

Item

Present and discuss Plan 66, Tulsa's Route 66 Master Plan Update.

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; 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 has also worked with and provided periodic updates to the Route 66 Commission during the process. Plan 66 will be presented at the Route 66 Commission's November 10, 2020 meeting for their approval prior to being presented to the Planning Commission for adoption consideration.

Staff Recommendation

Discuss and set for public hearing on November 18, 2020.

Attachment(s)

Plan 66, Tulsa's Route 66 Master Plan Draft



Tulsa's Route 66 Master Plan

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Adoption Information

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

Effective:

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DRAFT
October 15, 2020

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October 15, 2020



Acknowledgments

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Project Team

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- Luisa Krug, Destination District Manager
- Samiul Haque, Intern

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

Plan 66 Sponsors and Contributors

- Tally's Good Food Café
- Lobeck Taylor Family Foundation





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
- Jessica Jackson, Executive Director, Kendall Whittier Main Street
- 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

Executive Summary



Route 66 Historical Village Oil Derrick Replica

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Route 66 Shield on East End Gateway

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.

Introduction

The previous plan completed in December 2005 viewed Route 66 as both a multi-generational bridge, and one of Tulsa's main attractions. Route 66 has gathered international attention; it's a corridor that developed organically, not curated, from an emerging need to connect east to west in pursuit of better opportunities during the 1930's. By 2005, a chasm was identified over a generational gap. Route 66 enthusiasts and Baby Boomers share memories of the road and recognize its place in American heritage; but younger generations had no direct contact with it and tended to favor the new and innovative. Today's newer generations join Baby Boomers in viewing the past allure of Route 66 as an opportunity.

During the past 15 years since the original *Route 66 Enhancements and Promotion Master Plan of Development* document was released, several initiatives have been implemented, accounting for a list of successes. A Master Plan update was commissioned to continue working and improving on previous recommendations in 2019.

The development of Route 66 will honor the history of Tulsa and cater to both Tulsans and visitors. Providing for new markets, such as Millennials, Generation X, and Generation Z means combining past, present and future in the same place, and being able to offer a variety of experiences that includes not only people of different ages and backgrounds, but also Tulsa's growing cultural diversity, while continuing to sustain what is present along the road and bring economic vitality that affects the entire city.

Plan 66 envisions the route as a place that will draw locals and visitors to celebrate its heritage significance. Driving along the 30 miles of Tulsa's Route 66 still provides visitors with the experience of its initial car-centric role. Nowadays, the corridor should celebrate different scales, and encourage multi-modal transportation options and pedestrian oriented development. In addition, the corridor should be accessible to-and-from other

parts of the city, as well as connected to its other landmarks and destinations, providing guests with the alternative to explore more of what Tulsa has to offer.

Route 66 is an untapped resource for generating revenue, tourism and recognition for Tulsa. Other cities in the country have taken advantage of Route 66 as an attraction; unfortunately, Tulsa had fallen short despite the 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 landmark for Tulsa.

Background

The 2003 Vision 2025 vote dedicating funds and the 2005 Route 66 Enhancement and Promotion Master Plan of Development directing those funds were a dual recognition that Tulsa had a very significant but untapped asset that, if enhanced and developed, would result in a substantial return on public investment. It was believed that public investment promoting thematic connectivity along Tulsa's alignments of Route 66 would captivate the attention of entrepreneurs and private 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 master planned into the timeline of 2005-2022 to bring capital projects across the 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.

A parallel theory to support enhancement and development, both capital and non-capital, was

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that an authentic and visible recognition of the intrinsic value of Route 66 heritage would prepare for future private investment. As other commercial districts would become fully occupied and, perhaps, sustaining higher costs, entrepreneurs would seek the next area to invest or reinvest; Route 66 would be poised for that opportunity.

In addition to capital projects, non-capital objectives were developed to support a broader partnership and framework for private investment. Recognizing that Route 66 was a living heritage seeking relevance with each successive generation, the Master Plan directed future thinking towards partnerships, other funding mechanisms, an oversight commission or authority and the use of local zoning provisions to facilitate each phase of Route 66's ongoing growth.

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

- Immediately in 2003, the attention of a municipality dedicated \$15,000,000 to Route 66 revitalization for Master Plan Capital Projects, attracting a commitment from the National Route 66 Federation to hold 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 East Meets West sculpture. Local businesses readily incorporated the Route 66 Skywalk into television and print media advertisements; the "East Meets West" sculpture became the image for the first annual Route 66 Marathon and the winner's medals.
- The Oklahoma Centennial Commission also provided a \$400,000 grant to allocate toward the Red Fork Centennial Derrick at the Route 66 Historical Village. Improve our Tulsa designated an additional \$550,000 toward the development of the Tourist Center for the Route

66 Historical Village.

- Local funds were utilized as a 20% match to obtain a \$385,000 grant from the Oklahoma Scenic Byways Program to create, "Cultural Crossroads". This streetscape project includes bronze plaques telling the history of the surrounding neighborhood, elementary school and early commercial development. A "Tulsa Route 66" town clock was installed and concrete emblems representing the eight states of Route 66 were installed in the intersection crosswalks.
- 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 statue, Buck Atoms, has resulted in tourists from Australia, Brazil, Canada, Croatia, Czech Republic, Germany, Hungary, England, France, Italy, New Zealand, Poland, Spain and Switzerland visiting Tulsa Route 66 and signing the guest book.
- Vision Tulsa has provided \$3,000,000 for the development of the Train Depot at Route 66 Historical Village, and an additional \$3,356,000 to allocate toward beautification of the corridor. The additional funds may also be utilized for maintaining and marketing Vision 2025-funded capital projects.

