 to 1916 who helped bring about the construction of the bridge, was appointed as a “consulting highway specialist” and was assigned the task of creating a U.S. highway system. When the road was designated as an official federal highway in 1926, it was essentially no more than a series of dirt roads connecting Chicago with Los Angeles, but its alignment included Tulsa and the 11<sup>th</sup> Street /Southwest Boulevard Bridge, largely due to the efforts and influence of Cyrus Avery.

The bridge was widened in 1934 to its present width of 52 feet 8 inches. The widening project included the construction of a second arch structure



downstream of the 1916 structure and the connection of the new and old bridges with a single deck. Sidewalks were also constructed on both sides of the bridge. Once the widening was complete, the 40-foot curb-to-curb width allowed the bridge to accommodate four lanes of traffic.

The bridge remained in service until 1980 when it was closed to vehicular traffic. The bridge is now listed on the U.S. Department of Interior’s National Register of Historic Places. In June 2004, the bridge was officially named the “Cyrus Avery Route 66 Memorial Bridge” in honor of the man responsible for bringing Route 66 through Tulsa.

*The Cyrus Avery Route 66  
Memorial Bridge is now  
listed on the U.S.  
Department of Interior’s  
National Register of  
Historic Places.*

Also in June 2004 an in-depth inspection and evaluation of the bridge was performed to determine its structural condition and the probable cost of rehabilitating and restoring it for pedestrian use.



*These are the assessments of the various structural elements of the bridges that resulted from an inspection and evaluation.*

The inspection and evaluation resulted in the following assessment of the various structural elements of the bridges:

1. The parapet walls or railings (see Figure 2) cannot be salvaged due to the way in which the bridge is constructed. The railings are supported from below by sidewalks which are very badly deteriorated. It would be cost prohibitive to remove (preserve) the railings and to then attempt to reattach them to a reconstructed sidewalk. The railings will need to be replicated or recreated.
2. The entire deck and sidewalk system is beyond repair and will need to be completely reconstructed.
3. The spandrel walls on the upstream structure are not salvageable due to their deteriorated condition. The spandrel walls on the downstream structure are in much better condition and can likely be repaired.
4. From the arches down, both bridges are in sound enough condition that they can be repaired. There is, however, visible evidence of delamination between the reinforcing steel and the concrete on the arches. This condition will require repair and is the most serious on the bays closest to the piers.

Once the general condition of the bridge components was determined, a total of nine different rehabilitation options were investigated from a “No Build” or (Do Nothing) alternative to an alternative that considered full restoration of both bridge structures. Each of the nine rehabilitation options is presented below.

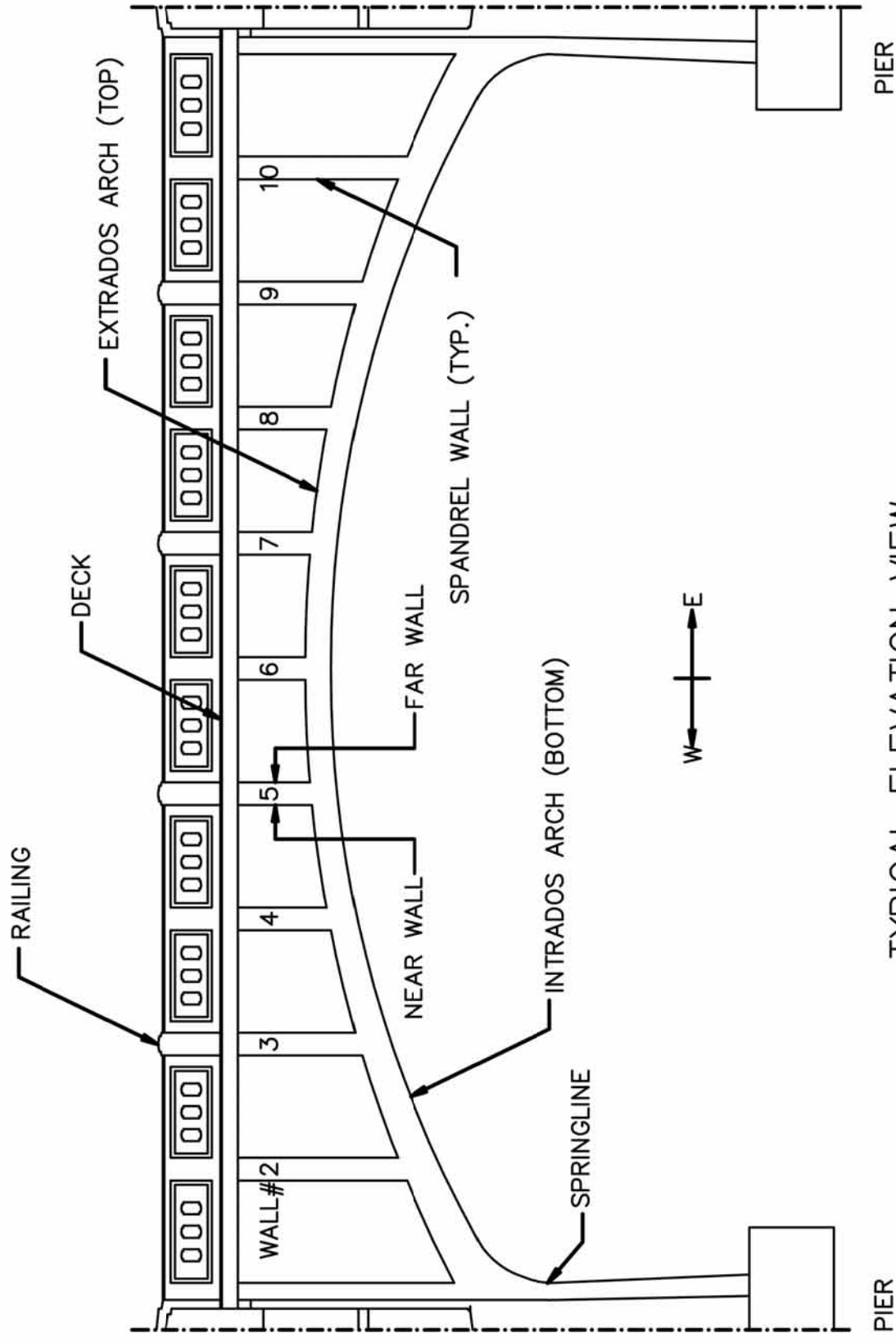
*Options A-I deal with the repair and/or rehabilitation of the bridge structures over the Arkansas River.*

### **Rehabilitation Option A Repair Upstream Arch Structure Only**

Under this alternative, the downstream structure (1934 bridge) would remain in place but would be physically separated from the upstream structure (1916 bridge). No repairs or rehabilitation would be performed on the downstream structure. Repairs to the upstream structure would include:

- Removal and replacement of the concrete deck and railings,
- Removal and replacement of the piers and spandrel walls above the arch,
- Removal and replacement of the top 3- to 4-inches of concrete on the arch and the replacement of deteriorated reinforcing steel,
- The arch would be sealed once the spalled and delaminated concrete (top 3- to 4-inches) is removed, and
- The footings, abutment walls, underside of arch, and piers would be repaired below the springline.

The estimated probable cost for implementing this alternative is \$10,500,000.



TYPICAL ELEVATION VIEW



### **Rehabilitation Option B**

#### **Repair Upstream Structure and Replace Downstream Structure**

This alternative includes repairs to both the upstream and downstream structures. The repairs to the upstream structure would be identical to Option A. The repairs to the downstream structure would include:

- Removal and replacement of the deck and railings,
- Removal and replacement of the spandrel walls,
- Removal and replacement of the arch barrels, and
- Repair of all spalls and delaminating to the piers and abutment walls.

The estimated probable cost for implementing this alternative is \$15,700,000.

### **Rehabilitation Option C**

#### **Repair Upstream and Downstream Structures and Repair Downstream Arch Barrels**

Under this alternative, the upstream structure would be rehabilitated as in Options A and B. The downstream arch barrels also would be repaired instead of replaced provided a detailed structural analysis demonstrated that the intended applied loads would not exceed the low strength of the existing concrete. The estimated probable cost of implementing this alternative is \$14,000,000.

### **Rehabilitation Option D**

#### **Repair Downstream Structure Only**

Under this alternative, no repairs or rehabilitation would be performed on the upstream structure. Repairs to the downstream structure would include:

- Removal and replacement of the deck and railings,
- Repair of the spandrel walls,
- Removal and replacement of the top 3- to 4-inches of concrete on the arch,
- The use of vacuum impregnation to seal arch, and
- The repair of all spalling and delaminating concrete on piers and abutment walls.

This option is contingent on a structural analysis demonstrating that the arch barrel of the downstream structure has adequate axial and bending capacity at the compressive strength determined from the concrete testing. The analysis also must demonstrate that the existing vertical reinforcement in the spandrel walls provides adequate capacity to resist the anticipated bending stresses. The estimated probable cost of implementing this alternative is \$6,300,000.



### **Rehabilitation Option E**

#### **Stabilize Both Structures for Future Rehabilitation**

Option E is a stabilization alternative in which the upper portions of the structures are removed and the arches, piers, and footings are then repaired for long-term preservation. The estimated probable cost of implementing this alternative is \$7,210,000.

### **Rehabilitation Option F**

#### **Reconstruct Structures in One-Third Segments**

After both structures are stabilized (Option E), this alternative would involve the reconstruction of the bridge in one-third segments using the abutment piers as end points for each segment. Work items under this alternative would include the construction of new spandrel walls, deck, piers above the springline, expansion joints, scuppers and parapets in each phase as required. The estimated probable cost of implementing this alternative is \$3,150,000 per phase.

### **Rehabilitation Option G**

#### **Stabilize the Footings**

This option is a minimal repair alternative that will stabilize both structures until their full or partial rehabilitation can be funded in the future. The footings at Piers 4, 6-8, 10, 14, and 16 on the upstream (1916) bridge have been undermined in some locations. Streambed scour also is present at Piers 3-6, 8, and 10-13. In addition, the upstream footings exhibit heavy scaling and spalling.

Although the undermining does not currently compromise the stability of these piers, if untreated, the undermining may continue to increase and eventually cause the piers to become unstable. The undermining can be expected to continue, but at a slow rate since the channel bottom is bedrock. Since the bridge is currently closed, it is plausible to leave the structure as is for now without a substantial increase in the undermining.

To prevent the deficiencies from continuing and possibly causing the piers to become unstable, two alternatives for rehabilitating the footings of the bridge structures were evaluated. The simplest and most economical solution would be to place grout bags under the footings in the locations of undermining to maintain pier stability. This alternative should only be considered a short-term repair to prevent the undermining from progressing. The streambed scour as well as heavy scaling and spalling of the footings and piers will likely continue. The estimated cost of this alternative is \$50,000 to \$100,000.

The second alternative involves the construction of a new concrete footing to encapsulate both the newer and original footings. This alternative is a more comprehensive means of ensuring the long-term (30 years or more) capacity



and stability of the piers. The probable cost of implementing this alternative is estimated to be \$2,000,000 to \$3,000,000.

### **Rehabilitation Option H**

#### **Stabilize Footings and Rehabilitate One-Third of the Bridge**

This option combines the stabilization of all footings as described in Option G with the repair of the piers (below spring line) and the arches as noted in Option E, but only for six spans or one-third of the bridge, with the replacement of the spandrel walls and deck for the same six spans. The bridge rehabilitation would be from Abutment 1 or 2 to the next abutment pier.

This option would stabilize all footings for future rehabilitation work and would provide for the repair and/or replacement of the needed bridge components (spandrel walls, deck, piers above spring line, etc.) for one-third of the structure. The remainder of the structure could be repaired or replaced in the future.

The rehabilitation items include:

- Repair all footings
- Repair 6 piers below the spring line
- Repair the upstream and downstream arch in 6 spans
- Replace the piers above the spring line in 6 spans
- Replace the deck in 6 spans

The probable cost of implementing this alternative is estimated to be \$6,000,000.

### **Rehabilitation Option I**

#### **No Build or Do Nothing Alternative**

This option provides for no rehabilitation work and would leave the bridge as is. Although an underwater inspection of the footings confirmed the undermining of the footings, the piers appear to be stabilized and could be for at least the next ten years. The undermining, scour, scaling, and spalling of the footings and piers may continue to progress, but the ten year interval will enable the City to consider the possible future use of the bridge, to determine if long-term repair measures are necessary, and to identify funding sources for making the repairs.



## THEMATIC ELEMENTS

### Proposed Projects

Throughout the master planning process, the planning team solicited ideas from Route 66 enthusiasts, members of the Design Recommendation Committee, interested citizens of Tulsa County, and public works officials and also generated ideas of its own for projects that would celebrate and/or support historic Route 66 and stimulate the economic development intended from Vision 2025 projects. A total of 21 projects, all of which are included in the master plan, were ultimately identified and evaluated against fifteen criteria to determine which should be recommended for initial construction using monies generated by Vision 2025. A map showing the location of all 21 projects can be found in Figure 3 and a complete list of the projects, including a brief description of each, can be found in Table 1.

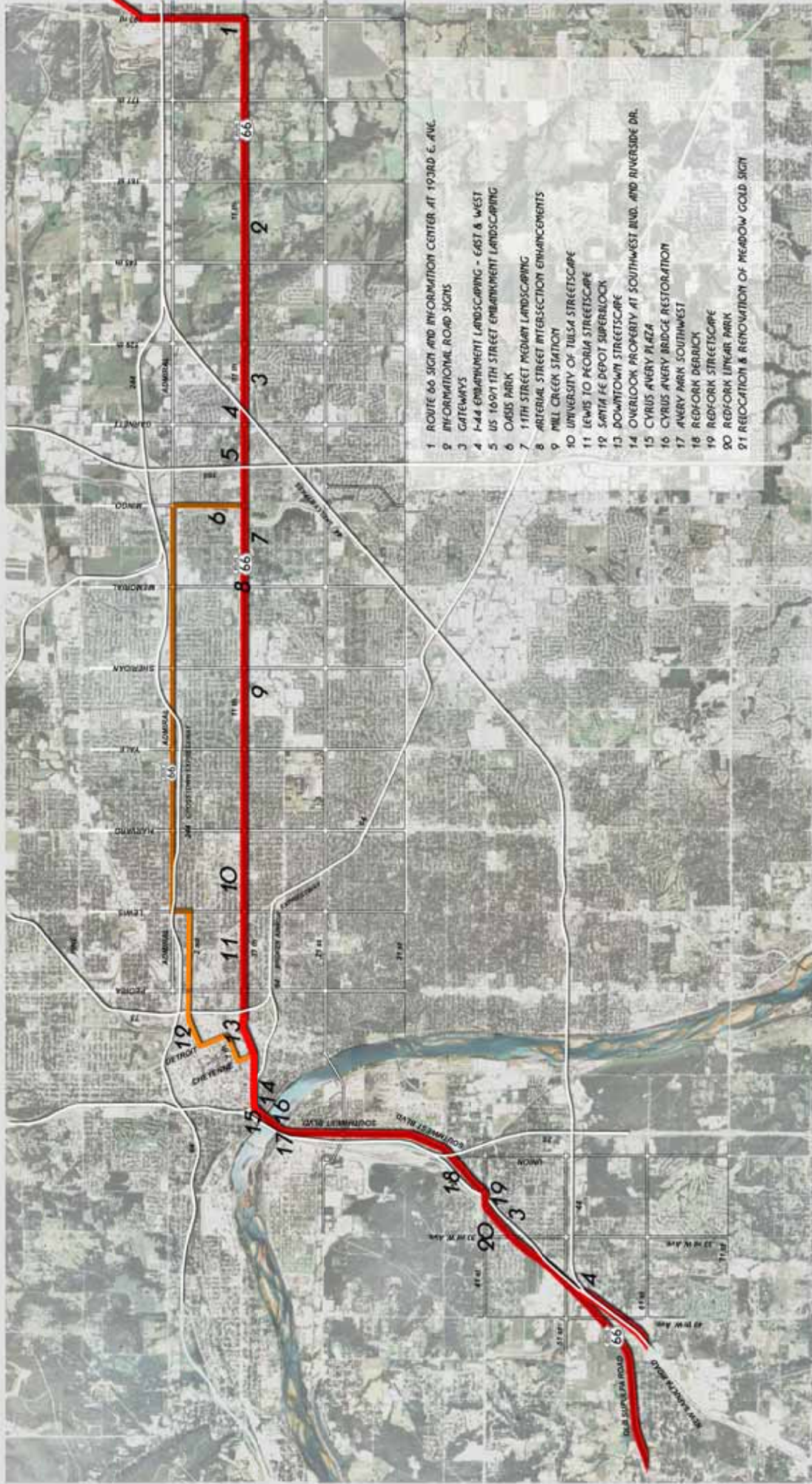
*Each project was evaluated against a set of 15 criteria to determine the priority for implementation.*

### Evaluation Criteria

As noted above, each project that was identified during the master planning process was evaluated against a set of fifteen criteria to determine the priority of their implementation. The criteria against which all of the projects were evaluated are as follows:

1. Cost of construction versus impact.
  - Potential to inspire and impress
  - Potential to attract Route 66 visitors
  - Potential to attract repeat visitors (local and regional)
2. Need for ongoing operation and management.
3. Potential to attract private investment or funding from other sources.
4. Synergy with other community/Vision projects.
5. Complimentary to existing land use plans.
6. Relevance to marketing research:
  - Appeal to Route 66 enthusiasts
  - Appeal to local residents
  - Appeal to visitors
  - Appeal to families
  - Appeal to under 35 crowd
  - Cool factor
7. Includes interactive component or activity (supports engagement beyond the windshield).
8. Supports and/or celebrates historic elements along the route.
9. Supports positioning of Tulsa as a bridge between east and west.
10. Potential to stimulate additional development.

Projects that did not satisfy particular criteria received a score of minus one for those criteria. If the project was neutral to a particular criterion, it received a score of zero. If a project somewhat satisfied a particular criteria, it received a score of plus one. If a project satisfied the criteria, it was given a plus two for that particular criterion.



