

Item

Consider adoption of the **Plan 66** Executive Summary and Chapter 5, Recommendations, as an amendment to the Tulsa Comprehensive Plan.

Background

Over the past 15 years since the original Route 66 Enhancements and Promotion Master Plan of Development (2005) was released, several initiatives have been implemented, accounting for a list of successes. Last year, a Master Plan update was commissioned to the Tulsa Planning Office by the City of Tulsa and the Route 66 Commission to continue working and improving on previous recommendations.

The update, Plan 66, envisions the route as a place that will draw locals and visitors to celebrate its heritage significance. Tulsa's 2005 Route 66 Master Plan was based on an intensive program that pumped economic development through capital improvement investment. Plan 66 focuses on leveraging past project implementation to encourage private investment, preservation, promotion and celebration of the route, and to cater to a more diverse crowd. Under Plan 66's vision, Route 66 in Tulsa will continue to become an attractive destination; a source of employment that favors economic growth and opportunity creation; and a landmark for Tulsa.

Plan 66 focuses on 4 main goals: Preservation, Revitalization, Connection and Celebration. Staff researched case studies and past efforts along the Route; did data analysis and mapping to identify assets and compare before and after conditions during the past 15 years; compiled a list of projects implemented and their impact; conducted an outreach process that included a workshop meeting with a Steering Committee, one-on-one interviews with subject matter experts, a business and culture roundtable, launched a public survey that gathered over 1000 responses; and drafted final recommendations and a list of implementation resources.

Staff presented the draft plan to the Planning Commission at an October 21, 2020 Work Session. Staff has also worked with and provided periodic updates to the Route 66 Commission during the process. Plan 66 presented at the Route 66 Commission's November 10, 2020 meeting and received a recommendation of approval to carry forward through the Planning Commission and City Council process.

Comprehensive Plan Conformance

Plan 66 is in conformance with the following Priorities, Goals, and Actions of the Tulsa Comprehensive Plan:

Comprehensive Plan Priorities	Plan 66 Goals
LAND USE: For new and existing businesses and for residential neighborhoods, including mixed-use developments.	PRESERVATION and REVITALIZATION: Stabilize and adaptively reuse while investing in new construction for businesses and housing including mixed-use developments.
TRANSPORTATION: A wide variety multi-modal choices to reach destinations.	CONNECT: Multi-modal transportation along Rt 66 and via Route 66 and other Tulsa destinations.
ECONOMIC DEVELOPMENT: Expand opportunity and improve quality of life.	REVITALIZATION and CELEBRATE: Investment into commercial and residential property; create public spaces enjoyed by residents and tourists.
HOUSING: Provide a range of housing types and prices.	REVITALIZATION: Encourage private investment to also keep abutting neighborhoods affordable.
PARKS, TRAILS and OPEN SPACES: Accessible public spaces connected to residential neighborhoods.	CELEBRATE: Provide public open spaces along Route 66, which create outdoor opportunities for events and diversity of culture.

Staff Recommendation

Staff recommends that TMAPC adopt **Plan 66** Executive Summary and Chapter 5-Recommendations as an amendment to the Tulsa Comprehensive Plan.

Attachment:

Plan 66, Tulsa's Route 66 Master Plan



Tulsa's Route 66 Master Plan

11.3



DRAFT
November 12, 2020

Adoption Information

The Executive Summary and Chapter 5 – Recommendations will be considered for adoption by Tulsa Metropolitan Area Planning Commission and approval by Tulsa City Council.

Effective:

For questions, contact:

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Acknowledgments

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- Samiul Haque, Intern

Plan 66 Sponsors and Contributors

- Tally's Good Food Café
- Lobeck Taylor Family Foundation
- Tulsa Planning Office
- Route 66 Commission

Plan 66 Advisory Committee

- Ken Busby, Chair, Route 66 Commission and Chair, Route 66 Finance Committee
- Rhys Martin, Past Chair, Route 66 Commission, and President, Oklahoma State Route 66 Association
- Brandi Ball, Executive Director, Route 66 Main Street and Member, Route 66 Commission
- Walter Faber, Route 66 Property Owner and CFO, J.D. Young
- Jessica Jackson, Executive Director, Kendall Whittier Main Street and Member, Route 66 Commission
- Brian Kurtz, Executive Director, Downtown Coordinating Council
- Vanessa Masucci, Vice President of Sales, VisitTulsa
- Aaron Meeks, Route 66 business owner, and Chair, Route 66 Commission Economic Development Committee
- Spencer Mitchell, Mayor, Office of Economic Development
- Meredith Peebles, COO, Lobeck Taylor Family Foundation, representing Route 66 Business Owner
- Larry Wofford, Chair of Entrepreneurial Studies, University of Tulsa

Subject Matter Expert Interviewees

- Jesse Boudiette, President and Owner of Propeller Communications, Route 66 Business
- Amy Smith, Co-Owner of Soul City, Route 66 Business
- Amanda DeCort, Executive Director, Tulsa Foundation for Architecture
- Rhys Martin, Chair, Route 66 Commission
- Liann Alfaro, Marketing and Planning Director, Tulsa Transit
- Jane Ziegler, Bicycle and Pedestrian Coordinator, INCOG
- Aaron Meek, Owner & Operator, M Development, Route 66 Business



11.4



Round Table Diversity Discussion

- Tally and Angela Alame, Owners, Tally's Good Food Café
- Zechariah Harjo, Project Development Coordinator, Muscogee Creek Nation
- Mattie Bledsoe-Hayes, Owner, OK Style Bar-B-Que
- Darrell and Tamika Knox, Owner, Sweet Lisa's Restaurant
- Trent Morrow, Ziegler Art Supplies (Cherokee Nation Tribal member)
- Travis Owens, Director, Cultural Tourism & Community Relations, Cherokee Nation Business
- Geraldo Romero, Owner, Romero's Auto Center
- Esteban Torres, Owner, Key Plus Properties
- Francisco Trevino, Executive Director, Casa de la Cultura
- Sharla Walker, Owner, Evelyn's Restaurant
- Larry Wofford, Davis D. Bovaird Endowed Chair of Entrepreneurial Studies, University of Tulsa
- Ricco Wright, Owner, Black Wall Street Gallery

Route 66 Commission

- District 2 – Councilor Jeannie Cue
- District 3 – Councilor Christa Patrick
- District 4 – Councilor Kara J. McKee
- District 5 – Councilor Cass Fahler
- District 6 – Councilor Connie Dodson
- Ken Busby, Executive Director, Route 66 Alliance
- Amanda DeCort, Executive Director, Tulsa Foundation for Architecture
- Nick Doctor, Chief of Community Development and Policy, City of Tulsa
- Samantha Extance, Events Coordinator, Mother Road Market
- Christine Hamner, Executive Director, Route 66 Main Street
- Ray Hoyt, President, VisitTulsa
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- Kian Kamas, Chief of Economic Development, City of Tulsa
- Karen Keith, Tulsa County Commissioner, District 2
- Luisa Krug, Destination Districts Manager, Tulsa Planning Office
- Linda Fitzgerald, President, Route 66 Village
- Rhys Martin, President, Oklahoma Route 66 Association
- Julie Miner, Economic Development Planner, INCOG
- Susan Neal, Vice President for Public Affairs, University of Tulsa, and Executive Director of Gilcrease Museum
- Lisa Wakefield, Owner, Jenkins & Company

Goal Subject Matter Expert Interviews

Goal 1 – Preserve the Route

- Amanda DeCort, Executive Director, Tulsa Foundation for Architecture

Goal 2 – Revitalize the Route

- Aaron Meek, Owner, Group M Development

Goal 3 – Connect the Route

- Jane Ziegler, Bicycle-Pedestrian Coordinator, INCOG
- Liann Alfaro, Planning and Marketing Director, Tulsa Transit

Goal 4 – Celebrate the Route

- Jesse Boudiette, Owner, Propeller
- Amy Smith, Artist & Entrepreneur

Photography Credits

- Daniel Jeffries, Senior Planner, Tulsa Planning Office
- Dennis Whitaker, Planner, Tulsa Planning Office
- Jessica Jackson, Executive Director, Kendall Whittier Main Street
- Nathan Foster, Senior Planner, Tulsa Planning Office
- Rhys Martin, President, Oklahoma Route 66 Association
- Samantha Extance, Events Coordinator, Mother Road Market

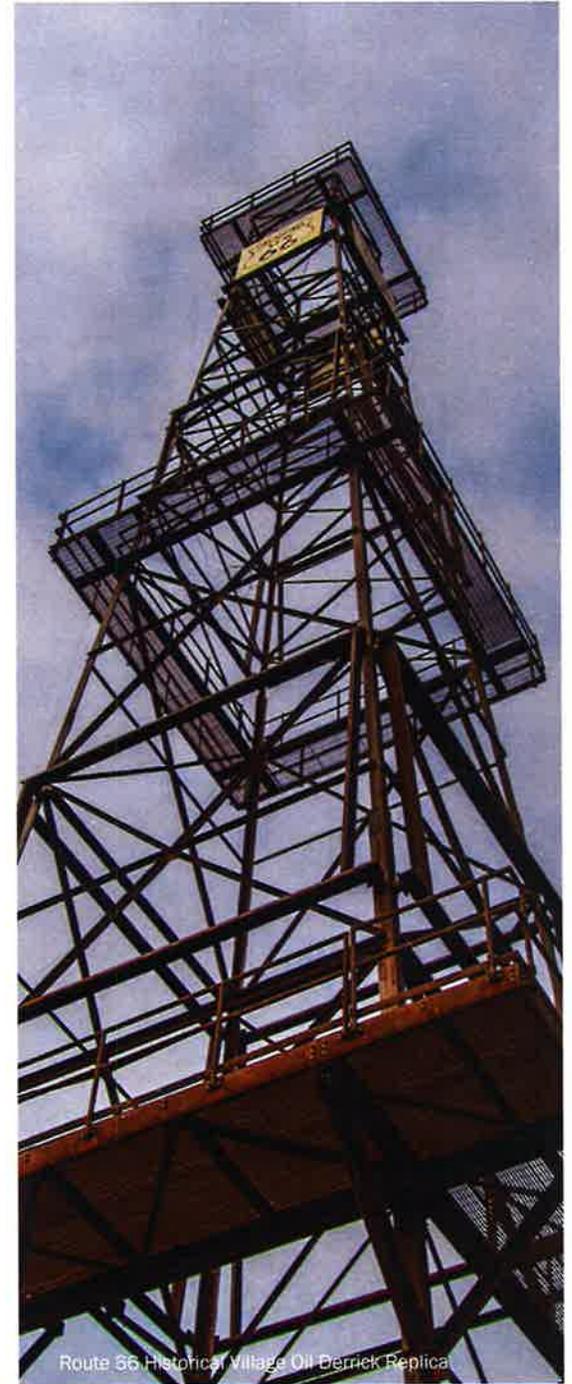


Route 66 Rising Sculpture at Admiral Place and Mingo Road

Executive Summary

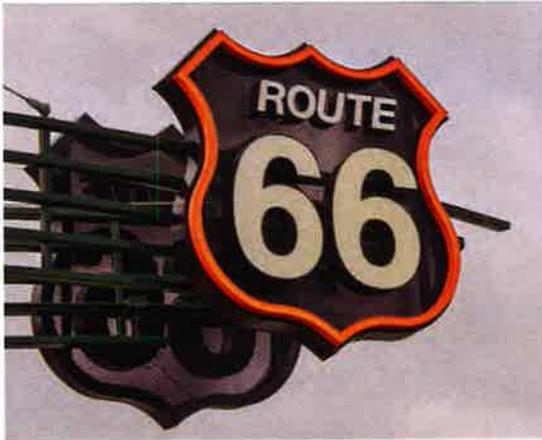


DRAFT
November 12, 2020



Route 66 Historical Village Oil Derrick Replica

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Route 66 Shield on the East Gateway

Introduction

The previous Route 66 Master Plan, completed in December 2005, viewed Route 66 as a corridor filled with opportunity. Route 66 has international appeal, as travelers from around the globe flock to the Route to experience a bit of American road trip magic, but the 2005 plan also identified a generational divide. Route 66 enthusiasts of the Baby Boomer and earlier generations share memories of the road and recognize its place in American heritage, but younger generations had no ties to it. During the 15 years since the original plan, several initiatives have been implemented. The Route has come back to life, and younger generations are fully participating in its revival.

Plan 66's vision of a redeveloped Route 66 honors the history of Tulsa and caters to both Tulsans and visitors. Providing for younger generations means combining past, present and future in the same place. A renewed Route 66 will offer a variety of experiences to people of different ages, cultures, and backgrounds, while sustaining what exists and encouraging economic development.

Plan 66 envisions the Route as a place that draws both locals and visitors. Today, Tulsa's 30 miles of Route 66 still provide a car-centric experience. Development patterns are shifting, and to continue its renaissance, the corridor needs to adapt to multiple scales, multi-modal transportation options, and pedestrian comforts. In addition, the corridor should be accessible to other parts of the city, connect landmarks and destinations, and provide guests with the chance to explore more of what Tulsa has to offer.

Route 66 is still largely untapped in Tulsa. Other cities in the country have taken advantage of it as an attraction; until relatively recently, Tulsa had not taken advantage of that opportunity. With proper guidance, Route 66 in Tulsa will continue to become an attractive destination for visitors and locals; a source of employment that favors economic growth and opportunity creation; and a thriving landmark.

Background

Voters' approval of the Vision 2025 funding package in 2003, and the creation of the Route 66 Master Plan in 2005, which directed those funds earmarked for projects along Route 66, indicated that local residents were ready to realize the Route's substantial, untapped potential by investing public dollars. Leaders believed public investment promoting thematic connectivity along Tulsa's alignments of Route 66 would attract the attention of entrepreneurs and private investment, leading to a substantial return on the public investment. A revitalized corridor would become a vibrant component of Tulsa's overall economy, preserve its rich heritage and elevate Tulsa's prominence as a destination for Route 66 tourism.

To accomplish the initial goal of heightening the recognition of Route 66, public investments were planned for the years 2005-2022, bringing capital projects across nearly 30 local miles of Route 66. To create a platform for the next phase of enhancements and development, broader recommendations for non-capital actions offered further support for the development and establishment of Route 66 as a vibrant commercial and residential corridor.

Leaders also believed that to support the Route long-term and encourage private investment, an authentic and visible recognition of the intrinsic value of Route 66's heritage was needed. As other commercial districts would become fully occupied, perhaps sustaining higher costs, entrepreneurs would seek the next area to invest or reinvest; Route 66 would be poised for that opportunity.

To support a broader partnership and framework for private investment, non-capital objectives were also developed. Conveying Route 66's living heritage and making it relevant to younger generations, the Master Plan directed future thinking toward partnerships, other funding mechanisms, an oversight commission or authority, and the use of local zoning provisions to facilitate each phase of Route 66's growth.

Tulsa's 2005 Route 66 Master Plan was based on an intensive program that pumped economic development investments through capital projects. Changes were made, and benefits were reaped. Nowadays, new demands have originated from the process and passing of time. A more diverse crowd must be catered and included in the evolution of the route.

The focus of Plan 66 will rely on celebrating past project implementation along the corridor, creating non-capital infrastructure to encourage private ventures, and supporting emerging businesses, attractions, and future capital investment

Community and entrepreneurs, we need you to partner and rise.

11.10

Vision 2025 capital projects are nearing full implementation, with many successes, including:

- Immediately in 2003, \$15,000,000 of Vision 2025 funds were dedicated to Route 66 revitalization for Master Plan Capital Projects, attracting a commitment from the National Route 66 Federation, which held its 2004 International Route 66 Festival in Tulsa.
- Local funds were combined with a grant of \$400,000 from the Oklahoma Centennial Commission to construct Avery Centennial Plaza, the Route 66 Skywalk, and the *East Meets West* sculpture. Local businesses readily incorporated the Route 66 Skywalk into television and print media advertisements; likewise, *East Meets West* became the icon of the first annual Route 66 Marathon and its finishers' medals.
- The Oklahoma Centennial Commission also provided a \$400,000 grant to the Red Fork Centennial Derrick at the Route 66 Historical Village. The Improve our Tulsa bond package designated an additional \$550,000 toward the development of the tourist center at the Village.
- Local funds were utilized as a 20% match to obtain a \$385,000 grant from the Oklahoma Scenic Byways Program to create the Cultural Crossroads streetscape project at 11th Street and Yale Avenue. This project includes bronze plaques telling the history of the surrounding neighborhood, elementary school and early commercial development. Seating areas with themed elements were added, a "Tulsa Route 66" town clock was installed, and concrete emblems representing the eight states of Route 66 were installed in the intersection crosswalks.
- The Vision Tulsa funding package provided \$3,000,000 for the development of a train depot at the Route 66 Historical Village, and an additional \$3,356,000 for beautification of the corridor. The additional funds may also be utilized for maintaining and marketing Vision 2025-funded capital projects.
- As theorized, four commercial districts along Route 66 have emerged, two of which are official Main Street programs. New entrepreneurs or existing businesses are reinvesting in buildings that were formerly underutilized or vacant, land uses are transitioning, and new construction has occurred. The recent opening and dedication of a privately-funded retail shop and kitschy space cowboy statue, Buck Atom, has seen visitors from around the globe, including tourists from Australia, Brazil, Canada, Croatia, Czech Republic, Germany, Hungary, England, France, Italy, New Zealand, Poland, Spain, and Switzerland.
- An Executive Order by Mayor Dewey Bartlett created a Route 66 Commission, and voters have approved additional capital and non-capital funding for the Commission to administer and for the further development of the Route 66 Historical Village, operated at no cost to the City of Tulsa by Route 66 Village, Inc.
- In addition, a zoning overlay was created along the alignments of Route 66. Approved by Mayor G.T. Bynum and the Tulsa City Council, the overlay district defined a corridor for which zoning provisions could be implemented, the first being a highly successful neon sign grant program, which has resulted in many new or restored neon signs lining the Route throughout Tulsa.



Buck Atom Cosmic Curious Sculpture on 11th Street

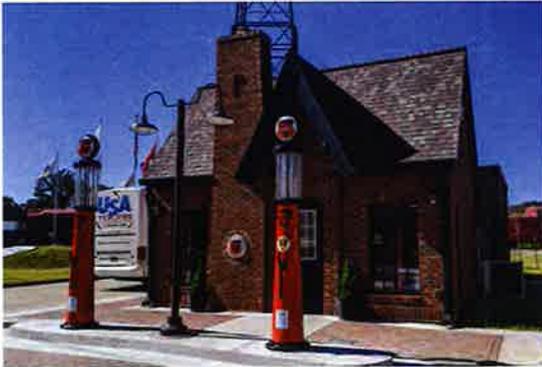


Route 66 Shield at the Route 66 Historical Village



East Meets West Sculpture at Avery Centennial Plaza

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The Welcome Center at the Route 66 Historical Village

Plan 66's Goals

Preserve the Route's historic significance and uniqueness through interventions that reflect its meaning, protect it, and make it timeless.

Revitalize the Route by transforming it into a world-class, multi-generational destination that offers a variety of opportunities for locals and visitors to explore and for local business to thrive.

Connect the Route by promoting multi-modal transportation alternatives and the implementation of infrastructure that accommodates all systems along the Route.

Celebrate the Route and position the corridor as a destination that draws diverse locals and visitors to celebrate its historic significance and enjoy a variety of experiences.

Public, private, and non-profit organizations are working together with strong support from local citizens and elected officials to create a unique identity for Tulsa's stretch of Route 66 that will serve residents, business owners, and tourists. Tulsa's Route 66 projects coincide with other revitalization efforts that are transforming Tulsa into a major destination city along the Route.

Previous funding has primarily been allocated toward capital projects. The 2005 Master Plan focused on preservation, enhancements, and promotion, and created non-capital goals. These have largely been realized, including the creation the Commission, a Tax Increment Finance (TIF) District, and a zoning overlay district.

With the capital goals of the Master Plan accomplished, and the supporting framework in place, private investment has flourished. Some of the goals in Plan 66 focus on practices that support further private investment and the creation of a defined, vibrant corridor that is enjoyed by locals and tourists as both a destination and a bridge to other surrounding Tulsa treasures.

Purpose Statement

Plan 66 aims to:

- Highlight the historic significance of Route 66 in Tulsa by identifying elements that contribute to its past, present, and future legacy.
- Acknowledge past successes from project implementation along the corridor, and promote future investment.
- Improve opportunities for visitors and Tulsa residents of all ages to explore along the Route.
- Develop strategies for supporting established businesses while encouraging further growth, and contribute to a diverse, sustainable economy.
- Support Route 66's potential to create a thriving tourism industry.
- Create recommendations for the built environment to assist with branding, marketing, mobility, public perception, preservation, and new conditions.

Vision

“Route 66 is an accessible, inclusive, and diverse symbol of opportunity rooted in and motivated by heritage for all Tulsans and visitors.”

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Chapter 1 Background

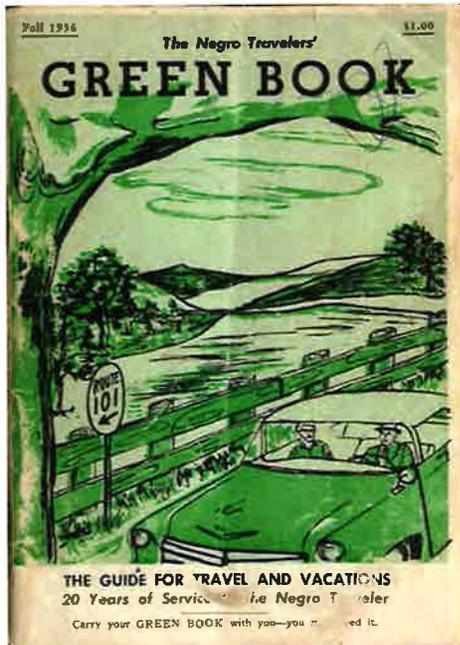
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Desert Hills Motel Sign



East Meets West Sculpture at Avery Centennial Plaza



The *Green Book* helped Black travelers move across the country safely by listing restaurants, filling stations, hotels, motels, recreation areas and more types of businesses that would serve black people. Its motto, "Carry your *Green Book* with you—you may need it" serves as a reminder of the racism and violence blacks still faced across the nation. For a map of locations featured in the *Green Book*, visit the National Parks Service website: ncptt.nps.gov/rt66/green-book/

Route 66 History

Beginning in Chicago and stretching more than 2,000 miles to Santa Monica, California, Route 66 travels through eight states and three time zones. The brainchild of Cyrus Avery, a Tulsan, the Route rose to significance during the Great Depression as a way west for Dust Bowl migrants determined to find a better life in California. By the end of World War II, the Route had become a major transportation corridor. The automobile culture of the 1950s and 1960s in the US transformed the Route into a vacation corridor filled with motels, diners, and unique attractions that catered to families traveling for leisure. This is the era for which the Route is most fondly remembered.