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 the Route 66 Village, Inc. In addition, the Route 66 Overlay Ordinance was approved by Mayor G.T. Bynum and the Tulsa City Council, establishing a defined corridor for which zoning provisions could



Buck Atom Cosmic Curious Sculpture

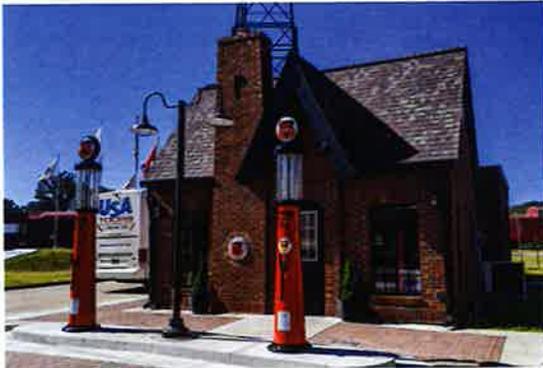


Route 66 Shield at the Historical Village



"East meets West" Sculpture

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Route 66 Village Welcome Center

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 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.

be implemented, the first being a highly successful neon sign matching grant program bringing a beloved iconic style of imagery back to historic Route 66.

Public, private and non-profit organizations are working together with strong support from local citizens and elected officials to create a Tulsa Route 66 identity that is serving residents, business owners and tourists. Tulsa's Route 66 efforts join other successful efforts that are realizing the goal of becoming a destination city.

Previous funding has primarily been allocated toward capital projects, initially directed by a Vision 2025 Master Plan focused on preservation, enhancements and promotion. The 2005 Route 66 Master Plan also created non-capital goals, which have largely been realized, including the creation the Commission, a Tax Increment Finance District (TIF), and creating an overlay district within the zoning code. With the capital goals of the Master Plan accomplished and the supporting framework in place, which has resulted in private investment, goals going forward in this update will 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

The update to this plan 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 to explore for visitors and Tulsa residents of all ages along the Route.
- Develop strategies for supporting established businesses while encouraging further growth, and contribute to a diverse, sustainable economy.
- Support the potential Route 66 has to create a thriving tourist economy.
- 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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Background

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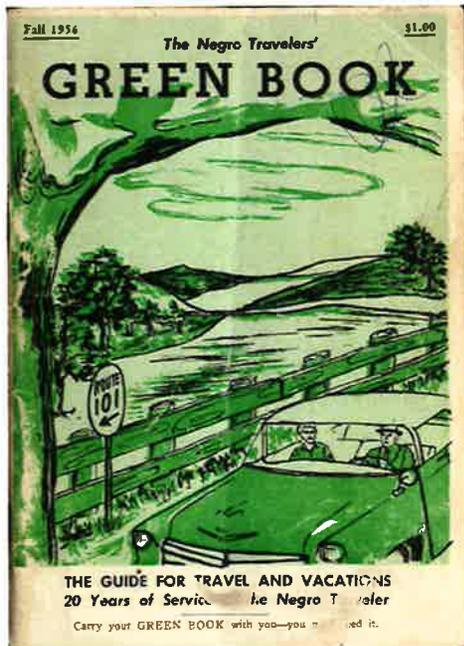
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Desert Hills Motel Sign



"East meets West" Sculpture at 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 blacks. 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: 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. Following the war, the automobile culture of the 1950s and 1960s in the US generated 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. Blacks 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 blacks 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. 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 2 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 destination city for Route 66.



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 general public on 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 was adopted in 2005 and identified a list of priority projects to be implemented in three phases. The recommendations of the master plan 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 general public, in order to make recommendations across the entire Route.

The great successes achieved by the initial master plan is 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 an update of the master plan.

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 and steady state tourism economy capable of generating roughly \$410 for each Oklahoma household. State-level outcomes from tourism include:

- Total Direct Travel spending of \$8.5 billion
- \$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%), \$368 million state (an increase of 4.3%)
- Direct travel-generated employment of 100,000, with an average annual increase of 2.5%

As 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.

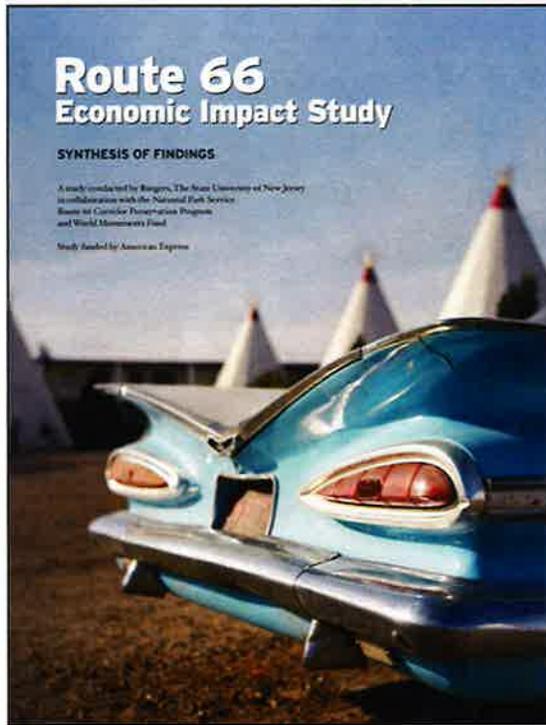
- \$43.4 million in local tax revenue in the county
- \$305 million in direct employment earnings gained across 12,806 jobs primarily in the accommodations, food services, and entertainment sectors.
- 8.4 million overnight visitors

In recent years, the exact 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, which today is largely populated with detached homes.



Cyrus Avery Memorial Bridge

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Route 66 Economic Impact Study



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

Route 66 Economic Impact Study (2011)

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

While difficult to monetize, 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 for the study period of 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 String of Pearls for Tulsa (2015)

University of Oklahoma College of Architecture; student joint 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 would create a connected, accessible environment where people engage in commerce and community activities.

The Peoria to Yale Avenue corridor 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 Route 66 (11th Street), including Peoria, Utica, Lewis, Delaware, Harvard, Pittsburgh and Yale. The resulting designs were showcased in a public event named, 'The String of Pearls Exhibit', and 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 Penalosa.

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 accomplish these goals.

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The Route 66 Experience (2003-2011)

Vision 2025

The Route 66 Experience is a project created during the Vision 2025 master plan process. The attraction seeks to provide an opportunity for tourism, dining, retail and office space grounded in the Route's historical identity and thematic experience. The project is one of 22 proposals including identity and wayfinding signage, aesthetic investments, and art installations.