# Route 66 Master Plan





**TABLE 1**  
**SUMMARY OF DEVELOPMENT OPPORTUNITIES/PROJECTS**

No.	PROJECT	DESCRIPTION
1.	<b>Route 66 Sign and Information Center</b>	Located at 11 <sup>th</sup> Street and 193 <sup>rd</sup> E. Avenue, this feature would signify the eastern edge of Route 66 in Tulsa County, alert motorists to a change in direction in the route, and contain visitor information on other Route 66 attractions.
2.	<b>KVOO Radio Towers Informational Road Sign</b>	The first of many Informational Road Signs identifying a site of significant historical importance to Tulsa and/or Route 66.
3.	<b>East Gateway</b>	Located on 11 <sup>th</sup> Street in the vicinity of I-44 and Garnett, this and the West gateway will establish the initial boundaries for the Route 66 corridor project. The design will incorporate a neon component and capture the flavor of the automobile culture or other Route 66 theme.
4.	<b>Highway Embankment Beautification</b>	Excellent opportunity to create high impact landscaping in at least three locations along the corridor (I-44 east and west and US169). Landscaping would reinforce identity and begin to provide some continuity throughout the corridor.
6.	<b>Route 66 Roadside Oasis</b>	As originally proposed, the Route 66 Roadside Oasis is an extensive park stretching in all four directions from the intersection of 11 <sup>th</sup> Street with Mingo Road and Mingo Creek. The park features would include streetscaping and trails, landscaping, recreation equipment, restrooms, and parking. It also would include heritage markers and monuments and a sculpture garden that would highlight Tulsa's history, some of which would be themed after Route 66.
8.	<b>Intersection Enhancements</b>	At the intersection of 11 <sup>th</sup> Street with other arterial streets, the roadways would be reconstructed with special emphasis given to incorporating Route 66 streetscaping, lighting and signage to create a thread of continuity and identity throughout the corridor.
7. 20.	<b>Landscape Features</b>	Additional opportunities to create high impact landscaping to reinforce identity and provide continuity throughout the corridor. Possible locations include: <ul style="list-style-type: none"> <li>○ 11<sup>th</sup> Street extending from I-44 to 73<sup>rd</sup> E. Ave. (7)</li> <li>○ Southwest Boulevard from Gilcrease Expressway to the Redfork area (20)</li> </ul>
8. 10. 11. 13. 19.	<b>Streetscape Opportunities</b>	Several districts were identified within the Route 66 corridor that, if enhanced with street furnishing, lighting and landscaping, would contribute significantly to the creation of a "sense of place". Those districts include: <ul style="list-style-type: none"> <li>○ University of Tulsa – Yale to Peoria (10 &amp; 11)</li> <li>○ Downtown Tulsa inside inner dispersal loop (13)</li> <li>○ Redfork area in the vicinity of 41<sup>st</sup> Street (19)</li> </ul>
12.	<b>Santa Fe Depot Superblock</b>	Adjacent to original alignment at Route 66, the block bordered by 1 <sup>st</sup> and 2 <sup>nd</sup> Streets between Elgin and Frankfurt includes the old Santa Fe Depot and provides an opportunity for urban redevelopment. Possibilities include commercial opportunities, a train exhibit, a Route 66 interpretive center or a Route 66 arts center.
14.	<b>11<sup>th</sup> Street Bridge Overlook</b>	Property located on the northeast corner of Riverside Drive and Southwest Boulevard to be developed into a Route 66 attraction containing a number of exhibit spaces several of which will include technology-based, interactive components designed to educate and engage visitors.
15.	<b>Cyrus Avery Centennial Plaza</b>	Located at the east (north) end of the 11 <sup>th</sup> Street bridge, the proposed Plaza will celebrate the importance of Mr. Avery and the 11 <sup>th</sup> Street bridge to Route 66.
16.	<b>11<sup>th</sup> Street/Southwest Boulevard Bridge</b>	Where east meets west on the "Mother Road" Preservation and/or restoration of historic structure(s).
17.	<b>Avery Park Southwest</b>	Extends from west (south) side of bridge to 17 <sup>th</sup> Street. Urban park to include Route 66 themed elements (i.e., eight states walkway, Route 66 hall of fame, etc.) and potential visitor information center in building at 17 <sup>th</sup> Street.
18.	<b>Red Fork Derrick</b>	Sixty-six foot high oil derrick with observation deck; a one-story building housing a restaurant, gift shop, and administrative offices; and Frisco Engine No. 4500 attached to two or more dining cars that would serve as additional seating for the restaurant.
3.	<b>West Gateway</b>	Located somewhere between Redfork and Crystal City, this gateway would establish the western boundary of the Route 66 corridor.
21.	<b>Meadow Gold Sign</b>	Relocation and renovation of historic Meadow Gold Sign.
9.	<b>Mill Creek Station</b>	Opportunity to recreate vintage service station on City owned property, which was former site of Cook's Court Motel.



Using this scoring system, theoretical project scores could range from a low of minus fifteen to a high of thirty. The higher the score, the more likely the project satisfied the evaluation criteria.

The results of the evaluation and the ranking of the 21 projects are summarized.

### Results of Project Evaluation

The entire master planning team met over the course of two days to discuss and evaluate the 21 projects. The results of the evaluation and the rankings for the projects are summarized below with the complete scoring matrix presented in Table 2. The number in parentheses in the far right column of the table below represents the total score for that particular project.

Project		Project Name	Score
Rank	No.		
1	15	Cyrus Avery Centennial Plaza	(27)
2	14	Overlook Property at Southwest Boulevard and Riverside Drive	(26)
3	3	Gateways	(20)
	16	Cyrus Avery Bridge Restoration	(20)
5	2	Informational Road Signs	(19)
6	21	Meadow Gold Sign Restoration	(18)
7	17	Avery Park Southwest	(17)
8	9	Mill Creek Station	(16)
	18	Redfork Derrick	(16)
9	12	Santa Fe Depot Superblock	(13)
10	10	University of Tulsa Streetscape	(9)
11	19	Redfork Streetscape	(8)
12	13	Downtown Streetscape	(8)
	11	Lewis to Peoria Streetscape	(8)
	4	I-44 Embankment Landscaping – East and West	(8)
	5	US 169/11 <sup>th</sup> Street Embankment Landscaping	(8)
	7	11 <sup>th</sup> Street Median Landscaping	(8)
	20	Redfork Linear Park	(8)
19	6	Oasis Park	(6)
20	8	Arterial Street Intersection Enhancements	(2)
21	1	Route 66 Sign and Information Center at 193 <sup>rd</sup> E. Avenue	(0)

# AND SCORING MATRIX

ITEM EVALUATION CRITERIA		PROJECT																						
		Route 66 sign and information center	Bill boards	Gateways	I-44 and 11th street embankment landscape	SH 169 and 11th street embankment landscape	Oasis park	Intersections enhancement	11th Street median landscape	Wilcox Station	University of Tulsa streetscape sector	Lewis to Peoria streetscape sector	Downtown streetscape	Santa Fe depot superblock	Overlook property	Cyrus Avery plaza	Cyrus Avery Bridge	Avery park southwest	Redfork Derrick	Redfork streetscaping	Redfork Linear park	I-44 Embankment landscape	Restoration of Meadow Gold Sign	
1	Cost of construction versus impact <ul style="list-style-type: none"><li>Potential to inspire and impress</li><li>Potential to attract Route 66 visitors</li><li>Potential to attract repeat visitors (local and regional)</li></ul>	-1	2	2	0	0	-1	-1	0	2	1	1	1	1	1	2	2	2	1	2	1	0	0	2
2	Need for ongoing operation and management	-1	2	1	-1	-1	-1	0	-1	1	1	1	1	1	-1	-1	0	0	0	-1	1	-1	-1	0
3	Potential to attract private investment or funding from other sources	1	2	0	1	1	0	0	1	0	2	1	1	1	1	2	2	0	1	1	1	1	1	2
4	Coordination with other community/vision projects	-1	0	0	1	1	1	1	0	1	0	0	0	0	1	2	2	2	2	1	0	1	1	0
5	Complimentary to existing land use plans	0	0	0	0	0	2	0	0	1	1	1	1	1	-1	2	2	0	2	0	1	0	0	0
6	Relevance to marketing research <ul style="list-style-type: none"><li>Appeal to local residents</li><li>Appeal to visitors</li><li>Appeal to families</li><li>Appeal to under 35 crowd</li><li>Cool factor</li><li>Appeal to Route 66 enthusiasts</li></ul>																							
7	Includes interactive component or activity (supports engagement beyond windshield)	1	1	0	0	0	2	0	0	2	0	0	0	0	2	2	2	1	1	2	0	0	0	0
8	Supports and/or celebrates historic elements along the route	1	2	2	0	0	-1	1	0	2	0	0	0	0	0	2	2	2	2	2	0	0	0	2
9	Supports positioning of Tulsa as a bridge between east and west	-1	0	2	0	0	-1	1	0	0	0	0	0	-1	2	2	2	2	0	0	0	0	0	0
10	Has the potential to stimulate additional development	0	1	1	1	1	1	1	0	1	2	1	1	1	2	1	1	1	0	1	1	1	1	0
TOTAL SCORE		0	19	20	8	8	6	2	8	16	9	8	8	13	26	27	20	17	16	8	8	8	8	18



## FUNDING OF FUTURE PROJECTS

With the funding provided by Vision 2025, a number of the projects identified during the master planning process can be implemented. Insufficient funds are available to fully implement the recommendations made in this document, however, so many of the projects will need to be deferred until funding is available. In the paragraphs that follow, several of the most likely sources of funding for future projects are discussed.

*The Third-Penny Sales Tax is one of several most likely sources for funding future projects.*

### Third-Penny Sales Tax

Every five years, Tulsa voters go to the polls to vote on whether or not to extend an existing temporary 1-cent sales tax, the proceeds from which are used to fund a variety of public works improvement projects. Since its inception in 1980, streets have been the hallmark of the third penny sales tax and there is no reason to believe that the emphasis will shift away from streets in the future.

As projects are being discussed for inclusion into future sales tax extensions, Route 66 enthusiasts and others interested in the development of the corridor will need to lobby the City Council and Public Works officials for the inclusion of improvement projects along 11<sup>th</sup> Street, Southwest Boulevard, and Admiral Place. These projects can either be individual projects specific to the theme of Route 66 or projects intended to enhance the continuity and identity of the corridor.

Examples of thematic type projects include the reconstruction of intersections between major arterial streets and both alignments of Route 66 to include special elements that identify the corridor as an historical piece of Americana and the rehabilitation of some or all of the Cyrus Avery Route 66 Memorial Bridge. An example of projects that enhance the continuity and identity of the corridor include the incorporation of signage, markers, sidewalk improvements, landscaping, hardscaping, and lighting adjacent to each segment of both alignments. These enhancements can either be made under projects intended solely for that purpose or in connection with street maintenance, rehabilitation, or reconstruction projects on 11<sup>th</sup> Street, Southwest Boulevard, and Admiral Place.

### General Obligation Bonds

Municipalities also have the authority to finance the construction of public improvements by general obligation bonds. The City of Tulsa, like most municipalities, has regularly used this method to pay for a variety of capital improvements including streets. As in the case of the Third-Penny Sales Tax, Route 66 enthusiasts and others interested in the development of the corridor will need to lobby the City Council and Public Works officials to ensure that projects along the route are included in and funded by future General Obligation Bond Issues.



ODOT Enhancement Funds is another likely source for funding future projects.

### **ODOT Enhancement Funds**

Funding for the nation's highway system changed significantly in the 1990's with the passage of the Intermodal Surface Transportation Efficiency Act (ISTEA) and its successor, the Transportation Equity Act for the 21<sup>st</sup> Century (TEA-21). This Federal legislation placed new emphasis on giving states and local communities' flexibility to address environmental and quality of life issues, and created a dedicated source of funding for transportation enhancements.

These laws require that ten percent of all highway funds be set aside to fund transportation enhancement projects. This, in turn, has provided a huge new source of funding for preservation, as funds can be used for the rehabilitation of historic buildings, landscaping in historic areas, and scenic or historic highway programs. Route 66 communities, in particular, have an opportunity to directly benefit from this program.

Under current funding levels, the enhancement fund available to Oklahoma communities is \$12 million per year. One-half of that money is distributed to communities on a competitive basis. Under this program, local sponsors must submit applications for funding to the Oklahoma Department of Transportation and commit to funding 20 percent of the project with local funds. In the past, the City of Tulsa has used its enhancement funds for the construction of the City's extensive trail system and it is likely that policy will continue.

The other one-half of the enhancement goal is set aside each year for discretionary projects. Unlike the competitive projects which must adhere to a strict application schedule, applications for funding of discretionary projects can be submitted to ODOT at any time. Discussions with representatives of the Indian Nations Council of Governments have been encouraging and have led the planning team to believe that some of the proposed Route 66 projects will be eligible for funding under this program.

### **Scenic Byways**

The Transportation Enhancement Legislation of the 1990s also created the National Scenic Byways program which provides technical and financial assistance to help preserve America's scenic roads and to promote tourism and economic development. The Federal Highway Administration administers the program and designates roads as National Scenic Byways and All-America Roads (the best of the National Scenic Byways). National Scenic Byways may be recognized not only for their intrinsic natural, scenic, and recreational qualities, but also for their historic, cultural, and archeological resources. Grants are available to assist states in implementing projects on National Scenic Byways and developing State Scenic Byways programs. Projects that protect historic resources are eligible for grant funding.



Route 66 is designated as an Oklahoma Scenic Byway; however, at the present time, there are no federally-designated scenic byways in the State of Oklahoma. Should Route 66 in Oklahoma be designated as a scenic byway, this program could be used to leverage local funds for improvement projects within the City's Route 66 corridor.

### **National Park Service Grants and Assistance Programs**

The Route 66 Corridor Preservation Program was established by congress in 1999 in response to the recognized need to preserve the rich resources of the historic highway. The program is administered by the National Park Service and provides funding assistance in the form of cost-share grants, to support the preservation of the most significant and representative buildings, structures, road segments, and cultural landscapes in the eight states through which the route passes. Assistance is also provided to support research, planning, oral history, and education outreach projects related to the preservation of Route 66.

Program cost-share grant funds are provided through congressional appropriations, which are determined each new fiscal year. A project eligibility criterion requires a minimum 50% cost-share match provided by the applicant. All preservation, restoration, and rehabilitation projects are required to conform to the Secretary of the Interior's Standards for the Treatment of Historic Properties.

*A separate Route 66 Authority could be formed to oversee the development and promotion of the corridor.*

### **Route 66 Authority**

A separate Route 66 Authority could be formed to oversee the development and promotion of the corridor. The Authority could be created and given the ability to collect voluntary dues or given the power to tax property and/or business owners adjacent to 11<sup>th</sup> Street, Southwest Boulevard, and Admiral Place. The money generated by the dues or taxes would be utilized to operate the Authority and to underwrite the annual communications budget for the promotion of Tulsa's Route 66 corridor.

### **Route 66 Assessment Districts**

The construction of improvements that enhance the Route 66 corridor could be accomplished without the use of public funds through the creation of one or more districts along Route 66. Under this scenario, like-minded business and property owners could band together to fund improvements that enhance Route 66 in the vicinity of their particular businesses or property. Funding for those enhancements could be provided through voluntary or government collected special assessments.



### **Tax Increment Financing**

Tax increment financing is used to provide front end funds in an area where large-scale redevelopment is feasible. A district around the proposed development is designated with a tax base equivalent to the value of all the real property within the area. The tax revenues paid to taxing units are computed on the tax base initially established during the redevelopment period, which is usually the expected life of the project. The area is then redeveloped with funds from the sale of tax increment bonds. These bonds are sold by the municipality or a specially created taxing district for acquisition, relocation, demolition, administration, and site improvements. Because of the higher value of the newly developed property in the district, more tax revenue is collected and the tax increment above the initially established level goes into a fund to retire the bonds.

*Opportunities for the infusion of capital from other sources can be explored and exploited.*

### **Leveraging Other Funding Sources**

Although those promoting projects within the Route 66 corridor will have the primary responsibility for obtaining the necessary funding for construction, opportunities that allow for the infusion of capital from other sources can be explored and exploited.

There are other established planning efforts between the Inner Dispersal Loop and Yale Avenue that share Route 66 as a common boundary. Supporters of the Central Park Tax Increment Finance District and the Kendall Whittier Neighborhood Master Plan, as well as the University of Tulsa for example, are or will be implementing streetscape planning projects. Each of these efforts is being funded with non-Vision 2025 resources.

A coordinated effort between those promoting the redevelopment of historic Route 66 and the sponsors of these other streetscaping efforts will allow both groups to leverage their funding and to maximize the implementation of streetscaping between downtown and Yale Avenue.



The importance of the bridge to Tulsa's ability to revitalize its Route 66 corridor is underscored by the fact that the bridge is the major iconic structure remaining along Route 66 in Tulsa County.

## CONCLUSIONS AND RECOMMENDATIONS

The projects at or near the Cyrus Avery Route 66 Memorial Bridge all scored well against the evaluation criteria. The importance of the bridge to Tulsa's ability to revitalize its Route 66 corridor is underscored by the fact that the bridge is the major iconic structure remaining along Route 66 in Tulsa County and, as such, is of the most interest to Route 66 enthusiasts.

By capitalizing on the iconic nature and historical significance of the bridge, the City will be able to construct a major tourist attraction that appeals to Route 66 enthusiasts and locals alike. With the full development of the Cyrus Avery Centennial Plaza, the overlook property, and Avery Park Southwest, the City will be able to create a Route 66 attraction/destination that has the ability to:

- inspire, impress and educate,
- attract Route 66 enthusiasts to Tulsa,
- appeal to all age groups,
- satisfy the requirements of vacationing families, and
- be a catalyst for additional development and revitalization along 11th Street and Southwest Boulevard

Based on the information obtained from the qualitative marketing and research, it is imperative that as many of the bridge-related projects as possible be constructed initially with money from the Vision 2025 initiative.



The proposed Cyrus Avery Centennial Plaza will be located at the east end of the Cyrus Avery Route 66 Memorial Bridge.

### Cyrus Avery Centennial Plaza

The proposed Cyrus Avery Centennial Plaza will be located at the east (north) end of the Cyrus Avery Route 66 Memorial Bridge. The purpose of the plaza will be to acknowledge and commemorate the contribution made by Cyrus Stevens Avery to the early development of Tulsa and his involvement in the selection of the alignment that brought Route 66 through the City.

The focal point of the plaza will be the larger than life-size bronze sculpture containing multiple pieces. The sculpture will tell the story of an encounter between the Avery family riding in a vintage Model "T" and a horse drawn wagon coming from the west Tulsa oil fields. The wagon driver has his hands full with both horses rearing up from being startled by the automobile. As the figure representing Cyrus Avery exits the vehicle and is standing with one foot on the running board, his wife reaches back for their daughter who is fighting a losing battle with her somewhat startled cat. There is a dog leaning over the side of the wagon, startled by and barking because of the unfolding events.



The focal point of the plaza will be the larger than life-size bronze sculpture containing multiple pieces that will tell the story of an encounter between the Avery family riding in a vintage Model “T” and a horse drawn wagon coming from the west Tulsa oil fields.

The multiple piece sculpture will serve as a memorial to Cyrus Avery, the acknowledged “Father of Route 66”, and will reinforce the idea that Route 66 in general and the bridge in particular is where the old met new.....east met west.....and the past met the future.

The balance of the plaza will include an open, semi-circular brick plaza approximately 100 feet in diameter with an elevated observation deck that provides views of the bridge details and serves as a landing for the proposed skywalk across Southwest Boulevard. The ramp will be flanked by the flags of the eight states through which Route 66 passes. The entire area will be landscaped into a park-like setting to include trees, benches, trash receptacles, area lighting for security and lower level lighting for pedestrian activity. The plaza will be designed to include connections to both River Parks and the proposed Vision 2025 Centennial Walk project.



#### **Project Recommendation Snapshot** *(how it reflects the research findings)*

*Celebrate our Route 66 Heritage  
Restore the Metaphor  
Foster Creativity  
Inspire  
Think BIG*

The Cyrus Avery Centennial Plaza will house a larger-than-life-size sculpture of Cyrus Avery and his family in a Model T abruptly meeting up with a horse and buggy, a not-so-subtle metaphor representing Old meets New.

The Plaza also sports an overlook to the Cyrus Avery Route 66 Memorial Bridge and will display flags from every state through which the highway passes.