The Route was not a refuge for all people, however; it was often dangerous for Black Americans to traverse. Black people were excluded from most white-owned businesses, including restaurants, hotels, filling stations, and recreation areas, and faced humiliation and violence. In time, travel guides were developed to help black people move safely across the country. The most popular guide directing black travelers to businesses that were willing to serve them was the *Green Book*.

In 1956, upon adoption of the Federal Aid Highway Act and implementation of the Interstate Highway System, Route 66 began its descent as a federal highway. Route 66 was officially decommissioned as a federal highway in 1985, but had already gained an iconic status in popular culture through movies, television, and music. The popularity and attraction to Route 66 has been ongoing since.

Alignments

There are more than 400 miles of Route 66 in Oklahoma, and in recent years, the historic highway has emerged as one of the state's greatest assets. In Tulsa, there are 28 miles of the historic Route along two separate alignments, the most of any single city in Oklahoma.

From east to west, the Route enters the city limits of Tulsa on South 193rd East Avenue, and tracks

south to 11th Street. It follows 11th Street west through a sparsely-populated area of the city consisting primarily of agriculture and homes with a few remnants of the Route 66 heyday including the KVOO radio station and several motor courts. The Route continues west on 11th until eventually entering the more urbanized area of the city.

From 1926 to 1932, Admiral Place (then known as Federal Drive) from 193rd East Ave was not constructed west to Mingo Road; therefore, the alignment went south to East 11th Street and then north on Mingo Road to Admiral Place. The intersection of Admiral and Mingo became a primary destination along the route and was highlighted by the presence of the traffic circle and the Cyrus Avery motor court. The Route continued west along Admiral Place until reaching Lewis Avenue near the Kendall-Whittier neighborhood. Upon reaching Lewis, some experts and locals believe the Route jogged south to Admiral Boulevard and continued into downtown.

After passing through downtown, the Route heads out on Southwest Boulevard until reaching the city limits at South 37th West Avenue.

Properties along the Route in Tulsa consist of a diverse set of uses, architecture, and landmarks that provide a major opportunity for visitors and locals alike. The many evolutions of Route 66 can be witnessed on the different alignments.

It has been said that Tulsa is the place where east meets west. Travelers making the trip from Chicago to Santa Monica, or vice versa, will witness the landscape of the country begin to physically change as they make their way through Tulsa and northeast Oklahoma.

Today, there are millions of Route 66 enthusiasts and clubs worldwide. People travel from near and far to experience the nostalgic feelings the Route provides. Route 66 communities are working harder than ever to revitalize and reinvent their portion of the historic road. As the heart of the Route, Tulsa has more opportunity than most to become a major destination city along Route 66.

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Tulsa's Previous Route 66 Master Plan (2005)

Beginning in 2002, local stakeholders had a vision to revitalize Route 66 in Tulsa and create a world-class tourist destination. The stakeholders developed a set of objectives and priorities that were pitched to local officials as part of the lead-up to Vision 2025 allocations.

In 2003, voters in the City of Tulsa approved the "Route 66 Enhancements and Promotion Project" as one of thirty-two projects included in the Vision 2025 package. The project sought to bring more attention to Route 66 as an asset for the City, and allocated funding for enhancements to better highlight the Route and educate the public about its significance. After funds were allocated, a master planning effort was undertaken in order to identify the priority projects and areas on which the funds were to be spent.

The Route 66 Master Plan, adopted in 2005, identified a list of priority projects to be implemented in three phases. The plan's recommendations ranged from physical projects along the Route such as streetscaping, public art, and gateways, to more administrative initiatives including the establishment of a Route 66 Commission and new marketing and engagement efforts. The strategies and actions in the plan were developed through market research and a range of engagement exercises that included design professionals, Route 66 experts, local officials, and the public.

The great successes achieved by the initial plan are indicative of the overwhelming support for Route 66 in Tulsa. Now, 15 years later, the goal is to build on those successes and continue to enhance Route 66 for visitors and locals through Plan 66.

Other Studies and Plans

In addition to the Route 66 Master Plan, there have been several other related studies and efforts undertaken in the past 15 years. These efforts were conducted not only by local officials, but also by university students, local design professionals, and partner municipalities.

Oklahoma Travel Impacts 2010-2016 (2017)

Oklahoma Department of Tourism and Recreation

A comprehensive analysis of tourism and travel in Oklahoma from 2010 to 2016 presents a stable state tourism industry capable of generating roughly \$410 for each Oklahoma household. State-level outcomes from tourism include:

- Total Direct Travel spending of \$8.5 billion annually
- \$6.5 billion in non-transportation visitor spending, an average annual increase of 3.5%
- Total visitor spending steadily increased on average 2.4% per year
- Local and state tax revenues of \$627 million: \$259 million local (an increase of 5.1%), and \$368 million state (an increase of 4.3%)
- Direct travel-generated employment of 100,000, with an average annual increase of 2.5%

As part of the second largest metropolitan area in the state, Tulsa County experiences a significant share of visitors and tourism revenue generated by a variety of destinations and attractions.

The tourism market in Tulsa County is strong, showing steady growth and a \$1.34 billion industry.

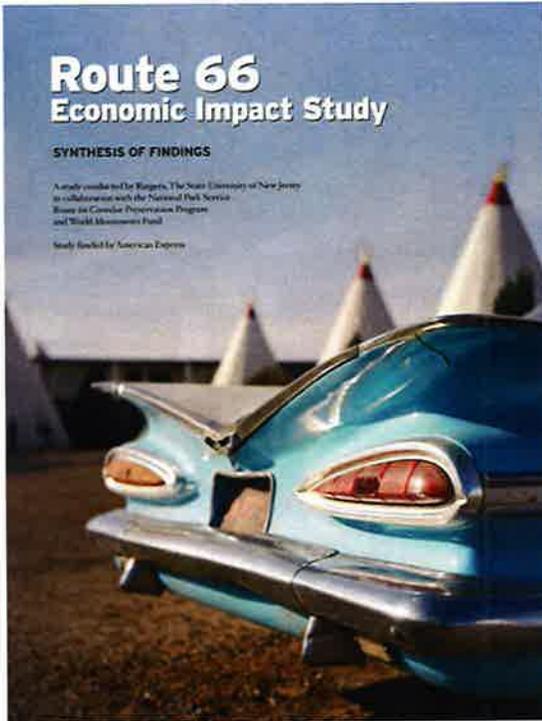
- \$43.4 million in local tax revenue in the county
- \$305 million in direct employment earnings gained across 12,806 jobs primarily in the accommodations, food services, and entertainment sectors
- 8.4 million overnight visitors

In recent years, the exact alignment of the historic Route just east of downtown has been disputed. Historic maps on file with the National Park Service indicate the Route followed Second Street between downtown and Lewis Avenue. Comparing the development patterns of the two routes indicates that Admiral Boulevard, with commercial development and service stations, would make more sense than the Second Street alignment. Though that street is very wide, it is largely populated with detached homes.



Cyrus Avery Memorial Bridge

11.15



Route 66 Economic Impact Study

Route 66 Economic Impact Study (2011)

Rutgers, the State University of New Jersey, in collaboration with the National Park Service, the Route 66 Corridor Preservation Program, and World Monument Fund. Funded by American Express.

While sometimes difficult to discern, the economic effects of Route 66 tourism and development create rippling effects for communities located along the Route. The Mother Road's economic benefits are long rooted in the hospitality, entertainment, and transportation-related services. As the road ages and preservation efforts strengthen, the Route's credibility as a historical landmark and attraction have grown.

When pinpointing economic effects of Route 66, tiers of effects are measured at the local, state, and national levels. Although difficult to dissect measures that have a multiplier effect on several areas from the role as a corridor and thoroughfare, local effects should be analyzed and include qualitative measures like heritage, identity, arts, and culture.

According to the latest analysis on the Route's economic effects, annual direct economic activity generated along the entirety of the Route was \$132 million in 2011. The study also quantified "multiplier benefits" from the Route and found economic ripple effects totaling \$262 million. This activity is considered responsible for net gains of employment of 2,401 jobs, and roughly \$37 million in public tax revenue. The analysis also found the Route's economic benefits can stretch further when coupled with other preservation or reinvestment efforts, including the Main Street Program and the National Scenic Byways Program; both can concentrate investment effects for local areas.

Route 66: A String of Pearls (2015)

University of Oklahoma College of Architecture; student-led collaborative project.

The Route 66: A String of Pearls project was launched by the University of Oklahoma Urban Design Studio to discover ways for changing the negative perceptions of 11th Street (Route 66) through interventions in the built environment. Visualizing Route 66 as a destination for tourism, the project aimed to create a connected, accessible environment where people engage in commerce and community activities.

The segment from Peoria Avenue to Yale Avenue was identified as the University Segment in the Route 66 Master Plan. Students selected this area to recommend projects or redevelopment concepts.

This project used several instruments for collection and analysis of data, including community engagement, research, and creative approaches. A student design competition focused on the desires of the community. Seven teams developed a proposal for arterial intersections along the corridor, including Peoria, Utica, Lewis, Delaware, Harvard, Pittsburgh and Yale Avenues. The resulting designs were showcased in a public event that attracted a broad audience.

Students also created a set of street design tools through a Complete Streets Workshop. The workshop was assisted by renowned urban planner Gil Peñalosa.

Final conclusions found that Route 66 is an untapped resource for generating revenue, tourism, and recognition for Tulsa. Route 66 tourism is an opportunity to make Tulsa a must-see destination on Route 66. The designs that were produced by the University of Oklahoma are proof of what Route 66 in Tulsa could become, and what it could accomplish toward these goals.



Route 66 String of Pearls for Tulsa outreach event at the Lobeck Taylor Family Foundation

11.14



The Route 66 Experience (2003-2011)

Vision 2025

The idea for the Route 66 Experience, a future tourist destination, came out of the 2005 plan process. The attraction seeks to provide a themed opportunity for tourism, dining, retail, and office space grounded in the Route's historical identity.

The Route 66 Experience project seeks to deliver a curated attraction designed to be enjoyed for longer durations of time than existing interpretative and information-based Route attractions. The Experience's location in Tulsa reinforces the second largest tourism market in the state, as a destination benefiting from numerous nearby attractions including an aquarium, zoo, theaters, and six major art museums.

Beyond operating as a destination for visitors, the Experience's location in Tulsa will benefit local residents and the area's economy. Its mixed-use nature of combining hospitality, retail, and office space will allow the project to provide desirable services and destinations for tourists and locals alike.

A feasibility study conducted in 2011 by ConsultEcon and PSA-Dewberry for the City of Tulsa estimated annual attendance could be 28,000-54,000 with a mid-range estimate of 41,000. Primary income sources for the attraction include ticket sales, facility rentals, retail, and lease revenues.

Case Study

City of Albuquerque Route 66 Action Plan (2014)

City of Albuquerque, New Mexico

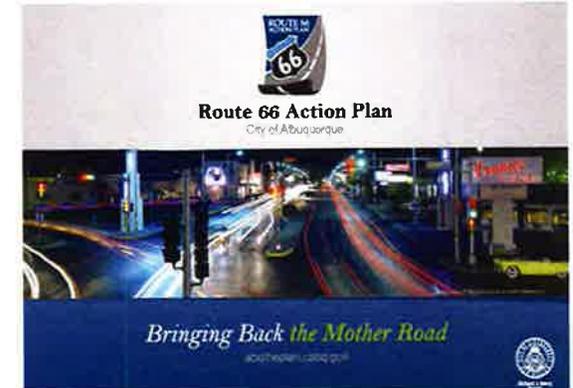
Albuquerque's Action Plan for the original urbanized alignment, Central Avenue, creates strategies to improve, enhance, and celebrate that segment of Route 66. The Plan's intent is to inform and to direct City efforts that affect Central Avenue, and provide guidance to other local plans.

The Action Plan outlines goals, policies and actions to be taken throughout the corridor and at specific nodes for pedestrian-oriented projects, urban enhancements, and catalytic redevelopment projects. For implementation purposes, the Plan focuses actions within ten established neighborhood districts to foster nodes of activity along the Central Avenue corridor.

The plan is divided into four main sections, comprising:

- An introduction, with overview, background, strategy summary, and planning process,
- Goals and policies, outlined under five main areas, including historical legacy, infrastructure and transportation, public spaces, economic investment, promotion, and tourism,
- Implementation, which focuses on corridor-wide efforts, and special projects for activity nodes and centers.
- Funding opportunities, including prioritization and partnerships.

Albuquerque's planning process, reaching more than 3,000 people, resulted in the ranking of actions, activities and projects, and strategies to maximize city resources. Flexibility was also built in to allow for actions and projects to be implemented as funds and opportunities become available.



Albuquerque Route 66 Action Plan

The Albuquerque Action Plan identified both, corridor-wide efforts and special projects:

- Corridor-wide efforts include preservation, façade and streetscape projects, public safety, enhanced transportation, public art, and elements that attract businesses, marketing, and business incentives. Efforts are part of a long-term investment strategy to be implemented with other projects and efforts identified by City departments.
- Special projects proposed along 10 identified activity nodes on Route 66 are vital for creating an experience through the development of pedestrian plazas with Route 66 features, micro visitor centers, event venues, museums, lodging, and public events and activities. Some specialized projects are identified in the existing Sector Development and Metropolitan Redevelopment Plans, and some are new projects intended to enhance the Route 66 experience.

A third component developed as part of the Plan is the Route 66 Amenity Kit and Streetscape Guidelines. These tools were developed to respond to the unique conditions of each neighborhood and district along Route 66.

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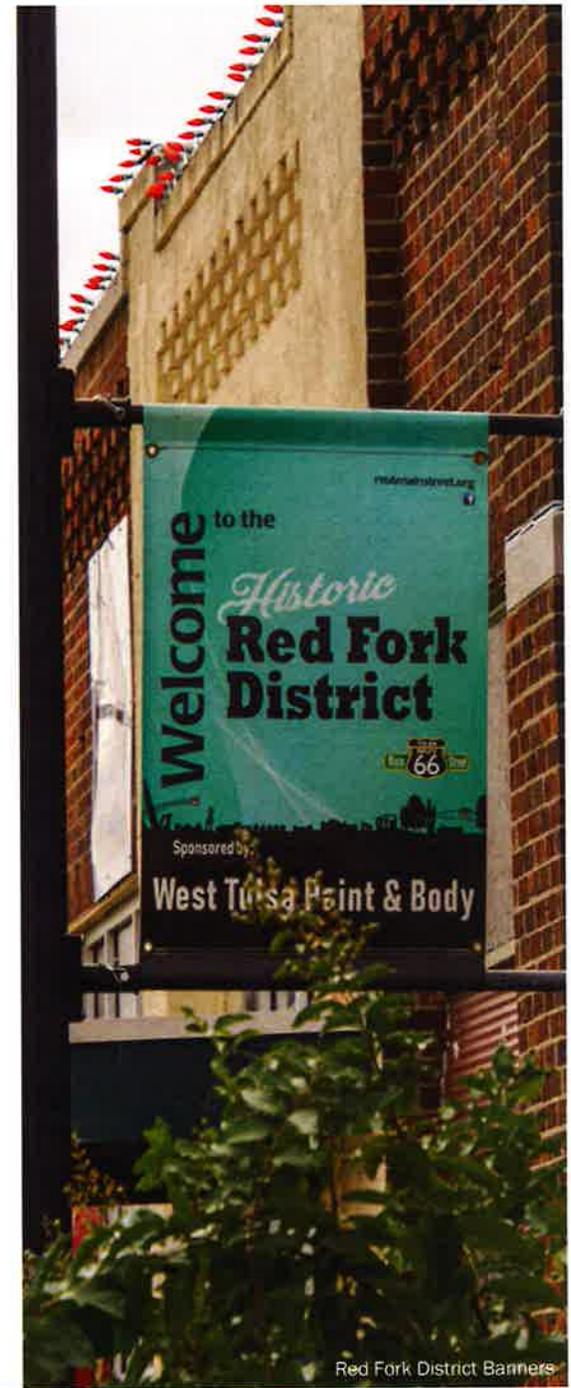
West Gateway on Southwest Boulevard

6117

Chapter 02 Existing Conditions



DRAFT
November 12, 2020





The Evolution of Route 66

The current state of the Mother Road in Tulsa reflects that of an ever-changing nation. Since 2005, when the previous Tulsa Route 66 Master Plan was adopted, there have been noticeable demographic and economic changes along the Route. The makeup of the population has changed, and jobs and businesses have increased.

Over the past 15 years, certain sections of the Route have come to life, reflecting public and private investment, which in turn has spurred more interest and investment. These include the Red Fork and Crystal City area; the Meadow Gold District, which covers Peoria Avenue to Utica Avenue, with development extending all the way east to Yale Avenue; Kendall-Whittier; and Route 66 Main Street (Southwest Boulevard).

The Route has also benefited from the growth happening downtown, particularly in the Blue Dome District and the East Village.

The very nature of the street itself is also undergoing change, with bike lanes being installed and the number of driving lanes being reduced. Soon, there will be a new Bus Rapid Transit (BRT) system traversing a section of the route.

Certain segments of the Route have momentum and the future looks bright; however, not all segments of the Route have witnessed significant change since 2005. This is particularly true for the undeveloped rural stretches in East Tulsa, as well as certain sections of 11th Street, Admiral Boulevard, and Southwest Boulevard that have been relatively stable but without significant private investment. Businesses in these areas would likely benefit from capitalizing on the Route 66 brand as well as from programs and incentives that are available. Awareness of these programs is key.

This chapter includes findings related to the current state of the route in Tulsa. Topics related to demographics, economic development, cultural and recreational amenities, connectivity, land use, revitalization opportunities, as well as notable findings, are highlighted to give a better picture of the Route 66 of today.

Revitalization Opportunities

Since 2005, much of Route 66 has benefited from various initiatives, programs, and resources to help spur revitalization. One such resource is the Route 66 zoning overlay, which provides for unique opportunities specific to the corridor. The first application of the overlay was a signage allowance that enables property owners along the Route to have signs larger than normally allowed if they include a certain amount of neon in the design. The overlay boundary, which extends 300 feet from the street in either direction, including an additional 300 feet at intersections, covers the entire Route, with the exception of the segments within downtown.

In addition to zoning opportunities, the City provides a grant program for property owners to help offset the cost of any new neon signs. The neon sign grant provides a 50% match up to \$10,000 if at least 25% of the sign's area is external neon or LED tubing. Preference is given to signs where the business name is outlined.

Another resource available for the area near 11th Street and Lewis Avenue is the 11th and Lewis Corridor Project Plan and supporting Tax Increment Financing (TIF) districts. The project plan area extends along 11th Street from the east leg of the Inner Dispersal Loop (IDL) to Evanston Avenue, and along Lewis Avenue from Archer Street to 16th Street. The two TIF districts are located at the intersection of 11th Street and Lewis Avenue. Incremental tax revenues generated within the two increment districts are used to pay the public cost of projects within the project plan area.

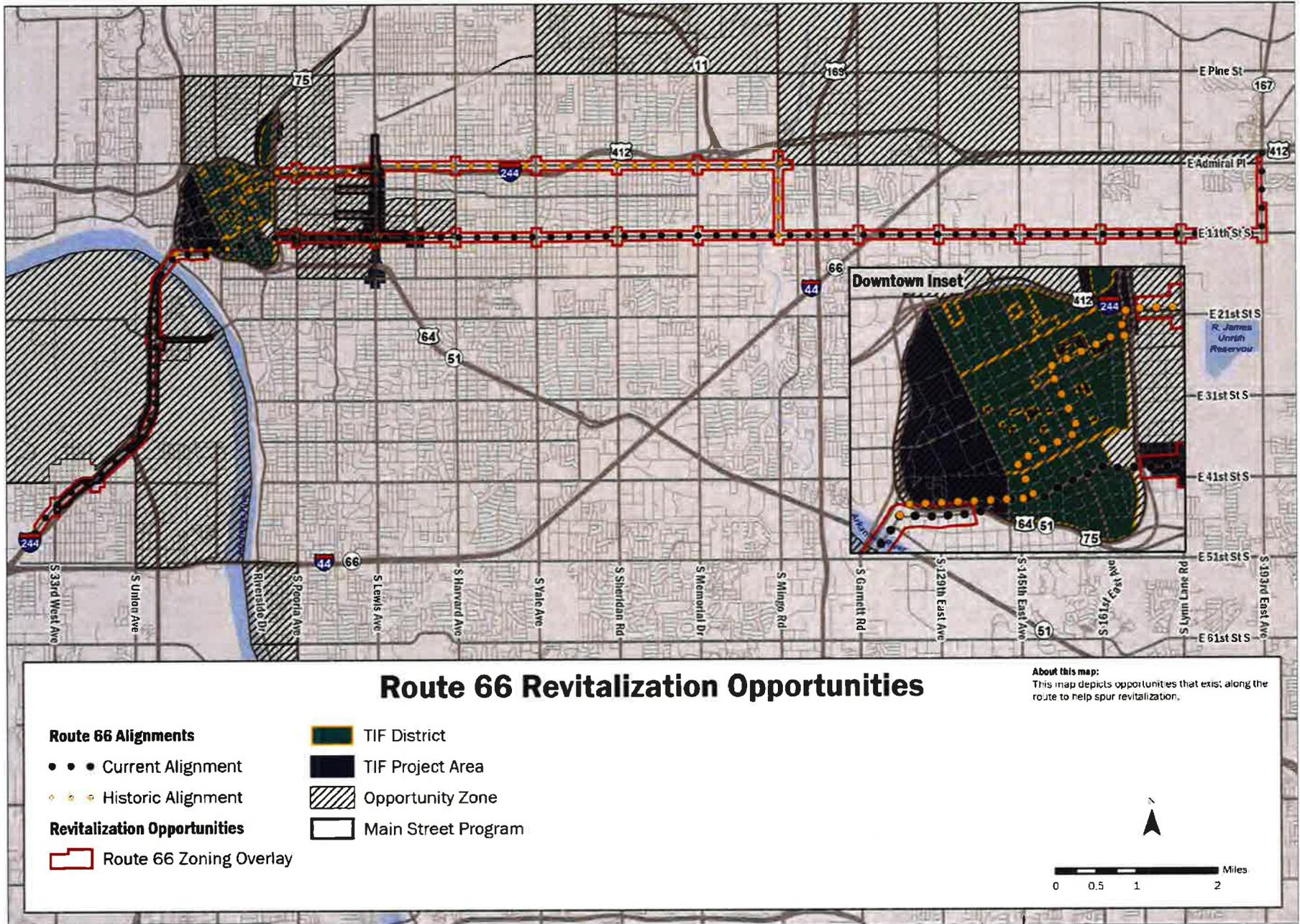
Portions of the Route that are within downtown also stand to benefit from TIF districts. The entirety of downtown is within the Downtown Project Area that is supported by the numerous TIFs that are located downtown. The Route runs through or adjacent to the Cathedral District TIF, the East End TIF, the Performing Arts Center TIF, and the Santa Fe Square TIF.