The Route 66 Experience project seeks to deliver a "curated" attraction designed to be enjoyed for longer durations of time for visitors than existing interpretative and information-based Route attractions. The Experience's location in Tulsa reinforces the second largest tourism economy in the state, as a destination benefiting from numerous attractions including an aquarium, zoo, and 6 major art museums.

Beyond operating as a destination for visitors, the Experience's location in Tulsa will affect the local resident economy, and it's "mixed use" nature of combining hospitality, retail, and office space will allow the project to provide desirable services and destinations for locals alike.

A feasibility study conducted in 2011 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 (Feasibility Study of the Route 66 Experience, prepared by ConsultEcon, Inc in association with PSA-Dewberry for the City of Tulsa).

Case Study

City of Albuquerque Route 66 Action Plan (2014)

City of Albuquerque, New Mexico

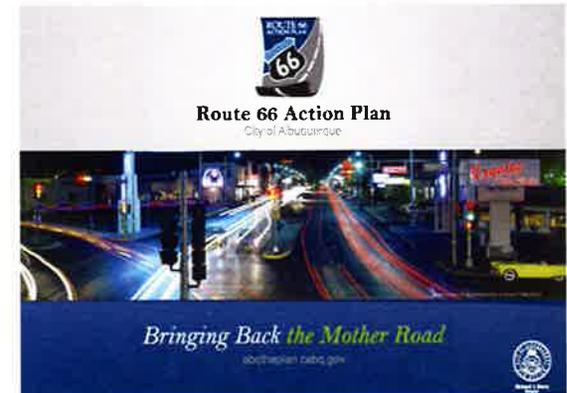
Albuquerque's Action Plan for the original urbanized alignment, Central Avenue, creates strategies to improve, enhance and celebrate that portion of Route 66. The Plan's intent is to inform and to direct City efforts that affect Central Avenue and provide guidance to other local plans.

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 Route 66/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 over 3,000 people, resulted in the ranking of actions, activities and projects and strategies to maximize city resources. Flexibility was also recognized 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, facade 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's centers, event venues, museums, lodging and public events and activities. Some specialized projects are identified in the existing Sector Development and Metropolitan Redevelopment Plans, some are new projects that are intended to enhance the Route 66 experience.

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

1.19



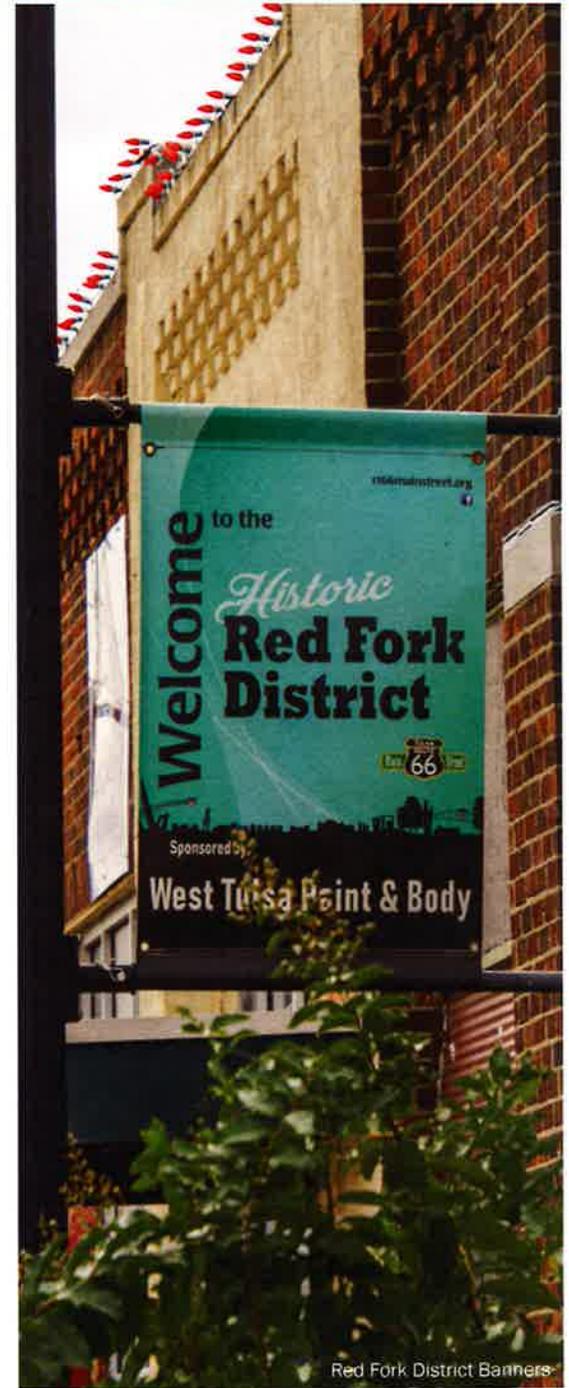
Route 66 West End Gateway

1.20

Existing Conditions

DRAFT
October 15, 2020

1.21





Route 66 - Evolution

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, the Kendall Whittier Main Street, and the 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.

For certain sections of the route, there is lots of momentum and the future looks bright; however, not all sections of the route have witnessed significant change since 2005. This is particularly true for the undeveloped rural sections of the route that are found in East Tulsa as well as certain sections of 11th Street, Admiral Boulevard, and Southwest Boulevard that have been stable 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, that provides signage allowances for all properties within the boundary, which extends 300 feet from the street in either direction, including an additional 300 feet at intersections, and covers the entire route, with the exception of the segments within downtown. The signage allowance enables property owners along the route to have bigger and taller signs than would normally be allowed, so long as they include neon in the design.

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 the sign's square area is 25% 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 increment districts (i.e. Tax Increment Finance 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 increment 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 PAC TIF, and the Santa Fe Square TIF.