Plans call for the development of a major tourist attraction/destination on the corner of Riverside Drive and Southwest Boulevard.

### Route 66 Xperience

Plans for the property located on the northeast corner of Riverside Drive and Southwest Boulevard call for the development of a major tourist attraction/destination (hereinafter referred to as the “Route 66 Xperience”). The first story of the proposed three story building will contain approximately 15,000 square feet of exhibit area and will house various interactive exhibits themed toward Route 66. It also could house a Route 66 gift shop and possibly a juice and coffee bar/sandwich shop that would cater to users of River Parks and provide a food and beverage option to visitors of the facility.

The second floor of the building is intended to be more passive in nature and will include exhibits that are more informational and educational and less interactive than the exhibits on the first floor; an atrium open to the floor below; and a multi-purpose room that will be used to house changing/traveling exhibits, host private events, etc. The second floor would also likely house the administrative offices of the entity that will oversee the day-to-day use of the facility. The third floor of the facility will contain approximately 6,000 square feet of floor space and could be used to house a restaurant.

The Route 66 Xperience will serve as the anchor for the redevelopment of Route 66 in Tulsa County. Intended to both educate and entertain, it will appeal to visitors on a local, regional, and even national level. The influx of national visitors will spawn redevelopment along Route 66 as business and property owners take advantage of the economic opportunities presented by renewed interest in Route 66.

#### **Project Recommendation Snapshot** *(how it reflects the research findings)*

*Celebrate our Route 66 Heritage  
Create Memories...Make it Hip...Inspire  
Think BIG*

To get the attention of anyone who has never seen a poodle skirt, we have to create a single destination with enough mass to draw attention from residents and visitors alike. The Route 66 Xperience will do that. Its name alone perfectly captures the spirit of the old road with a promise of new experiences.

Then it is located in a sacred place – overlooking the Cyrus Avery Route 66 Memorial Bridge, the place where East meets West. It also is where the Arkansas River meets the urban energy of Downtown Tulsa. Finally, the real magic happens inside the Xperience, where the past meets the future. We are recommending a strong mix of historic elements brought to life with new interactive technology. And all of it capped off with a thriving restaurant on the top floor, overlooking the Bridge. The Xperience is the cornerstone for all of the other investments along the route.



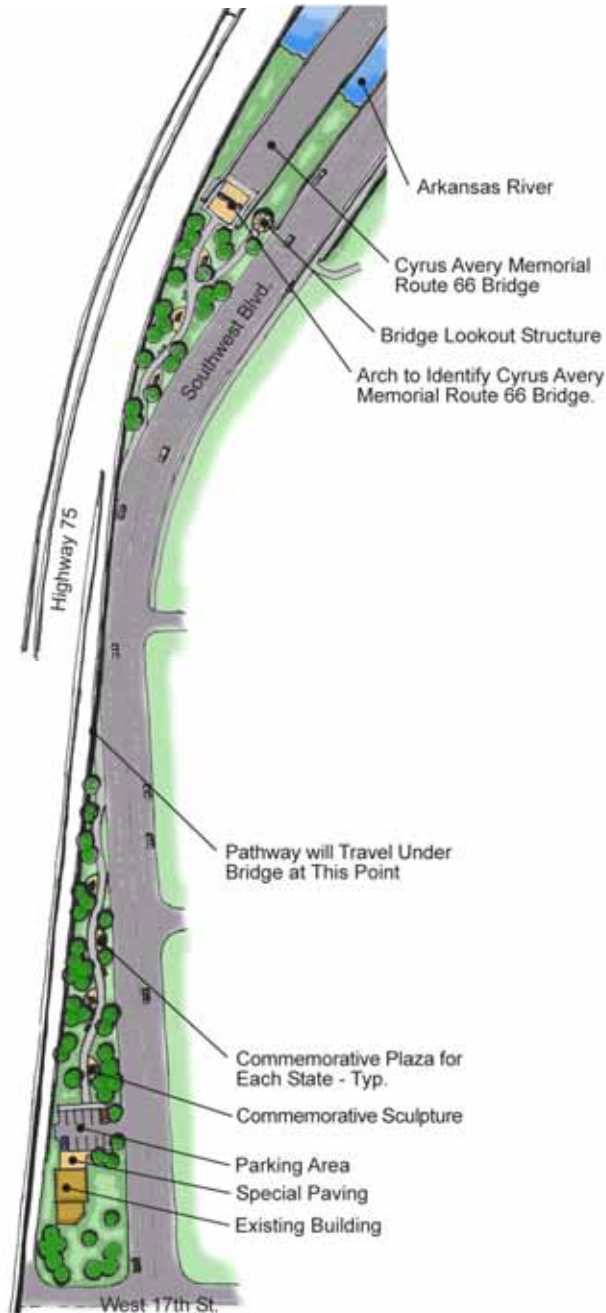
Avery Park Southwest is designed to include eight plaza areas representing the eight states through which Route 66 travels.

### Avery Park Southwest

Avery Park Southwest is located on the southwest side of Cyrus Avery Route 66 Memorial Bridge. Avery Park Southwest is designed to include eight plaza areas representing the eight states through which Route 66 travels. To commemorate each of the states, an artifact from each state will be placed in one of the plaza areas.

The terminating ends of the pathway are a plaza area at the parking lot to the southwest and Cyrus Avery Memorial Route 66 Bridge to the northeast. The plaza area near the bridge is the same design that will occur at the northeast corner of the bridge in Cyrus Avery Centennial Plaza. Also, incorporated into the design is a lookout structure to view the interesting deco style architecture the Cyrus Avery Route 66 Memorial Bridge has to offer. An image of the conceptual design for Avery Park Southwest is shown here.

Like its counterpart on the other end of the bridge (the Cyrus Avery Centennial Plaza), Avery Park Southwest will be designed to connect to the existing trail system developed by the River Parks Authority.



*Avery Park Southwest Conceptual Design*



The major iconic structure remaining along Route 66 in Tulsa County is the Cyrus Avery Route 66 Memorial Bridge.

### **Cyrus Avery Route 66 Memorial Bridge**

As noted earlier, the Cyrus Avery Route 66 Memorial Bridge is the major iconic structure remaining along Route 66 in Tulsa County. Its importance to Tulsa and the City's connection to Route 66 cannot be overstated. The restoration of the bridge to its original condition should be the ultimate objective. However, given the cost of restoration and the limited funding available from Vision 2025 for the enhancement and promotion of Route 66, the restoration of the bridge is not one of the projects recommended for implementation at this time.

The underwater inspection of the bridge footings revealed that, although undermining is present at some locations, the footings are stable and should remain that way for several more years. With the measurements taken during the underwater inspection, a baseline now exists against which additional undermining can be measured, thereby enabling the City to monitor the stability of both structures in the future. If the undermining, scour, scaling, or spalling progresses to the point that they destabilize the foundation of the bridge, the City can at that time implement one of the two foundation repairs recommended in the in-depth Inspection and Evaluation Report prepared by Dewberry, dated June 3, 2005.



It is recommended that Vision 2025 money be used to improve the aesthetics of the bridge.

Irrespective of the recommendation to delay the complete restoration of the bridge structures until a future date, it is recommended that Vision 2025 money be used to improve the aesthetics of the bridge. The vegetation growing on the bridge should be eliminated and all cracks and crevices should be cleaned and sealed. In addition, decorative lighting, reminiscent of the style utilized in the late 1920's or early 1930's, should be installed to illuminate the bridge and enhance the view from the Cyrus Avery Centennial Plaza, the Avery Park Southwest, and the Route 66 Xperience.



The use of Vision 2025 money to restore the decorative railings, sidewalks, or bridge deck is not recommended. The manner in which both structures were designed and constructed makes the cosmetic repair of the superstructure a poor investment.

At some point in the future the substructure (spandrel walls and arches) of both bridges will need to be replaced or, at the very least, significantly repaired. Any money invested in the upper portion of the bridge at this time to improve the aesthetics of the superstructure would be lost when that day comes as the deck, railing, and sidewalks would need to be removed to properly replace or rebuild the underlying structural elements.

**Project Recommendation Snapshot**  
*(how it reflects the research findings)*

*Celebrate our Route 66 Heritage*  
*Restore the Metaphor*

This pivotal landmark represents Tulsa's special place on Route 66, the bridge between East and West. It also is the central element of our positioning Tulsa as the bridge between the route's past and its future. It should look the part.

After learning that the span is not in any immediate danger of collapsing, we are recommending that the Committee invest in improving the appearance of this important structure.

Construction of gateways  
and informational road  
signs are recommended.

**Gateways**

Although many of the other projects that have been identified and proposed along the route scored well against the evaluation criteria, only the gateways and informational road signs received enough points to rank among the top five projects. It is recommended, therefore, that construction of the gateways and informational road signs also be accomplished with Vision 2025 funding.



The construction of the gateways will serve to identify the east and west termini of the Route 66 corridor project and will provide the framework inside which the majority of the corridor revitalization will initially occur.



**Project Recommendation Snapshot**  
*(how it reflects the research findings)*

*Celebrate our Route 66 heritage*  
*Inspire*  
*Think BIG*

The gateways will span the road at the eastern and western ends of the route's path through Tulsa County, greeting travelers to Tulsa's Route 66. Designed to complement the streamline aspects of the Xperience, with a nod to Tulsa's art deco heritage, these gateways echo Tulsa's role as the bridge between Old and New.



**Informational Road Signs**

The informational road signs will identify sites of historical significance and interest along Eleventh Street, East Admiral Place and other streets on the original alignment, and Southwest Boulevard. Each informational sign will be used to educate those traveling the route about a piece of Tulsa or Route 66 history.

The informational road signs, as envisioned, will be highly graphic in nature and engaging from the windshield of a car. More detailed information on each specific historic site represented by the road sign could be supplied by a recorded message that is accessed by calling a phone number or downloading the information to an iPod. Such self-directed cell tours of Route 66 will appeal to the tech savvy 18-30 demographic and will enable all travelers to listen and learn about Tulsa's Route 66 heritage as they drive from one destination to the next.

**Project Recommendation Snapshot**  
*(how it reflects the research findings)*

*Celebrate our Route 66 Heritage*  
*Foster Creativity*  
*Make it Hip*  
*Inspire*

Marking the route through Tulsa is an important element that is already begun. We are recommending enhancing that through the use of old and new media, including promotional signage along the rights-of-way (a la Burma Shave), special signage for important landmarks, and audio recordings of interesting places and people along the route that are easily downloadable to an iPod.



Streetscape enhancements  
will bring identity and  
continuity to the corridor.

### Streetscape Enhancements

It also is important to bring identity and continuity to the corridor. To begin that process, it is recommended that one or more districts along the alignment be selected for enhancement using Vision 2025 funding. The preferred location for the initial enhancements is on Southwest Boulevard in the Redfork area.



It is strongly encouraged that the construction of the new entry into the University of Tulsa be coordinated with the planning efforts within the Route 66 corridor. During meetings with the planning team, officials from the University indicated a desire and willingness to embrace the Route 66 theme and to incorporate the standards developed for the corridor into the new entry for their campus.

Consideration should also be given to providing Vision 2025 money for the enhancement of 11<sup>th</sup> Street between 89<sup>th</sup> E. Avenue and Garnett Road and of Southwest Boulevard between 23<sup>rd</sup> Street and the Arkansas River Bridge. The rehabilitation of these two roadway segments was included in the arterial street rehabilitation program that will be funded through the 2005 General Obligation Bonds. The use of Vision 2025 money to enhance the street rehabilitation projects will further build identity and develop continuity within the corridor.

#### **Project Recommendation Snapshot** *(how it reflects the research findings)*

*Celebrate our Route 66 Heritage*  
*Inspire*

The New junkies are immediately put off by anything that looks old and tired. Streetscaping is an important investment in making Tulsa's Route 66 look interesting and alive. Not to mention the importance of marking the route with more than just signage.



### Meadow Gold Sign Restoration

Finally it is recommended that Vision 2025 money be used to restore the Meadow Gold sign and to erect it at the location deemed most suitable and feasible by the Vision 2025 Route 66 Design Recommendation Committee.

#### Project Recommendation Snapshot (how it reflects the research findings)

*Celebrate our Route 66 Heritage  
Think BIG*

Restoring the famous Meadow Gold sign and giving it a place of honor on the route will add interest along the way along with a secondary destination point for enthusiasts.

### Redfork Derrick

As originally proposed, the Redfork Derrick project included the construction of an oil derrick reminiscent of those once widely seen throughout the region and the installation of the Frisco Engine No. 4500 on a 2.5-acre site located in the 3700-3800 block of Southwest Boulevard across from Webster High School. The derrick was to be constructed to a height of 66 feet and was to include interior landings and an observation deck at the top of the structure from which visitors could enjoy panoramic views of downtown Tulsa, the Arkansas River, the rail yards, and the refineries.

Post-construction issues (such as security, handicap accessibility, and facility maintenance) were not considered in the original proposal. Once these issues were identified, the project team enhanced the original derrick proposal to include commercial opportunities that could potentially generate sufficient revenues to sustain its operation.

The derrick project that was ultimately evaluated by the project team included:

- the 66-foot high oil derrick with an observation deck;
- a one-story building housing a gift shop having approximately 600 square feet of floor space;
- a malt shop/hamburger stand style restaurant containing approximately 3,000 square feet;
- administrative offices for the agency or organization who would serve as the “custodian” of the building (1,000 square feet);
- a ticket booth/lobby area with a footprint of approximately 1,000 square feet in which people would gather before and after visiting the observation deck; and
- Frisco Engine No. 4500 attached to two or more dining cars that would serve as part of the seating for the restaurant.



Although the project as conceived appeared to be more of a commemoration of Tulsa's rich oil heritage and the importance of rail facilities to the City's development than a celebration of Route 66, the project team performed an economic due diligence analysis to determine its commercial viability. Based on that analysis, the project team concluded that even the enhanced Redfork Derrick project that was evaluated would have difficulty generating sufficient revenues to sustain its operation. Therefore, funding of the Redfork Derrick project using Vision 2025 money is not recommended.

The property on which the derrick project was to be located is adjacent to Route 66 and may provide one of the best opportunities for development of a future Route 66 attraction west of the Arkansas River. If possible, the property should be acquired with Vision 2025 funds at this time and held in reserve for the day when a project that is more viable and more related to Route 66 can be developed.

### **FUTURE PROJECT IMPLEMENTATION**

*The balance of the plan should be implemented as funding becomes available.*

Although the initial funding provided by Vision 2025 will only support the construction of the projects identified in the preceding section, the balance of the plan should be implemented as funding becomes available. This is particularly true for the streetscape improvements and arterial street intersection enhancements. Those improvements and enhancements can either be made under projects intended solely for that purpose or in connection with street maintenance, rehabilitation, or reconstruction projects undertaken by the City on 11<sup>th</sup> Street, Southwest Boulevard, and Admiral Place.

Design guidelines for lighting, landscaping, intersection treatments, banners and signage, sidewalks, and site furnishings are presented on the pages that follow. These features will be particularly important to enhancing the image of and providing continuity throughout the Route 66 corridor. The standards are included within the Master Plan for incorporation in future City of Tulsa Capital Improvements Projects. It is recommended, therefore, that these standards be implemented on all street improvement projects programmed for 11<sup>th</sup> Street, Southwest Boulevard, and Admiral Place and be included in future "Third Penny Sales Tax Extension" or General Obligation Bond Issues.



## **RECOMMENDED DESIGN GUIDELINES**

### **Lighting**

*Each district throughout the corridor will have light fixtures that will distinguish it from other districts.*

The use of decorative lighting over the entire length of the corridor will provide attractiveness as well as enhanced safety and will aid in creating a sense of place and the continuity desired in the corridor. Each district throughout the corridor will have light fixtures that will distinguish it from other districts.

The Downtown District will utilize the “Acorn” style fixture on a 14' pole similar to the lights currently in place in the downtown areas.

For the Kendall Whittier District, the light pole and fixture will match the existing poles and fixtures in use already.

Potential fixture types that will be used in each district of the corridor are illustrated on the following pages. In areas having significant building frontages near the ROW, such as the Redfork District and the Downtown District, the lighting standard height will range from 14 to 16 feet to allow a proper scale relationship between the buildings and fixtures. In remaining areas of the corridor, especially areas where development is more dispersed, the standard height should be 30'. All fixtures will be mounted on decorative aluminum or steel poles at the previously listed heights.

Lighting styles should be the same for both sides of the street and should continue for entire length of each district. All light standards should have hardware to accommodate banners. The exact style and specifications for the fixtures should be reviewed with AEP and the Traffic and Engineering Department of the City of Tulsa prior to their installation.

It is also important that street lighting fixtures conform to current standards regarding light spill and pollution. This would include using fixtures with good optical control to distribute light in the most effective and efficient manner; using minimum amount of light to meet the lighting safety standards; using shielded outdoor light fixtures where required and wherever else feasible; energizing light fixtures only when necessary, by means of automatic timing devices; and requiring that certain outdoor light fixtures be turned off between 11:00 p.m. and sunrise.



*East Rural District  
Light Fixture*



*Mingo Valley District  
Light Fixture*



*Admiral District  
Light Fixture*



*University District  
Light Fixture*



*Kendall Whittier District  
Light Fixture*



*Downtown District  
Light Fixture*



*Redfork District  
Light Fixture*



*Refinery District  
Light Fixture*



*Crystal City District  
Light Fixture.*

### Banners

Another potential streetscape enhancement component, closely related to lighting, is the use of banners affixed to the light standards. The design of the banners should be consistent for the entire corridor length. The banners can be made of either a fabric or of metal, as shown below. The banner could include the name of any sponsoring neighborhood association that is registered with the Mayor's Office for neighborhoods or civic group. Colors could vary from district to district.



*Conceptual Fabric  
Banner Design*



*Conceptual Metal  
Banner Design*



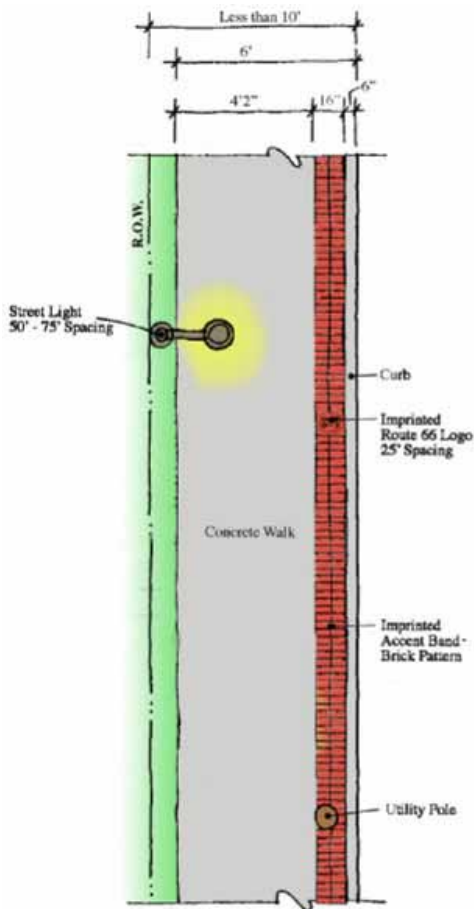
*Conceptual Metal  
Banner Design*

### Landscaping

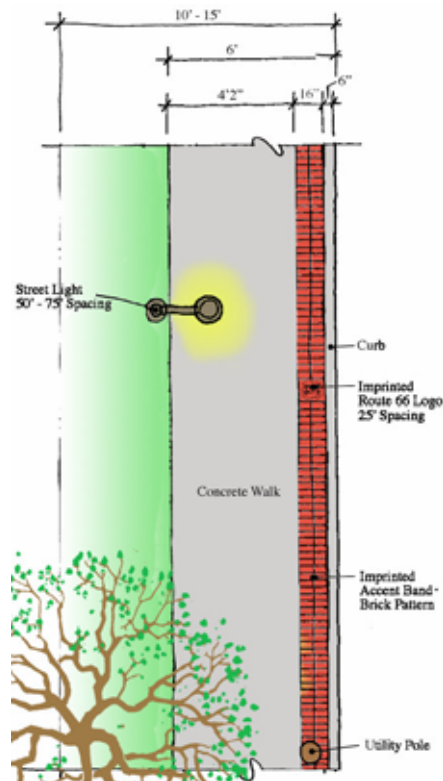
Because of maintenance concerns, landscaping should consist primarily of trees. Since most of the corridor is lined with overhead power lines, it will be important to utilize appropriate species of small trees as outlined in the City of Tulsa Trees Ordinance. Examples of smaller trees include redbud, whitebud, and crab apple.