An additional new economic development tool, Opportunity Zones, could also benefit certain sections of the Route. Nineteen opportunity zones have been designated within the City of Tulsa, seven of which are adjacent to or have the Route running through them. Opportunity Zones are census tracts containing economically distressed communities, and certain tax incentives are available to developers who invest new capital within these designated zones. These incentives could spur rehabilitation and economic development in these areas.

There are also historic preservation programs geared toward preserving historic assets. The State Historic Preservation Office (SHPO) can identify buildings or districts likely to be eligible for the National Register of Historic Places. Current state and federal tax laws provide incentives for the rehabilitation of historic and older buildings, offering combined tax credits of up to 40% for commercial properties.

Certain segments of the route also benefit from being designated Main Street programs. Southwest Boulevard from the Arkansas River to 33rd West Avenue is within the Route 66 Main Street Program, and the area around Whittier Square at Admiral Boulevard and Lewis Avenue is within the Kendall Whittier Main Street Program. Tulsa's Main Street model includes a direct annual subsidy, allowing program efforts to be more focused on building partnerships, leveraging resources, and fundraising for economic development purposes.

11.20



Map 1 – Route 66 Revitalization Opportunities

11.21

Table 1 – Demographics

Demographics

The information contained in Table 1 includes the area within a half mile of Route 66's current alignment in Tulsa.

		2005	2019	Change
 Demographics	Population	62,015	61,714	-301 (0.04%)
	Male	50%	51%	+1 pt
	Female	50%	49%	-1 pt
	Median Age	32.6	32.6	—
 Race & Ethnicity	White	67%	59%	-8 pt
	Hispanic/Latinx	15%	23%	+8 pt
	Other / Two or more	16%	21%	+5 pt
	Black	9%	10%	+1 pt
	American Indian	7%	8%	+1 pt
	Asian, Hawaiian, or Pacific Islander	1%	2%	+1 pt
 Households	Total Households	26,195	27,172	+977 (3.7%)
	People per Household	2.30	2.27	-0.03
	Married	43%	38%	-5 pt
	Never Married	33%	39%	+6 pt
	Divorced or Widowed	24%	23%	-1 pt
	Median Household Income	\$30,157	\$35,861	+\$5,704 (19%)
	Automobiles			
	Zero Vehicles	11%	12%	+1 pt
	One Vehicle	45%	44%	-1 pt
Two or more Vehicles	44%	44%	-1 pt	
 Workforce	Age 16+ in Labor Force	65%	63%	-2 pt
	Employed	91%	94%	+3 pt
	Per Capita Income	\$17,546	\$22,292	+\$4,746 (27%)
	Blue Collar	46%	49%	+3 pt
	White Collar	54%	51%	-3 pt
 Housing	Units	30,361	31,046	+685 (2.3%)
	Occupied	89%	88%	-1 pt
	Owner-Occupied	47%	45%	-2 pt
	Renter-Occupied	53%	55%	+2 pt
	Vacant	11%	12%	+1 pt
 Education (Ages 25+)	High School Diploma	32%	31%	-1 pt
	Some College	24%	23%	-1 pt
	Associate Degree	6%	8%	+2 pt
	Bachelor Degree	12%	13%	+1 pt
	Graduate Degree	5%	6%	+1 pt

Key Facts

- While the population within a half mile of the Route has remained steady at around 62,000 over the past 15 years, the makeup of that population has changed: it has become more diverse.
- The share of white residents has declined while minorities have increased. In particular, the number of Hispanic/Latinx residents has increased the most, growing by 8 percentage points.
- Household occupancy rates have also seen a change, with more people renting now than in the past.
- Median household income and per capita income have also increased, likely reflecting, in part at least, the increase in educational attainment.

11.22



Economic Development

Table 2 — Economic Development

Within 330 feet of Route 66

		2005	2019	Change
 Dining	Total Restaurants	72	97	+25 (34.7%)
	Fast Food	25	28	+3 (12%)
	Full Service	47	69	+22 (46.8%)
 Lodging	Hotels	13	17	+4 (30.8%)
 Businesses	Total Businesses	1,240	1,528	+288 (23.2%)
	Retailers	260	296	+36 (13.8%)
	Used Car Dealers	68	81	+13 (19.1%)
	Auto Repair	80	51	-29 (36.3%)
	Auto Parts / Accessories	24	28	+4 (16.7%)
	Convenience Store / Gasoline	30	28	-2 (6.7%)
 Employment	Total Jobs	59,205	64,030	+4,825 (8.1%)
	By Age			
	29 or younger	11,729	12,283	+554 (4.7%)
	30 - 54	37,612	36,311	-1,301 (3.5%)
	55 or older	9,864	15,436	+5,572 (56.5%)
	By Monthly Earnings			
	\$1,250 or less	9,514	8,010	-1,504 (15.8%)
	\$1,251 - \$3,333	26,542	21,271	-5,271 (19.9%)
\$3,334 or more	23,149	34,749	+11,600 (50.1%)	

Table 3 — Top Industry Sectors

		2005	2019	
1)	Manufacturing	11.3%	Healthcare & Social Assistance	11.9%
2)	Professional, Scientific, & Technical Services	10.4%	Manufacturing	10.2%
3)	Healthcare & Social Assistance	10.3%	Professional, Scientific, & Technical Services	8.5%
4)	Finance & Insurance	7.9%	Administration & Support, Waste Management & Remediation	7.9%
5)	Public Administration	7.1%	Accommodation & Food Services	6.5%

Key Facts

- While the population along the Route has remained steady, there has been an 8% increase in jobs.
- Half of the jobs along the Route are located in downtown. Other concentrations of jobs include West 23rd Street to the west of Southwest Blvd/US Highway 75; Hillcrest Hospital; the University of Tulsa; and beginning in 2009, the Hard Rock Hotel and Casino.
- There has been a shift in the major employment sectors since 2005, with the share of jobs in healthcare and social assistance moving from third to first place, edging out manufacturing.
- The number of business establishments adjacent to the Route has also increased, from around 1,200 to more than 1,500.
- Of note, there has been a 35% increase in the number of restaurants along the Route since 2005, many of which are locally owned.
- There has also been an increase in hotels along the Route, from 13 to 17.
- The Route's car culture has not changed. Automotive and related businesses are still prevalent, including automobile parts and accessory stores, used car lots, and gasoline/convenience stores.

11.23



Route 66 by the Meadow Gold Sign



An AERO Bus



Bike Lanes and Sidewalk Ramps on Route 66

Connectivity

Portions of the Route have been included in transportation plans since 2005, including the *Fast Forward Regional Transit System Plan*, adopted in 2011; the *GO Plan – Tulsa’s Regional Bicycle and Pedestrian Master Plan*, adopted in 2015; and *Connected 2045*, the long range transportation plan for the Tulsa area, adopted in 2017. These plans call for various non-automobile modes of transportation along the Route, as well as street widening for certain sections.

Recent transit planning efforts have targeted a segment of 11th Street for a new bus rapid transit (BRT) route. More than half of Route 66 in Tulsa is currently served by Tulsa Transit, with a bus running along Southwest Boulevard from downtown to Union Avenue, a bus running along 11th Street from downtown to 129th East Avenue, and a bus running along Admiral Place from Pittsburgh Avenue to Mingo Road.

In terms of non-motorized transportation options, the *GO Plan* calls for on-street bicycle infrastructure, such as bike lanes and sharrows, for Southwest Boulevard and 11th Street. Sharrows are painted arrows that indicate bikes and automobiles may share the same lane.

Recent street projects on 11th Street have resulted in road diets and bike lanes being installed between Utica Avenue and Sheridan Road and between 89th East Avenue and Mingo Road, with more to come soon. These and future road diets and bike lane installations can slow down traffic, making it safer and more comfortable to walk along, while boosting sales at adjacent businesses. The section of 11th Street from Utica Avenue to Lewis Avenue, for example, has been reconfigured to two driving lanes, a center turn lane, and two bike lanes with a painted buffer separating the driving lane from the bike lane. Much of the urbanized portions of 11th Street and Southwest Boulevard will likely witness similar treatments in the future.

The *GO Plan* also addresses the pedestrian realm along Route 66. The plan identified gaps in the sidewalk network, where there are no sidewalks present on either side of an arterial street. Most of the urbanized extents of the Route have sidewalks, except for roughly 6 miles that were identified as having sidewalk gaps. Since the adoption of the plan in 2015, the City has constructed nearly 2 miles of new sidewalks. The rural sections of the Route were also identified as having sidewalk gaps and will likely remain so until they are developed.

In January 2020, the City of Tulsa adopted an ordinance creating a fee-in-lieu program for sidewalks in areas that meet certain requirements. This allows property owners in areas designated “non-critical” to pay a fee instead of constructing a sidewalk on their property. The money collected is then focused on sidewalk construction in areas deemed “critical”, such as areas with high pedestrian foot traffic, and areas around schools. This also addresses the concern of building sidewalks that do not connect to a larger sidewalk network nearby and that are unlikely to connect to one in the foreseeable future.

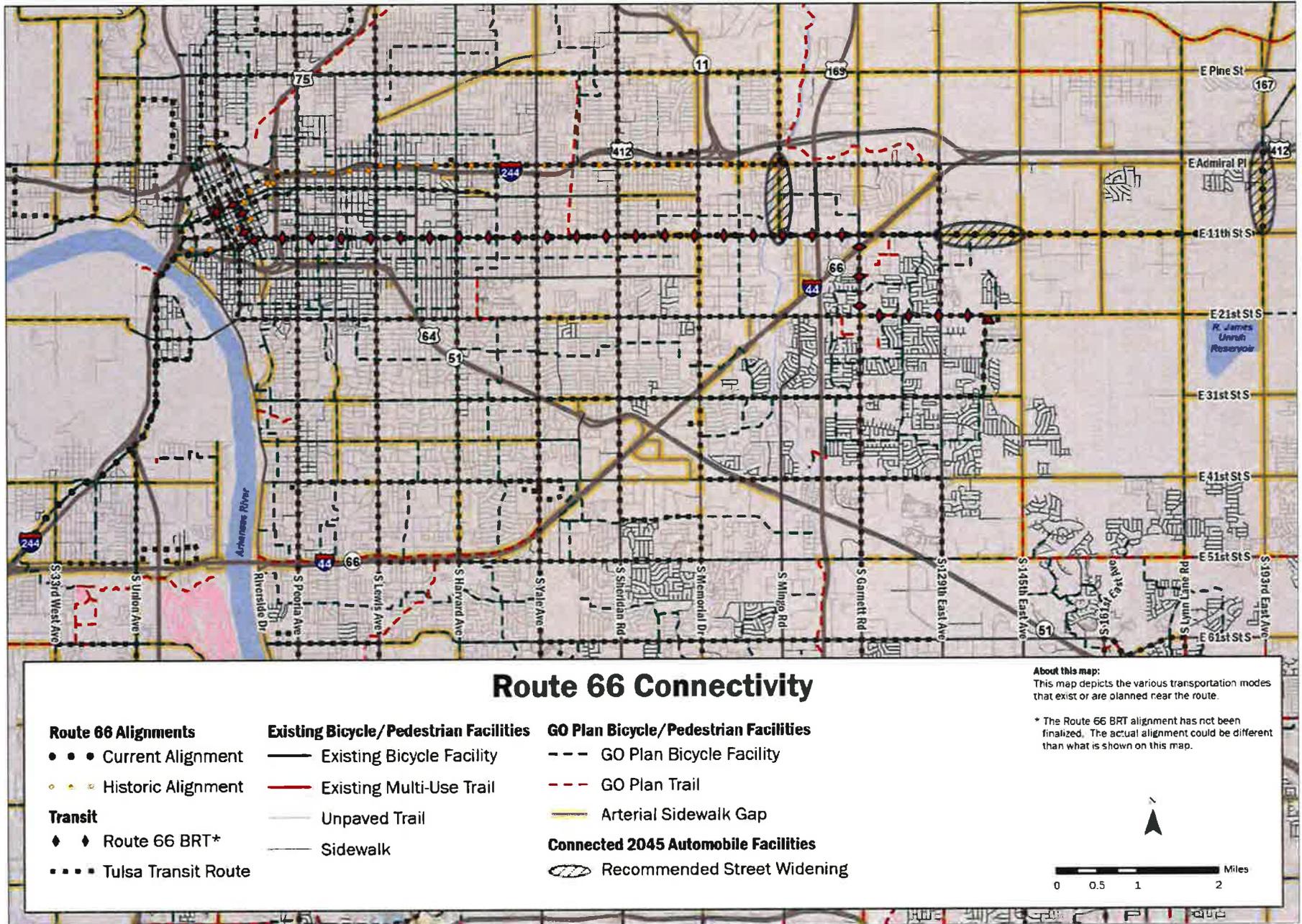
Connected 2045 recommends three miles of the Route be widened from two lanes to four lanes by 2045:

- Mingo Rd between Admiral Pl and 11th St
- 11th St from 129th E Ave to 145th E Ave
- 193rd E Ave from Admiral Pl to 11th St

The plan recommends maintaining the current number of lanes for the rest of the Route. Additionally, the plan calls for widening certain streets that interest the Route, namely West 41st Street, which intersects Southwest Boulevard in Red Fork; S 145th East Avenue; and S 193rd East Avenue, both of which intersect 11th Street.

No additional highway access points are recommended in *Connected 2045*.

11.24



Route 66 Connectivity

Route 66 Alignments

- ● ● Current Alignment
- ○ ○ Historic Alignment

Transit

- ◆ ◆ Route 66 BRT*
- ■ ■ Tulsa Transit Route

Existing Bicycle/Pedestrian Facilities

- Existing Bicycle Facility
- Existing Multi-Use Trail
- Unpaved Trail
- Sidewalk

GO Plan Bicycle/Pedestrian Facilities

- - - GO Plan Bicycle Facility
- - - GO Plan Trail
- Arterial Sidewalk Gap

Connected 2045 Automobile Facilities

- ◉ Recommended Street Widening

About this map:
This map depicts the various transportation modes that exist or are planned near the route.

* The Route 66 BRT alignment has not been finalized. The actual alignment could be different than what is shown on this map.



Map 2 – Route 66 Connectivity Map

11.25

Culture and Recreation

Table 4 – Culture and Recreation

Facilities within one half mile of the Route		2005	2019	Change
<p>Parks</p>	Total Parks	38	43	+5 (13.2%)
	Park Land Area (Acres)	463	472	+9 (1.9%)
	Recreation Centers	4	4	—
<p>Venues</p>	Total Venues	19	37	+ 18 (95%)
	Event Centers	6	19	+13 (217%)
	Sporting Venues	3	5	+2 (66.7%)
	Live Performance Venues	4	5	+1 (25%)
	Movie Theaters	2	2	—
	Screens	4	6	+2 (50%)
<p>Museums</p>	Museums	0	4	+4



John Hope Franklin Reconciliation Park



TU's Skelly Field at H.A. Chapman Stadium along Route 66 has drawn crowds since it opened in 1930



Route 66 Historical Village, Train Depot Under Construction

Construction

Since 2005, the Route has seen many construction and remodeling projects. Within 330 feet of the Route, 265 commercial/industrial properties have been built or remodeled.

In addition to the commercial construction activity, 415 residential properties have been built or remodeled within a half mile of the Route.

Within 330 feet of the Route, approximately 150 properties remain vacant, which represent 130 acres of opportunity.

Key Facts

- The cultural and recreational offerings near the Route have flourished over the past 15 years. Four new museums have opened and five new parks have been developed, adding nine acres of parkland within a half-mile of the Route.
- Two new major event/sporting venues have opened: the BOK Center and ONEOK Field.
- New art galleries and landmarks have emerged, adding to the already-rich offerings of Route 66 in Tulsa.
- Four new museums have opened since 2005, including the Woodie Guthrie Center, Henry Zarrow Center for Art & Education, Route 66 Village, and the Outsiders House Museum.

11-20



Route 66 Projects

Vision 2025 sales tax program allocated \$15,000,000 to Route 66 projects in 2005. The program included 22 project proposals, and 20 of those projects have been completed.



Four Artworks

- Howard Park
- Sue Bland
- East Meets West
- Route 66 Rising at Avery Traffic Circle



Four Landmark Destinations

- East Gateway
- West Gateway
- Avery Park Southwest
- Avery Centennial Plaza & Skywalk



Three Preservation Projects

- Meadow Gold Sign
- Historic Bridge
- Avery grandchildren raw film
- Other projects in concept development



Two Property Acquisitions & Construction Projects

- Route 66 Village
- Future site of Route 66 Experience



Five Streetscape Projects

- Southwest Boulevard, Red Fork
- 11th St & Yale Ave
- 11th St, 89th E Ave to Garnett
- Southwest Boulevard, Arkansas River to West 23rd Street
- Planters



Two Signage Projects

- Nationally recognized brown Route 66 markers and overhead traffic signal mast arm signage
- Informational road signs

Budget

Remaining Balance

Preservation	\$515,000
Programs under concept, zoning, legal review and development	
Operating Reserve	\$46,000
Contingency for remaining projects	
Project Reserve	\$2,500,000
For public projects for the Route 66 Experience	
Balance	\$3,061,000



Route 66 Signage and Circle Cinema in Kendall-Whittier



Route 66 Historical Village Sign



Route 66 Skywalk Pedestrian Bridge

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Notable Findings

Research and public outreach performed underscore several qualities, issues and assets of Route 66 in Tulsa.

- **Route 66 as a national destination continues to attract visitors from all over the world.**

Tourists enjoy the experience of driving along the Route. The addition of attractions and businesses has recorded visitors from across the nation and many countries; however, more attractions and businesses are desired to both increase the number of visitors and to offer experiences for overnight stays.

- **Four commercial districts along Route 66 have emerged.**

These include the Red Fork/Crystal City District; the Meadow Gold District, which covers Peoria Avenue to Utica Avenue, with development extending all the way east to Yale Avenue; and two districts which are home to official Main Street programs: Kendall-Whittier, and Route 66 Main Street (Southwest Boulevard).

- **Route 66 passes through four additional districts in the Downtown Tulsa area.**

These include Blue Dome, Cathedral, East Village and Deco Districts.

- **Despite the presence of unique districts along the corridor, most of them don't capitalize on or promote being located along Route 66.**

- **Close to \$23 million has been invested in capital project along Route 66 since the adoption of the 2005 Route 66 Master Plan.**

- **Several underutilized and vacant properties are present, posing an opportunity for retrofitting and redevelopment.**

- **Automotive and car related businesses are still predominant along the route.**

From car lots and repair shops, to gasoline/service stations and used car lots, Route 66 concentrates several car-centric businesses that echo the Route's historic focus; however, a few of these are slowly being converted to other uses, including restaurants, retail, shops and even housing.

- **A total of 30 hotels and motels are located within 600 feet of the corridor.**

A few of these sites are considered historic Route 66 structures, including the Campbell Hotel, built in 1927, and the Desert Hills Motel, built in 1953.

- **The corridor's configuration is mainly car-oriented.**

The development pattern along parts of the Route is suburban in nature, with changing characteristics between arterial intersections, ranging from a mix of on-street businesses, warehouses and automotive venues, to strip malls, fast food joints, hospitals, industry and a University. Commercial and industrial uses are predominant. Though older segments are more oriented toward pedestrians in an older Main Street style with buildings abutting sidewalks, more pedestrian-oriented areas are needed.

- **Route 66 is getting a Bus Rapid Transit Route.**

The new Route 66 Bus Rapid Transit (BRT) route will run from East Tulsa to Downtown along a portion of E. 11th Street, intersecting with the existing BRT route along Peoria Avenue.

- **Catalyst projects from private investment have been implemented.**

Examples include the Mother Road Market by the Lobeck Taylor Family Foundation; Tally's multiple businesses at the intersection of 11th Street and Yale Avenue; and Buck Atom's Cosmic Curios on 66, which includes the new iconic 21-foot-tall sculpture of Buck Atom, a Route 66-themed space cowboy, among others.

- **There is a need to acknowledge past successes from project implementation along the corridor to promote investment.**

- **At least five successful local businesses have relocated to Route 66 or have opened second locations,** including Joseph Geirek Art Gallery, Jenkins and Company Home Furnishings, Burnett's Flowers, and Flo's Burger Diner.

- **The corridor offers immediate access to Tulsa's regional bicycle and pedestrian network,** including the River Parks Trails. A cycle track, bike lanes, and a signed route are also planned to fully cover the Route.

- **The Eugene Field neighborhood on Route 66 in west Tulsa received a \$30 million revitalization grant from the U.S. Department of Housing and Urban Development.**

- **Programs and incentives have been designated and implemented along Route 66,** including Tax Increment Financing (TIF), Opportunity Zones, historic preservation programs, a neon sign grant program, and surrounding Historic Preservation Districts.

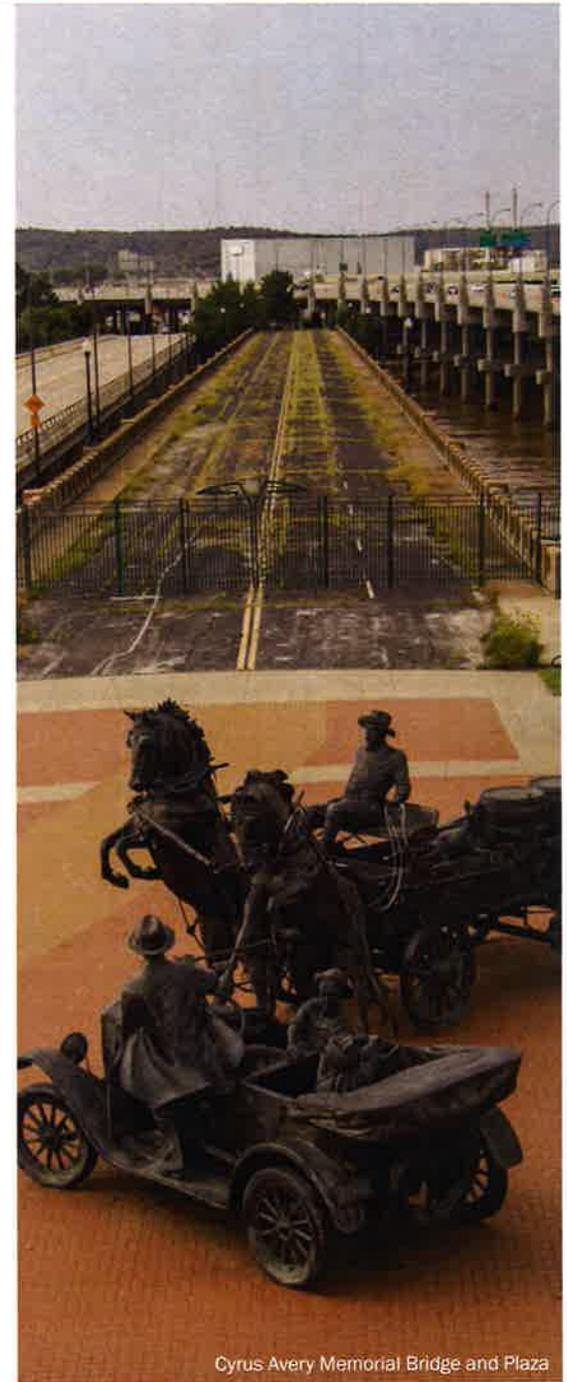
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Chapter 03 Successes

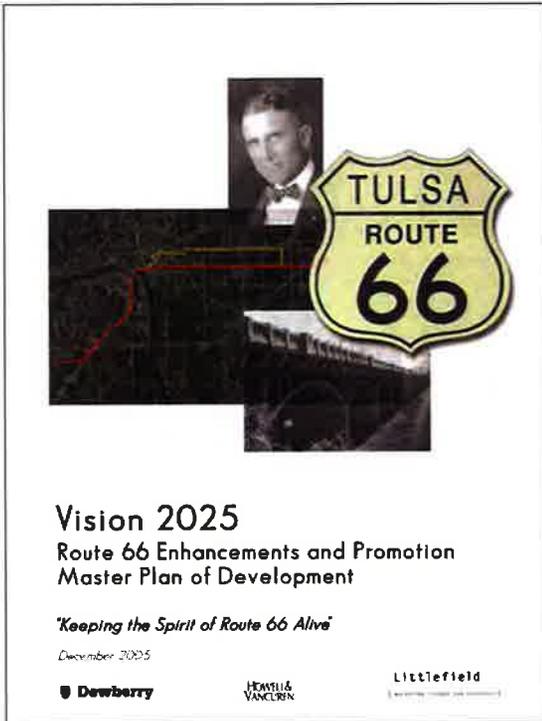


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November 12, 2020



Cyrus Avery Memorial Bridge and Plaza



The previous Route 66 Master Plan

The Route 66 Enhancements and Promotion Master Plan of Development (2005)

In 2003, a county-wide sales tax initiative, Vision 2025, was approved by voters to fund capital projects and support economic development. Believing that Tulsa's alignment of Route 66 was an untapped resource, a grassroots effort of business and non-profit organization leaders partnered with the City of Tulsa's planning staff to quantify the potential return on investment from tourism if Route 66 was revitalized.