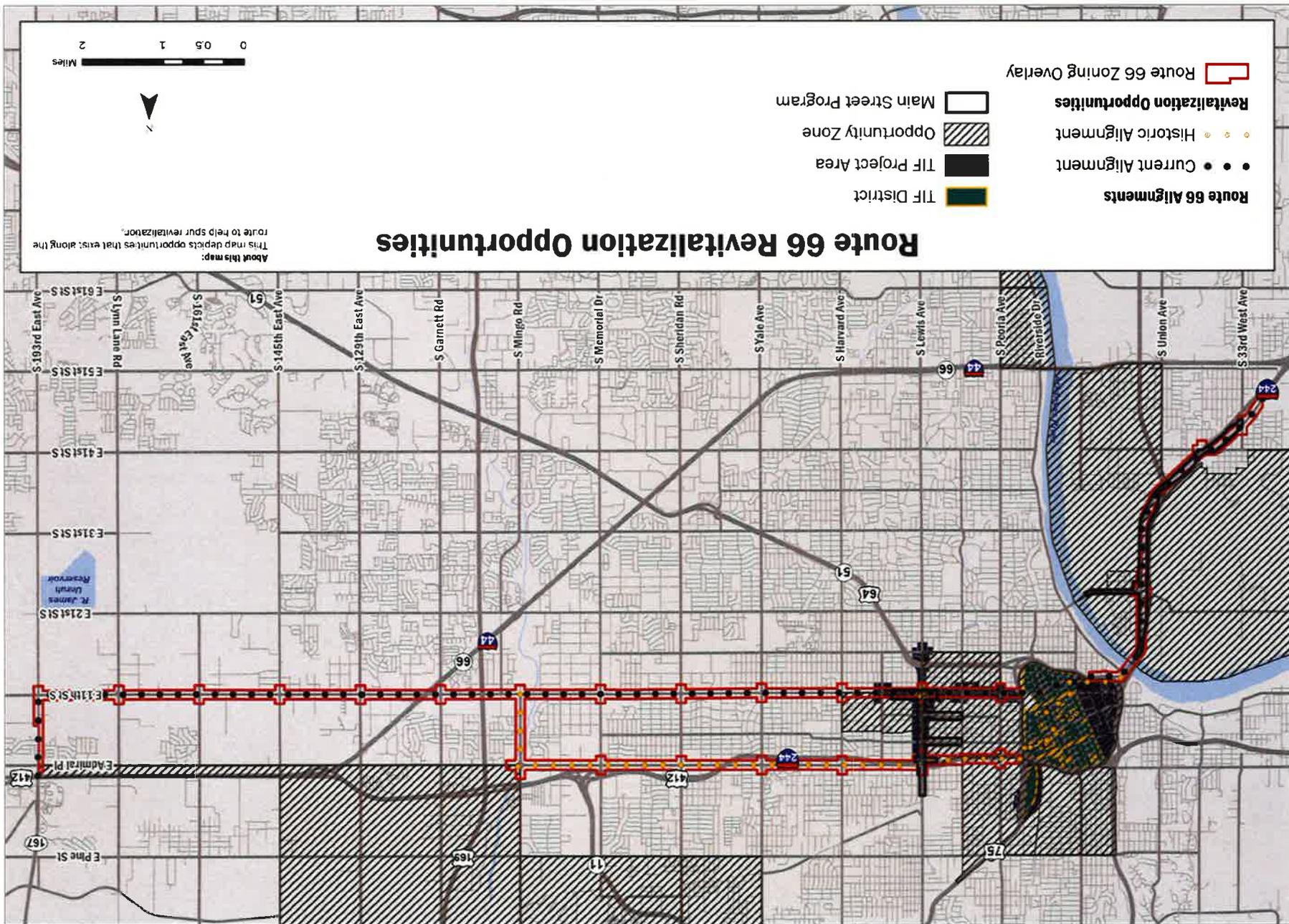
An additional new economic development tool, Opportunity Zones, could also benefit certain sections of the route. Nineteen opportunity zones have been designated within the City of Tulsa, seven of which are adjacent to or have the route running through them. Opportunity Zones are census tracts containing economically distressed communities and serve as an economic development tool designed to aid these distressed communities by providing tax incentives to developers who invest new capital within these designated zones.

There are also historic preservation programs geared towards 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, with combined tax credits of up to 40% for commercial properties being available.

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 E. Admiral Boulevard and S. Lewis Avenue are 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 partnering, leveraging and fund raising for economic development purposes.

1.22

Figure 17 – Route 66 Revitalization Opportunities Map



Demographics

The information contained in Tables 1 and 2 include the area within one-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%)
	Median Household Income	\$30,157	\$35,861	+\$5,704 (+19%)
	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
	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 Hispanics 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.

124

Economic Development



Dining

On the route (330')

Restaurants
Fast Food
Full Service

	2005	2019
Restaurants	72	97
Fast Food	25	28
Full Service	47	69



Lodging

Hotels

	2005	2019
Hotels	13	17



Shopping

Businesses
Retail Establishments
Used Car Dealers
Auto Repair Places
Auto Parts / Accessories
Convenience Store / Gas

	2005	2019
Businesses	1,240	1,528
Retail Establishments	260	296
Used Car Dealers	68	81
Auto Repair Places	80	51
Auto Parts / Accessories	24	28
Convenience Store / Gas	30	28

Number of jobs

	2005	2019
Number of jobs	59,205	64,030

By Age:

29 or younger
30 to 54
55 or older

	2005	2019
29 or younger	11,729	12,283
30 to 54	37,612	36,311
55 or older	9,864	15,436

By Earnings / month:

\$1,250 or less
\$1,251 to \$3,333
\$3,333 or more

	2005	2019
\$1,250 or less	9,514	8,010
\$1,251 to \$3,333	26,542	21,271
\$3,333 or more	23,149	34,749



Jobs

Major Industry Sectors (Top 5):

1. Manufacturing **11.3 %**
2. Professional, Scientific, and Technical Services **10.4 %**
3. Health Care and Social Assistance **10.3 %**
4. Finance and Insurance **7.9 %**
5. Public Administration **7.1 %**

1. Health Care and Social Assistance **11.9 %**
2. Manufacturing **10.2 %**
3. Professional, Scientific, and Technical Services **8.5 %**
4. Administration & Support, Waste Management and Remediation **7.9 %**
5. Accommodation and Food Services **6.5 %**

Key Facts

- While the population along the route has remained stable, there has been an 8% increase in jobs.
- Half of the jobs are located in downtown. Other concentrations of jobs include west 23rd Street to the west of Southwest Blvd/Highway 75, Hillcrest Hospital, the University of Tulsa, and beginning in 2009 the Hard Rock Hotel and Casino.
- Major employment sectors have also seen a shift since 2005, with the share of jobs in Health Care and Social Assistance going from third place to first place, edging out Manufacturing. Number of business establishments adjacent to the route has also increased, going from around 1,200 to just over 1,500 businesses.
- 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 overall increase in hotels along the route.
- The route's car culture has not changed. Automotive and car related businesses are still prevalent. These include automobile parts and accessory stores, used car lots, and gas/convenience stores.

see



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*, which was adopted in 2015, and *Connected 2045*, the long range transportation plan for the Tulsa area, which was 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 identified a portion of 11th Street from downtown Tulsa as a new bus rapid transit (BRT) system. Over half of the route 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 (bikes and automobiles use the same lane, which is marked with a painted bicycle with two chevron arrows) for Southwest Boulevard and 11th Street.