In instances where power lines don't exist or sufficient ROW space is available for the required setback, larger species of trees can be utilized.

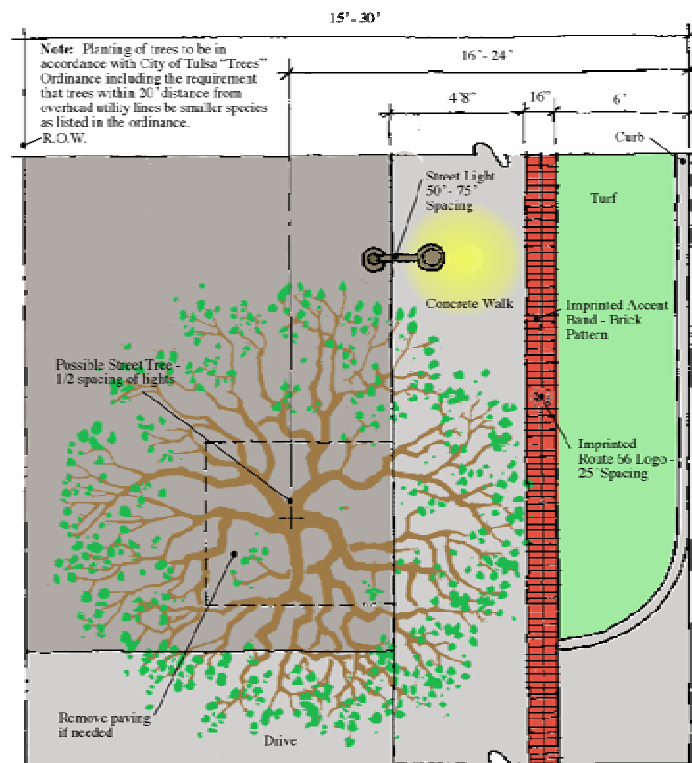
Potential locations for trees are illustrated in Streetscape Treatments A, B, C, D and E.



Streetscape Treatment A  
Curb to R.O.W. Less than 10'



Streetscape Treatment B

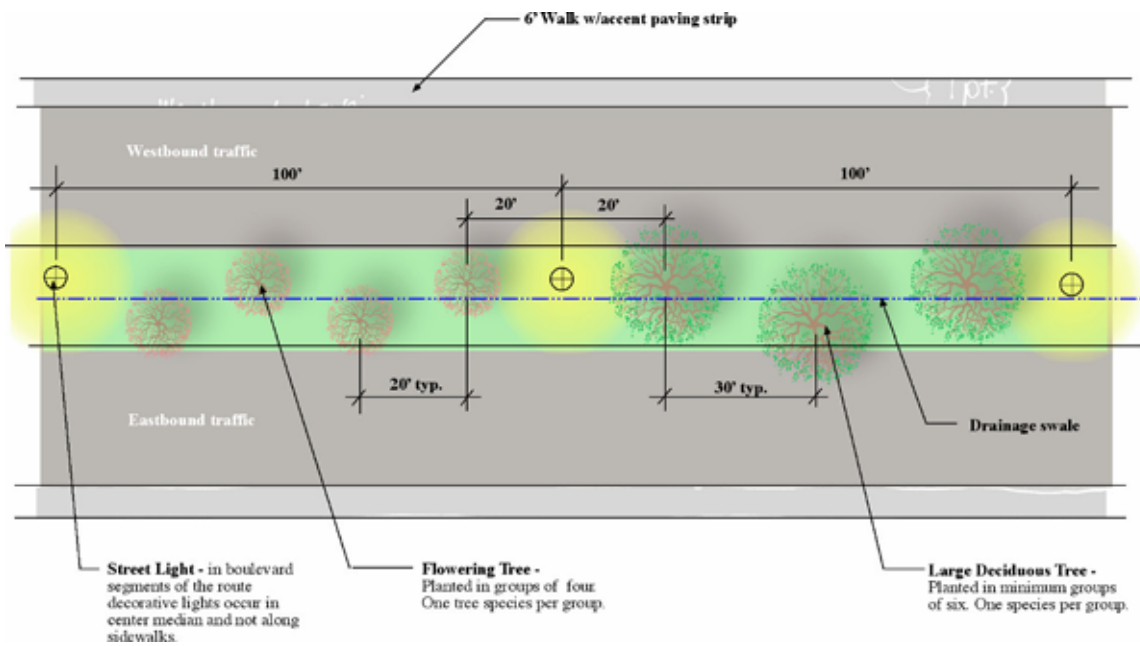
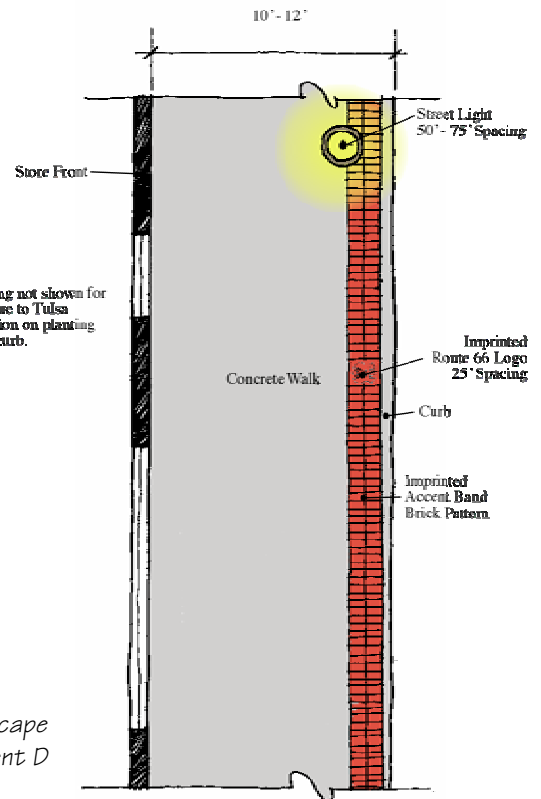


Streetscape Treatment C  
Curb to R.O.W. Greater than 15'



**Note:** Tree planting not shown for store front areas due to Tulsa Ordinance restriction on planting trees within 7' of curb.

*Streetscape Treatment D*



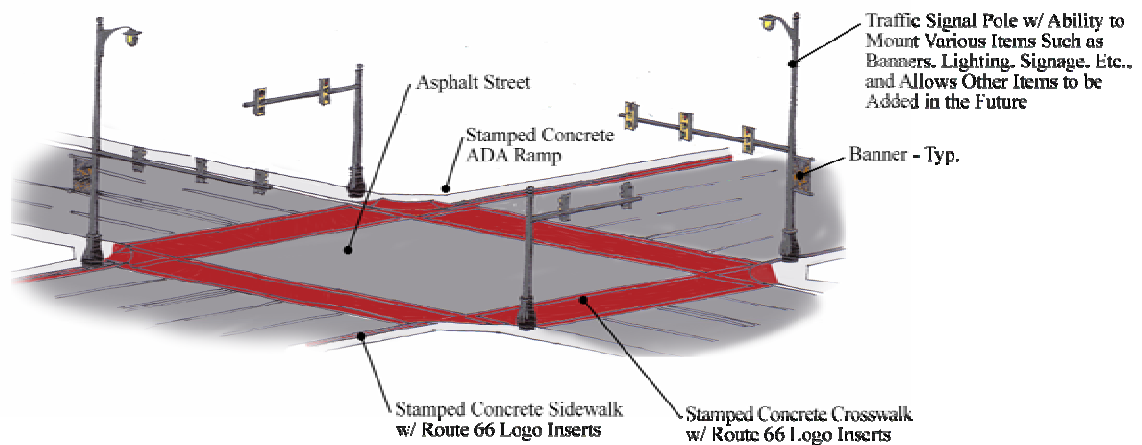
*Streetscape Treatment E*  
73<sup>rd</sup> E. Blvd. to East of I-44 Overpass

The only special paving that will occur at intersections will be the placement of stamped concrete with Route 66 inserts.

### Intersection Treatments

Because of the speed of traffic and size of intersections, the use of special paving treatment will have little benefit in terms of helping to create continuity throughout the corridor. The cost of special paving versus the visual benefits does not constitute a high priority improvement. The intersection improvements should only be done when a complete reconstruction of an intersection takes place. The only special paving that will occur at intersections will be the placement of stamped concrete with Route 66 inserts at pedestrian crosswalks and on corners of the intersections.

Another simple rationale would be to apply the use of special traffic signal poles and equipment. With the number of poles and other appurtenances existing around intersections, the positive effect of adding decorative poles that will allow various items such as signal lights, pedestrian lights, signage, banners, etc., to be attached to the traffic signal pole would eliminate this clutter at intersections. A potential intersection design is shown below.



### Signage

No specific signage standards are proposed in addition to those currently established in the use of the historic Route 66 signs. The entire corridor should be identified with such signage in locations determined appropriate by the City of Tulsa Traffic Engineering Department.

### Sidewalks

The opportunity for including a visual thread of continuity through the route is shown on the Streetscape Treatment illustrations and involves the use of special paving incorporated during the construction of new walks.

The paving accent strip was first implemented as a part of a previous 11<sup>th</sup> Street project and includes decorative, stamped paving along with imprinted Route 66 logos.



Benches can be provided by neighborhood associations and civic organizations.

### Site Furnishings

Where sufficient space is available and pedestrian traffic warrants, benches can be provided by neighborhood associations and civic organizations. Where benches are proposed for bus stops the selection of the bench should be coordinated with the Metropolitan Tulsa Transit Authority. The following images provide styles of bus shelters, benches, planters, and trash receptacles.



*Typical Bus Shelter w/ Route 66 Logo  
To Be Included, Color is to be Black*



*Typical Steel Bench,  
Color is to be Black*



*Typical Planter*



*Typical Trash Receptacle,  
Color is to be Black*



### **Parking**

Location of new parking along the corridor should be carefully considered in the University, Downtown, Redfork, Admiral, and Kendall Whittier Districts. Where storefront buildings are prevalent, parking should be located behind buildings, with the exception that encroaching in adjoining neighborhoods should be avoided. The visual line of storefronts should be maintained where possible.

Where existing parking occurs on the street side of buildings, there should be a landscaped median separating the parking areas and the street. All angled parking that is directly accessible from the street should be removed as new development occurs.

### **Parking Facilities**

As the Route 66 corridor redevelops, particularly between Peoria and Yale Avenues, efforts should be undertaken as necessary to develop a consensus from adjacent residential neighborhoods concerning the location, funding, and management of all future off-street parking facilities. Boundaries between all off-street parking facilities and adjacent residential areas should be screened with fencing, landscaping, and buffering materials – which include wooden fences with cap rails and base rails, masonry walls, trees, plants, or any combination of the above – to provide appropriate visual separation and long-term low maintenance.

## **NON STRUCTURAL ELEMENTS**

In addition to the “bricks and mortar” components of the project, there are non-structural elements that can and should be incorporated into the master plan to promote private investment and to ensure the long-term economic viability and sustainability of Tulsa’s Route 66 corridor. Those non-structural elements include preservation of historic structures, appropriate planning and zoning changes, the creation of a Route 66 Authority, and the development and implementation of a marketing communications plan to effectively promote Tulsa’s Route 66. Each of these elements is described in more detail in the following paragraphs.

### **Historic Preservation**

Route 66 represents a microcosm of the American culture over four different decades of the 20<sup>th</sup> Century. Sadly, many of the buildings that were constructed and gave life to the highway as it stretched across Tulsa County during the road’s heyday have been razed and no longer exist.

If Tulsa’s effort to revitalize and promote Route 66 as a tourist destination is to be successful, it is imperative that as many of the remaining structures adjacent to 11<sup>th</sup> Street, Southwest Boulevard, and the original alignment be

*It is imperative that as many of the remaining historic structures adjacent to 11<sup>th</sup> Street, Southwest Boulevard, and the original alignment be preserved.*



preserved. Property owners should be encouraged and assisted in their preservation efforts.

State Historic Preservation Offices (SHPOs) are one of the most important resources available for the preservation of Route 66. The activities of the SHPOs are overseen by the National Park Service, through which each state receives funding for its Historic Preservation Fund (HPF). SHPOs provide vital assistance with nominating properties to the national and state Registers of Historic Places and can provide grant funding and technical assistance in preserving Route 66 properties.

The National Register is the repository of significant buildings, structures, sites, districts, objects, and landscapes important in our nation's past. While listing on the National Register is not a guarantee of preservation or of financial assistance, it is one of the most important steps in the preservation process. The designation provides increased public awareness of irreplaceable resources, provides limited protection for them, qualifies property owners for federal and state tax credits under certain circumstances, and may qualify the property owner for grant assistance when such programs are funded.

Currently, five structures are eligible for addition to the National Register of Historic Places.



The Oklahoma State Historic Preservation Office (OSHPO) conducted a survey of Route 66 in September 2002. As part of the survey, the OSHPO documented one registered, six eligible, and 29 non-eligible, yet significant, structures in Tulsa County. The structure listed on the National Register of Historic Places was the Sinclair Service Station located at 3501 East 11th Street. After the compilation of the original list, structures adjacent to either the original or final alignments were added to the National Register. Those properties included:

- |   |                           |
|---|---------------------------|
| • Circle Theatre                                | 8 South Lewis             |
| • 11 <sup>th</sup> Street Arkansas River Bridge |                           |
| • Vickory Phillips 66 Station                   | 6 <sup>th</sup> and Elgin |

In late 2004, one of the other structures that in 2002 was identified as being eligible for historic registration – the 1929 vintage Phillips 66 station near Whittier Square – was added to the National Register of Historic Places.

The five remaining structures eligible for addition to the National Register of Historic Places include:

- |                            |                                    |          |
|----------------------------|------------------------------------|----------|
| • Brookhaven Motor Court   | 5625 East 11 <sup>th</sup> Street  | Eligible |
| • Brookshire Motel         | 11017 East 11 <sup>th</sup> Street | Eligible |
| • Desert Hills Motel       | 5220 East 11 <sup>th</sup> Street  | Eligible |
| • The Blue Dome            | 320 East 2nd Street                | Eligible |
| • Shady Rest Cottage Court | 3848 Southwest Boulevard           | Eligible |

Because of their historic context, sociological importance, and architectural significance, measures should be taken to preserve and protect these structures as well as other non-eligible structures adjacent to the Route 66 corridor.



Measures should be taken to preserve and protect a number of other non-eligible structures adjacent to the Route 66 corridor.

By preserving these additional structures, the feel and flavor of the Route 66 era can be maintained along the corridor. Additionally, by preserving as many of the remaining structures as possible and by implementing the design guidelines to complement those structures, a well defined corridor with a unique identity and continuity can be created.

The structures that are recommended for preservation in addition to those identified above are listed below and their location is shown on Figure 4.

• Lee's Feed & Supply Store	19015 East 11th Street
• Nancy's Ceramics	13300 East 11th Street
• Harvard Auto Clinic	9939 East 11th Street
• Oasis Motel	9303 East 11th Street
• Elm's Court	8344 East 11th Street
• Max Campbell Building	2600 East 11th Street
• Skelly Stadium	University of Tulsa
• Texaco Service Station	5728 East 11th Street
• Tastee Freeze	5414 East 11th Street
• Lockhart Oil Co. Filling Station #4	3317 East 11th Street
• Page Moving & Storage	2036 East 11th Street
• Milady's Cleaners	1736 East 11th Street
• El Rancho Grande Restaurant	1629 East 11th Street
• Stunkards Super Service Station	1401 East 11th Street
• McElroy's	1545 East 11th Street
• Brilliant Bronze Service Station	1303 East 11th Street
• Admiral Twin Drive-In	7355 East Easton Street
• Andrew's Service Station	2889 East Admiral Place
• Oklahoma Auto and Wagon Works	416 East 2nd Street
• Ronald David Used Cars	1648 Southwest Boulevard
• Western Capri Motel	5320 Southwest Boulevard
• Billy Ray's BBQ	3524 Southwest Boulevard
• Corner Café	1103 South Peoria Avenue
• East Side Café	3021 East Admiral Place
• Hank's Hamburgers	8933 East Admiral Place
• Ike's Chile House	5941 East Admiral Place
• Fire Station No. 5	4162 East Admiral
• Warehouse Market	421 East 11th Street
• Tulsa Monument Company	1735 East 11th Street
• Ollie's Station Restaurant	4070 Southwest Boulevard
• Rose Bowl	7419 East 11th Street
• Tally's Café	1102 South Yale Avenue
• Day Nite Cleaners	1012 South Elgin
• Don's Auto Repair	1820 East 11th Street
• American Cleaners	2008 East 11th Street
• George / Dan Tune's	2446 East 11th Street
• Sherry Building	2532 East 11th Street
• Phillips 66 Station	3140 East 11th Street
• Bill's T Records	19th North Harvard Avenue
• Rexall Drug	20 North College
• Gas Station	2899 East Admiral Place



- |                               |                               |
|-------------------------------|-------------------------------|
| • Campbell Building           | 2547 East Admiral             |
| • Antique (66) Station        | 1401 East 2nd Street          |
| • Route 66 Café               | 313 East 2nd Street           |
| • SW Church of the Nazarene   | 1307 West 22nd Street         |
| • Barry Mechanical Inc.       | 4050 Southwest Boulevard      |
| • Redfork Buildings           | 4067 Southwest Boulevard      |
| • Old Texaco Station          | 4207 Southwest Boulevard      |
| • Old Gas Station             | 6300 Southwest Boulevard      |
| • Plains Commercial Buildings | 3001-3017 East Admiral Place  |
| • Gas Station                 | 3004 East Admiral Place       |
| • Plains Commercial Buildings | 4915-5301 East Admiral Place  |
| • Plains Commercial Buildings | 4067-4085 Southwest Boulevard |
| • Plains Commercial Buildings | 1300-4900 East 11th Street    |

The OSHPO annually offers matching grants for the preparation of nominations to the National Register of Historic Places. The OSHPO reserves a portion of its HPF allocation for this specific purpose. Under the current program, each grant is limited to \$900 and the applicant must provide non-federal cash match of at least \$600. Grant recipients use the funds to retain an appropriately qualified professional to complete an individual property nomination for the National Register.