To direct the new funding toward preservation and revitalization efforts, the mayor's office created a Design Recommendation Committee. The Committee included business owners, leaders of non-profit organizations, citizens, and three elected members of the City Council. The Committee also featured a professional consulting team of engineers, architects, historians and landscape architects. City engineering and planning staff coordinated the team's efforts.

The Committee's efforts resulted in the Route 66 Enhancements and Promotion Master Plan of Development, which included a marketing strategy, and a project implementation plan list of capital projects and non-capital recommendations for near term and long-range implementation.

The entire budget of \$15 million was allocated in the project list. The Vision 2025 Oversight Committee, the Board of Tulsa County Commissioners, and the Tulsa Mayor approved the Master Plan, including the project implementation plan in December 2005.

Goals and Objectives

Achieving the overarching goals to preserve and promote the historic highway within the Tulsa city limits began with market research to guide the master planning outcomes. Identifying and understanding the marketing components to enhance preservation and revitalization efforts were essential tasks for directing public resources.

The allocation of resources was informed by how Tulsa was perceived by a variety of audiences, including regional residents, emerging demographics, and heritage tourists. A premise to the marketing efforts was that Route 66 is a living, vibrant road, not just a snapshot in time. Designing for its relevance to current and emerging demographics was a critical component for preservation and economic development.

Feedback was obtained through three methods:

- Interviews with nationally-known Route 66 enthusiasts were insightful for understanding historical assets and for knowing the current audience that was being reached.
- Site visits to two cities revealed best practices from metropolitan areas that do well in tourism: Cincinnati, Ohio, which has a river incorporated into its tourism efforts, and Albuquerque, New Mexico, a destination city with an emphasis on Route 66 tourism.
- Interviews with prospective tourists from Tulsa, Oklahoma City, Fort Smith, Wichita, Dallas and St. Louis provided direct input about Route 66 tourism and perceptions of Tulsa.

One guiding strategy from the market research stressed the importance of implementing capital projects designed to reflect the Route 66 Era, a time period that spans from the beginnings of the Mother Road's construction in the 1920s, to the boom of the automobile in the 1950s and 1960s, but with an influence of progress that would appeal to both the Baby Boomers and subsequent generations.

A little piece of History

A PowerPoint presentation for the Vision 2025 Oversight Committee highlighted the opportunity to both preserve and bring economic revitalization to Tulsa's historic highway.

At the end of the presentation, 1950's-style car hops on roller skates came into the meeting room holding serving trays with chocolate malts for each of the committee members. A line item for \$15,000,000 was included in the ballot and voters passed the initiative!

11.30

A successful example of this is the Route 66 Skywalk and Avery Centennial Plaza. Post-Baby Boomer generations have incorporated the Skywalk into jogging routines, oftentimes stopping to enjoy the views. Bicyclists stop on the Plaza to enjoy *East Meets West* and read the commemorative plaques. In addition, younger generations have adapted the European tradition of “love locks” fastened to the Skywalk’s mesh accessory. In addition, many businesses have included the Skywalk in their advertisements.

Project Evaluation Criteria

To allocate the \$15,000,000 of Vision 2025 funds, the following criteria were utilized for all the ideas that were considered:

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

Outcomes would include stabilizing historic assets, implementing capital projects to support private investment and economic development, and elevating Tulsa’s stature before the national and international tourism industry as a destination for heritage tourism.

Twenty-two capital projects were identified, and for which resources were allocated.

- Twenty of the capital projects are specifically identified on page 9-2 of the Master Plan.
- Two capital projects began before the formal conclusion of the Master Plan process, and are included in project list, as line item #23 for Encumbered/Spent.

Non-capital recommendations were identified to further facilitate preservation and economic development, and to assure sustainability of the efforts undertaken.

Non-capital resources viewed as complementary to the goals and objectives of preservation and economic development were addressed, and included identifying other funds, a recommendation to consider zoning code changes, and creating a Route 66 commission or authority to oversee the long-range development and sustainability of these efforts.



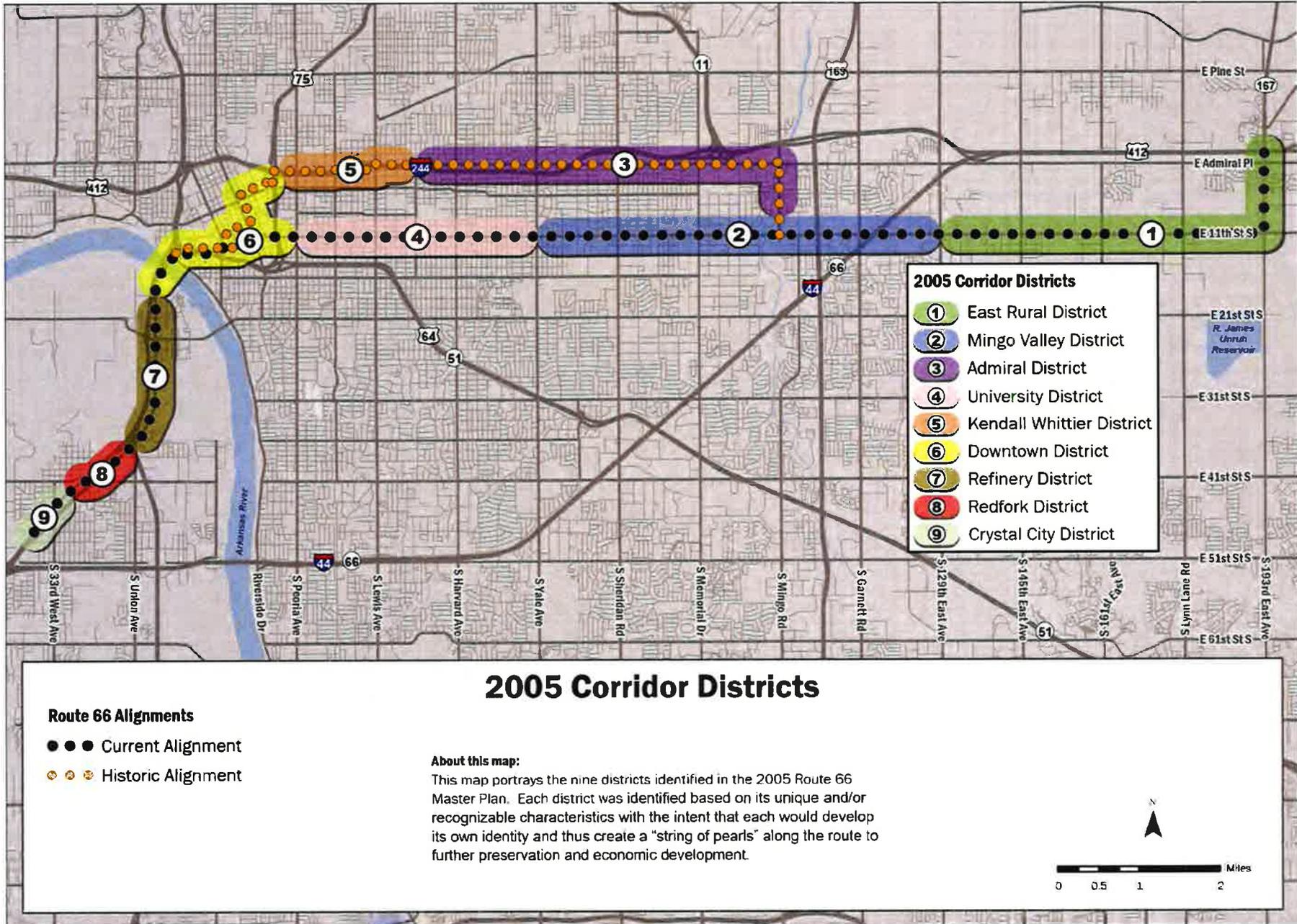
Cyrus Avery Memorial Bridge Gate

Public Outreach Process

To facilitate the development of the Master Plan’s implementation project list in an open format, members of the Route 66 Design Recommendation Committee communicated routinely with their constituents. Two public meetings were held to present the project list, one in East Tulsa and one in West Tulsa, where community members were able to view and discuss each concept.

The meetings resulted in area residents accepting the project list and concept illustrations with one remark: revise the designs of the East and West Gateways to mirror Tulsa’s past Art Deco architecture. That preference was carried out by morphing the design with Zig Zag and Streamline influences of Art Deco architecture and adding thematic Route 66 lighted shields.

11.31



Map 3 – 2005 Corridor Districts

11.33



Corridor Districts (2005)

A concept to identify unique or recognizable segments of the Route 66 corridor was achieved through dividing segments of the Route into nine districts. The opportunity for each district to develop its identity and create a “string of pearls” along Route 66 alignments furthers the goals of preservation and economic development.

- 1. East Rural District.** Entering Tulsa from the east, the landscape is much as it was during the early years of Route 66. Agricultural land uses are intact, and a few remaining original representations of pre-World War II tourist cabin architecture provide a realistic perspective of the transition from rural to urban development.
- 2. Mingo Valley District.** Tourists will see first-hand how Tulsa’s built environment expanded and changed land uses as development transitioned during the middle-to-latter half of the previous century. Modern commercial building practices emerged along the highway’s landscape, especially as construction materials, design and zoning code requirements were updated, shifting the building distance from the highway.
- 3. The Admiral District.** Celebrating the original 1926-1932 alignment, this district includes examples of Plains Commercial architecture and the former site of Cyrus Avery’s tourist court. The alignment journeyed westward to Kendall-Whittier and connected into downtown. Along the way, businesses opened and served residents and tourists. This segment includes the tribal boundary lines between the Cherokee and the Muscogee (Creek) Nations. Tulsa’s revitalization of Route 66 inspired artist Eric F. Garcia’s iconic 90’ by 30’ sculpture *Route 66 Rising*, installed in 2019 on the former site of Avery’s tourist court at the intersection of Admiral Place and Mingo Road.

- 4. University District.** In 1907, the University of Tulsa moved to Sixth and Delaware, and quickly expanded to 11th Street, which later became Route 66. William Skelly, an early oil industry leader, provided much of the funding for the university’s football stadium built along 11th Street in 1930. Renovations have occurred over the years, and the stadium still generates a thriving crowd of football fans. The stadium, renovated and renamed in 2007, is an architectural asset and icon along 11th Street.
- 5. Kendall Whittier District.** With blocks of significant 1920s and 1930s architecture, Tulsa’s first suburban commercial area is also home to Tulsa’s longest-operating cinema. The Kendall Whittier Historic District is becoming a haven for startups, restaurants, art studios, and a community of ethnic, cultural, and generational diversity. The District is listed on the National Register of Historic Places and is a recognized Oklahoma Department of Commerce Main Street.
- 6. Downtown District.** The alignment of Route 66 through downtown Tulsa is a journey into the Art Deco architectural style popular when Tulsa became known as “The Oil Capital of the World”. Once hosting presidents and corporate leaders, the central business district was an oasis of culture in the emerging Southwest. Now downtown’s historic districts along Route 66 are finding relevance in fulfilling the needs of Tulsa’s current demographics, which focus on urban experiences that include art, shops, food, loft living, work, sports, and entertainment.
- 7. Refinery District.** Oil refining continues to be important to Tulsa. Through a series of acquisitions, Tulsa’s original refineries are now owned by one corporation providing capital investments, jobs, and philanthropic donations to the efforts of local non-profits.

- 8. Red Fork District.** Seizing upon the remaining architecture of an early oil boom community, the district’s desire for economic development and architectural preservation still prevails. This area was a catalyst for Route 66 to become a recognized Oklahoma Department of Commerce Main Street from the west bank of the Arkansas River to the Crystal City Shopping Center. Red Fork continues to attract entrepreneurs for food, business and art.
- 9. Crystal City.** Originally the site of an amusement park and dance hall with unique architectural features, Crystal City also housed one of the largest wooden roller coasters of its time. Suffering the effects of changing demographics and then a devastating fire, the site was later reinvented into a mid-century shopping center, and is again transforming into a revitalized commercial center.

Vision 2025 Project Highlights



Cyrus Avery Centennial Plaza



Conceptual Renderings - Route 66 Experience



Avery Plaza Southwest Neon Sign Park

1. Cyrus Avery Centennial Plaza

Location: 1250 Southwest Boulevard, on the east bank of the Arkansas River

Description: The Plaza, flanked by the flags of the eight states of Route 66, hosts the *East Meets West* bronze sculpture; the Route 66 Skywalk pedestrian bridge offers a panoramic view of the sculpture, the downtown skyline, the Cyrus Avery Route 66 Memorial Bridge, the Arkansas River, and a century-old oil refinery that helped make Tulsa the one-time Oil Capital of the World. Tourists may enjoy walking, jogging or biking the River Parks trails along the Arkansas River.

Status: Complete

Outcome: Historic and commemorative features provide an opportunity for heritage tourism and recreation for tourists, guests of downtown convention events, business travelers, residents, and visitors to downtown food, art, and entertainment districts.

Partners or Involved Parties in Implementation:

Oklahoma Centennial Commission; Vision 2025 funds were enhanced by a \$400,000 grant.

2. Route 66 Experience (Future Project)

Location: A two-acre site on the hilltop located at 1249 S. Riverside Drive

Description: The concept for a Route 66 interpretive center includes both static and interactive displays, thematic commercial amenities for tourists, and indoor-outdoor programmable space. The site was acquired for its location on Route 66, proximity to downtown, views of the historic bridge and Arkansas River, and centrality to the east and west flow of motoring tourists.

Status: Concept development and additional fundraising are ongoing.

Outcome: The Route 66 Experience will help establish Tulsa as a Route 66 destination city and become a launching point from which many of Tulsa's Route 66 attractions may be enjoyed.

Partners or Involved Parties in Implementation:

To be determined

3. Avery Plaza Southwest

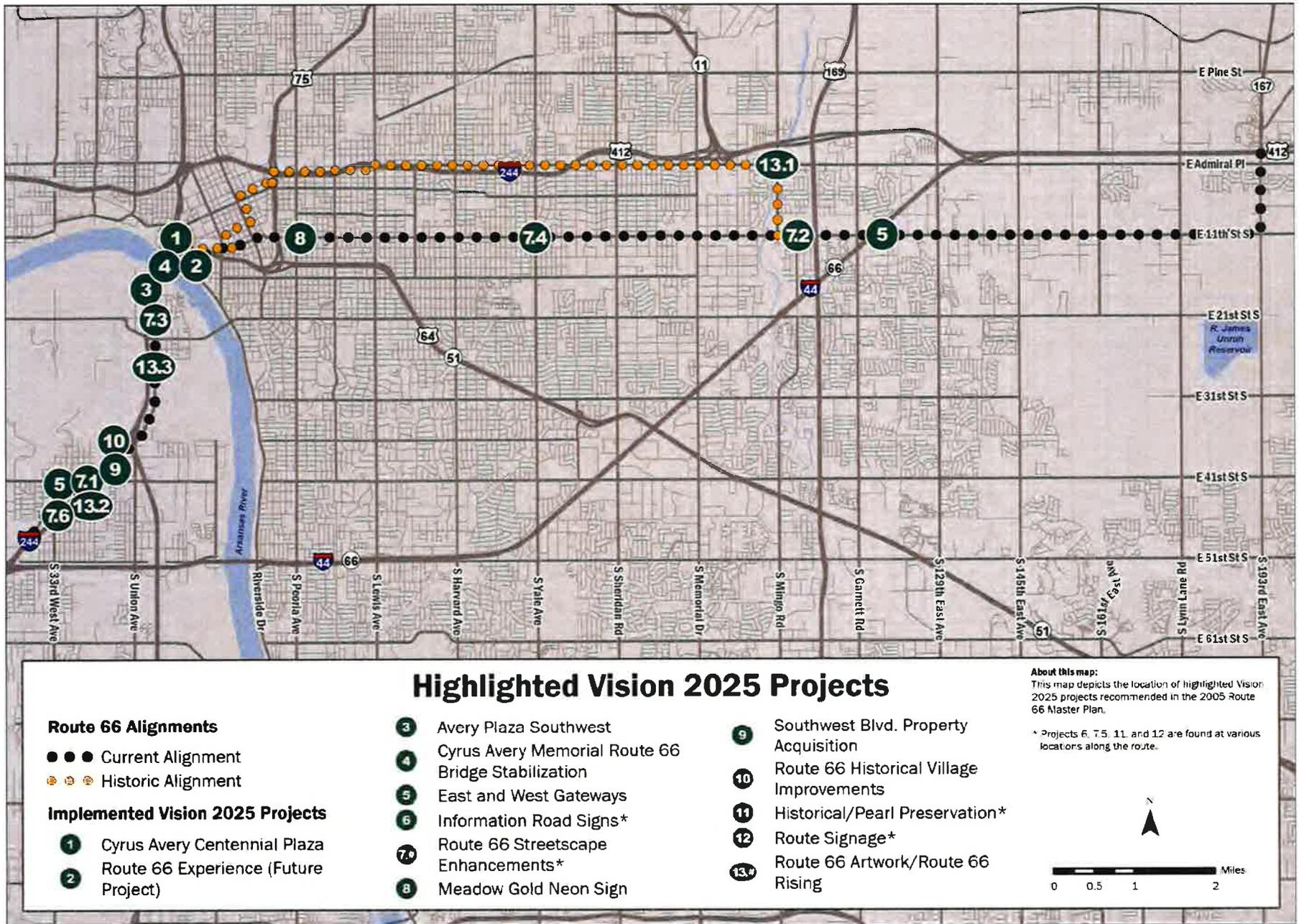
Location: West approach to Cyrus Avery Route 66 Memorial Bridge

Description: The Avery Southwest Plaza is a neon sign park that includes replicas of three neon signs that commemorate the defining decades of Route 66 motor courts: The Oil Capital Motel, the Tulsa Auto Court and the Will Rogers Motel. Each sign is twenty-one feet tall, lighted with neon and sited within specially designed landscaping, connections to the River Parks Trails and views of the river and downtown Tulsa skyline.

Status: Complete

Outcome: The Plaza is an ideal site for photos with the neon signs, the downtown skyline and the historic bridge in the background. Tourists experience the artistic flair which was popular with the construction of the 1950's neon motel signs along Route 66.

11.34



Map 4 – Highlighted Vision 2025 Projects

11.35



Cyrus Avery Memorial Bridge

4. Cyrus Avery Memorial Route 66 Bridge Stabilization

Location: Spanning the Arkansas River along the original Route 66 alignment

Description: The bridge, with its iconic Art Deco architecture, is listed on the National Register of Historic Places. The construction was innovative at the time, using reinforced concrete with eighteen arches to stretch a quarter mile across the Arkansas River. It became the justification Cyrus Avery gave to federal authorities to align the new highway through Tulsa in 1926. Although closed to traffic and pedestrian use, the bridge was stabilized in hopes of revitalizing it for recreational and commercial uses in the future.

Status: Complete

Outcome: From the heights of the nearby Route 66 Skywalk, looking across the quarter mile-long bridge provides tourists an imaginary experience of the early decades when travelers journeyed east to Chicago and west to Santa Monica in pursuit of dreams, or traveling for business or leisure along America's Main Street.



East End Gateway

5. East and West Gateways

Locations:

East Gateway: 11707 E 11th Street
West Gateway: 4261 Southwest Boulevard

Description: Serving as a grand welcome for tourists approaching Tulsa from all points west of Chicago or east of Santa Monica, each gateway is nearly 35 feet tall and arches over nearly twenty feet to the centerline of the road. Motorists drive underneath the gateway and a neon-style lighted Tulsa Route 66 Shield. A smaller feature on the outbound lane serves to thank tourists for having visited Tulsa.

Status: Complete

Outcome: Motorists are greeted with a sweeping architectural welcome to Tulsa, reminiscent of the Streamline and Zig Zag Art Deco style of architecture that was popular in Tulsa when Route 66 was launched in 1926.



Historic Information Sign and Map along the Route

6. Information Road Signs

Locations: Along Tulsa's two Route 66 Alignments

Description: Tulsa had many businesses and neighborhoods that characterized the early years of travel experience along America's Main Street. Tulsa's two Route 66 alignments include thirty thematic signs installed in the sidewalk at locations that represent Tulsa's history. Included are tributes to aviation heroes Amelia Earhart and Charles Lindberg, who flew into an airport abutting Route 66; the Wolf Robe Hunt Trading Post; the *Negro Motorist Green Book*, and the cemetery of the Father of Route 66, Cyrus Stevens Avery. Signs include narrative and most also display historic images.

Status: Complete

Outcome: Tourists experience pieces of Tulsa's history and the Route's history through commemorative plaques complete with maps, stories, and photos.