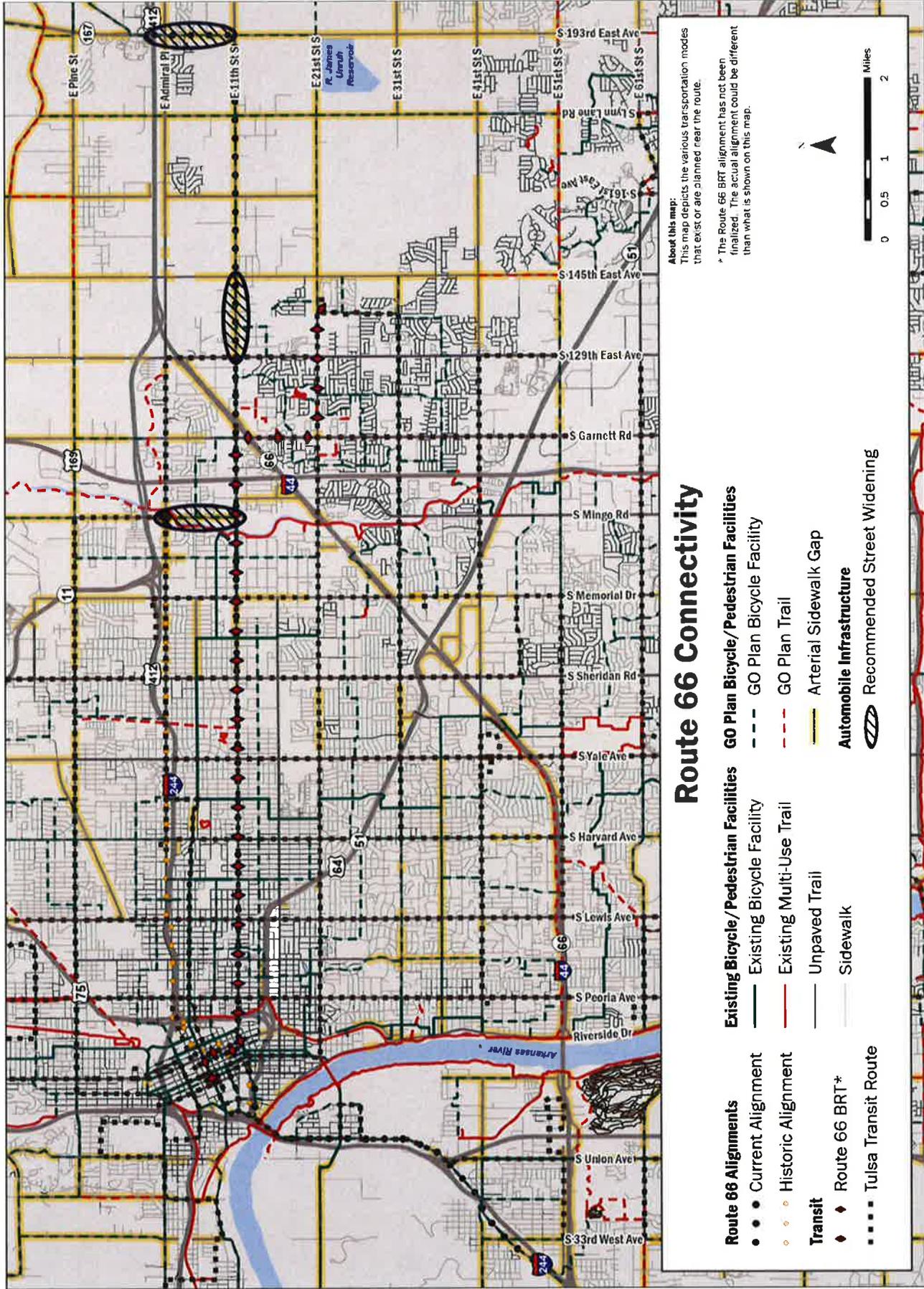
Recent street projects on 11th Street have resulted in bike lanes being installed between Utica Avenue and Sheridan Road and between 89th East Avenue and Mingo Road, with more to come soon. These and future installations necessitate a reconfiguration of the lanes resulting in fewer driving lanes. The 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 the route. The plan identified “sidewalk gaps” 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, nearly 2 of those miles have had sidewalks constructed along them. The rural sections of the route were also identified as having sidewalk gaps and will likely remain so until they are developed.

In January of 2020, the City of Tulsa adopted a new sidewalk ordinance that created a fee-in-lieu program for sidewalks in areas that meet certain requirements. This allows property owners in “non-critical” areas 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 or to help fill gaps around schools. This also addresses the sidewalk in the middle of nowhere concern that is often expressed.

Connected 2045 recommends three miles of the route be widened from 2-lanes to 4-lanes by 2045. This widening is recommended for S Mingo Road between E Admiral Place and E 11th Street, E 11th Street from S 129th East Avenue to S 145th East Avenue, and S 193rd East Avenue from E Admiral Place to E 11th Street. The plan recommends maintaining the current roadway widths for the rest of the route. Additionally, the plan calls for widening certain streets that interest the route, namely W 41st Street, which intersects Southwest Boulevard at Red Fork, S 145th East Avenue and S 193rd East Avenue, which both intersect E 11th Street. No additional highway access points are recommended in the plan.

1.24



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.