It is recommended that the City develop and distribute information to the owners of all the buildings identified to alert them of their potential eligibility for 10 to 40 percent in state and federal tax credits.

To assist in the preservation of the remaining structures along Tulsa's Route 66 corridor, it is recommended that up to \$100,000 of the money from the Vision 2025 Route 66 Enhancements and Promotion Project be set aside to assist property owners in the nomination of their property to the National Register of Historic Places and, should it be necessary, to provide the required match for an OSHPO grant.

As an additional incentive to encourage historic preservation of structures adjacent to the route, it is recommended that the City develop and distribute information to the owners of all the buildings identified above that alerts them of their potential eligibility for 10 to 40 percent in state and federal tax credits.

Federal Historic Preservation Tax credits for qualified buildings can be either 10 or 20 percent. The 10 percent tax credit is available for qualified rehabilitation expenditures on a building constructed before 1936. Twenty percent is available for structures which are or will be listed on the National Register within three years.

The State of Oklahoma has a new rehabilitation tax program that:

- parallels exactly the 20 percent federal investment tax credit for the rehabilitation of historic building used for income producing purposes (including use for rental residential), and
- provides a state tax credit equal to the 10 percent federal tax credit for renovation of older buildings that do not qualify for the 20 percent federal credit and that will be used for an income-producing purpose (excluding use as rental residential).



- |  |                                      |                                      |
|--|--------------------------------------|--------------------------------------|
| 1. First Oil Well Site                   | 29. Fair Grounds                     | 55. Stunkards Super Service Station  |
| 2. Ollies                                | 30. Tally's Cafe                     | 56. Brilliant Bronze Service Station |
| 3. Billy Ray's Bar-B-Que                 | 31. Tastee Freeze                    | 57. Andrew's Service Station         |
| 4. Tank Farm                             | 32. Desert Hills Motel               | 58. Emma J. O'Neil Building          |
| 5. Howard Park                           | 33. Ike's Chili                      | 59. Oklahoma Auto and Wagon Works    |
| 6. Frisco Engine No. 4500                | 34. Wonder Bread Company             | 60. Ronald David Used Cars           |
| 7. 11th Street Bridge                    | 35. Admiral Twin Drive In            | 61. Western Capri Motel              |
| 8. Route 66 Diner                        | 36. Rose Bowl                        | 62. Fire Station No. 5               |
| 9. Blue Dome District                    | 37. McLure Park                      |                                      |
| 10. Warehouse Market/Lyon's Indian Store | 38. The Country Store                |                                      |
| 11. Future Site of Grand Central Library | 39. Hank's Hamburgers                |                                      |
| 12. First United Methodist Church        | 40. Admiral & Mingo Traffic Circle   |                                      |
| 13. Boston Avenue Methodist Church       | 41. Oasis Motel                      |                                      |
| 14. Cemetery                             | 42. Harvard Auto Clinic              |                                      |
| 15. Tracy Park                           | 43. Birthplace of Thrifty Car Rental |                                      |
| 16. Corner Cafe                          | 44. KVOO Towers                      |                                      |
| 17. McElroy's                            | 45. Lee's Feed Store                 |                                      |
| 18. El Rancho Grande                     | 46. Nancy's Ceramics                 |                                      |
| 19. Tulsa Monument Company               | 47. Elm's Court                      |                                      |
| 20. Gas Station                          | 48. Max Campbell Building            |                                      |
| 21. Circle Theater                       | 49. Skelly Stadium                   |                                      |
| 22. Wittier Square                       | 50. Texaco Service Station           |                                      |
| 23. Eastside Cafe                        | 51. Lockhart Oil Filling Station #4  |                                      |
| 24. Bama Pie                             | 52. Hawks Ice Cream                  |                                      |
| 25. Metro Diner                          | 53. Guaranty Laundry                 |                                      |
| 26. University of Tulsa                  | 54. Milady's Cleaners                |                                      |
| 27. Bill's T Records                     |                                      |                                      |
| 28. Wing's Hamburgers                    |                                      |                                      |

- Agriculture
- Commercial
- Residential
- Office
- Residential Multi-family
- Industrial

## Existing Land Use & Points of Interest



# ROUTE 66 MASTER PLAN STUDY





It is important to note that taxpayers who qualify for either the 20 percent or the 10 percent federal credit will automatically qualify for the same amount of state tax credit without any additional paperwork or review. According to the Oklahoma Tax Commission, rules making for the new credits will occur this fall and taxpayers will have the opportunity to claim the credit beginning with their 2006 tax return.

One significant problem of reusing the older existing building inventory in Tulsa is the cost associated with bringing those buildings up to code. To assist in the resolution of this issue, the City has adopted the BOCA version of an existing building code which can remove many barriers to the economic, practical reuse of older buildings, while assisting in preservation of their architectural character and flavor. The use of these codes should be encouraged to facilitate the reuse and mixed use of existing buildings throughout the Route 66 corridor.

### **Planning and Zoning**

Route 66 is a historically significant corridor composed of many elements, buildings, landscapes, bridges, and roadways with different levels of integrity and representing various periods of time. The challenge facing the planning community and conservators of the road is to preserve what is essential about the old highway while allowing it to exist and flourish in an environment of change.

The Metropolitan Tulsa Comprehensive Plan contains established procedures for creating special Districts and allows for the development of detailed guidelines for such districts. Revitalization efforts fitting the context and uniqueness of the original development within the district can be given preference and accommodated with a simplified process for developers. This Master Plan identifies nine districts (see Section 4) representing distinctive styles and patterns of development along the corridor within Tulsa County.

It is recommended that the City Council request a review by the appropriate planning agencies to consider special district zoning for the Route 66 Corridor. This corridor could be comprised of nine sub-areas with established guidelines specific to each area. The creation of this special district would endeavor to protect and enhance the cultural, economic, historic, and architectural significance of the Route.

Some examples of the type of exception or restrictions guidelines that could be permitted under an overlay zone special district zoning on Route 66 include:

- respect for adjacent buildings through consideration of mass, rhythm, scale, height, building materials, texture, and related design elements when developing or redeveloping in the area;
- permit the reduction of building setback requirements for new construction to create a more pedestrian-scale image and environment along the



frontage and to allow additional development options for property owners and/or developers.

- the use of parallel parking where applicable;
- the allowance for rear parking in lieu of the suburban style parking in front; or
- future parking and infill development should be balanced with the need to conserve existing architecture.

In addition, the Planning and Economic Development Division of the City's Urban Development Department has, or is in the process of preparing, written plans for some areas that overlap segments of Route 66. These plans can be used to incorporate standards and guidelines into the Corridor.

*It is recommended that a Route 66 Authority be created and given the ability to collect voluntary dues and/or given the power to tax property and business owners adjacent to the route.*

### **Route 66 Authority**

The ongoing promotion of Route 66 (after the initial expenditure of the money from Vision 2025) is vital to the long-term sustainability and continued development of the corridor. For that reason, it is recommended that a Route 66 Authority be created and given the ability to collect voluntary dues and/or given the power to tax property and business owners adjacent to the route. The money collected would be used to hire staff (director, administrative assistant, and promotion director) and to underwrite the annual communications budget for the promotion of Tulsa's Route 66 corridor.

An illustration of the amount of money that could potentially be generated for the ongoing promotion of Route 66 is presented in Appendix D. As the example in the appendix illustrates, \$250,000 could easily be generated on an annual basis without placing an undue burden on the adjacent business and property owners.



*It is recommended to concentrate vision 2025 dollars on the Route 66 Xperience and on prominent, distinctive signage of the Route 66 corridor.*

## **ROUTE 66 MARKETING COMMUNICATIONS PLAN**

### **Overview**

The recommendation from the Route 66 Design Committee is to concentrate the Vision2025 dollars on the Route 66 Xperience and on prominent, distinctive signage on both ends of the Route 66 corridor in Tulsa. Although these will provide the newest points of interest on the famous road in Tulsa, the marketing communications plan is designed to look at Route 66 holistically. The goal is to attract both local and regional visitors to experience the fun, adventure, nostalgia, and magic of Route 66.

### **Goal**

This goal is to create visibility and interest in historic Route 66 Tulsa and to attract a significant number of local and regional visitors to our attractions.

Once plans for the attractions are approved and enter the construction phase, the marketing communications plan should be completed based on approved budget and the final list of projects at each venue.

### **Objectives**

- Attract out-of-town visitors including destination travelers (Route 66 enthusiasts) and other market visitors
- Appeal to Tulsa visitors and encourage repeat visits
- Create sustained PR buzz in targeted markets/publications

### **Audiences**

There are geographic and demographic areas of concentration as well as tourism advocates. The following outlines each of these:

- **Geographic Concentration**

*Tulsa* – Residents of greater Tulsa are a primary target audience. Tulsans and regional residents will provide the main base of initial and return visitors. Communicating in our market area will be key to the success of the program.

*Region* – An advertising and marketing strategy is suggested for the following key markets areas: Oklahoma, Northwest Arkansas, Missouri, Texas, and Southern Kansas. These markets were selected because they most closely match the areas of concentration for both the state's and Tulsa's Tourism marketing efforts.



- **Demographic Concentration**

The core demographic segments that need to be addressed are; Route 66 enthusiasts, vacationers, and local residents. As we look at potential visitors to our projects it is important to look at the primary influencers and communications vehicles that will best target each audience. It is also important to note that within each of these core targets, the age of the visitor strongly influences what is appealing and what is not. The Strategic Communications Elements have been developed keeping the following in mind:

*Enthusiasts* – Enthusiasts know no boundaries and will travel as far as necessary if they feel the attraction warrants the road trip.

*Vacationers* – The Route 66 Xperience, Cyrus Avery Plaza and other related Route 66 highlights may not warrant an exclusive visit by out-of-town travelers, but we want to make sure our attractions are a motivating factor in a decision to visit Tulsa.

*Tulsans* – Not only do we want to ensure Tulsans come to visit our new and existing attractions, but we want to make sure that when they have out-of-town visitors that the Xperience and the Plaza are on the “must see” list.

## **Strategies and Tactics by Audience**

### **Enthusiasts**

The Oklahoma Department of Tourism and Tulsa’s Convention and Visitors Bureau are key targets. Over 108,000 requests from potential visitors are made to the Department of Tourism. The Tulsa’s Convention and Visitors Bureau receives 25,579 requests annually and the website receives over 3 million hits with 84,000 unique sessions each year. . Keeping these departments informed and excited about our project will be instrumental in our success.

- **Strategic Communications Elements**

There are core strategic communications elements that are fundamental to the project as a whole and there are strategic communications elements that are targeted to the specific audiences as outlined above.

Ultimately the budget will dictate how much of the plan can be executed; however, the core strategic communications elements are a baseline and should be considered of primary importance to the success of the project.

Strategies and tactics are being explored to attract a variety of audiences.



### **Core Strategic Elements**

*Website* – A Route 66 website promoting all the notable features and attractions on our section of the historic route is recommended. The site address, potentially [www.route66tulsa.org](http://www.route66tulsa.org) would be listed on all promotional material. Search engine optimization is recommended to assure when users conduct a Route 66 search, our site is in the top listings. At some point, advertising sponsorship could be sold on the site to underwrite the cost of maintenance and updates.

*Promotional Collateral* – A brochure needs to be created that highlights the features of the Route 66 Xperience and other key attractions on the road. Because this will be used at multiple locations (visitors centers, CVB visitor packets, at the venues themselves etc...) a fairly inexpensive tri-fold piece is recommended.

*Membership Marketing* – A “Friends of Route 66” database should be initiated as the venues open. Visitors and Route 66 fans can sign up at the individual attractions or on the website to provide their e-mail address so they can receive promotional updates and stories from the road.

*Promotions* – Events, especially at the Xperience are recommended to keep interest fresh and traffic high. These events will be promoted on the website, to “Friends of Route 66” and at the venues themselves.

*Promotional Signage* – The Master Plan calls for historical markers/signage along the 23-mile Route 66 corridor. It is recommended that fun signage leading up the gateways (a la “Burma Shave”) be used to establish some fun and intrigue. These signs, a series of four, would be made of material that is fairly inexpensive. These would be changed out quarterly. Over time, these could be written for specific advertisers that could underwrite the cost of production. This is a concept that is both true to the road, but has an attitude that will appeal to younger audiences. The concept can also be translated to the website with rotating “Burma Shave” type messages. (See Appendix B for examples of the promotional signage.)

The spirit of the “Burma Shave” signs would also translate to the historical marker signage. The permanent signs would feature those key elements, both existing and retired, that are significant to the story of our road. These signs would be anchored along the road and hopefully would create a “Where’s Waldo” effect where visitors are looking for the signs. A minimum of 15 to 20 signs are recommended.

This audience is all about new experiences on the Mother Road and there are several inexpensive vehicles that can be used to communicate why they should consider visiting Tulsa the next time they are “on the road”.



*Directional Billboards* – Billboards on Highway 44 encouraging travelers to “Get off the Road and Enjoy the Ride” are recommended. The purpose would be to capture traffic that might otherwise by “passing through” and might entice them to detour through Tulsa on Historic Route 66. A total of 2 to 4 boards would be recommended.

*Pod casts* – To capture the interest and imagination of the more youthful traveler, stories of the road that can be downloaded via iTunes to personal iPods is recommended. The voice of Michael Wallis could guide Route 66 travelers down the stretch of road and provide narratives of not-to-miss features on our stretch of the Road. Although there is a fee to post the narrative on iTunes, there is no fee for the download for the user. Currently there are no fees to post and download the narrative on iTunes.

- **Strategic Communication Elements:**

- 1) *Festivals and Route 66 Events* – There are a multitude of Route 66 events and festivals throughout the year. The recommendation would be to have a flyer in each of the registration packets and/or have the flyer at the information center. For larger events, including the Annual Route 66 Festival, sponsorship of the event or advertising in the program, should be considered. Examples of existing events are listed below in the 2005 calendar.

### Route 66 Events Calendar

04/29/05	AZ	(ends 05/01/05)	Route 66 Fun Run
05/14/05	OK	(one day)	Route 66 Tabouleh Fest
06/02/05	TX	(ends 08/20/05)	Texas Legacies
06/02/05	AZ	(ends 06/04/05)	Grand Canyon Road Tour
06/04/05	OK	(one day)	Route 66 Blowout
06/10/05	IL	(ends 06/12/05)	Illinois Route 66 Motor Tour
06/10/05	MO	(ends 06/12/05)	Festival of the Four States
06/11/05	IL	(one day)	Hall of Fame Banquet
06/11/05		(ends 06/18/05)	The Mother Road RallySM
06/18/05	IL	(ends 06/19/05)	2nd Annual Corvette Classic
06/18/05	CA	(one day)	Classic Car Show- Barstow, CA
06/24/05	OK	(one day)	Route 66 Celebration
06/24/05	NM	(ends 06/25/05)	Old Route 66 Car show
06/24/05	IL	(ends 06/26/05)	"Cruisin' Route 66" to Litchfield, IL
07/02/05	NM	(ends 07/04/05)	Headlights on the Mother Road
07/08/05	NM	(ends 07/10/05)	4th Annual Route 66 Festival
07/10/05	IL	(one day)	World's Largest Catsup Bottle Summerfest
07/22/05	MO	(ends 07/24/05)	Meet Me in St. Louis on Route 66
08/06/05	OK	(one day)	Route 66 Car Show
08/24/05	OK	(one day)	Will Rogers Memorial Rodeo Parade
09/03/05	OK	(one day)	Car, Truck and Bike Show
09/09/05	MO	(ends 09/11/05)	16th Annual Motor Tour
09/10/05	OK	(ends 09/11/05)	Big Country Weekend
09/15/05	CA	(ends 09/18/05)	Route 66 Rendezvous



09/16/05	CA	(one day)	The John Steinbeck Awards Luncheon
09/18/05	CA	(one day)	Duarte's 9th Annual Route 66 Parade
09/23/05	OK	(ends 09/25/05)	66 On 66 Rock Cafe
09/30/05	IL	(ends 10/02/05)	International Route 66 Mother Road Festival

- 2) *Internet* – There are several Route 66 websites that are visited by those with a more casual interest as well as those hard core enthusiasts. Review and potential advertising on these sites should be considered. Sites that should be in the communications mix include: [www.national66.com](http://www.national66.com), [www.historic66.com](http://www.historic66.com), [www.okroute66.com](http://www.okroute66.com), [www.route66.org](http://www.route66.org), and [www.route66harleydavidson.com](http://www.route66harleydavidson.com). A search for additional sites will need to be conducted when the plan is finalized.
- 3) *Print* – There is one, four-color Route 66 magazine that should be considered. The managing editor of this high-quality publication is Route 66 author Bob Moore. The current publication circulation is 50,000 which includes both newsstand and subscription sales. Based on our knowledge today, two insertions are recommended.
- 4) *Earned Media* – Public Relations and editorial marketing should be highly pursued as this is an audience that is looking for new information about their beloved Mother Road. Press releases should be sent to all Route 66 Associations, websites, and publications.
- 5) *Direct Marketing* – A list of all Route 66 Association members should be obtained and an invitation to the opening of the Xperience and the Cyrus Avery Plaza should be sent. The Grand Opening Event will focus on the newest attractions, but will include the other major focal points along our stretch of Route 66 as well.

### **Greater Tulsa**

The Route 66 Master Plan sets the stage for enhancing business opportunities along the route.

Greater Tulsa area residents through their resounding “yes” vote for Vision2025 stated their interest in growing Tulsa by creating a better working and living environment. The Route 66 Master Plan sets the stage for enhancing business opportunities along the route as well as creating attraction(s) that will be fun and will make area residents proud to live in Tulsa.

#### **• Strategic Communications Elements:**

- 1) *Grand Opening* – A Grand Opening event is suggested to add focus and festivity. This event would include the unveiling of the Cyrus Avery Plaza Statue and the Xperience itself. The public would be invited through an ad campaign and a strong press push would be part of the effort.



- 2) *Earned Media* – The public relations effort needs to be maintained before, during and after the opening of the event. Communications with this key constituency will be critical in securing buy-in and ensuring attendance. Public Relations efforts would include:
  - a. Press kit
  - b. Progress updates
  - c. Tours
  - d. Speaking engagements
  - e. Effort to secure regional, local and national press attention
  - f. Morning talk show appearances
  - g. Grand Opening promotion
- 3) *Co-Branding/Promotion* – The Xperience should continually look at partnering with business and retail to expand its budget and associate itself with brand-consistent entities. This includes partnering with Harley Davidson Route 66 or with Cox Communications on a Route 66 education program. Opportunities for corporate exhibit sponsorships should also be explored.
- 4) *Schools* – A Route 66 curriculum could be developed and shared with Tulsa area grade school teachers. Lessons could match TPS “Pacing” calendar so that Route 66 curriculum compliments the grade school Oklahoma History section.
- 5) *Internet* – The Xperience and Cyrus Avery Plaza will need its own Website, plus links to that site should be sent to all Route 66 Webmasters. Additionally, content should be created so Route 66 associations can include information about Oklahoma’s Route 66 attractions on their sites. This same content should be sent the Tulsa Chamber of Commerce for inclusion on their website and in their literature.
- 6) *Exhibits* – To provide ongoing incentive for residents to come back to the Xperience and Plaza, special exhibits and events are recommended. The schedule could start with one event a month and then build as personnel and budget permit.