11.36



Red Fork District on Southwest Boulevard



Sign Board at the Mingo Road intersection



Route 66 Sidewalk Stamp

7. Route 66 Streetscape Enhancements

7.1. Red Fork Main Street - Streetscape

Location: The block of 4067- 4085 Southwest Boulevard

Description: The block includes the remaining early commercial architecture of west Tulsa from when development first began after the discovery of oil. Tourists get a glimpse into the past of the area that served residents, travelers and oil field workers. Illustrating the point that Route 66 is still relevant, an aviation services company located its main office in a portion of the historic buildings, along with an art gallery and other professional services. Across the street is a railroad-themed restaurant and adjacent art studio.

Status: Complete

Outcome: Although a small area, tourists stroll along the sidewalks in front of the remaining Plains Commercial architecture storefronts that were built when oil was discovered, to visit retail, food or art establishments.

7.2. E. 11th Street - Streetscape

Location: 11th Street, from 89th East Avenue to Garnett Road

Description: This segment is a tree-lined boulevard with "Tulsa Route 66" banners, a large, themed wayfinding sign, and an interpretive plaza. At the Mingo Road intersection of the 1926-1932 alignment and the final Route 66 alignment, a streamline architectural sign board directs motorists to the two alignments, *Route 66 Rising*, and the plaza, which includes kiosks and bronze plaques telling local stories, and a map of Route 66 Vision 2025 projects. The site overlooks a one-and-a-half-mile linear greenway with water features, walking trails, and picnic areas.

Status: Complete

Outcome: In an area that developed after the height of Route 66's popularity, tourists can enjoy the entry into or out of Tulsa along a tree-lined boulevard with Route 66 banners. The wayfinding map and informational bronze plaques tell Tulsa's story as tourists take the opportunity to get out of their cars and walk along the greenway and recreational trails.

7.3. Streetscape along Southwest Boulevard

Location: Arkansas River to West 23rd Street

Description: Tulsa began growing rapidly in the early 1900s after the discovery of oil, and when refineries were built west of the Arkansas river. This segment of Route 66 was vital to connecting the nearby oil refineries to downtown, where civic and oil industry leaders were collaborating to develop Tulsa into an economic and cultural center.

Status: Complete

Outcome: Motorists experience the transition between the oil industry that made Tulsa a wealthy and internationally-famous center of oil production, and the architecture of downtown's historic buildings, many of which were built as headquarters for oil companies.



Streetscape Amenities at the 11th Street and Yale Avenue Intersection

7.4. 11th Street and Yale Avenue Intersection

Location: The four corners and crosswalks

Description: “Cultural Crossroads” features four intersection crosswalks displaying the emblems of each state Route 66 traverses, and a Route 66 shield is embedded in the center of the intersection. On two streetscaped corners are bronze plaques with photos and stories of the surrounding neighborhood’s early days; one corner has a “Tulsa Route 66” clock. Stories include the abutting neighborhood of Tudor Revival homes and its park, listed on the National Register of Historic places; and a school where students deposited donated metal for World War II efforts. An early corner shopping center, the area is still commercially vibrant, and is near Expo Square, home of the Golden Driller and the Pavilion, an Art Deco gem.

Status: Complete

Outcome: Streetscape provides tourists with a broad experience into the lives of area residents between the 1920s and 1950s.

Partners or Involved Parties in Implementation:

Vision 2025 funds were enhanced by a \$385,000 Oklahoma Scenic Byways Program grant.



Route 66 Planter

7.5. Route 66 Planters

Location: Forty-six planters are located within the right-of-way along the Route 66 corridor

Description: Designed and fabricated by a local company located on Route 66, each concrete planter has a Route 66 shield and receives a fall and spring floral planting, adding a unifying and unique feature to the Route.

Status: Complete

Outcome: Beautification and consistent, identifiable streetscaping



Landscape around West Gateway

7.6. Streetscaping on Southwest Boulevard

Location: West 27th Street to 33rd West Avenue

Description: A plaza was constructed around the West Gateway. Kiosks with bronze plaques tell stories of West Tulsa history from the time of Indian Territory to present. A mosaic art piece installed on the plaza is described on page 36. The Plaza and West Gateway are entry points to Tulsa from the west and are placed in front of the Crystal City Shopping Center. This streetscaping project provides visual improvements to the sidewalk including an 18” concrete border and Route 66 shields.

Status: Complete

Outcome: Streetscaping, pedestrian movement, and Route 66 symbolism

11.38



Meadow Gold Neon Sign

8. Meadow Gold Neon Sign

Location: 1324 East 11th Street

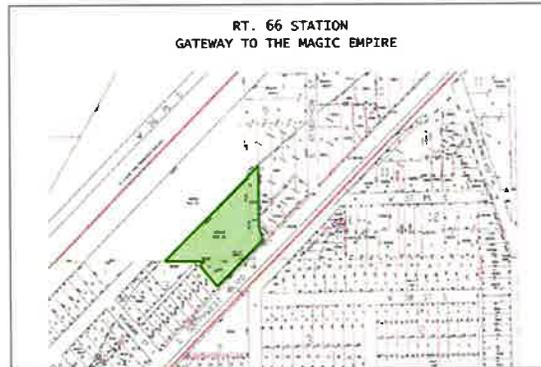
Description: The restored 1940s Meadow Gold neon sign comprises two 40' by 20' panels that travelers can view from the east or the west while driving on Route 66. Rescued from demolition and moved one mile west from its original location, the sign was installed upon a new Plains Commercial-style pavilion that includes kiosks with bronze plaques commemorating the property's history, and the history of neon and the Meadow Gold sign.

Status: Complete

Outcome: The legacy neon sign sparked reinvestment and beautification into early Route 66 buildings, now a thriving entrepreneurial commercial district that includes art, dining, and placemaking.

Partners or Involved Parties in Implementation:

Tulsa Foundation for Architecture, the Oklahoma State Route 66 Association, Claude Federal Neon Sign Company, the National Park Service Route 66 Corridor Preservation Grant Program (\$15,000 enhanced Vision 2025 funds); land was donated by Markham Ferrell.



Survey Plan Map

9. Southwest Boulevard Property Acquisition

Location: 3770 Southwest Boulevard

Description: A two-acre site acquired for the installation of the restored Meteor 4500 train engine and tender, which carried passengers from Kansas City to a downtown Tulsa intersection on the original Route 66 alignment.

Status: Complete

Outcome: Created a space for the development and expansion of the Route 66 Historical Village.

Partners or involved in implementation: Vision 2025 funds were enhanced by efforts and donations of the Southwest Tulsa Chamber of Commerce, Townwest Sertoma, Southwest Tulsa Historical Society and Save the Frisco Engine for Tulsa, Inc.



Restored Train and Replica Oil Derrick at the Route 66 Village

10. Route 66 Historical Village

Location: 3770 Southwest Boulevard

Description: The Route 66 Historical Village is home to restored train cars, a replica 154-foot oil derrick, and a 1920s-style Phillips 66 tourist center. Under construction is a replica train depot.

Status: Ongoing

Outcome: The Historical Village includes a historically-accurate restoration of train cars and a replica of an early, iconic Phillips 66 gas station serving as a tourist center. The Historical Village is also a future site of Route 66 Train Depot currently under construction. When complete, the Depot will be used for special events and community gatherings.

Partners or Involved Parties in Implementation:

Vision 2025 funds were enhanced by a \$400,000 Oklahoma Centennial grant for the derrick, and many donations and volunteer hours managed by the Route 66 Historical Village Inc., which oversees operations, maintenance, and ongoing development.

11-39



Route 66 by the Meadow Gold Sign



Route 66 Signage at the Mingo Greenway



Route 66 Rising Sculpture

11. Historical/Pearl Preservation

Location: Corridor-wide

Description: Recognizing the vulnerability of historic assets over time, Vision 2025 funds were allocated for preservation and restoration of Tulsa’s “Route 66 Pearls”. To date, funds have aided in the preservation and restoration of the Meadow Gold sign, and filmed six hours of interviews with three grandchildren of Cyrus Stevens Avery, the Tulsan who created Route 66.

Status: Ongoing

Outcome: Preservation and documentation, beautification, Route 66 landmark creation, and oral histories.

12. Route Signage

Location: Multiple major intersections. Freestanding signage, and signage located on overhead traffic signal mast arms, on both alignments of Route 66.

Description: Recognizing the value for tourists to easily identify the Route 66 alignments, specially-designed green overhead signs were created and installed on the traffic signal mast arms throughout the city’s major intersections, branding streets with a recognized historic Route 66 symbol.

Status: Installation is ongoing as traffic signal mast arms are upgraded.

Outcome: Tourist feedback requested that wayfinding signs be installed to more easily identify how to travel the corridor. Overhead signage identifies both the street name, block number, and Route 66 designation.

13. Route 66 Artwork

13.1. Avery Traffic Circle/Route 66 Rising

Location: Within the traffic circle intersection of Admiral Place and Mingo Road, the original 1926-1932 Route 66 alignment.

Description: Nearly 30’ by 90’, the installation is at the former site of Cyrus Avery’s tourist court, which included a gas station, cabins, and the English Inn restaurant. The metal sculpture incorporates colors identified with Route 66: grey for the highway pavement, brown for the national historic markers, and aquamarine for the popular two-tone color of many 1950s automobiles. The sculpture, capped by a traditional shield emblem and the word *Tulsa*, rises from the ground, symbolizing the resurgence of Route 66.

Status: Complete

Outcome: This unique and inspirational sculpture emphasizes how current generations value the history of Route 66 and are contributing their enthusiasm to the ongoing revival of America’s Main Street.

Partners or involved parties in implementation:

Eric F. Garcia, artist

11.40



The Floating Hanger

13.2 Sue Bland Oil Well Commemorative Artwork - Floating Hanger

Location: 4216 Southwest Boulevard

Description: This circular mosaic by artist Eileen Gay is a colorful artwork commemorating the progression of dinosaurs to oil and of transportation from horse and buggy to rail and automobile. The circular form is tandem to a replica piece of oil rig equipment and is positioned so that tourists look through it onto the Gateway and abutting rail line.

Status: Complete

Outcome: The colorful and circular mosaic has a diameter allowing tourists to stand inside for a kitschy and colorful selfie opportunity.

Partners or Involved Parties in Implementation:
Eileen Gay, artist



Howard Park Stone Sculptures

13.3 Howard Park Artworks

Location: 2510 Southwest Boulevard

Description: Three Indiana limestone obelisks were hand-chiseled to illustrate Tulsa's beginning modes of transportation, Native American presence, early industries, and Art Deco and cultural themes. Tribal greetings in the languages of the Cherokee, Muscogee (Creek) and Osage Nations greet tourists with the phrase, "Hello, how are you?," presented in tribal script and English phonetic pronunciation. The history of Southwest Tulsa's rail, oil and cattle history, along with Tulsa's cultural features, such as Tulsa's Western Swing music, are represented.

Status: Complete

Outcome: Tourists experience the diverse and rich culture that made Tulsa a center of business, art, and entertainment.

Partners or Involved Parties in Implementation:
Patrick Sullivan, artist; Sharon Sullivan, art consultant, and Jayson Warnock, graphic artist

14. Other Route 66 Projects Implemented before the release of the 2005 Route 66 Master Plan:

- 1. A Master Plan** to guide preservation, revitalization and the promotion of Route 66 tourism through capital projects and policy mechanisms.
- 2. East Meets West**, a 20,000-pound cast bronze artwork by Robert Summers. An oil rig wagon pulled by two horses leaving the oil fields and crossing the bridge encounters Cyrus Avery and his family traveling west from downtown in an automobile. The frightened horses rear up as Mr. Avery shields his family.
- 3. Brown Historic Route Markers** were installed on both Route 66 alignments, providing tourists with frequent wayfinding identification.

Status: Complete

Outcome: The Master Plan guided capital projects, marketing, the pursuit of additional funding, and the impetus for zoning changes to create a defined Overlay District, Neon Sign Grants, and the designation of a Route 66 Commission. More than 90% of the capital projects in the Plan have been implemented.

East Meets West memorializes the Avery family and the contribution of oil field workers, whose hard work assured Tulsa's place in history, leaving a rich legacy of architecture and philanthropy.

Partners or involved parties in implementation

- Master Plan: Dewberry Engineering & Design, Howell Vancuren Landscape Architects, Littlefield Marketing, and historians Michael Wallis and Guy Logsdon
- *East Meets West*: Robert Summers, artist; Deep in the Heart Foundry; The City of Tulsa's Traffic Operations Division fabricated and installed the historic marker signs

11.41



Other Successes Since 2005

- The Tulsa alignments of Route 66 are further identified with thermal plastic roadway
- The Route 66 Marathon was created by a 501(c)3 non-profit which chose to use images of the "East Meets West" sculpture as its inaugural logo for the multi-level medals awarded.
- The Route 66 Skywalk is a frequent marketing brand for private business advertisements and Tulsa promotional materials.
- Two Main Street Programs were created serving two segments of Route 66 alignments.
- Four commercial areas have grown organically through the private investment of entrepreneurs: Blue Dome District, Kendall-Whittier, Crystal City/Red Fork, and Meadow Gold.
- Businesses and property owners are investing in underutilized properties; some relocating from other areas of the city to locate their business specifically on Route 66.
- Tulsa Fire Department renamed a facility "Station 66" at 14333 E. 11th Street.
- The Route 66 Commission was created by mayoral executive order.
- An Overlay Zoning District was created, and a Neon Sign Grant Program was implemented as a benefit of the Overlay District.

Non-Capital Projects

1. Route 66 Village Welcome Center

Location: 3770 Southwest Boulevard

Description: A replica 1920s and 1930s Phillips 66 masonry Tudor Revival-style gasoline station. Thematically accurate including replica gas pumps, the 720 square foot station serves as a tourist welcome center.

Status: Complete

Outcome: Originally designed to architecturally become a part of the neighborhood, this style of gas station was most notable in the Route's early decades. Tourists will have a rare and close-up experience with a design style for which few originals remain.

Partners: Route 66 Village, Inc.

2. Land acquisition for the Route 66 Village

Location: 3770 Southwest Boulevard

Description: Additional two-acre contiguous tract

Status: Purchase Completed

Outcome: For future development of amenities

Partners: Route 66 Village, Inc.

3. Entryway Neon Sign for the Route 66 Village

Location: 3770 Southwest Boulevard

Description: A 1950s-style replica neon sign

Status: Complete

Outcome: Adding to the thematic character of the site's transportation, oil and Route 66 focus, the sign adds a popular representation of the popular, kitschy design style.

Funding: Improve Our Tulsa

Partners: Route 66 Village, Inc.

4. Route 66 Train Depot

Location: 3770 Southwest Boulevard

Description: A replica 1920s to 1930s train depot

Status: Ground was broken in 2020

Outcome: The 5,563 square foot facility with catering kitchen can host community, educational and private events. An additional parking lot will have 66 parking spaces.

Partners: Route 66 Village, Inc.

Additional Resources

- Donation of land: Markham Ferrell for the Meadow Gold sign and Pavilion.
- Improve Our Tulsa: \$550,000 for the Route 66 Tourist Center.
- Oklahoma Centennial Grant for Red Fork Derrick: \$400,000
- Oklahoma Centennial Grant for Avery Centennial Plaza: \$400,000
- Oklahoma Scenic Byway Grant for "Cultural Crossroads": \$385,000

11.43

Chapter 04
Methodology

DRAFT
November 12, 2020



11.43



Buck Atom Cosmic Curious Sculpture



Figure 1 — Future Growth Potential Indicator Weights

Planning Approach

The analysis for this plan was grounded in the use of **Strategic Planning**, an approach that identifies policy recommendations through the merging of quantitative and qualitative data indicators. The strategic planning process created a framework for discussing, modeling, and visioning the Route 66's future through Tulsa.

Building off this framework with diverse outreach results, priorities and community-designed directions for the Route were able to be identified.

The hotspots that emerged from the strategic planning process helped illuminate future potential along the Route, and provided a strong framework to guide and assess the community's own perception about that transformational change.

Paired with a robust outreach process, these hotspots formed a foundation able to evolve into the collaborative identification of **Plan 66's target areas**.

Methodology

Strategic Planning is a data-oriented process that directs the allocation of programs and services toward specific areas where funds and other resources are most needed, can be readily utilized, and are most likely to achieve sustainable success in alignment with City priorities.

For this plan, strategic planning was used to identify target areas or portions of Tulsa's Route 66 corridor to prioritize for funding allocation and strategy implementation, that contain:

Concentration of assets, growth, and development potential

Throughout the Route's history, the mother road has been a symbol of entrepreneurship and small business. America's Main Street has naturally given rise to private and public market investment and development, and recognizing existing assets is pivotal to identifying the potential for preserving the Route's legacy and spurring future growth and opportunity.

The strategic planning model identified the following assets as indicators of future growth potential:

- a) **Land Use**, which includes hotels, restaurants and retail establishments
- b) **Opportunities**, which includes TIF districts, Opportunity Zones, Historic Districts, and Main Street programs
- c) **Connectivity**, represented by highway access points, bus stops, sidewalks, and existing and future bicycle and pedestrian infrastructure
- d) **Housing**, represented by residential uses including apartments, condominiums, duplexes, and single-family homes

Proximity to capital project investments and landmarks

Thanks to voter-approved funding packages, almost all the projects recommended in the 2005 plan have been built. These landmarks, public art, and streetscaping projects represent community support and the local legacy of the Route.

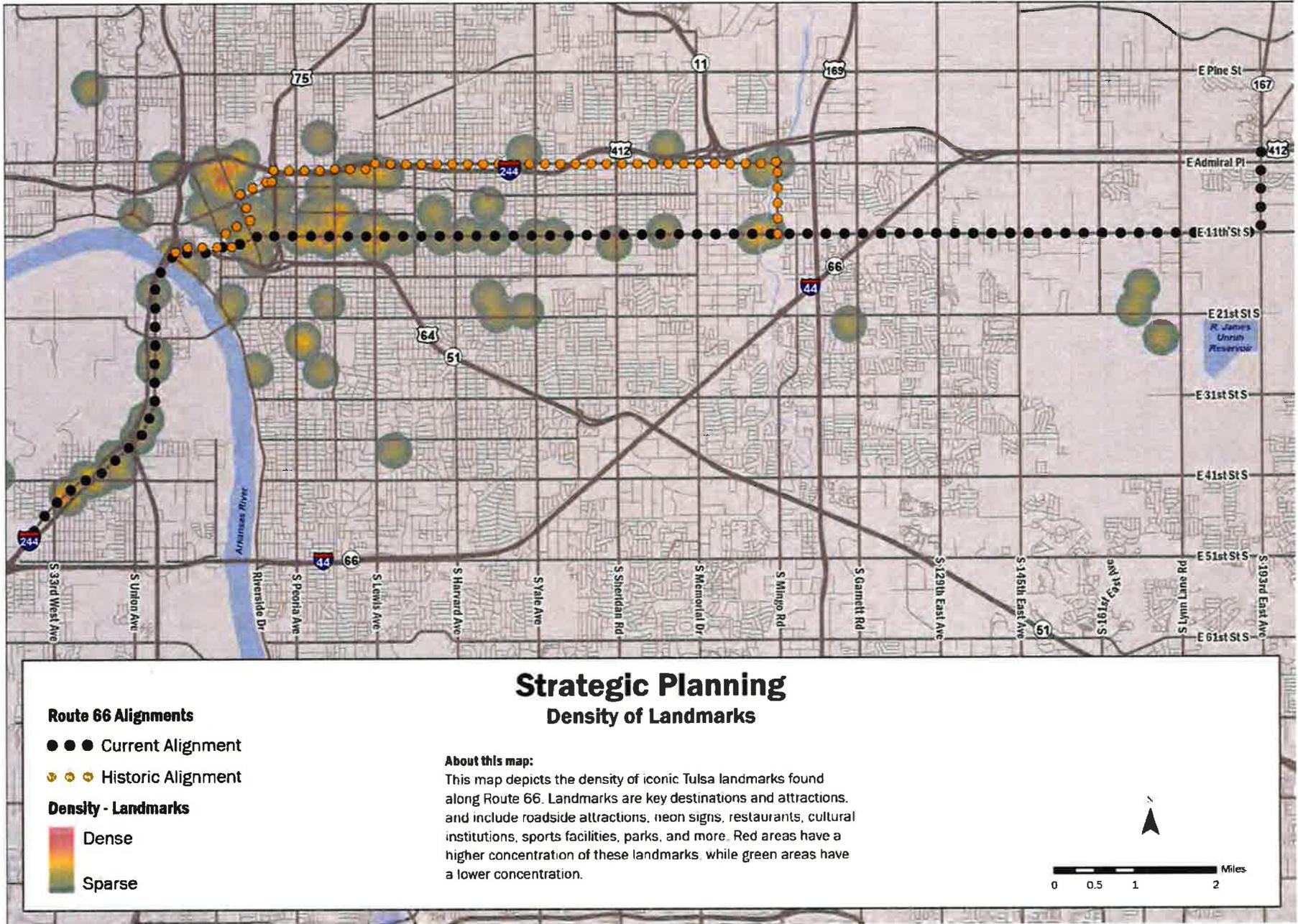
The strategic planning model incorporated these investments through an additional landmark indicator consisting of average daily visits to key destinations and attractions within 3 miles of Route 66 from January 2018 through April 2019.

To further assess the potential for these groups of indicators, they were weighted based on their ability to influence future growth, as can be seen in *Figure 1* on this page, and *Map 7* on page 42.

The process of dividing portions of the local Route into smaller segments for analysis is a continuation of the 2005 plan process which used "districts" to organize the Route. In the previous plan, nine distinct districts were identified based on their existing local context to guide future investments and organize branding and identity. *Plan 66* continued these efforts and used enhanced data analysis and outreach to update the division of the Route into target areas.