Route 66 Connectivity

- | | | |
|----------------------------|---|--|
| Route 66 Alignments | Existing Bicycle / Pedestrian Facilities | GO Plan Bicycle / Pedestrian Facilities |
| ● ● ● Current Alignment | — Existing Bicycle Facility | --- GO Plan Bicycle Facility |
| ○ ○ ○ Historic Alignment | — Existing Multi-Use Trail | - - - GO Plan Trail |
| Transit | — Unpaved Trail | — Arterial Sidewalk Gap |
| ◆ Route 66 BRT* | — Sidewalk | Automobile Infrastructure |
| ◆◆◆◆ Tulsa Transit Route | — Recommended Street Widening | ▨ |



Figure 21 — Route 66 Connectivity Map

1.27



Key Facts

- The cultural and recreational offerings near the route have flourished over the past 15 years. Four new museums have opened, five new parks have been developed adding nine acres of parkland.
- Two new major event/sporting venues have opened, namely the BOK Center and ONEOK Field.
- New art galleries have setup shop. New landmarks have emerged. All adding to the already rich offerings of Route 66 in Tulsa.

Culture and Recreation



Parks

Number of Parks
Park Land Area (Acre)

2005
38
463

2019
43
472



Venues

Number of Venues
Event Centers
Sporting Venues
Theatres/PACs

12
0
3
2

19
6
5
4



Recreation Centers

Number of Recreation Centers

4

4



Museums

Number of Museum
Name of Museums

0

4
1. Woody Guthrie Center
2. Henry Zarrow Center for Art & Education
3. Route 66 Train Village
4. Outsiders House

Miscellaneous

265 commercial/industrial properties have been built or remodeled along the route (330 ft) since 2005

There are approximately 150 vacant properties representing 130 acres running along the route (330 ft)

415 residential properties have been built or remodeled within a half mile of the route since 2005

1.28



Route 66 Projects

Vision 2025 sales tax program allocated

\$15,000,000

to Route 66, 15 years ago (2005)

22 Projects proposed in the plan;

20 projects

were completed.



4 Artwork

(Howard Park, Sue Bland, East Meets West, Avery Traffic Circle)



4 Capital Destinations

(East Gateway, West Gateway, Avery Park Southwest, Avery Centennial Plaza & Skywalk)



3 Preservation

(Meadow Gold, Historic Bridge, Avery grandchildren raw film, other projects in concept development)



2 Property Acquisition & Construction

(Route 66 Village, future site of RT 66 Experience)



6 Streetscape

(Red Fork, 11th & Yale, 11th to Garnett, SW Blvd, West Bank to W. 23rd, Planters)



3 Signage

(Nationally recognized brown Route 66 markers, overhead traffic signal mast arm signage, information road signs)

Remaining Balance

Preservation

\$500,000

Programs under concept, zoning, legal review and development

Operating Reserve

\$175,000

Contingency for remaining projects

Project Reserve

\$500,000

For public projects for the Route 66 Experience

Balance

\$1,175,000



Route 66 Signage at Kendall Whittier



Route 66 Historical Village Sign



Route 66 Pedestrian Bridge

1.29



Notable Findings

Research and public outreach performed for this master plan update have underscored several qualities, issues and assets for Route 66 in Tulsa. These notable findings are listed below.

- **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 official Main Street programs: Kendall Whittier Main Street 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 shops and accessories stores, to gas and service stations and used car lots, Route 66 concentrates several car-centric businesses that echo along the route's historic purpose; 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, for example the Campbell Hotel, which was built in 1927, and the Desert Hills Motel, built in 1953.
- **The corridor's configuration is mainly car oriented.** The development along the route is suburban, with changing characters 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, and a pedestrian-oriented environment is much needed.
- **Route 66 is getting a Bus Rapid Transit.** The corridor will have access to Tulsa's first Bus Rapid Transit (BRT) routes, with a Route 66 line running from East Tulsa to Downtown along a portion of E. 11th Street.
- **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 S. Yale Avenue and E. 11th Street; and the recently open Buck Atom's Cosmic Curios on 66, which includes the new iconic 21-foot-tall Buck Atom, a Route 66 and space traveler statue, 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 East and West Bank 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 incentive efforts have been designated and implemented along Route 66,** including Tax Increment Financing (TIF), Opportunity Zones, Historic building preservation programs, a Neon Sign Grant, and surrounding Historic Preservation Districts.

1.30

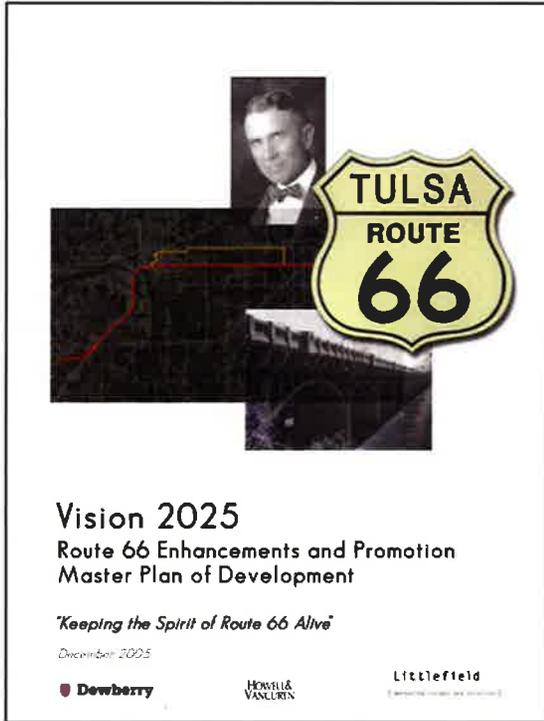
Successes

DRAFT
October

1.31



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

The Committee's efforts resulted in the *Route 66 Enhancements and Promotion Master Plan of Development*, which included a marketing strategy, a *Project Implementation Plan List for 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.
- Secondly, 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.
- And third, 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 1920's, to the boom of the automobile in the 1950's and 1960's, but with an influence of progress that would appeal to both the Baby Boomers and subsequent generations. A successful example of

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!

1.32



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. Bicyclers stopped on the Plaza to enjoy the sculpture and read the commemorative plaques. In addition, younger generations have adapted the European culture of “love locks” fastened to the Skywalk’s mesh accessory. And 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 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 line item #23 for Encumbered/Spent.