#### **Vacationers/Visitors**

The Route 66 Xperience, the Cyrus Avery Centennial Plaza, the gateways, and other local Route 66 attractions will be major tourist stops.

The Route 66 Xperience, Cyrus Avery Plaza, Route 66 “arches” and other local Mother Road attractions will be on the “must see” list for area travelers. The mystique of the road and its role in Tulsa history must be highlighted. The Xperience can serve as a “first stop” for visitors and they can pick up a Route 66 road map that leads them to other cool stops along our stretch of the road.

#### **• Strategic Communications Elements:**

- 1) *Hotels* – Communications to hotel personnel, along with literature about the attractions, needs to be distributed to key area hotels. Communications should be sent quarterly to factor-in hotel turnover and be informed about special activities and events.



- 2) *Partnerships* – A good working relationship should be developed with the city and state Departments of Tourism. The departments should be interested in including information about these attractions because they will be a new and exciting addition to the visitor landscape in Oklahoma. Quarterly information and new photography should be sent to keep the attraction top-of-mind and to provide fresh information to promote.
- 3) *Cyber Space* – The website will be a key destination for out-of-towners to acquire detailed information about Route 66 attractions. The Xperience site should include information about the Xperience, the Plaza and then have a section that features all the other Route 66 attractions in our area.
- 4) *Earned Media* – All travel publications should receive information about our new attractions. This would include all the major, slick travel magazines, the AAA’s vacation publication department and even the AARP publications. Although the publications might include a story surrounding the opening, ongoing communications should be part of the strategy.
- 5) *Promotion/Festival* – An annual festival and/or event should be considered to build repeat, out-of-town traffic. There are many Route 66 annual events so this would need to highlight some unique offerings.
- 6) *Advertising* – Print and online media should be explored. Publications and sites to consider include those sponsored by the AARP and AAA.

#### **Tourism Advocates**

The Tulsa Chamber’s  
Tourism and Visitors and  
the State’s Department of  
Tourism can be  
instrumental in attracting  
tourists.

The Tulsa Chamber’s Tourism and Visitors Bureau and the State’s Department of Tourism can be instrumental in driving interest and traffic to the Route 66 attractions. These entities can be our allies and supporters. It will be critical to keep contact with the appropriate contacts consistent and current.

#### **• Strategic Communications Messages:**

- 1) *Meetings with Key Staff* – It is recommended that meetings are established with both entities when plans are solidified and that regular updates are sent to the directors of these organizations. Both groups stated that would certainly promote the Route 66 Road project, but would only include our attractions if they were “significant”.
- 2) *Visitor and Tourism Centers* – Brochures and event calendars should be sent to all the Oklahoma visitor centers. Quarterly contact should be made to ensure they have supplies of the brochure.



### **Creative Tone and Messaging**

The tone for all the creative material should be fun and high-energy. We want to preserve the history, but present it in a way that can cross the age spectrum of our audiences and create something that is both iconic and hip.

The signage begins to illustrate how the attitude and messaging might be delivered. Bright colors and bold visuals would be incorporated to present a lively, current look for our Route 66 brand.

### **Communications Budget**

An estimated communications budget for the elements listed in this plan range from \$250,000 to \$850,000. The low end of the range would cover essential communication elements including the website, promotional collateral, a Grand Opening Celebration with advertising, membership marketing, promotions, the “Burma Shave” creative concepts, and co-op advertising with Oklahoma Department of Commerce and the Tulsa Convention and Visitor’s Bureau.

The higher end of the range would add internet advertising, inclusion in Route 66 festivals nationally, outdoor advertising, and additional print advertising

It is the recommendation of the committee that a promotions director be hired to implement the plan above. Once a promotions director is in place and the details of the master plan are finalized, it is further recommended that an advertising agency be retained to work with the director to finalize a plan.

*The hiring of a promotions director is recommended.*



## PROJECT IMPLEMENTATION PLAN

The Committee reviewed all of the projects identified in the master plan and selected thirteen for either full or partial implementation.

Following the completion of the master planning process, the Route 66 Design Recommendation Committee conducted a series of meetings to review the recommendations contained in the master plan and to select the projects to be constructed using monies generated by Vision 2025. The Committee reviewed all of the projects identified in the master plan and selected thirteen for either full or partial implementation during the initial or first phase of development.

In addition, the Committee recommended setting aside Vision 2025 money for the following items that were not specifically addressed in the master plan:

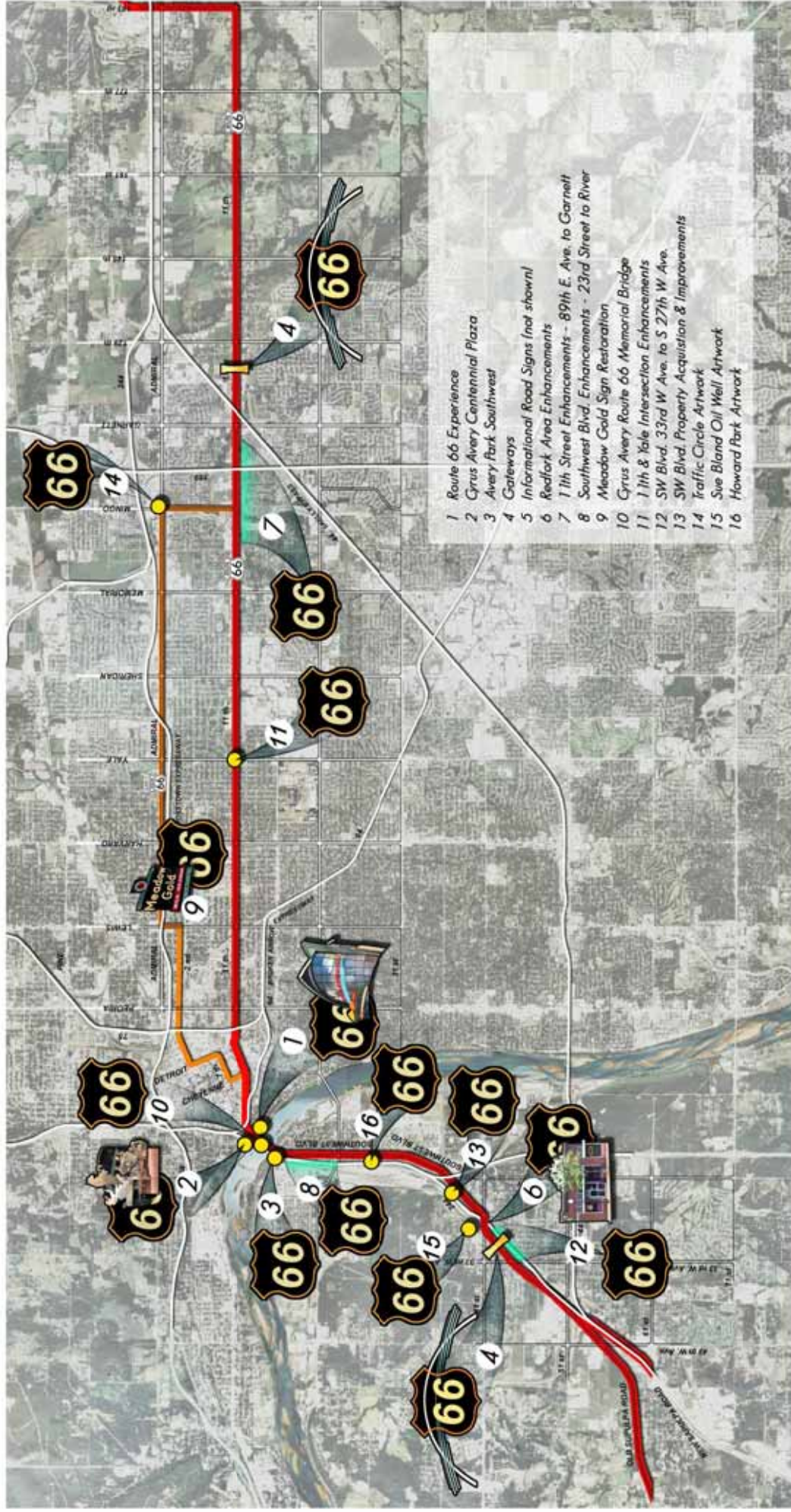
- 25,000 for Route 66 planters,
- \$50,000 for additional signage and other “branding” techniques to be used throughout the corridor,
- \$200,000 for unspecified improvements to the property in the 3700-3800 block of Southwest Boulevard,
- \$650,000 for public art at specific locations along 11<sup>th</sup> Street, Admiral Place, and Southwest Boulevard, and
- \$700,000 for the creation of a “Pearl” preservation fund to be used for the purchase of façade easements, to provide monetary incentives for restoration, or for the acquisition of buildings until future preservation efforts can be undertaken by private entities.

A complete list of the projects that were chosen for implementation during the first phase of development can be found on the following page. The location of each Phase I project also is depicted on the map of the corridor contained in Figure 5.

The balance of the Route 66 projects that were not recommended for implementation using Vision 2025 fund were placed by the Committee into one of two subsequent phases of development. Although there is no prioritization of the projects within the second and third phases of development, those projects placed in the Phase 2 column were deemed by the Committee to be of higher importance or significance to the corridor than the projects listed in Phase 3.



ROUTE 66 MASTER PLAN PROJECT LIST						
Dec. 2005						
PROJECT NUMBERS	PROJECT TITLE	Project Cost	Vision 2025	Phase 2	Phase 3	Phased Project Totals
	<b>TOTAL</b>	<b>80,915,500</b>	<b>15,000,000</b>	<b>26,215,000</b>	<b>39,700,000</b>	<b>80,915,000</b>
1	Cyrus Avery Centennial Plaza	2,000,000	2,000,000			2,000,000
2	Route 66 Experience	9,365,500	4,400,000	4,965,000		9,365,000
3	Avery Park Southwest	500,000	500,000			500,000
4	Cyrus Avery Route 66 Memorial Bridge	15,600,000	600,000		15,000,000	15,600,000
5	Gateways	800,000	800,000			800,000
6	Informational Road Signs	200,000	100,000	100,000		200,000
7	Streetscape Enhancements					-
7.01	Redfork Area	250,000	250,000			250,000
7.02	11th Street - sidewalks, limited landscaping (+ 500k for medians 89th East Avenue to Garnett)	1,100,000	600,000	500,000		1,100,000
7.03	Southwest Blvd. -23rd Street to River University of Tulsa (Delaware to Harvard)	1,325,000	175,000	825,000	325,000	1,325,000
7.04		1,100,000			1,100,000	1,100,000
7.05	Downtown(4 blocks)	2,400,000		1,200,000	1,200,000	2,400,000
7.06	11th Street (Peoria to Lewis)	2,200,000		2,200,000		2,200,000
7.07	11th Street Median Landscaping (+/- 73rd to 89th East Avenue)	650,000		650,000		650,000
7.08	11th Street (Harvard to Yale)	2,200,000		2,200,000		2,200,000
7.09	11th Street (Yale to 73rd) Phase 1 11th & Yale intersection focus	3,300,000	500,000	1,700,000	1,100,000	3,300,000
7.10	Admiral Place (Lewis to Mingo)	11,000,000			11,000,000	11,000,000
7.11	Mingo Road (Admiral to 11th)	2,200,000		2,200,000		2,200,000
7.12	2nd Street (Peoria to Lewis)	2,200,000		2,200,000		2,200,000
7.13	Planters (\$500 / each)	25,000	25,000			25,000
7.14	Bus Shelters (\$25k / each)	750,000		375,000	375,000	750,000
7.15	Southwest Blvd. (+/- 0.5 miles) 33rd West Avenue to South 27th West Ave.)	1,100,000	550,000	550,000		1,100,000
8	Meadow Gold Sign Restoration	250,000	250,000			250,000
9	Southwest Blvd Property Acquisition	200,000	200,000			200,000
10	Mill Creek Station (Cook's Court, Wilcox)	500,000			500,000	500,000
11	Southwest Boulevard Property Improvements	500,000	200,000	300,000		500,000
12	Sante Fe Depot Superblock (Streetscaping only, +/- 3 blocks)	1,000,000			1,000,000	1,000,000
13	Redfork Linear Park (landscape along rail Crystal City to 33rd West Avenue)	500,000		500,000		500,000
14	Oasis Park	2,200,000			2,200,000	2,200,000
15	Arterial Street Intersection Enhancements (6 @ \$1,200k each)	7,200,000		3,600,000	3,600,000	7,200,000
16	Route 66 Sign and Information Center at 193rd East Avenue	1,000,000			1,000,000	1,000,000
17	Howard Park (sidewalks, picnic tables, sign, fountain)	750,000		750,000		750,000
18	Historic/Pearl Preservation	800,000	800,000			800,000
19	Sun Oil Trail Extension	1,000,000			1,000,000	1,000,000
20	Route Signage	50,000	50,000			50,000
21	Cyrus Avery Traffic Circle (Admiral & Mingo)	1,000,000		1,000,000		1,000,000
22	Route 66 Monuments / Art Work					-
22.01	Tally's	100,000		100,000		100,000
22.02	11th Street KVOO Towers	100,000			100,000	100,000
22.03	Traffic Circle	500,000	500,000			500,000
22.04	East 73rd and 11th Street	100,000		100,000		100,000
22.05	Sue Bland Oil Well	50,000	50,000			50,000
22.06	Redfork Original Train Location	100,000		100,000		100,000
22.07	Will Rogers Theater	100,000		100,000		100,000
22.08	Avery Park Southwest (Art not in other work)	100,000			100,000	100,000
22.09	Howard Park: Commemorate history of SW Tulsa re: rail, oil & cattle	100,000	100,000			100,000
22.10	ODOT Property W. 23rd & Southwest Blvd Entrance Ramps	100,000			100,000	100,000
23	Encumbered / Spent (09/16/05)	1,600,000	1,600,000			1,600,000
24	5% Reserve	750,000	750,000			750,000



*Recommended Route 66 Projects*

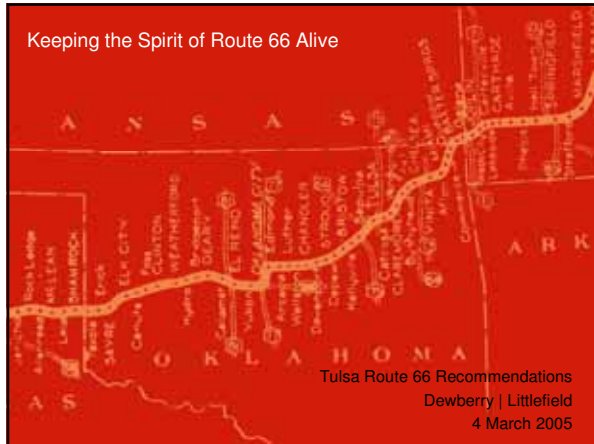
*Figure No. 5*



**APPENDIX A  
MARKETING RESEARCH  
POWERPOINT PRESENTATION**

On December 3, 2004 – after all the marketing research had been performed and data collected from that effort had been compiled and analyzed – Littlefield, Inc. presented their findings to the Route 66 Design Recommendation Committee. The PowerPoint slides from that presentation are included in this Appendix A.

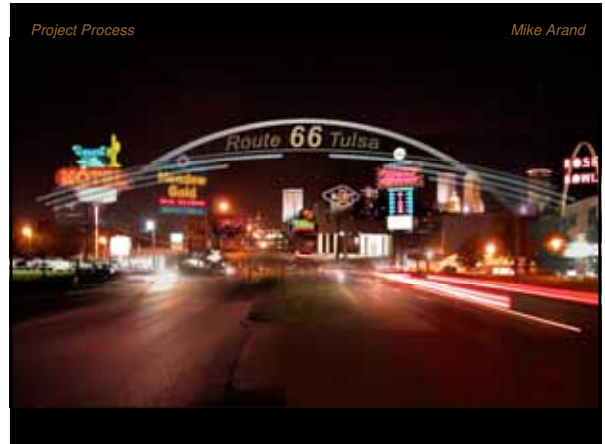
## Keeping the Spirit of Route 66 Alive



Tulsa Route 66 Recommendations  
Dewberry | Littlefield  
4 March 2005

Project Process

Mike Arand



## Process and Criteria



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Dewberry

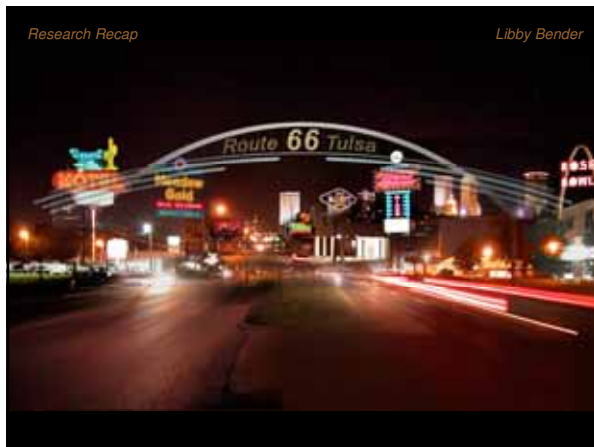
The Spirit of Route 66

Michael Wallis



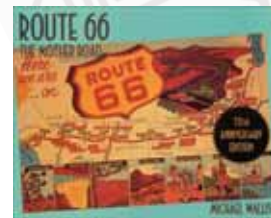
Research Recap

Libby Bender



## Hitting the Mother Road

Route 66 Account Planning and Research



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## Our Destination



- Provide market input to the master plan
- Guide marketing development and execution

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## Project Scope



- Groups conducted in six markets:
  - Tulsa
  - Oklahoma City
  - Ft. Smith
  - Wichita
  - Dallas
  - St. Louis

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## The Inside View



- Interviews:
  - Two representatives from the Route 66 Committee
  - Two Route 66 experts
- Two Groups Each:
  - Route 66 enthusiasts
  - Boomers
  - Xers

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## The Outside View

- Oklahoma City, Ft. Smith, Dallas, St. Louis, Wichita
  - One group each in each city
    - Route 66 enthusiasts
    - Boomers
    - Xers



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## Observation and More

- Ethnography
  - Observation at International Route 66 Festival
  - Questionnaires at Route 66 Festival
  - Visits to Route 66 "shrines"



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## Market Visits



- Two Cities with Success Stories:
  - Created an area that is a destination for tourists and visitors: Albuquerque
  - A city with proven "staying power" with appeal that transcends age, income and ethnicity: Cincinnati

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## The View from the Road



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## Tulsa

*"Faded elegance"*



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## Target Profiles

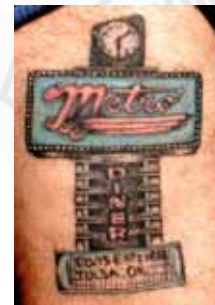


- Enthusiasts
- Boomers – over 40
- Xers and Beyond – under 40

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## Enthusiasts



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*Enthusiasts*

## Sparks of Passion

- Personal memories of the road
- Interest in history and preservation
- *"Get Your Kicks on Route 66"*
- *Route 66*



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*Enthusiasts*

## Passionate Roadies

"My wife, Pat, who accompanied me on all our Harley trips, died in February 2004. She was buried in a small churchyard cemetery in Wading River, New York. Mixed in with the soil that covers her coffin is a piece of Route 66."