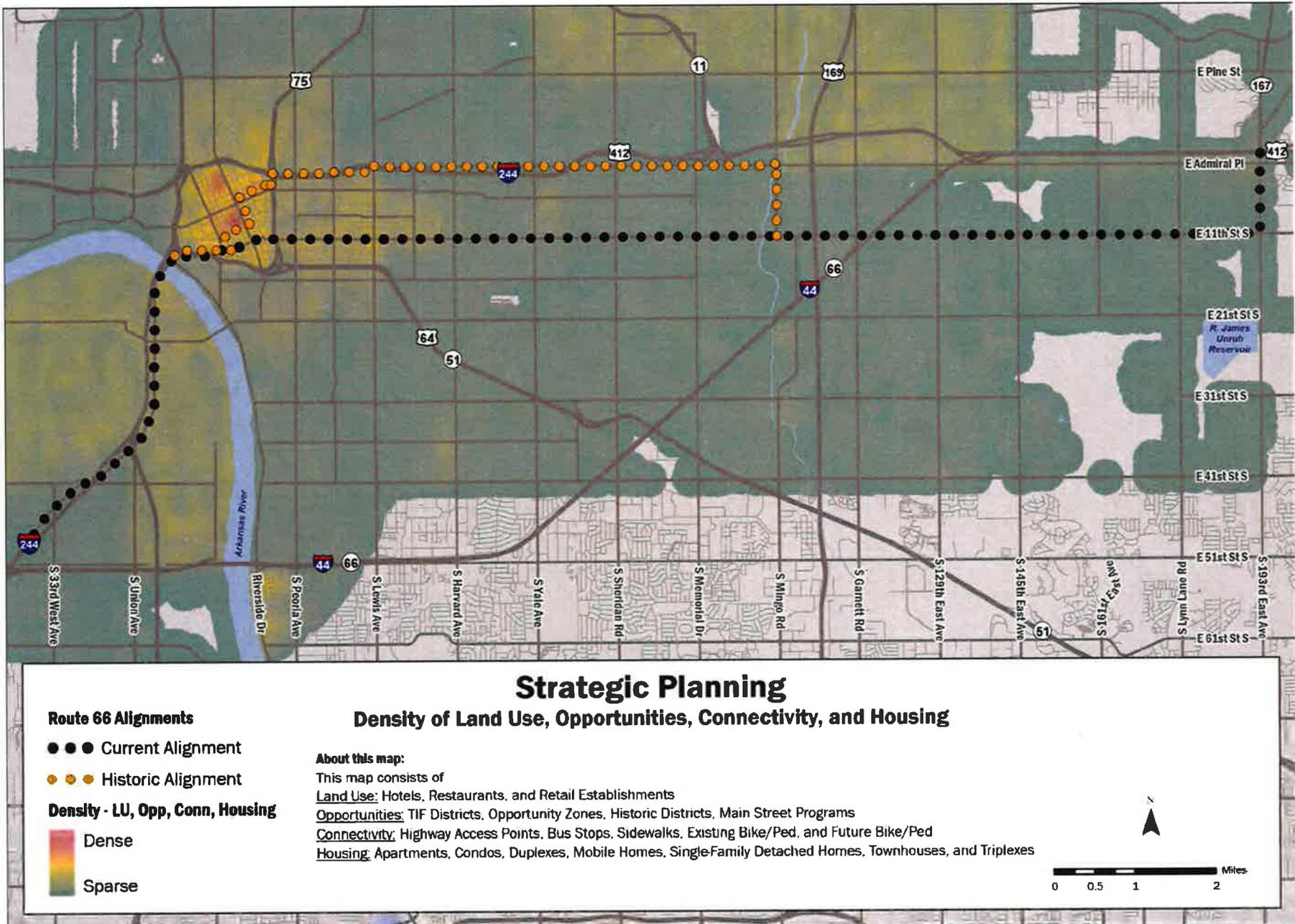
The indicators chosen for the strategic planning process merged the efforts of the past with detailed local context, and formed a framework for assessing the potential of future implementation and actions along the Route. When mapped, the indicators formed hotspots or concentrations, and interventions were more easily assessed in accordance with their ability to be significant.

11.44



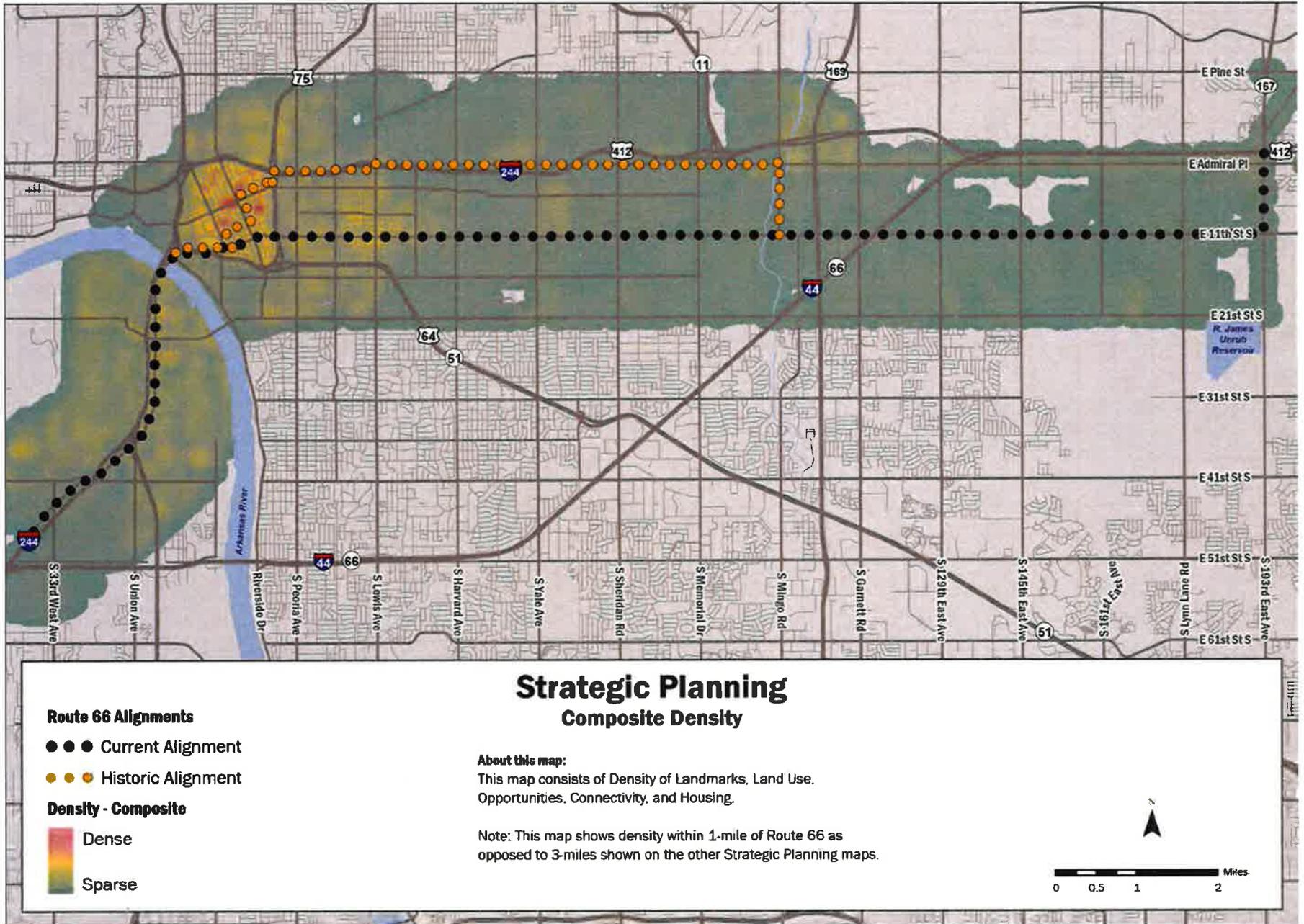
Map 5 – Density of Landmarks

11.45



Map 6 – Density of Land Use Opportunities, Connectivity, and Housing

11.46



Map 7 – Composite Density, including Landmarks, Land Use, Opportunities, Connectivity, and Housing

11.47



Advisory Committee Workshop Discussion



A team presents their ideas at Advisory Committee Workshop



Workshop participants

Outreach Process

The Mother Road is a symbol of collaboration, partnership, and community, with many diverse participants contributing to the vibrancy and energy of the Route. Through outreach and engagement with a broad spectrum of the Route's community members, unique perspectives and valuable insight were captured in the planning process.

The Plan 66 team conducted four levels of distinct outreach, including:

- a) An advisory committee workshop for local stakeholders
- b) A business and cultural diversity roundtable discussion
- c) One-on-one interviews with subject matter experts; and
- d) A wide-reaching public survey

Each component of engagement was designed to capture specific opportunities for feedback and commentary on what the future of Tulsa's Route 66 should look like. In addition, staff engaged with the Route 66 Commission, the Mayor's Office of Economic Development, the Tulsa Metropolitan Area Planning Commission (TMAPC), and City Council committees to support Plan 66's development, review, and adoption process.

a) Advisory Committee Workshop

At the onset of the outreach process, 12 advisory committee members participated in a workshop at Mother Road Market. A diverse group of local policy leaders, Route 66 travel and tourism advocates, and local business owners participated in a day of activities designed to identify strategies for realizing the four foundational goals of Plan 66, as well as assist in the prioritization of implementation actions and target areas.

The day-long workshop held in January 2020 included:

- Informative presentations on the history, process, and opportunities for Plan 66
- Small group sessions to brainstorm opportunities and obstacles for the hotspots identified in the strategic planning process, as well as to identify potential new hotspots
- Voting on priorities for implementation activities and funding

Participants of the workshop identified roughly 30 unique initiatives to accomplish the four foundational goals of Plan 66, ranging from capital investment strategies to ideas on how to celebrate the Route annually. Some of the most popular ideas among attendees include:

- Develop and grow a Tulsa-specific brand for its stretch of Route 66
- Work to incentivize future local investment
- Preserve local cultural resources related to the Route; and
- Coordinate business and property appearance enhancement programs for local businesses and property owners

11/48



Roundtable Participants

b) Business and Cultural Diversity Roundtable

In order to better understand the unique perspectives of diverse business owners along the Route, the project team facilitated a roundtable discussion with people who represented a variety of interests in Route 66. Topics of discussion were curated to identify the potential for planning to support existing local business owners, as well as the potential to spur business growth. The planning team also sought to understand how business support can and should differ for different businesses based on the unique backgrounds and histories of the attending entrepreneurs.

The roundtable was held in March 2020 at Tally's Good Food Café. A range of opportunities were identified by the 11 participants, and the most common themes included:

- Education and outreach
- Municipal communications and information streamlining
- Marketing and tourism connection; and
- Social cohesion support



Roundtable Presentation

c) One-on-One Interviews

Taking a deeper dive on policy topics, from February to March of 2020, the team identified subject matter experts who could contribute valuable perspective and context on strategies under each of this plan's four foundational goals. Local professionals working in tourism, transportation, historic preservation, and development weighed in on the past successes of the Route 66 Master Plan and how Plan 66 could create significant change along the Route.

Providing detail, identifying resources, and illuminating the potential for future partnerships, these one-on-one conversations guided the creation of policy language with input focusing on:

- Potential partnerships for planning coordination
- Ideas and tips on expanding marketing and branding
- Areas of interest and concern for transportation and multi-modal access; and
- Potential sources of revenue for community-led implementation

One-on-One Interview Insightful Quotes

- *"Best way is planned events - marketing alone won't be the draw... food, music, and entertainment events will bring people to the Route."*
- *"Storefronts need to be close to the street with parking in the back...this helps accessibility and the buses as well."*
- *"Help private businesses increase their participation in historic preservation."*
- *"Anything we do to fix up Admiral Blvd. or 11th St. is good for Tulsa - not just preservation - it's good for everyone."*
- *"The more neon we get, the better. That's what the people are there to see - they're coming to see that iconic Route 66."*
- *"Have an umbrella organization for Route 66 merchants, then have districts within it to promote visiting Tulsa's Route 66 and enjoy all the districts."*



Target Area Identification at the Workshop 1



Target Area Identification at the Workshop 2



Target Area Identification at the Roundtable

d) Public Survey

The widest form of outreach conducted to elicit perspectives on the future potential of the Route came from a public survey launched in June 2020. Dispersed digitally through the Tulsa Planning Office and its partners' networks, the survey sought feedback and comments on the draft initiatives developed throughout the process. Originally, the team had planned two public meetings to be held on the East and West alignments of the route. Due to the global COVID-19 pandemic and to ensure public safety, the team transitioned to digital platforms for public feedback.

Through the survey, participants were asked to weigh in on draft strategies and assisted the planning team with prioritizing specific initiatives to achieve the goals of the plan. Participants also identified preferences for target area concentrations, as well as priorities for how funding should be allocated.

More than 1,000 community members participated in the online survey, and unique responses were captured from each state the historic Route runs through. Almost half the responses, roughly 46%, came from Tulsans living either on the Route or within one mile. Respondents represented a broad age range, with a roughly even spread of adults from ages 24-56+ weighing in on the survey, showing the importance of the Mother Road across generations.

Results from the survey showed public preferences for how to accomplish the goals of the plan, and respondents were asked to choose their top three choices for which actions to pursue to preserve, revitalize, connect, and celebrate the Route in Tulsa.

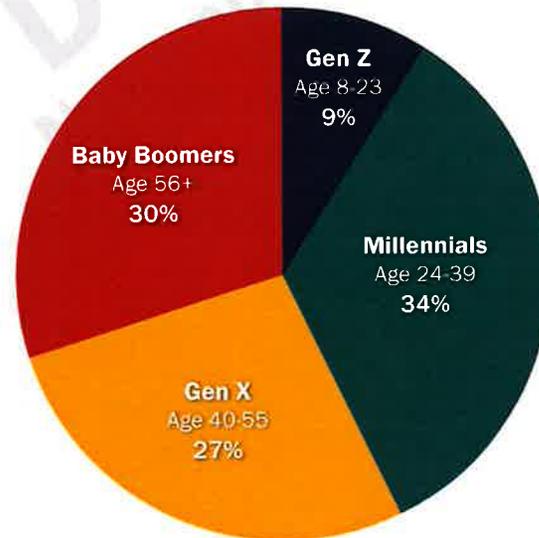


Figure 2 — Survey Respondents by Age Group

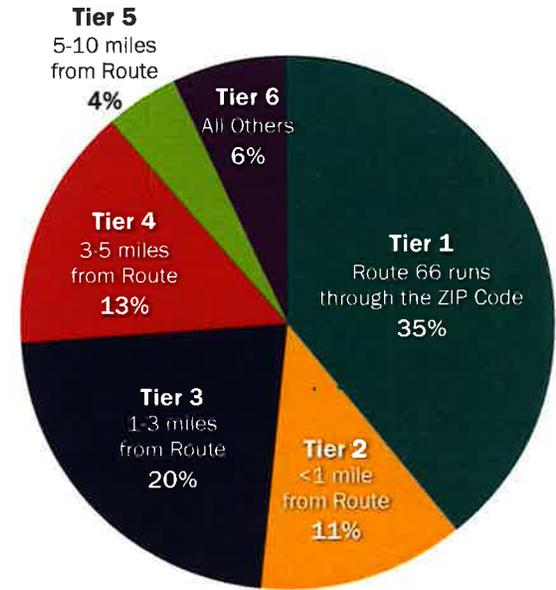
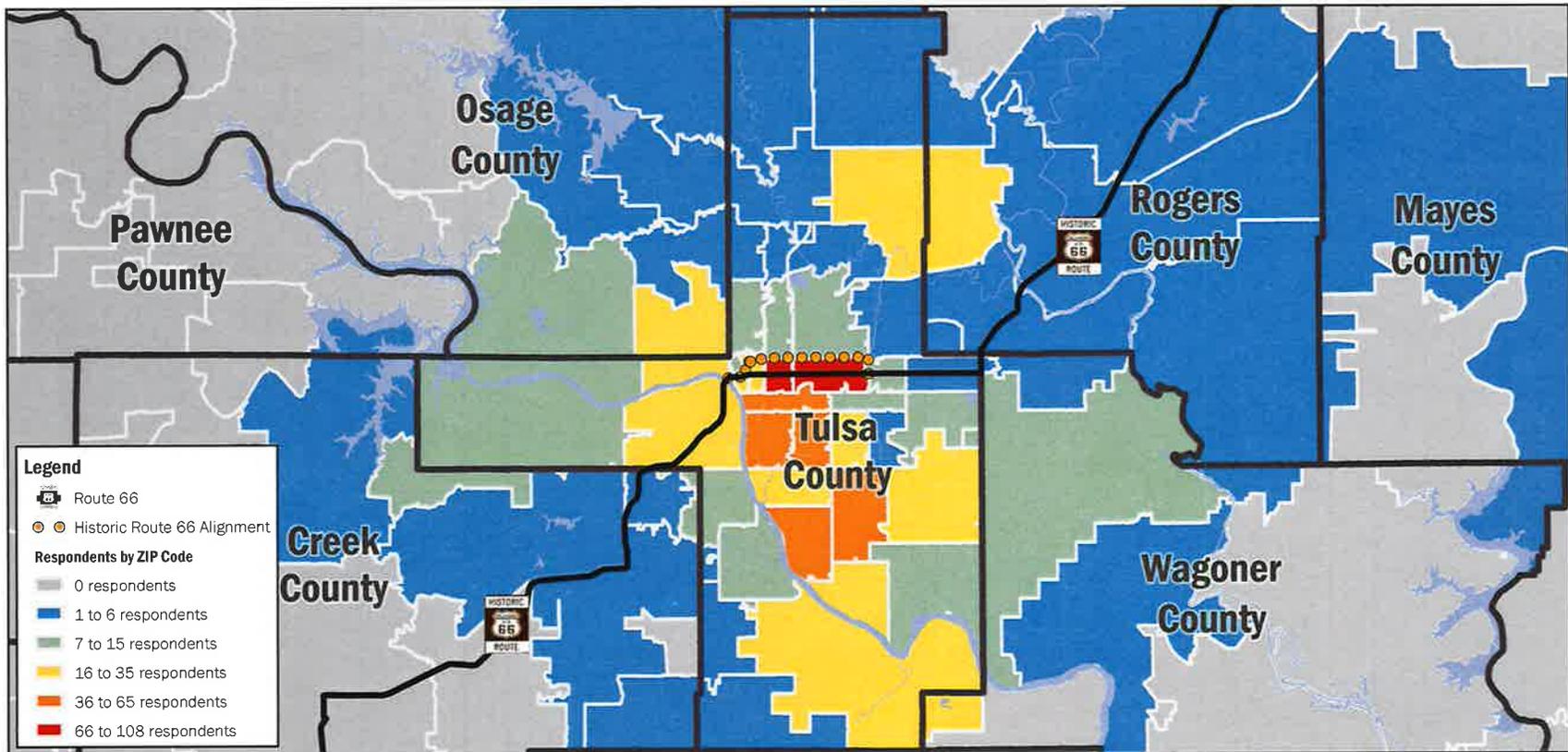
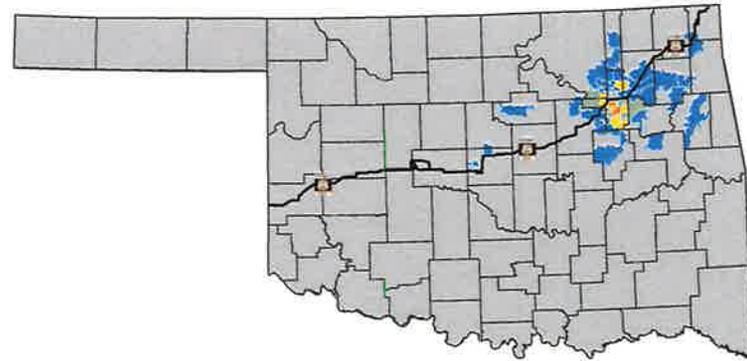
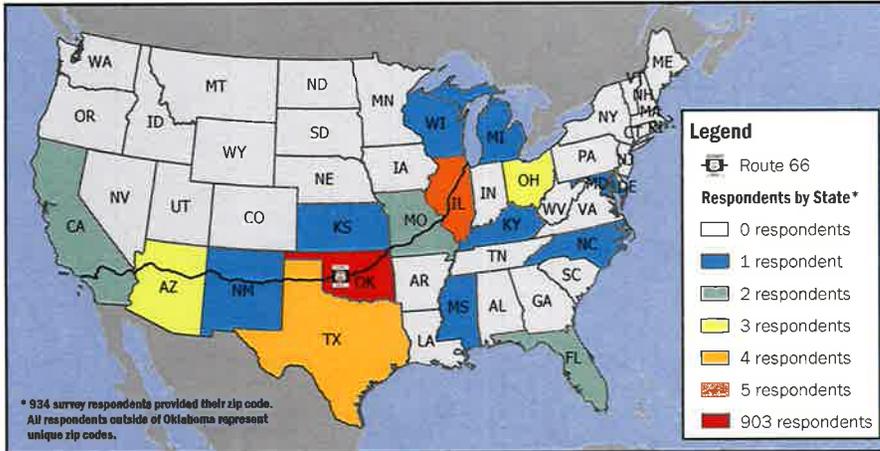


Figure 3 — Survey Respondents by ZIP Code Tier



Map 8 — Survey Responses

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Results by Goal

Goal 1: Preserve

Respondents favored actions that contributed to the direct protection and restoration of existing historical and heritage sites along both alignments of the Route.

Two of the top three actions focus on identifying, preserving, and restoring potential historic buildings and signage along the Route. The second most common response was to encourage businesses and artists to locate along the corridor.

Goal 2: Revitalize

Respondents indicated a strong desire to target funding resources toward projects that make the corridor more inviting, appealing, and comfortable.

Recognizing that pedestrian-friendly infrastructure and development increases the comfort and appeal of the Route, it is no surprise that the top action for this category was to make the Route more comfortable to walk along.

Seeing the opportunity to create a continuous frontage and fill in existing gaps, the second recommended action was to redevelop vacant or underutilized properties. Finally, responses indicate a strong desire to invest in incentives that would help businesses improve their visual appearance as a way to make the Route more appealing.

Goal 3: Connect

Perspectives on transportation issues along the Route favor interventions that support people who walk.

Making sidewalks wider, more comfortable, and more accessible, and enhancing crossing points, crosswalks, and signals took the first and third spots, respectively, while connecting to existing transportation networks came in second.

Goal 4: Celebrate

A strong public desire for increased art and visual aids, as well as direct support to local businesses continued to carry priority as a way to celebrate the Route.

The top two priorities indicate a desire to see more art and wayfinding and to develop resources like grants to business beautification, while the third priority was to work on creating a welcoming environment.

Creating a Route 66 where everyone feels welcome echoes its initial role as America's Main Street: a symbol of gathering, social interaction, and community as diverse as its participants.