Non-capital recommendations were identified in the Plan’s narrative to further facilitate preservation, 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 in the Plan’s narrative and included identifying other funds, a recommendation to consider zoning code changes and creating a Route 66 Authority to oversee the long-range development and sustainability of these efforts.



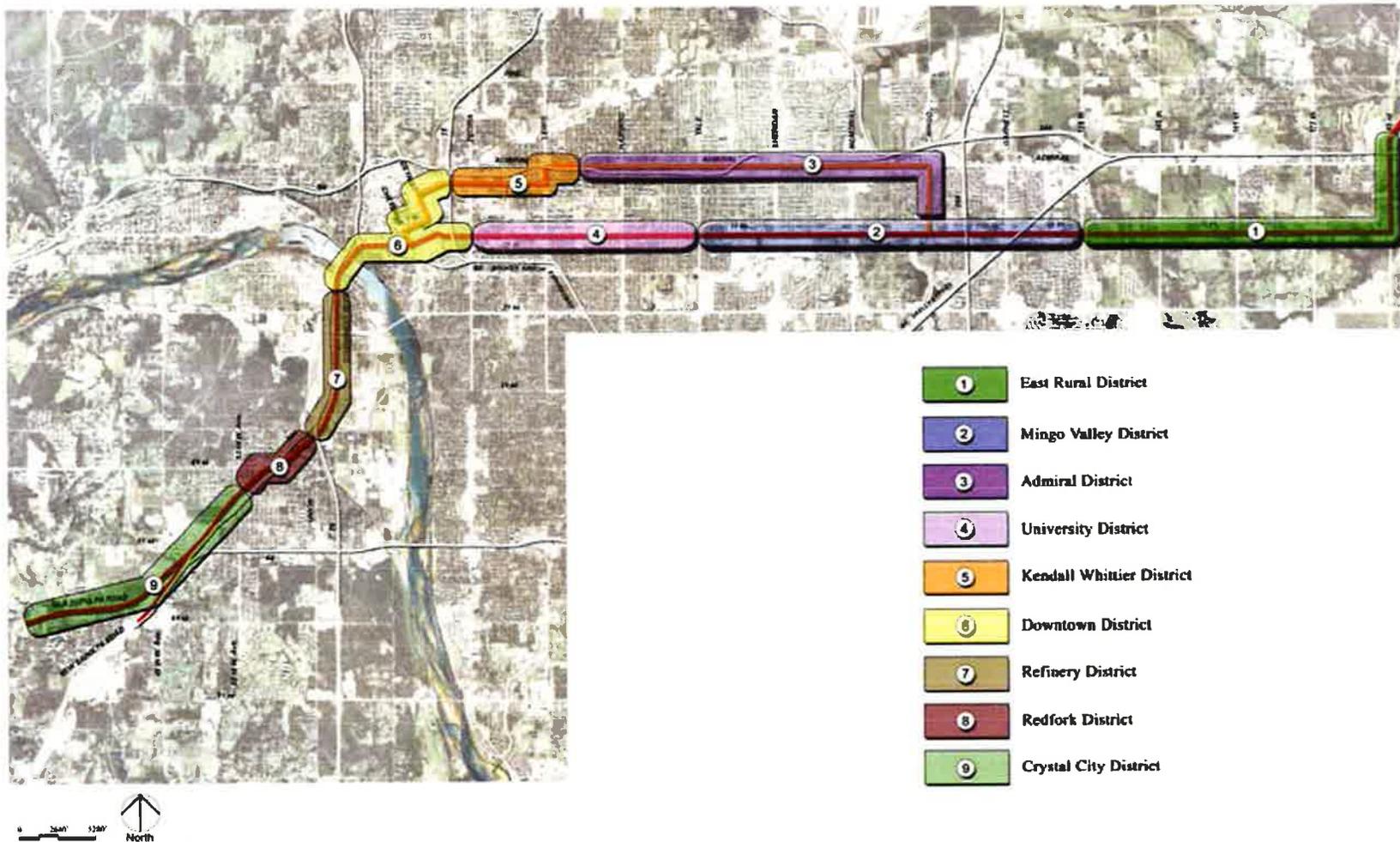
Cyrus Avery Memorial Bridge Gate

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 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.

1.33



Corridor Districts



ROUTE 66 MASTER PLAN STUDY

Dewberry

HOWELL & VANCUREN

Figure 28 – Corridor Districts Map from The Route 66 Enhancements and Promotion Master Plan of Development (2005)

1.34



Route 66 Corridor Districts (2005)

A concept to identify unique or recognizable segments of the Route 66 corridor was achieved through 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 last 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 the downtown central business district. 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.** The University of Tulsa began in the early 1900’s at its current location abutting the street that later became Route 66. The wealth of an early oil industry philanthropist, William Skelly, supported the university’s Art Deco football stadium built in 1930. Renovations have occurred over the years, and the stadium still generates a thriving crowd of football fans along Route 66. Skelly Stadium (recently renovated and renamed) is an architectural asset that has been preserved even while the university continues to grow as an urban campus with on-site housing.
- 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 entrepreneurs of food, art 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 style of development 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 dense urban experiences that include art, shops, food, loft living, 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 architecture 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 Crystal City Shopping Center. Red Fork District continues to attract entrepreneurs for food, business and art.
- 9. Crystal City.** Originally the site of an amusement park and dance hall with strong architectural features, Crystal City also housed one of the largest wooden roller coasters of that time period. Suffering the effects of changing demographics and then a devastating fire, the site was later reinvented into a mid-century shopping center that prevails and is again transforming into a revitalized commercial center.

Vision 2025 Selected Projects

Vision 2025 allocated \$15 million for the preservation, revitalization, and promotion of historic Route 66 in Tulsa. A team comprised of business owners, non-profit leaders, elected officials, city staff, and consulting landscape architects, engineers, historians and marketing professionals met routinely to create, evaluate and recommend a final list of thematic capital projects for the public right-of-way. Criteria which influenced the recommendations of each project were: would it inspire, impress or educate; attract Route 66 enthusiasts to Tulsa; appeal to all age groups; attract vacationing families; and be a catalyst for private development and revitalization?