-- Robert Lowery



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Enthusiasts

## It's the Journey



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Enthusiasts

## It's the Familiar



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Enthusiasts

## And the Unexpected



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Enthusiasts

## It's Rebellion

*"A renegade sense of freedom"*



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Enthusiasts

## It's Universal

*"Route 66 is the road of great importance for the American spirit."  
-- Akio Takeuchi, Route 66 Pre-Association, Japan*



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Enthusiasts

## It's Pure Americana



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Enthusiasts

## It's a Connection to the Past



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Enthusiasts

## And a Disconnection from Today



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Enthusiasts

## The Roadies' Single Passion

- Preserve the Mother Road
- And the America it represents



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## Boomers



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Boomers

## Boomers Grew Up on 66



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Boomers

## They Looked Out the Windows



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Boomers

## They Experienced It



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Boomers

## Their Connection Today



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## Xers and Beyond



Gen X+ Y+

## Information Highwaymen



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Gen X+ Y+

## Traveling in the Post-Boomer World



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Gen X+ Y+

## Parents Today



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Gen X+ Y+

## It's the Destination



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Gen X+ Y+

## And It Has to be Cool



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Gen X+ Y+

## What Route 66 Means



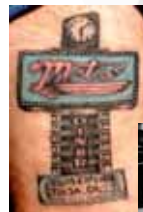
*I was a long and winding road  
from L.A. to Chicago.  
I had many, many sites  
but kids say they really bite.  
It's true I will be missed, but it's O.K.  
I was tired of getting dissed.  
I had my place in the past  
Until life got way too fast.\**

\*From a Dallas Xer

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## The Generation Gap



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## The Gap Challenge



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## Transcending



## Transcendence



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## Albuquerque



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## Making Route 66 X-Cool



- Downtowns can be sources of community energy
- University communities bring youth, creativity and intellectuals
- Travelers are looking for unique experiences

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## Cincinnati



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## Connecting Diversity

- Water of any kind draws people
- Artists make a community interesting
- Architecture speaks
- Life happens
- But there's nothing like a deadline



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## Into the Great Wide Open

*Where do we go from here?*



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## Celebrate Our Route 66 Heritage

*The Father of Route 66*



Littlefield



## Restore the Metaphor

*The Bridge*



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## Create an Urban Energy

*Downtown*



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## Foster Creativity

*Artists*



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## Create Memories

*Food and entertainment*



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## Make it Hip

*The Cool Factor*



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Inspire

*Discovery*



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Think Big

*Greater Tulsa*



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Let's create life



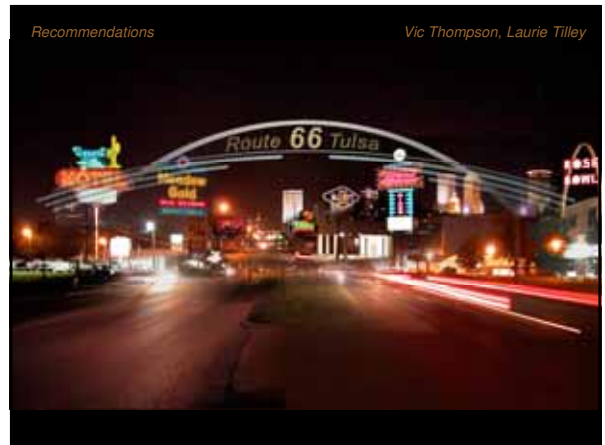
- Let's plant the seeds for new life along old Route 66
  - A *living* past, present and future
  - A crossroads of America
- Where:
- Old meets new
  - East meets west
  - History meets the future
  - Comfort food meets nouveau cuisine
  - Tradition meets change

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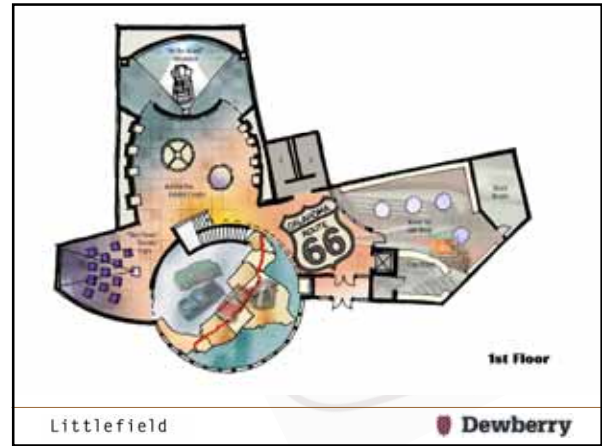
*Recommendations*

*Vic Thompson, Laurie Tilley*



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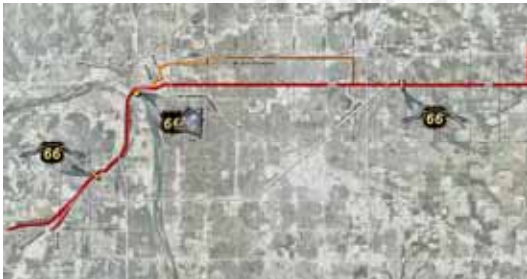
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#### PRELIMINARY COST

##### ROUTE 66 PROJECT RECOMMENDATIONS

Estimated Project Cost \$13,216,000



Piazza Skywalk \$708,000



Parking Structure & Site Development \$1,770,000



Exhibits & Displays \$1,888,000



"The River Roadhouse Center" \$6,490,000



East and West Gateways \$944,000



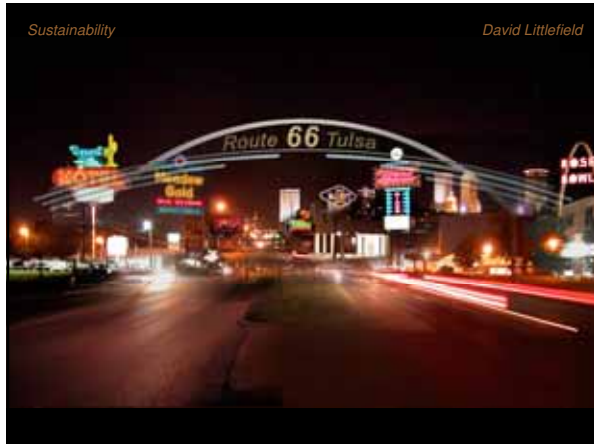
Cyrus Avery Plaza \$1,180,000



Route 66 Road Signs \$236,000



Plaza Sculpture N/A



## Sustainability



- Ongoing Oversight
  - Authority/Friends of Route 66
    - Pays for Executive Director and staff
  - National headquarters location
- Funding Opportunities
  - Exhibit Sponsorships
  - Route 66 TIFs
  - Reoccurring Revenue (from rented space and gift store)
  - Donations/Admission
  - Friends of the Mother Road Membership

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## Promotion

- Communications Plan and messaging based on approved Master Plan
- Campaign development and implementation based on future budgets
- Promotion should begin during construction
- Additional funding sources needed
  - Route 66 Business Owners Association
  - Fundraising: Road Rallies and more
- Synergistic efforts (National HQ, CVB+)



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# Burma Shave Boards and Historical Markers











# **The Landmarks of Tulsa's Route 66**

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# **The Landmarks of Tulsa's Route 66**

---











**The road where  
thousands of laws  
were broken.**

---







**KVOO**

**was the  
station of  
choice**

**where the  
famous  
Bob Wills**

**roared with  
his voice.**





**APPENDIX C**  
**CYRUS AVERY CENTENNIAL PLAZA**  
**ESTIMATE OF PROBABLE PROJECT COST**

Retaining Walls:

Ramp length	300 LF
Average height	9 feet
Area of wall 300' x 9' x 2'	5,400 SF

Landing length	200 LF
Average height	9 feet
Area of wall 200' x 9'	1,800 SF

Total retaining wall	7,200 SF @ \$40/SF	\$ 290,000
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Steel Hand Railing:

Length	600' + 300' = 900' @ \$74/LF	\$ 70,000
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Plain Concrete Sidewalk:

Ramp	300' x 12' / 9'	400 SY
Landing at bridge	50' x 50' / 9'	280 SY
Perimeter around monument		300 SY
Sidewalk	350' + 180' = 530' x 12' / 9'	725 SY
Perimeter around north area	125' x 12' / 9'	175 SY

Total SY of plain concrete sidewalk	1,830 SY @ \$35/SY	\$ 65,000
-------------------------------------	--------------------	-----------

Pattern Concrete:

Landing on ramp	25' x 125' / 9'	350 SY
At monument		640 SY
At north area		75 SY

Total SY of pattern concrete	1,000 SY @ \$50/SY	\$ 55,000
------------------------------	--------------------	-----------

Drainage:

Estimated		\$ 35,000
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Backfill Material:

Landing on ramp	120' x 25' x 9' / 27'	1,100 CY
Ramp	300' x 15' x 9' / 27'	1,500 CY
Total granular backfill	2,600 CY @ \$30/CY	\$ 78,000

Grading:

Estimated		\$ 50,000
-----------	--	-----------

<b>Estimated Construction Cost (includes 20% contingency)</b>	<b>\$ 775,000</b>
Professional Services Fees	120,000
<b>Estimated Project Cost</b>	<b>\$ 895,000</b>



**APPENDIX C**  
**ROUTE 66 XPERIENCE**  
**ESTIMATE OF PROBABLE PROJECT COST**

Square Footage of Building:

1 <sup>st</sup> Floor	15,000 SF
2 <sup>nd</sup> Floor	12,000 SF
3 <sup>rd</sup> Floor	<u>6,000 SF</u>
	33,000 SF

Parking Requirements:

Spaces for restaurant	60 spaces
Spaces for office area	7 spaces
Spaces for exhibit areas	<u>33 spaces</u>
	100 spaces

Estimated Construction Cost:

Building	33,000 SF @ \$150/SF	\$4,950,000
Parking	100 spaces @ \$1,000/space	100,000
Site work		<u>500,000</u>
		5,550,000
Contingencies (10%)		<u>555,000</u>
		6,105,000
Architecture/Engineering fees (10%)		<u>610,500</u>
		\$6,715,500
Exhibits and technology		<u>2,000,000</u>
Total		\$8,715,500



**APPENDIX C**  
**ESTIMATES OF PROBABLE CONSTRUCTION COST**  
**AVERY PARK SOUTHWEST**

**Avery Park Southwest**

ITEM	DESCRIPTION	UNIT	QUANTITY	UNIT COST	TOTAL COST
1	DEMOLITION	SY	6,300	\$3.00	\$18,900
2	SITE GRADING	SF	56,500	\$0.10	\$5,700
3	10' WIDE SIDEWALK	SY	180	\$45.00	\$8,100
4	PLAZA AREAS (BRICK PAVERS)	SF	6,000	\$10.00	\$60,000
5	DECORATIVE LIGHT FIXTURES	EA	25	\$3,500.00	\$87,500
6	SOD	SF	38,800	\$0.18	\$7,000
7	TREE PLANTING (FLOWERING)	EA	21	\$200.00	\$4,200
8	TREE PLANTING (LARGE)	EA	45	\$500.00	\$22,500
9	IRRIGATION	SF	38,800	\$0.65	\$25,200
10	BENCHES	EA	20	\$1,200.00	\$24,000
11	PARKING LOT	SY	700	\$12.00	\$8,400
12	PARKING LOT CURB & GUTTER	LF	380	\$20.00	\$7,600
13	COMMEMORATIVE SCULPTURE/ARTIFACT	EA	8	\$10,000.00	\$80,000
14	LOOKOUT PAVILION	LS	1	\$12,500.00	\$12,500
				<b>TOTAL</b>	<b>\$371,600.00</b>
15	CONTINGENCY (15%)	LS	1	\$55,700	<b>\$55,700</b>
<b>TOTAL FOR AVERY PARK SOUTHWEST</b>					<b>\$427,300.00</b>



**APPENDIX C**  
**CONCEPTUAL COST ESTIMATE**  
**HOWELL & VANCUREN, INC.**

**OUTLYING AREAS**

ITEM	DESCRIPTION	UNIT	QUANTITY	UNIT COST	TOTAL COST
1	INSTALL DECORATIVE LIGHT POLE (120 LF)	EA	18	\$3,500.00	\$63,000
2	REMOVE EXISTING LIGHT	EA	5	\$500.00	\$2,500
3	5" CONCRETE SIDEWALK (6' WIDE)	SY	1,470	\$45.00	\$66,200
4	ELECTRICAL LIGHTING	LS	1	\$80,000.00	\$80,000
5	REMOVAL OF SIDEWALK	SY	1,760	\$7.50	\$13,200
6	REMOVAL OF CURB & GUTTER	LF	2,200	\$5.00	\$11,000
7	1'-8" CURB & GUTTER	LF	2,200	\$20.00	\$44,000
8	SAWCUTTING	LF	2,200	\$5.00	\$11,000
9	BENCHS (150 LF)	EA	14	\$1,200.00	\$16,800
10	BUS SHELTERS	EA	1	\$15,000.00	\$15,000
11	TRASH RECEPTACLES (1 PER BENCH)	EA	14	\$400.00	\$5,600
12	TREE PLANTING (60 LF)	EA	36	\$1,000.00	\$36,000
13	MOBILIZATION (10%)	LS	1	\$36,430.00	\$36,400
14	STAKING (2%)	LS	1	\$7,300.00	\$7,300
15	CONSTRUCTION TRAFFIC CONTROL (2%)	LS	1	\$7,300.00	\$7,300
16	REMOVAL OF STRUCTURES & OBSTRUCTIONS (1%)	LS	1	\$3,600.00	\$3,600
<b>TOTAL</b>					<b>\$418,900.00</b>
17	CONTINGENCY (15%)	LS	1	\$62,800	<b>\$62,800</b>
<b>TOTAL PER 1/2 MILE OF IMPROVEMENT (ONE SIDE)</b>					<b>\$481,700.00</b>

**DOWNTOWN & REDFORK**

ITEM	DESCRIPTION	UNIT	QUANTITY	UNIT COST	TOTAL COST
1	INSTALL DECORATIVE LIGHT POLE (60 oc)	EA	5	\$3,500.00	\$17,500
2	REMOVE EXISTING LIGHT	EA	3	\$500.00	\$1,500
3	5" CONCRETE SIDEWALK (6' WIDE)	SY	214	\$45.00	\$9,600
4	REMOVAL OF SIDEWALK	SY	214	\$7.50	\$1,600
5	SAWCUTTING	LF	320	\$5.00	\$1,600
6	BENCHS (6 PER BLOCK FACE)	EA	6	\$1,200.00	\$7,200
7	TRASH RECEPTACLES (1 PER 2 BENCHES)	EA	3	\$400.00	\$1,200
8	TREE PLANTING (60 oc)	EA	8	\$1,000.00	\$8,000
9	MOBILIZATION (10%)	LS	1	\$4,800.00	\$4,800
10	STAKING (2%)	LS	1	\$1,000.00	\$1,000
11	CONSTRUCTION TRAFFIC CONTROL (2%)	LS	1	\$1,000.00	\$1,000
12	REMOVAL OF STRUCTURES & OBSTRUCTIONS (1%)	LS	1	\$500.00	\$500
<b>TOTAL</b>					<b>\$55,500.00</b>
13	CONTINGENCY (15%)	LS	1	\$8,300	<b>\$8,300</b>
<b>TOTAL PER ONE BLOCK FACE OF IMPROVEMENT</b>					<b>\$63,800.00</b>

**MINGO VALLEY****SIDE OF STREET**

ITEM	DESCRIPTION	UNIT	QUANTITY	UNIT COST	TOTAL COST
1	INSTALL DECORATIVE LIGHT POLE (120 LF)	EA	18	\$3,500.00	\$63,000
2	REMOVE EXISTING LIGHT	EA	5	\$500.00	\$2,500
3	5" CONCRETE SIDEWALK (6' WIDE)	SY	1,470	\$45.00	\$66,200
4	ELECTRICAL LIGHTING	LS	1	\$80,000.00	\$80,000
5	REMOVAL OF SIDEWALK	SY	1,760	\$7.50	\$13,200
6	REMOVAL OF CURB & GUTTER	LF	2,200	\$5.00	\$11,000
7	1'-8" CURB & GUTTER	LF	2,200	\$20.00	\$44,000
8	SAWCUTTING	LF	2,200	\$5.00	\$11,000
9	BENCHS (150 LF)	EA	14	\$1,200.00	\$16,800
10	BUS SHELTERS	EA	1	\$15,000.00	\$15,000
11	TRASH RECEPTACLES (1 PER BENCH)	EA	14	\$400.00	\$5,600
12	TREE PLANTING (60 LF)	EA	36	\$1,000.00	\$36,000
13	MOBILIZATION (10%)	LS	1	\$36,430.00	\$36,400
14	STAKING (2%)	LS	1	\$7,300.00	\$7,300
15	CONSTRUCTION TRAFFIC CONTROL (2%)	LS	1	\$7,300.00	\$7,300
16	REMOVAL OF STRUCTURES & OBSTRUCTIONS (1%)	LS	1	\$3,600.00	\$3,600

**TOTAL****\$418,900.00**

17 CONTINGENCY (15%)

LS

1

\$62,800

**\$62,800****TOTAL PER 1/2 MILE OF IMPROVEMENT (ONE SIDE)****\$481,700.00****MEDIAN AREA (200 LF STRETCH)**

1	INSTALL DECORATIVE LIGHT POLE (100 LF)	EA	2	\$3,500.00	\$7,000
12	FLOWERING TREES	EA	4	\$200.00	\$800
12	LARGE TREES	EA	3	\$350.00	\$1,100
12	IRRIGATION	SF	4,000	\$0.35	\$1,400
12	GRADING & TURF	SF	4,000	\$0.35	\$1,400

**TOTAL****\$11,700.00**

17 CONTINGENCY (15%)

LS

1

\$1,800

**\$1,800****PER 200 LF SECTION OF MEDIAN****\$13,500.00****TOTAL PER 1/2 MILE OF MEDIAN****\$148,500.00****TOTAL PER 1/2 MILE MEDIAN AND ONE SIDE OF IMPROVEMENTS****\$630,200.00**

**ADMIRAL**

ITEM	DESCRIPTION	UNIT	QUANTITY	UNIT COST	TOTAL COST
1	INSTALL DECORATIVE LIGHT POLE (120 LF)	EA	18	\$3,500.00	\$63,000
2	REMOVE EXISTING LIGHT	EA	5	\$500.00	\$2,500
3	5" CONCRETE SIDEWALK (6' WIDE)	SY	1,470	\$45.00	\$66,200
4	ELECTRICAL LIGHTING	LS	1	\$80,000.00	\$80,000
5	REMOVAL OF SIDEWALK	SY	1,760	\$7.50	\$13,200
6	REMOVAL OF CURB & GUTTER	LF	2,200	\$5.00	\$11,000
7	1'-8" CURB & GUTTER (2X)	LF	4,400	\$20.00	\$88,000
8	SAWCUTTING	LF	2,200	\$5.00	\$11,000
9	BENCHS (150 LF)	EA	14	\$1,200.00	\$16,800
10	BUS SHELTERS	EA	1	\$15,000.00	\$15,000
11	TRASH RECEPTACLES (1 PER BENCH)	EA	14	\$400.00	\$5,600
12	TREE PLANTING (60 LF)	EA	36	\$1,000.00	\$36,000
13	SOIL & TURF AREA (PARKING/STREET MEDIAN)	SF	17,600	\$0.50	\$8,800
13	MOBILIZATION (10%)	LS	1	\$41,700.00	\$41,700
14	STAKING (2%)	LS	1	\$8,300.00	\$8,300
15	CONSTRUCTION TRAFFIC CONTROL (2%)	LS	1	\$8,300.00	\$8,300
16	REMOVAL OF STRUCTURES & OBSTRUCTIONS (1%)	LS	1	\$4,200.00	\$4,200
<b>TOTAL</b>					<b>\$479,600.00</b>
17	CONTINGENCY (15%)	LS	1	\$71,900	<b>\$71,900</b>
<b>TOTAL PER 1/2 MILE OF IMPROVEMENT (ONE SIDE)</b>					<b>\$551,500.00</b>



## APPENDIX D ROUTE 66 AUTHORITY FUNDING EXAMPLE

The ongoing promotion of Route 66 (after the initial expenditure of the money from Vision 2025) is vital to the long-term sustainability and continued development of the corridor. For that reason, it is recommended that a Route 66 Authority be created and given the ability to collect voluntary dues and/or given the power to tax property and business owners adjacent to the route. The money collected would be used to hire staff (director, administrative assistant, and promotion director) and to underwrite the annual communications budget for the promotion of Tulsa's Route 66 corridor.