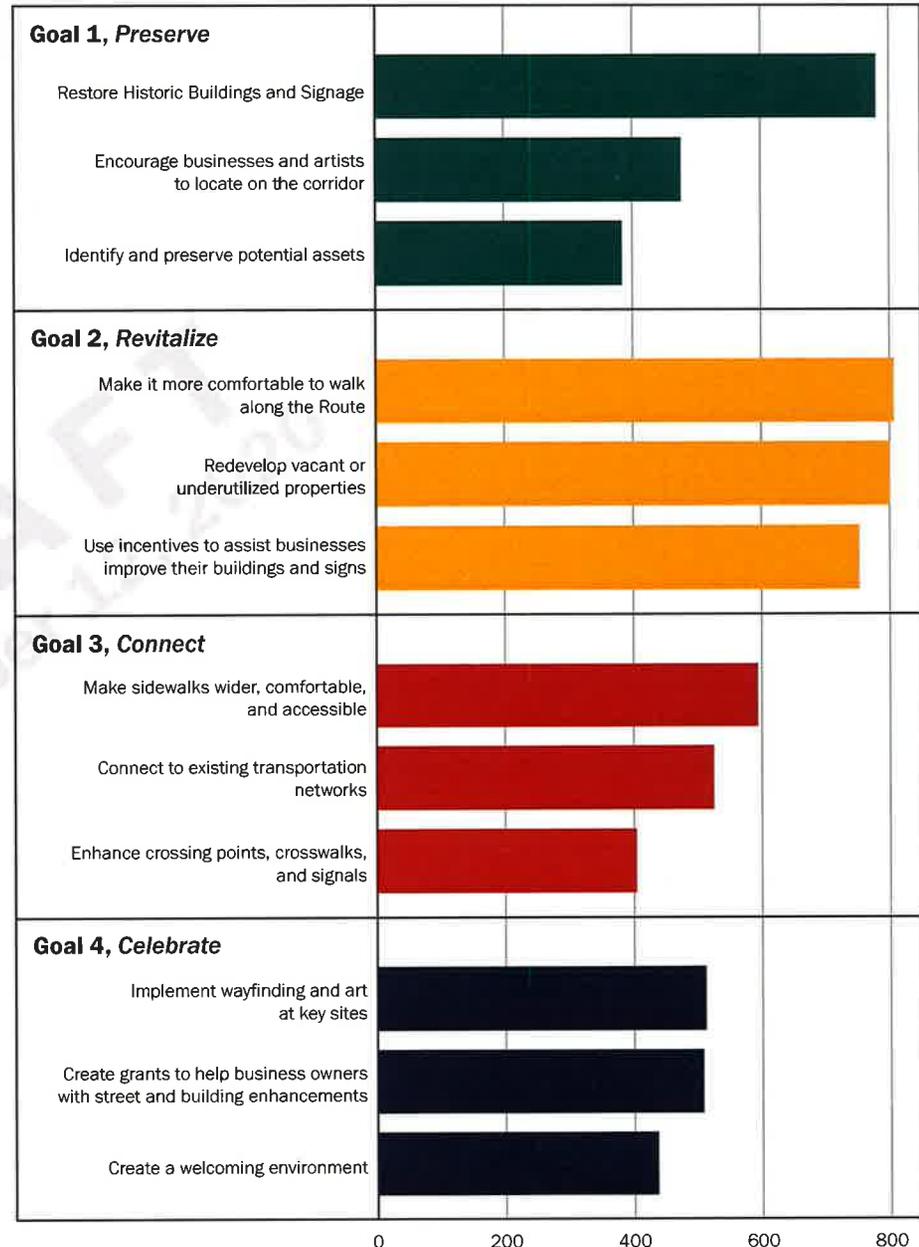


Figure 10 — Top Strategies for Each Goal

11.52

Prioritized Target Areas

Although all segments of Tulsa’s Route 66 alignments are a priority for investment, the process of identifying and prioritizing the Route’s target areas was significantly influenced by the four outreach processes conducted throughout the planning process. Participants in each of the engagement activities were asked to identify their personal priorities for where to invest and focus planning efforts for the implementation phase of Plan 66.

Target area preferences were as unique as the stakeholders who participated in the process, with each group identifying a diverse range of potential from the identified areas. For example, subject matter experts largely favored established areas of the Route including downtown and the Meadow Gold area along 11th Street, while business owners attending the roundtable and advocates attending the workshop placed more emphasis on some of the further out portions of the Route, like the Eastern Frontier and the Admiral Traffic Circle on the original alignment.

Results from the four stages of target area feedback and ranking identified the following locations as the target areas primed for significant investment and change along the Route:

Area #1: Meadow Gold and University of Tulsa

The stretch of the Route from Peoria to Yale emerged early from the planning process as a target area with concentrated assets and growth potential. Housing many of the Route’s latest icons including the restored Meadow Gold neon sign, the Buck Atom statue, and multiple developments centered on 11th & Lewis, the opportunity of this area was particularly evident to participants. They identified this area as a site for concentrated efforts and funding due to its central location, the availability of new and existing businesses, and capitalizing on public investments including the forthcoming Bus Rapid Transit line and the Tax Increment Finance District.

Area #2: East Meets West: Downtown Tulsa

As the center of the regional economy, the downtown area provides a dense mix of residents, businesses, and anchor institutions including cultural centers, universities, municipal services, and urban parks and gathering spaces. It is also bisected by the historic Route. Opportunity in the priority target area was felt from the presence of existing events and public gatherings, as well as the availability of vacant lots and large parking lots primed for redevelopment. Proximity to heritage Route sites including the Cyrus Avery Memorial Bridge and the historic Vickery Phillips 66 gas station was also recognized as an opportunity to tie downtown’s recent success more closely to its historic roots and influence from the Route.

Area #3: Kendall-Whittier

The Kendall-Whittier area is strategically located along the historic alignment of the Route. An independent cinema, restaurants, art galleries, and a large public plaza hosting local farmers markets and entertainment are a few of the attractions nestled among locally-owned businesses. Community members who prioritized this area felt there was opportunity for growth, including walkability, based on the area’s small businesses and proximity to other hotspots like downtown and 11th Street and Lewis. Respondents also noted neighborhood pride and the diversity of the area’s residents and business owners as a unique asset.

Area #4: Route 66 Main Street

The western segment of the Route in Tulsa runs southwest after crossing the Arkansas River and passes through the Route 66 Main Street area, which includes Red Fork and Crystal City. Local investments on this stretch include the West Gateway Arch and the Route 66 Historical Village. Educational and interpretative opportunities were considered prime for increased attention and growth that could elevate the Route’s story through the area.



Buck Atom Cosmic Curious Sculpture in the Meadow Gold area



Cyrus Avery Memorial Bridge and Downtown Tulsa



The public parking lot in Kendall-Whittier features art, bike racks, and a brick structure that mimics historic buildings

11.53

Area #5: Eastern Frontier

While farther from the hustle and bustle of downtown, the eastern stretch the Route in Tulsa is a gateway for westbound travelers of Route 66. With investments including the East Gateway and the recently-renamed Fire Station 66 paying homage to the Mother Road, the Eastern Frontier was an area identified for future potential growth. Its proximity to neighboring landmarks like the Blue Whale in Catoosa and its connection to highway systems were also noted.

Area #6: Mingo Traffic Circle

Occupying a landmark location along the original alignment of the Route through Tulsa and the previous site of Cyrus Avery's travel stop, the Mingo Traffic Circle at Admiral Boulevard is now home to a new symbol of the Route's local resurgence. The larger-than-life *Route 66 Rising* sculpture in the middle of the four-lane traffic circle has unlocked opportunity for this historically overlooked portion of the Route. Community members viewed the area as poised to welcome new and diverse businesses, and the sculpture as an asset that could be capitalized to retell the story and educate visitors and Tulsans on the transformative power of the Mother Road.

Prioritized Investments

In addition to developing corridor-wide strategies and initiatives and prioritizing target areas to concentrate resources and support, specific and tactical actions and projects were developed and ranked.

Evolving from strategic planning analysis merged with the qualitative results of varied public engagement, a set of prioritized projects for implementation of Plan 66 were created. In the public survey, respondents were asked to rank the ideas through a budgetary exercise where they had ten dollars and had to choose how to spend it.

11.54

Initiatives	Responses	%
Revitalize areas where Route 66 projects and development are already happening by promoting increased density and infill.	552	56.57
Preserve identity cultural resources like smaller architectural features and signage.	517	53.08
Create a Tulsa Route 66-specific Streetscape Toolkit.	480	49.28
Coordinate and support capital investment through incentives, matching grants, and creation of a central hub for information and ideas.	460	47.23
Improve accessibility in target areas to better connect the Route to the city's transportation network of bikes, trails, and transit.	370	37.99
Develop corridor-wide branding.	339	34.80
Preserve heritage assets and historic structures.	332	34.09
Create "Welcome to Tulsa" attraction or landmark on the east end of the Route	322	33.06
Create a dedicated position or staff to oversee Route 66 project implementation.	320	32.85
Support and implement educational and informational resources for a spectrum of audience members.	244	25.05

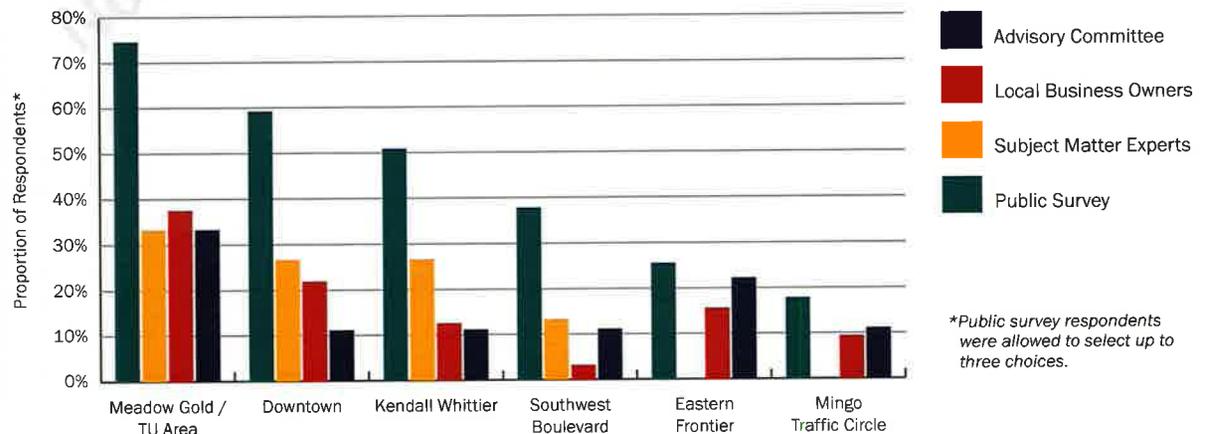
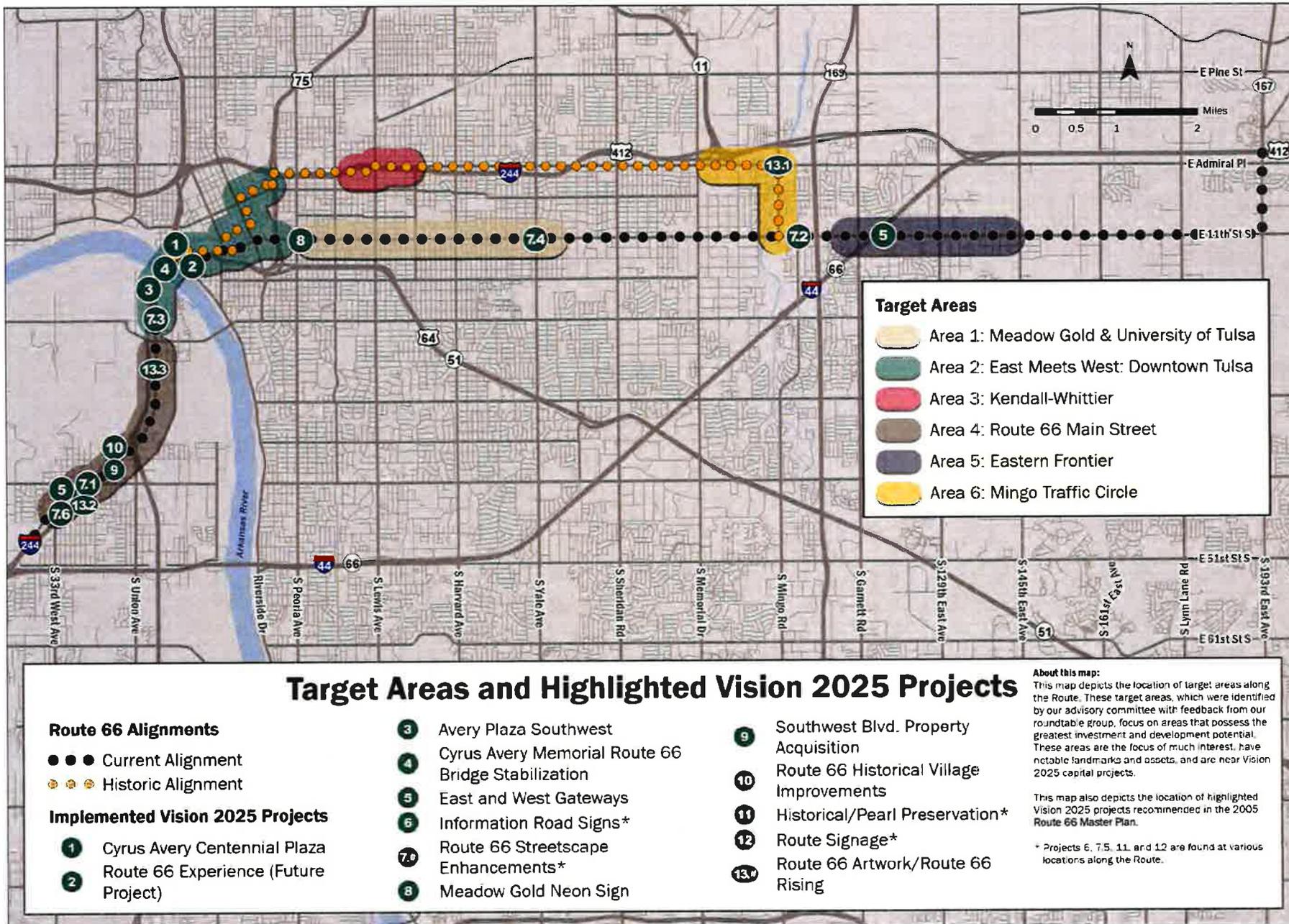


Figure 11 – Target Area Preferences by Outreach Format

*Public survey respondents were allowed to select up to three choices.



Map 9 – Target Areas with Select Vision 2025 Projects

11.55



Tally's Good Food Café, at the intersection of 11th Street and Yale Avenue

11.54

Chapter 05 Recommendations

DRAFT
November 12, 2020

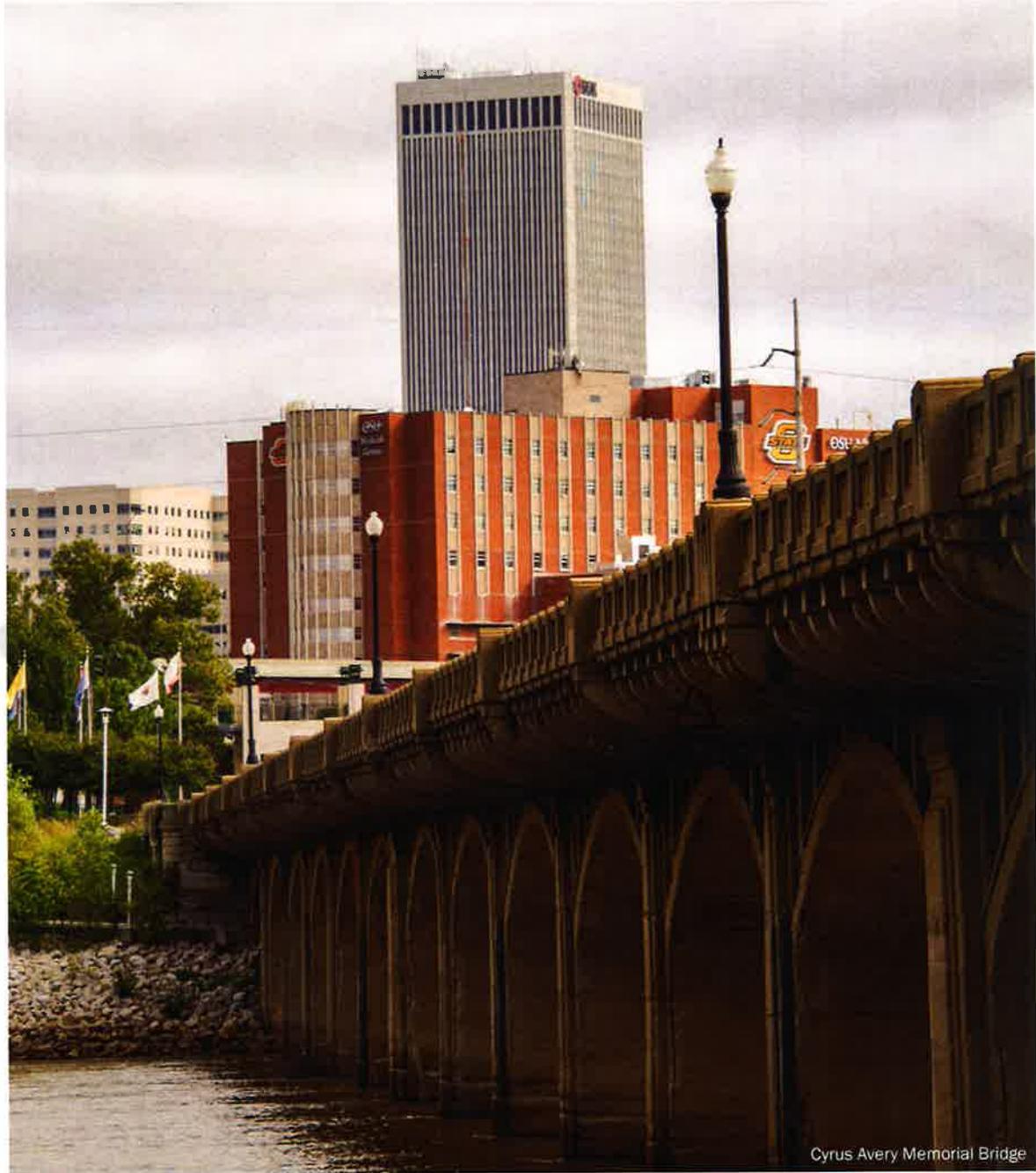


Entrance to Mother Road Market

Goal 1

Preserve 66

Highlight the Route's historic significance and uniqueness through interventions that reflect its meaning, protect it, and make it timeless.



Cyrus Avery Memorial Bridge

11.58



Strategy 1.1

Preserve Route 66's historic buildings by identifying remaining assets, programming development, and coordinating with property owners.

- Action 1.1.1** Identify and pursue incentives to encourage rehabilitation and preservation of historic assets in and around the Route.
- Action 1.1.2** Adopt regulations to prevent the demolition of contributing and potentially eligible resources.
- Action 1.1.3** Utilize current surveys to identify eligible resources for the National Register of Historic Places and advance toward the nomination of Route 66.
- Action 1.1.4** Adopt design and use provisions within the Route 66 Overlay, to promote compatible new development.
- Action 1.1.5** Engage with and educate property owners on opportunities related to preserving and revitalizing historic assets.
- Action 1.1.6** Encourage co-location of complementary uses, and promote interest and investment in the preservation of historic assets.

Strategy 1.2

Preserve and protect Route 66's historic signage as a symbol of the corridor's unique identity through programming, zoning, and coordination with private sign owners.

- Action 1.2.1** Encourage the creation of a Route 66 historic signage inventory.
- Action 1.2.2** Ensure code provisions are in place to regulate and allow for appropriate signage.
- Action 1.2.3** Continue to fund the Neon Sign Grant Program and explore alternative funding opportunities to assist in the preservation of historic signage.

Strategy 1.3

Honor the Route's historic role and Tulsa legacy, while providing experiences that cater to diverse cultures and generations.

- Action 1.3.1** Develop strategies to attract a diverse set of entrepreneurs, and encourage them to preserve the Route's cultural legacy through their investment.
- Action 1.3.2** Integrate elements of Route 66's historic legacy, such as architectural features and signage, into updated public infrastructure including kiosks, benches, planters, landscape, bus shelters, bins, and light poles.
- Action 1.3.3** Leverage historic preservation funding and resources as a tool for revitalization along historically disinvested portions of the Route, such as the original Admiral Boulevard alignment.
- Action 1.3.4** Encourage a diverse set of uses along the corridor to attract tourists, foster arts and culture, and promote the Route, including lodging and hospitality services.
- Action 1.3.5** Develop asset inventories and adopt guidelines that cater to their maintenance.
- Action 1.3.6** Promote public art and new signage that reflects the Route 66 theme.
- Action 1.3.7** Coordinate with entities focused on historic preservation to expand marketing and messaging.
- Action 1.3.8** Recognize local *Green Book* sites for motorists of color and designate them for historic preservation.

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Goal 2 Revitalize 66

Transform Tulsa's Route 66 into a world-class, multi-generational destination offering opportunities for visitors to explore and for local businesses to thrive.



Farmers Market in Kendall-Whittier

11.60



Strategy 2.1

Encourage pedestrian-oriented development by implementing elements of the City's Complete Streets Policy and existing planning documents.

Action 2.1.1 Encourage development built up to the right-of-way to mirror historical built form and promote parking behind buildings.

Action 2.1.2 Enhance the Route through higher density, infill, and mixed-use development.

Action 2.1.3 Redevelop vacant or underutilized lots into green spaces and public use spaces where appropriate.

Action 2.1.4 Increase designated parking spaces for micro-mobility including bicycles and e-scooters.

Action 2.1.5 Provide permitting and development incentives to encourage retrofitting and new construction.

Action 2.1.6 Develop and maintain a public inventory of underutilized and vacant land to promote and inform future development.

Action 2.1.7 Promote the implementation of local adopted plans and ongoing initiatives that cover portions of Route 66 and its surroundings, such as Small Area Plans and the Destination Districts Program.

Action 2.1.8 Adopt design standards for vehicle sales and service businesses.

Strategy 2.2

Support established businesses and encourage further coordinated economic growth.

Action 2.2.1 Identify funding to support capital investments for businesses and property owners, such as matching grants, fee waivers, and low-interest loan programs.

Action 2.2.2 Identify funding to assist businesses in their operations, such as matching grants, fee waivers, and low-interest loan programs.

Action 2.2.3 Collaborate with existing business networks, associations, and entrepreneurs to develop strategies to promote Route 66 and attract a diversity of new ventures.

Action 2.2.4 Improve anchor areas at each end of the Route by making them more visible, identifiable, and welcoming.

Action 2.2.5 Assist businesses and property owners through the creation of a centralized hub of information for entrepreneurs that includes permitting, capital and operational funding opportunities, and partnership ideas.

Action 2.1.6 Promote and highlight existing businesses as opportunities to attract new development.

Action 2.2.7 Encourage the co-location of compatible businesses, specifically retail, food and beverage, around existing tourist attractions and landmarks.

Action 2.2.8 Encourage the implementation of economic development designations, such as Business Improvement Districts, Destination Districts, or Tax-Increment Finance Districts to spur growth along the Route, including non-target areas.

Strategy 2.3

Promote public space investment to increase safety and accommodate recreation, events, and entertainment.

Action 2.3.1 Invest in streetscape design and infrastructure; include elements such as street furniture, lighting, buried utility lines, and landscaping.

Action 2.3.2 Create public-private partnerships for maintenance and development of green space, parks, venues and vendor-ready spaces.

Action 2.3.3 Adopt Crime Prevention through Environmental Design (CPTED) strategies for new development.

Action 2.3.4 Develop seasonal and cultural opportunities for programming, such as festivals, open markets, and other special events.

Action 2.3.5 Support the implementation of Route 66 thematic experiences, such as museums, visitor centers, galleries, lodging, dining, retail, and roadside attractions.

Action 2.3.6 Increase education on safety, and promote alternative uses of the public right-of-way, including sidewalks, streets and open spaces.

Action 2.3.7 Launch community policing efforts and partner with the City to address homelessness and systemic poverty along the Route.

1161

Goal 3 Connect 66

Improve accessibility by promoting multi-modal transportation alternatives and the implementation of infrastructure that accommodates all systems along the Route.



New Bike Lanes on 11th Street at Yale Avenue

11.62



Strategy 3.1

Make Route 66 a bridge that connects to other Tulsa landmarks and destinations.

Action 3.1.1 Connect the corridor to other existing multi-modal networks, including bicycle and pedestrian systems, transit, and routes for tourism.

Action 3.1.2 Collaborate with surrounding neighborhoods to find opportunities to improve accessibility and connect to the Route.

Action 3.1.3 Promote tourism transit along the Route and throughout the City, such as shuttles, bicycle and motorcycle tourism, walking tours, streetcars, recreational vehicle amenities, and other programming opportunities.

Action 3.1.4 Encourage partnerships between local businesses and destinations outside Route 66 to promote it as a Tulsa attraction.

Action 3.1.5 Partner with local tourism agencies and organizations to promote Route 66 and its surrounding destinations.

Strategy 3.2

Promote multi-modal use, safety, and access along the Route.

Action 3.2.1 Prioritize pedestrians by implementing comfortable sidewalks, more crossing points, ADA-accessible infrastructure, reducing curb cuts, and traffic calming strategies to improve safety and visibility, especially in denser commercial areas and/or areas with high rates of pedestrian- or bicycle-related collisions.

Action 3.2.2 Continue to evaluate, amend, and/or implement bicycle and pedestrian infrastructure recommendations from the *GO Plan*.

Action 3.2.3 Align with the recommendations included in Tulsa's Mobility Innovation Strategy to accommodate alternative modes of transportation and technologies when planning for new development.

Action 3.2.4 Promote Tulsa Transit through a mobile app, increased signage, and/or advertising.

Action 3.2.5 Identify and engage groups with vested interests in safe street accessibility, like area schools, senior communities, hospitals, local businesses, nonprofits, service providers, and residents.

Action 3.2.6 Promote local street safety campaigns, such as Walk Bike Tulsa.

Strategy 3.3

Consider Plan 66's recommendations in implementation of city and region-wide transportation plans and projects through collaboration with internal decision-makers.

Action 3.3.1 Finalize implementation of the Bus Rapid Transit Route and encourage appropriate transit-oriented development.

Action 3.3.2 Identify transportation projects that provide opportunities for connections to the Route, such as transit hubs, bicycle and pedestrian networks, railroad crossing enhancements, and major street connections.

Action 3.3.3 Align transportation projects with recommendations included in Small Area Plans that cover portions of the corridor and its surroundings.

Action 3.3.4 Continuously monitor, maintain, and enhance the roadway and its surrounding neighborhood streets.

Action 3.3.5 Coordinate and cooperate with surrounding communities on Route 66 activities and initiatives.

11.63

Goal 4 Celebrate 66

Position the Route as a destination that draws diverse locals and visitors to celebrate its historic significance and enjoy a variety of experiences.



Neon Signs at Avery Plaza Southwest



Strategy 4.1

Promote a sense of place along the Route with a cohesive streetscape identity.

- Action 4.1.1** Develop Route 66-specific streetscape design guidelines, and support their implementation through subsidies, grants, and partnerships with private entities.
- Action 4.1.2** Launch a street tree and landscaping program for the corridor, and build partnerships for its implementation and maintenance.
- Action 4.1.3** Create a Route 66 Executive Director position or staff to oversee projects and coordinate efforts.
- Action 4.1.4** Launch and identify funding for creative public art initiatives that highlight key sites on the Route, such as gateways, public spaces, and other destinations.
- Action 4.1.6** Coordinate Route and neighborhood clean-up initiatives.

Strategy 4.2

Encourage existing hubs, districts, and centers along the corridor to incorporate the Route 66 theme into their marketing and branding.

- Action 4.2.1** Engage with surrounding neighborhoods to integrate context-sensitive gateways and identity as they connect to the Route.
- Action 4.2.2** Explore opportunities to enhance the Route 66 Overlay to highlight and support the unique identities of districts, centers and hubs.
- Action 4.2.3** Encourage hubs, districts, and centers to identify and promote their unique characteristics as a component of the Route, and establish a network for them to coordinate programming in and around Route 66.

Strategy 4.3

Update Tulsa's Route 66 branding and marketing strategy to make it more welcoming and attractive.

- Action 4.3.1** Launch a public outreach campaign to brand Tulsa's Route 66 and incorporate results into banners, wayfinding signage, markers, information kiosks, and other marketing materials.
- Action 4.3.2** Use digital media to market the Route, such as creating a website, apps, social media accounts, and other technological resources.
- Action 4.3.3** Develop interpretive experiences by incorporating Route 66 elements including public art, walking tours, landmarks, and interactive pieces at key locations along the Route.
- Action 4.3.4** Collaborate with businesses and organizations to promote investment and tourism. Approach potential partners such as Main Street programs, district chairs, business associations, and foundations to work on specific initiatives.
- Action 4.3.5** Partner with local organizations and businesses to host and implement special events and regular activities to attract more visitors.
- Action 4.3.6** Partner with state, national and international tourism-oriented organizations and media to promote Tulsa's Route 66 alignments.
- Action 4.3.7** Launch a recognition program that highlights completed projects and investments along the Route.

Strategy 4.4

Support and implement educational and historical information resources targeted to a spectrum of audience members.

- Action 4.4.1** Work with local schools to expand primary students' exposure and understanding of the Route's historical significance.
- Action 4.4.2** Collaborate with local colleges, universities, and historical organizations to establish a "Research Hub" dedicated to researching the Route's historical role and local significance.
- Action 4.4.3** Work with local cultural preservation organizations to understand and share a wider diversity of the Route's history, including area tribes, African American, and Latin American history.
- Action 4.4.4** Consider the history of Route 66 as a resource that assists in addressing inequities through strategic planning and policy.
- Action 4.4.5** Develop entertainment and technology opportunities focused on educating the youth about Route 66.



Strategy 4.5

Acknowledge past successes from project implementation along the corridor to continue to encourage further investment.

Action 4.5.1 Encourage private investment around areas where capital projects and programs have been or are being implemented, and build partnerships to collaborate on new initiatives.

Action 4.6.2 Publish an implementation status report annually that includes performance evaluation based on indicators, and promote it through different outlets.

Action 4.7.3 Expand the implementation of the Neon Sign Grant Program through increased funding and other methods.

Strategy 4.6

Coordinate with local groups and networks to improve and promote accessibility for a diversity of community members.

Action 4.6.1 Exercise inclusive engagement to understand and incorporate the needs of a diverse community of stakeholders.

Action 4.6.2 Develop promotional materials that incorporate multiple languages to ensure the information is accessible to all.

Action 4.6.3 Continuously build partnerships with key stakeholder entities across sectors to secure the implementation of Plan 66.

Prioritized Initiatives & Specific Route 66 Projects

The following actions were identified through public outreach as initial efforts to implement from Plan 66's recommendation, in prioritized order:

1. Revitalize areas where Route 66 projects and development are already happening. *Actions could include policies that encourage more mixed-use development and creating partnerships with business and property owners.*
2. Promote the preservation of cultural resources. *May include smaller architectural features and original Route 66 signage.*
3. Create a Tulsa Route 66-specific Streetscape Toolkit and support its implementation. *The toolkit could include guidelines for façades, public art, street furniture (trash bins, benches, bike racks), planters, streetlights, signage, and banners.*
4. Coordinate with and support businesses, property owners, entrepreneurs and other existing programs and opportunities. *Actions could include incentives, matching grants, and the creation of a central hub for information and ideas.*
5. Improve accessibility in target areas to connect the Route to the city's transportation network. *Actions could include road diets, Bus Rapid Transit, sidewalks, bike infrastructure, safety features like crosswalks, reduced speed limits, and traffic signals.*
6. Develop corridor-wide branding to promote to a variety of audiences and encourage further development. *Use different venues to promote the Route, including a website, apps, social media, and interactive resources.*
7. Preserve heritage assets that exist along the Route. *Projects could include starting work on the Cyrus Avery Route 66 Memorial Bridge and other major historic structures along Route 66.*
8. Create "Welcome to Tulsa" attractions on the east end of the Route in Tulsa. *May include new development, landmarks, and other projects.*
9. Create a dedicated, paid position or staff to oversee Route 66 project implementation. *Responsibilities could include carrying out Plan 66 initiatives, operations, and coordinating efforts.*
10. Support and implement educational and informational resources for a spectrum of audience members. *Actions could include collaborating with local schools and cultural preservation organizations, as well as the establishment of a "research hub".*

11-16



Implementation Resources

The following are public and private resources that may be utilized toward the implementation of the actions outlined in Plan 66 (as of December 2020).

1. Public Funding Allocated for Route 66

a) 2006 Sales Tax Extension, a temporary voter-approved third-penny sales tax extension to fund capital projects and economic development activities.

\$4,653,968 allocated for the future *Route 66 Experience*, a multi-faceted facility that will include an interpretive center and a diverse array of commercial amenities and services to attract locals and tourists.

- **Who can apply?** The manner of implementation and beginning date are to be determined.

b) Vision 2025, a series of four propositions to temporarily increase Tulsa County's sales tax rate by \$0.01 in order to fund capital projects and provide economic development incentives. It was approved in 2003. Funds remain for:

\$2,500,000 allocated for the future *Route 66 Experience*.

- **Who can apply?** The manner of implementation are to be determined.

\$500,000 allocated for local Route 66 Preservation efforts. Eligible projects could include the preservation of architecture or living histories. The Route 66 Commission's Preservation and Design Committee evaluates prospective projects and makes recommendations to the Mayor.

- **Who can apply?** Public announcements will occur as programs develop.

c) Vision Tulsa, a temporary 0.6% tax extension of the original Vision 2025 initiative approved by Tulsa County voters.

\$3,600,000 allocated for Route 66 Beautification efforts. Available incrementally over thirteen years, funds may be used for capital projects, economic development, or preservation. The Route 66 Commission and its committees make recommendations to the Mayor's Office for approving projects. Programs derived from the initiative include:

- **Thematic Streetscape Installation**, including streetscape features along the corridor to assist in the identification of unique commercial areas. Examples include Route 66 shields embedded in the pavement, and themed banners and lighting.
- **The Neon Sign Grant Program**, to stimulate the pedestrian realm and to enhance the tourist experience, promotes the installation of exterior signage containing no less than 25% neon or LED lighting within the Route 66 Overlay District. Matching grants of 50% up to \$10,000 strengthen economic development and revitalization.
- **Future Façade Grant Program**, which will envision supporting the preservation and adaptive reuse of buildings constructed and utilized during the early era of Route 66. The program could offer zero interest loans or matching grants for the rehabilitation of façades facing the arterial Route alignment. This program could work in tandem with other incentives such as Historic Tax Credits.
- **Marketing and Promotion**, current efforts include VisitTulsa actively promoting Tulsa Route 66 nationally and internationally, and advertisements promoting Tulsa are featured in state and national publications. The Route 66 Commission manages a Facebook page and consults with businesses to find new ways to market the corridor.

- **How are projects selected for these programs?** The Route 66 Commission will announce and recommend projects to the Mayor during its routine public meetings.

d) Tax Increment Finance Districts (TIF). To support economic development within a designated declining geographic boundary, state statute allows ad valorem and sales tax revenues to be captured above the current amounts for a specific time period. Increments above those base rates are used for public infrastructure projects to attract private investment.

- Route 66 has two TIF areas: 11th Street Between Peoria Avenue and Delaware Street, and on Lewis Avenue between Apache Street and 11th Street; and downtown near 2nd Street and Elgin Avenue, the original 1926-1932 alignment. Construction for the first project begins in 2021.
- **Who can apply?** Local municipalities or taxing entities

e) The City of Tulsa General Fund, the City of Tulsa's principal operating fund, which comes from sales and use taxes. Funds are allocated for staffing to support overall local Route 66 revitalization efforts. The Mayor's Office and the City Council approve all general fund budget expenses.

- Two of Tulsa's Main Street programs include a portion of Route 66: Route 66 Main Street, and Kendall Whittier Main Street. The City's annual allocations supplement private resources and volunteer in-kind efforts for revitalization and economic development.
- **Who can apply?** Prospective Tulsa Main Street Programs

11.67

2. Public Initiatives

2.1 Local, State and Federal Funding

a) City of Tulsa Capital Improvement Program (CIP).

Annually, city departments submit projects for inclusion in the unfunded Capital Improvement Project list. Projects are then selected by the Mayor and Council for inclusion in a voter initiative for funding through bonds and sales tax revenue.

- **Who can apply?** Primarily for infrastructure and economic development projects identified by citizens and elected officials.
- **Learn more:** cityoftulsa.org/government/capital-programs

b) City of Tulsa Destination District Program,

a revitalization initiative intended to assist in the creation vibrant places. Its goals are to stimulate economic development, foster authentic cultural expression, develop civic pride, and deepen the connections to places that will allow Tulsa to retain talent, attract residents, and increase tourism.

- **Who can apply?** Locations with diversity and density of uses, building stock, development patterns, a sense of identity, committed stakeholders, and desire for growth.
- **Learn more:** tulsaplanning.org

c) City of Tulsa Brownfield Assessment & Revolving Loan Program

is available through September 2022 and focuses on the Route 66 corridor to conduct Phase I and Phase II assessments and develop cleanup planning. A Revolving Loan Fund can then be used to clean up affected sites.

- **Who can apply?** Private or non-profit commercial or industrial property owners
- **Learn more:** cityoftulsa.org/economic-development

d) **The Commercial Revitalization Strategy** is a \$3,450,000 program administered by the City of Tulsa and funded through the voter-approved Vision Tulsa sales tax package in 2016. The strategy promotes transit-oriented retail and commercial corridors, and supports retailers of all sizes. Resources within the Commercial Revitalization Strategy applicable to Route 66 include the following:

- **Retail Development and Redevelopment Fund**, which is geographically-bound to properties along planned Bus Rapid Transit (BRT) lines to encourage development of commercial property along the routes, via \$1,500,000 available in Revolving Loan Funds.
- **The Development Fee Waiver Program** encourages redevelopment of unproductive retail properties by reducing the costs associated with rehabilitation along planned BRT lines, via \$100,000 available in fee waivers.
- **Start-Up Guides**, which will allow potential business owners to access a comprehensive guide to permits, licenses, and registrations needed to operate specific businesses within the City.
- **Support local entrepreneurship through micro-loans crowdfunded through community partner**, a program that will be offered exclusively to commercial, retail, and restaurant businesses.
- **Who can apply?** Property owners, business owners, and entrepreneurs
- **Learn more:** cityoftulsa.org/economic-development

e) Federal and State Rehabilitation Investment Tax Credit (RITC) for Historic Preservation

offers both a federal and a state income tax credit equal to 20% each (40%) of the project's qualified rehabilitation expenses available for income-producing properties. All properties must be listed in or eligible for the National Register of Historic Places, either individually or as part of a National Register Historic District. Project work must meet the Secretary of the Interior's Standards for Rehabilitation. Examples may include revitalization of vacant, underutilized, or dilapidated but historic non-residential properties that can be reused and add to local economic vitality.

- **Who can apply?** Private (and in some cases nonprofit) commercial property owners
- **Learn more:** okhistory.org/shpo/taxcredits.htm or nps.gov/tps/tax-incentives.htm

f) Federal and State Transportation Grants and Programs.

The US Department of Transportation provides grants to assist in building and maintaining fast, safe, efficient, accessible, and convenient transportation systems. Funding is available for planning and enhancement of roads, bicycle and pedestrian infrastructure, and transit.

- **Who can apply?** Grants require matching funds, and are often solicited by Metropolitan Planning Organizations (MPOs), municipalities and counties.
- **Learn more:** transportation.gov/grants

g) Resilience and Recovery Fund, a partnership between TEDC (Tulsa Economic Development Corporation) and the City of Tulsa dedicates \$1,100,000 in funds for zero-interest loans to provide financial assistance to small business owners. Applicants must have fewer than 50 full-time equivalent employees, have 2019 revenues that did not exceed \$5,000,000, and have experienced a decrease in revenue of at least 25%.

- **Who can apply?** Small business owners and entrepreneurs affected by COVID-19
- **Learn more:**
cityoftulsa.org/economic-development

h) U.S. Small Business Administration Economic Injury Disaster Loans are low-interest federal disaster loans offered to local small businesses suffering substantial economic injury. Loans may be used to pay fixed debts, payroll, accounts payable, and other bills. The interest rate is 3.75% for small businesses without credit available elsewhere, and 2.75% for nonprofits. Businesses with credit elsewhere are not eligible.

- **Who can apply?** Small business owners and entrepreneurs affected by COVID-19
- **Learn more:**
cityoftulsa.org/economic-development

i) Oklahoma Arts Council offers matching grants to support the development of the arts, to create, perform, or attend arts activities, and raise public awareness about the value of the arts to the economic, educational, and cultural life.

- **Who can apply?** 501(c)(3) nonprofit organizations; city, county, and tribal governments; K-12 public schools; charter schools; private, non-religious schools; universities; and public libraries
- **Learn more:** arts.ok.gov

j) Oklahoma Department of Commerce Main Street Program promotes historic preservation, downtown revitalization efforts, and economic stimulation to restore the core assets of communities and enhance quality of life. Services include access to national resources, ranging from team visits, one-on-one opportunities with consultants, and community analysis retail reports.

- **Who can apply?** Community stakeholders are subject to criteria set by the National Main Street Center.
- **Learn more:** okcommerce.gov

k) Oklahoma Historical Society (OHS) offers grants such as the Oklahoma Heritage Preservation Grant Program, which sets aside \$500,000 to award grants ranging from \$500 to \$20,000. The grants are specific to four categories: collections, exhibits, programs, and capacity building.

- **Who can apply?** Municipal, county or tribal governments, and not-for-profit historical organizations
- **Learn more:** okhistory.org/about/grants

l) Tulsa Economic Development Corporation (TEDC) seeks to create economic vitality in communities by encouraging small business growth. TEDC offers direct loans, such as recovery loans, small business loans, micro loans and SBA 504 loans, and participates with other financial institutions on small business projects that fall short of conventional lending standards, ranging from \$5,000 to \$10,000,000 using public and private funds. TEDC also includes the SBU (Small Business University) program which provides real world training and technical assistance.

- **Who can apply?** Small business owners and entrepreneurs
- **Learn more:** tedcnet.com/programs/learning/small-business-university

m) Tulsa Preservation Commission administers Tulsa's historic preservation program and components of the zoning code's historic overlay districts. It is a resource that can connect non-profits and property owners to several incentives to invest in historic buildings. Incentives include:

- **Fire Suppression Grant**, through the Permit Center, helps property owners meet fire suppression requirements.
- **International Existing Building Code** enables historic structures to meet certain code requirement more easily.
- **Tax Incentive Districts** are available in parts of the central business districts.
- **Grants** may be available through the National Trust for Historic Preservation, the Save America's Treasures program, and the National Park Service.
- **Who can apply?** Private or non-profit property owners
- **Learn more:** okhistory.org/about/grants

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2.2 Financing Opportunities

a) Business Improvement Districts (BID)

are public-private partnerships in which property owners pay an assessment for the maintenance, development, and promotion of their commercial district. Supplemental services may include maintenance and sanitation; public safety; marketing; capital improvements; and landscaping and beautification. BIDs are regulated by the Oklahoma State Improvement District Act, and managed by a business association.

- **Who can apply?** Creating a new BID requires a community-driven approach by property owners, business owners, interested stakeholders, and support, and approval from the Tulsa City Council.
- **Learn more:** cityoftulsa.org/economic-development

b) Tax Increment Financing (TIF). The Oklahoma Local Development Act (1992) allows local governments to establish Tax Increment Financing (TIF) Districts, a development tool that allows cities to use a portion of property taxes and sales tax generated within the district to invest in the district's infrastructure, incentivizing private investment and encouraging economic growth.

- **Who can apply?** The Local Development Act authorizes cities in Oklahoma to use TIF. Tulsa's City Council approves TIF Districts by creating a new ordinance to define the district and the management of the funds.
- **Learn more:** cityoftulsa.org/economic-development

2.3 Tulsa Planning Office Resources

a) Sidewalk Café, Tables & Chairs, & Parklet Programs.

Special provisions were established to provide opportunities for business owners to provide outdoor spaces that will contribute to the business economically and invigorate the pedestrian realm. Programs (with the exclusion of the Tables & Chairs Program), have temporary elements, in which applicants may self-certify to use on a provisional basis of 120 days in order to help them determine whether or not they want to proceed with the more permanent structures.

- **Who can apply?** Eligible business owners
- **Learn more:** tulsaplanning.org/row

b) The Commercial Toolkit supports businesses and commercial districts who want to get organized and tackle projects together, but might not be organized enough to participate in the Destination Districts program. The Toolkit offers information on organizing a business association, beautification, addressing code issues, fundraising, resources, and more.

- **Who can apply?** The Commercial Toolkit is a free resource available to all.
- **Learn more:** tulsaplanning.org/dd/toolkit

c) The Neighborhood Toolkit supports proactive residents who want to work together to make their neighborhoods vibrant, connected, safer, and strong. The Toolkit offers information on how to organize the neighborhood, launch projects, celebrate with events, and access resources.

- **Who can apply?** The Neighborhood Toolkit is a free resource available to all.
- **Learn more:** tulsaplanning.org/neighborhoods/toolkit

d) Zoning Overlay Districts can be applied to a select geography of properties in order to modify underlying zoning requirements and establish unique regulations based on context and character. Overlays can remove and/or add regulations that are not otherwise covered by base zoning districts.

- **Who can apply?** Overlays can be applied for by private property owners or initiated by the City Council or Tulsa Metropolitan Area Planning Commission. Overlays require a minimum of 10 contiguous properties to be included to be considered for adoption.
- **Learn more:** tulsaplanning.org

e) Zoning Programs can be initiated by Tulsa City Council to incentivize private property owners to rezone their property zoning districts and accomplish plan goals. For example, for the Bus Rapid Transit corridor along Peoria, fees were waived for eligible property owners to rezone properties to mixed-use to encourage transit-oriented development.

- **Who can apply?** Eligible participants will be defined at the time the program is initiated.
- **Learn more:** tulsaplanning.org



3. Nonprofit and Foundation Funding

a) **Local and Non-Local Resources.** Various funding opportunities can be found through nonprofits organizations and businesses. Support may come in the shape of programming, urban interventions, promotion, and training, among others.

- **Who can apply?** Requirements vary from one organization to other. More information available at their websites.
- **Examples of local grants.** Tulsa's Young Professionals (TYPROS) Make Tulsa Awesome Grants, and Tulsa Health Department's Pathways to Health grants
- **Examples of non-local grants.** American Automobile Association (AAA), Main Street America Program, and national endowments and foundations that support economic development, the arts, and historic preservation.

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