An illustration of the amount of money that could potentially be generated for the ongoing promotion of Route 66 is presented below:

Length of 11 <sup>th</sup> Street Alignment:	
Garnett to 33 <sup>rd</sup> West Avenue	12 miles
Original Alignment	8 miles
Total Length	20 miles X 5,280 feet/mile
Exclusive of Public R/W and Property (estimated)	105,600 feet
	<u>2,600</u> feet
	103,000 feet
103,000 feet x 2 sides of street	206,000 feet
Revenue generated @ \$1.00/ft. of frontage per year	\$ 206,000 per year
Revenue generated @ \$2.00/ft. of frontage per year	\$ 412,000 per year
Revenue generated @ \$3.00/ft. of frontage per year	\$ 618,000 per year
Revenue generated @ \$4.00/ft. of frontage per year	\$ 824,000 per year
Revenue generated @ \$5.00/ft. of frontage per year	\$1,030,000 per year

The lower end of the range would cover the cost of staffing the proposed Route 66 Authority on the essential elements of the communication plan. The upper end of the ranged would be sufficient to cover the cost of staffing the Authority and to fund all of the elements in the communications plan.



## **APPENDIX E**

### **ROUTE 66 XPERIENCE**

### **DUE DILIGENCE ANALYSIS**

#### **PURPOSE**

The initial project recommended for implementation by the design team performing the master planning of the Vision 2025 Route 66 Enhancements and Promotion Project is centered on the creation of a major tourist attraction/destination at the northeast corner of the intersection of Riverside Drive and Southwest Boulevard, hereinafter referred to as the “Route 66 Xperience”. The Route 66 Xperience includes a three story building containing a number of exhibit spaces themed around Route 66, five or six of which will include technology-based, interactive components designed to educate and engage visitors about that portion of Americana known as Route 66.

Prior to the city implementing the design team’s recommendation to construct the proposed Route 66 Xperience, an economic due diligence analysis was performed to determine whether the commercial opportunities proposed for the development will generate sufficient revenues to sustain its operation. The results of that due diligence analysis are presented on the following pages.

#### **INTRODUCTION**

The first floor of the building contains approximately 15,000 square feet and is intended to be a very interactive exhibit area with the various exhibits themed toward Route 66. It also will house a Route 66 gift shop and possibly a juice & coffee bar/sandwich shop that would cater to the users of River Parks and would provide a food and beverage alternative to visitors of the facility.

The second floor of the building is intended to be more passive in nature and includes exhibits that are more informational and educational and less interactive than the exhibits on the first floor; an atrium open to the floor below; and a multi-purpose feature room that will be used to house changing/traveling exhibits, private events, etc. The second floor could also house the administrative offices of the entity that will oversee the day-to-day use of the Route 66 Xperience.

It was initially envisioned that the third floor also would have 15,000 square feet of floor space and that it would house a restaurant that included an outdoor dining component and a private dining space to accommodate 50-60 people. Subsequent conversations with a representative of Brinker International as well as a prominent local restaurateur revealed that the private dining space could possibly be eliminated and that private functions could be accommodated on the second floor in the multi-purpose feature room. That option could reduce the size of the third floor to approximately 6,000 square feet, exclusive of any outdoor dining facilities, which would substantially reduce the initial construction cost as well as the operating costs of the Route 66 Xperience.



## **OPERATING EXPENSES**

The operating expenses that have been identified for the Route 66 Xperience fit into three categories – general maintenance, staffing, and maintenance of exhibits.

### **General Maintenance**

The items that fall into the category of general maintenance include utility costs, janitorial services, maintenance of the grounds, and maintenance of the elevators. According to one well respected Tulsa property manager, these costs run in the vicinity of \$5 to \$5.80 per square foot of building per year. Without the burden of property taxes, a figure closer to the \$5 per square foot cost is a more appropriate number to use when estimating general maintenance costs for the proposed Route 66 Xperience. Therefore, the costs associated with the general maintenance of the lower two levels of the development are estimated to be \$150,000 per year (based on a footprint of 15,000 square feet per floor). The costs associated with the general maintenance of the third level (based on a footprint of 6,000 square feet) are estimated to be \$30,000. The total cost for general maintenance, therefore, is estimated to be \$180,000 per year.

### **Staffing**

The staff at the Oklahoma Route 66 Museum in Clinton, Oklahoma, has a full time staff of four who are assisted by 25 volunteers. The National Route 66 Museum in Elk City, Oklahoma, is operated by three full-time and one part-time employees who are assisted by 15-20 volunteers.

It is anticipated that the initial management and oversight of Tulsa's Route 66 facility will be performed by the paid staff of the tenant agency that offices there. The staff of that agency would serve as the "custodian" of the building and would be assisted by volunteers working in the gift shop. Ultimately, it may be both possible and desirable to hire a full-time administrator and at least one assistant whose primary responsibility would be to oversee the operation and promotion of the Route 66 facility.

Irrespective of the initial staffing at the facility, the need will exist for security. Several security firms were contacted to determine the probable cost of having a CLEET certified security guard at the facility during regular hours of operation. Normal hours of operation have been assumed to be similar to those of the Oklahoma Route 66 Museum in Clinton.

At the Clinton facility, the summer hours (May 1 to August 31) are 9:00 a.m. to 7:00 p.m. Monday through Saturday and 1:00 p.m. to 6:00 p.m. on Sundays. Winter hours of operation are from 9:00 a.m. to 5:00 p.m. Monday through Saturday and 1:00 p.m. to 5:00 p.m. on Sundays. The museum is closed for all state and federal holidays. The total number of hours that the facility operates during the year, therefore, is approximately 2,870.

Discussions with several security service firms with the capability to furnish CLEET certified personnel revealed that the cost for such an individual ranged from \$15 to \$20 per hour. If an hourly wage of \$18 is assumed, the cost of providing a security guard at the Route 66 Xperience will be approximately \$51,660 per year.

### **Maintenance of Exhibits**

The cost of maintaining the proposed exhibits falls into two categories – the cost of fixing the exhibits when they break and the cost of periodically (every year or two) changing out the exhibits to keep them "fresh". It is anticipated that there will be 5 or 6 interactive exhibits on the first floor of the proposed Route 66 Xperience with the balance of the educational and information exhibits being more static in nature.



During the course of the master planning activities, the project team contacted designers of exhibits similar to those being proposed here in order to develop realistic estimates of probable construction cost for the Route 66 Xperience. We learned that the cost of each such exhibit will likely be in the \$30,000 range. Of that amount approximately two-thirds will be for the technology and programming and balance for the hardware. If the assumption is made that the programming will be changed out on one of the exhibits every six months, then a reserve will need to be established that provides a minimum of \$40,000 a year.

In an effort to estimate the cost of maintaining the exhibits, the design team contacted both the Freedom Center in Cincinnati and the Lincoln Library in Springfield, Illinois – two facilities with interactive, technology-based experiences for their visitors. Unfortunately, both of those facilities are too new to have reliable information on their maintenance costs.

If the assumptions are made, however, that a technician will need to service and/or fix each exhibit once a month; that each service call will take between 4 and 8 hours, depending on the extent of the maintenance or repair; and that the rate for the technician making the service call is \$100 per hour, then the cost of maintenance can be estimated at \$43,200 per year.

### **REVENUE OPPORTUNITIES**

The revenue opportunities that have been identified for the Route 66 Xperience include office rentals; donations/ admissions; income from the restaurant, gift shop, and juice bar; rental of the feature room for “destination” type private functions, and sponsorships from the exhibits.

#### **Office Rentals**

Although a tenant that would serve as the “custodian” of the building has not been selected, at least two public entities have been identified that could serve in such a role. Those entities are the River Parks Authority and the Convention and Visitors Bureau who would like to locate a satellite office at this location.

It is estimated that either of these two entities would need between 1,500 and 2,000 square feet to comfortably house their offices. It is not inconceivable that both could be housed in the proposed Route 66 Xperience which would also increase the revenue opportunity for the facility.

In conversations with two different Tulsa-area property managers regarding the current rental rate for office space in the downtown area we were told that rental rates could range anywhere from \$8 to \$12 per square foot. Assuming a leased space with a footprint of 2,000 square feet and a rental rate of \$9.00, the office lease would generate an annual income of \$18,000 for one of the two interested agencies and \$36,000 if both were to locate an office at the site.

#### **Donation/Admissions**

There has been extensive discussion among the members of the project team on whether to rely on donations similar to the Gilcrease Museum or whether to charge an admission price as is done at Route 66 museums in Clinton and Elk City. According to the information on the Gilcrease Museum web page, the attendance over the last nine years has averaged 99,000 visitors with approximately 15 percent of the annual attendance being school groups from around the region. Donations at Gilcrease average \$70,000 per year or the equivalent \$1.00 for each visitor to the museum, excluding school groups.



The Oklahoma Route 66 Museum in Clinton, Oklahoma, entertains 32,000 to 35,000 visitors each year. Admission for adults is \$3, groups and seniors get in for \$2.50, and ages 6-18 must pay \$1. There is no charge for children under 6. According to the people at this museum, admissions generate approximately \$100,000 in revenue per year.

The National Route 66 Museum in Elk City, Oklahoma, averages 14,000 to 18,000 visitors per year. The cost of admission at this facility, according to their printed brochure, is \$5 for adults and \$4 for students. Children under 6 years of age can get in free. According to the people at this museum, admissions generate approximately \$56,000 in revenues per year.

The museum in Clinton and the one in Elk City are both in towns that are located adjacent to Interstate 44. It is unknown how many of the visitors to either of those facilities are local and/or regional and how many are more national in nature as those statistics are not kept by either museum. Given their proximity to I-44 and the size of the communities in which they are located, however, one could arguably assume that the majority of the visitors to both museums are more national in nature and are comprised of people who are either Route 66 enthusiasts traveling the road or are people on vacation and who stop while traveling through the state.

The mathematical average attendance of the two Route 66 museums in Oklahoma is 25,000 visitors per year. It has been estimated that between 30,000 and 50,000 enthusiasts travel all or a portion of Route 66 each year. It is not unrealistic; therefore, to assume that of the 25,000 average visitors, as many as 15,000 (40%) could be non-Oklahomans.

If the assumption is made that a Route 66 attraction/tourist destination in Tulsa would draw the same average of 15,000 non-Oklahoma visitors per year, the revenue generated by this segment of the traveling public could conservatively be estimated at \$15,000 per year if the facility relied on donations up to double that amount if an admission price were charged each visitor.

With a population base of approximately 900,000 in Tulsa County and the counties contiguous to it, the region has the potential to draw a substantially larger number of local and regional visitors to a Route 66 attraction than does either Clinton or Elk City. If the assumption is made that two percent of the regional population would visit a Route 66 attraction each year in Tulsa, the facility could expect to attract an additional 18,000 to 20,000 people per year. The revenue generated by these local and regional visitors could conservatively be estimated at \$18,000 per year if the facility relied on donations up to double that amount if an admission price were charged each visitor.

### **Restaurant Revenues**

To determine the potential revenues from a restaurant on the third floor of the building, Dewberry met with a representative of Brinker International of Dallas, Texas. Brinker is the parent company of the national restaurant chains *Chili's Grill & Bar*, *On the Border*, *Macaroni Grill*, and *Maggiano's*.

After a presentation of the concept for the entire development, the Brinker representative suggested (1) that we reduce the size of the restaurant to 6,000 or 7,000 square feet; (2) that the lease require the restaurant to pay for its own utilities and insurance; and (3) that the restaurant pay for its share of the common maintenance costs. Only one of Brinker's restaurant concepts (Maggiano's) requires banquet facilities so they have no need for such facilities and suggested that consideration be given to their elimination.

Based on the concept presented for the Route 66 Xperience, the Brinker representative with whom we visited did not believe that a lease rate of \$15 a square foot would be unreasonable for a restaurant operating at this location.



The design team also met with a local restaurateur who operates a number of restaurants in the Tulsa area to get a second opinion on the opportunity for operating a restaurant at the proposed Route 66 Xperience. Unlike the representative of the national chain with whom we talked, this individual operates restaurants that are essentially one of a kind with unique menus.

This particular restaurateur confirmed that 6,000 square feet is the appropriate size for a restaurant and that a lease rate \$15 per square foot is not unreasonable. He also suggested that the multi-purpose feature room on the second floor could double as the banquet facility thereby eliminating the need for private dining on the third floor of the proposed Route 66 Xperience.

He also suggested that the lease between the city and the restaurant operator contain a provision that allows the city to receive a percentage of the gross sales (usually 2 to 5%) above some predetermined minimum threshold. That way, the city will participate in the success of the restaurant and/or the potential revenues from private dining opportunities.

Assuming a footprint of 6,000 square feet and a lease rate of \$15 per square foot, the annual revenues that could be anticipated from a restaurant operating in the proposed Route 66 Xperience will equal \$90,000. Assuming that a footprint of 2,000 square feet is needed for a juice and coffee bar/sandwich shop, then an additional \$30,000 could be anticipated in rent from such an establishment.

### **Gift Shop Revenues**

The gift shop at the Oklahoma Route 66 Museum contains approximately 1,000 square feet and sells anything on which you can print Route 66. All items reportedly sell well. According to the people who run this museum, gift shop sales generate approximately \$190,000 in revenues per year. This dollar figure translates to sales of approximately \$5.25 per visitor after deducting for sales tax. If one-half of that figure is profit, then the gift shop at this facility generates approximately \$88,000 per year toward the operation of the facility.

The gift shop at the National Route 66 Museum has annual sales of \$73,000. This dollar figure translates to sales of approximately \$4.25 per visitor after deducting for sales tax. If one-half of that figure is profit, then the gift shop at this facility generates approximately \$32,000 per year toward the operation of the facility.

If the assumption is made that between 30,000 and 35,000 people will annually visit a Route 66 attraction in Tulsa and that each one will spend an average of \$5.00 at the gift shop, then the revenues generated by the gift shop can be estimated to equal \$150,000 and \$165,000 per year. It can also be assumed that approximately one-half of that revenue would be profit.

### **Sponsorship of Exhibits**

One potential option for offsetting the cost of maintaining the exhibits that will be housed in the Route 66 Xperience is to offer corporations and individuals sponsorship opportunities. It would not be unreasonable for a corporation or individual to contribute \$5,000 to \$10,000 a year to the maintenance of an exhibit. In exchange, the individual or corporation would receive the good will, publicity, and tax write off associated with such a philanthropic gesture. Given that we anticipate that the Route 66 Xperience will contain 5 or 6 exhibits, it is not unreasonable to assume a potential revenue stream between \$25,000 and \$60,000 from sponsorships. For the purpose of this evaluation, a figure of \$30,000 will be used.



## SUMMARY

As noted above, the operating expenses that were identified for the proposed Route 66 Xperience include general maintenance, security, and maintenance of the exhibits. The revenue opportunities that have been identified include office rentals, donations/admissions, revenue from the restaurant and gift shop operations, and exhibit sponsorships. A summary of the revenues and expenses projected for the proposed Route 66 Xperience, based on the preceding discussion, are presented below.

### Revenues:

• Office Space Rental	\$ 36,000
• Admission Fees	66,000
• Restaurant Revenues	90,000
• Juice/Coffee Bar Revenues	30,000
• Gift Shop Revenues	75,000
• Exhibit Sponsorships	<u>30,000</u>
<b>TOTAL</b>	<b>\$ 327,000</b>

### Expenses:

• General Maintenance	\$ 180,000
• Security	51,660
• Exhibit Maintenance	<u>83,200</u>
<b>TOTAL</b>	<b>\$ 314,860</b>

Although the exact dollar figure of the revenue opportunities and expenses cannot be known until the programming of the facility has been completed and the operating agreements are in place, it would appear as if there is sufficient revenue generating potential to offset the anticipated operational costs of the proposed Route 66 Xperience.

## APPENDIX F OASIS PARK CONCEPTUAL DESIGN

The proposed Oasis Park is located in an area just west of Mingo Road extending from 11<sup>th</sup> Street to Admiral Place and would incorporate the existing drainage channel and trail system in this area. The park design would focus on the addition of under bridge access for the trail system, landscape enhancements, signage, lighting, Native American sculpture sites, and the addition of more pathways with additional water crossings. The addition of more trails will link this area to existing sites such as Ann Patton Commons, Boeing Park, Metcalfe Detention Pond, and Flanagan's Way. The park will make the most of underused resources in the area, including Mingo Creek and adjacent floodplain lands cleared to reduce flooding in the area, while still respecting the floodplain and its inherent lowland risks and rich natural resources.



*Oasis Park Conceptual Design*



## APPENDIX F MILL CREEK STATION CONCEPTUAL DESIGN

The city-owned property immediately west of Mill Creek on the south side of 11<sup>th</sup> Street is the former site of the Cook's Court Motel and is ideally situated for the development of a project related to Route 66. The project evaluated during the master planning process is depicted below and basically includes the development of a small park facility that incorporates the relocation of a restored, vintage service station on the site as well as a plaque or other similar item to commemorate the Cook's Court Motel. Both of these exhibits will be of interest to and will attract Route 66 enthusiasts.

While both exhibits are envisioned to be static in nature, it is anticipated that they will be developed in such a way as to provide an opportunity to educate visitors about Route 66 and the automobile culture that was spawned by the road after World War II. Other exhibits supporting the same theme can be added to the park as they are identified and developed in the future.

Because this project is essentially a park facility, it is recommended that its development be funded under a future sales tax extension or with proceeds from a future general obligation bond issue. The responsibility for ongoing maintenance and future development with the park should be made the responsibility of the Tulsa Parks Department.



Mill Creek Park