After two public meetings that attracted residents from citywide, the following projects were recommended to the mayor and approved for implementation.

1.35



Figure 29 — Cyrus Avery Centennial Plaza

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" offers a panoramic view of the sculpture, the downtown skyline, the Cyrus Avery Route 66 Memorial Bridge 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 along the Arkansas river trails.

Status: Complete

Outcome: Historic and commemorative features combine heritage tourists, guests of downtown convention events, business travelers and residents with downtown's food, art and entertainment districts.

Partners or Involved Parties in Implementation: Oklahoma Centennial Commission; Vision 2025 funds were enhanced by a \$400,000 grant.



Figure 30 — Conceptual Renderings - Route 66 Experience

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 multi-medium displays, thematic commercial amenities for tourists, and indoor-outdoor programmable space. The site was acquired for its location on Route 66, proximity to the downtown central business district, views of the historic bridge and Arkansas river, and centrality to the east and west flow of motoring tourists.

Status: Concept development and additional fund raising 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.



Figure 31 — Avery Plaza Southwest Neon Sign Park

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.

1.34



Figure 32 — Cyrus Avery Memorial Bridge at Route 66

4. Cyrus Avery Memorial Route 66 Bridge Stabilization

Location: Spanning the Arkansas River and originally the 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.



Figure 33 — East End Gateway

5. East and West Gateways

Locations: The "East Gateway" is located at 11707 E. 11th Street; the "West Gateway" is located at 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.



Figure 34 — Historic Information Sign and Map along the Route

6. Information Road Signs

Locations: Along Tulsa's two Route 66 Alignments

Description: Within the culture of America's Main Street, Tulsa had many businesses and neighborhoods that characterized the early years of travel experience along Route 66. 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 of them also display historic images.

Status: Complete

Outcome: Tourists experience the story of Tulsa's Route 66 with its local style of neighborhoods and businesses during the Route's early decades and contributed to creating more than 2,000 miles of America's Main Street.

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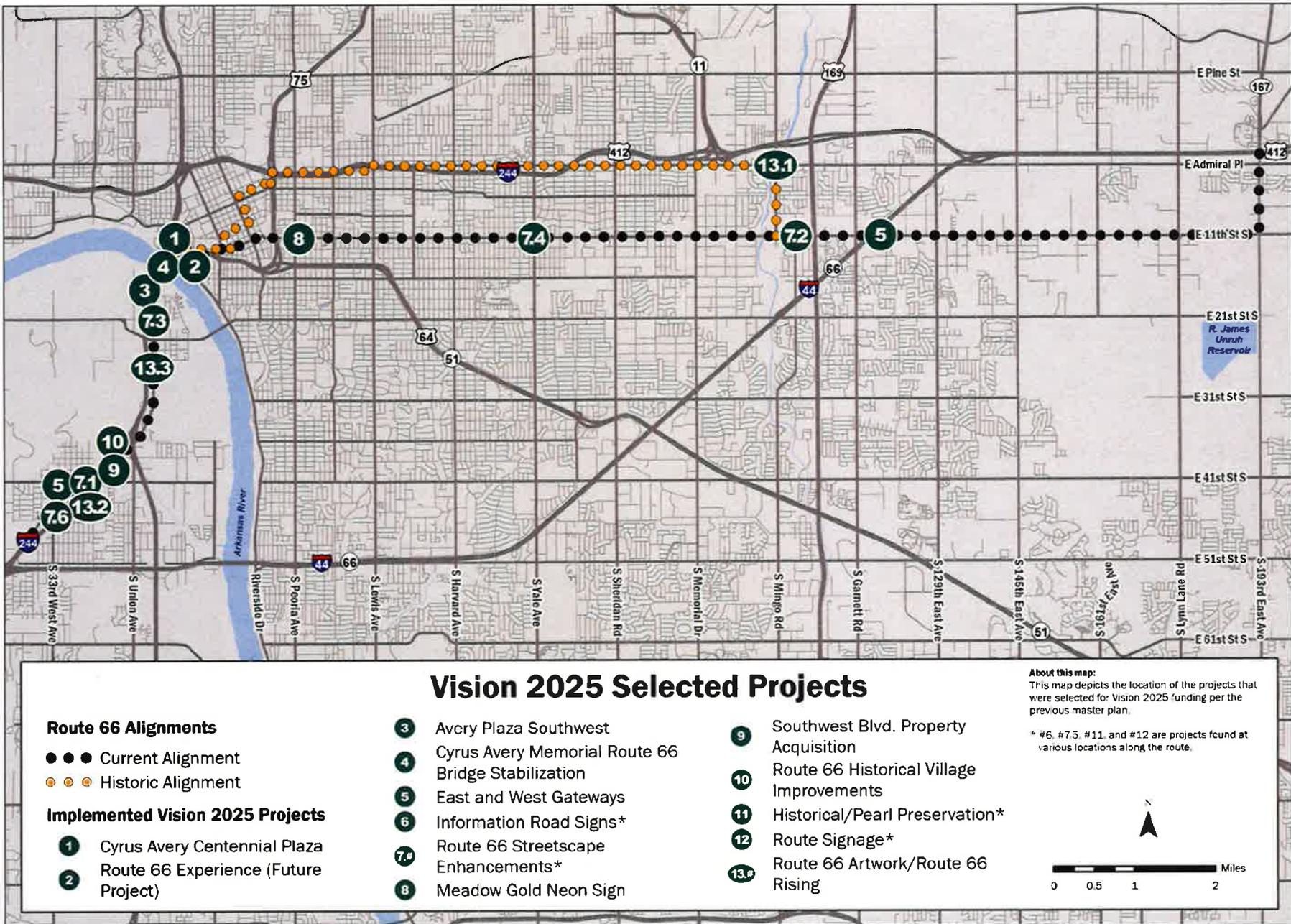


Figure 35 – Vision 2025 Selected Projects Map

1.38



Figure 36 — Red Fork District on Southwest Boulevard



Figure 37 — Sign Board at the Mingo Road intersection



Figure 38 — Route 66 Sidewalk Stamp

7. Route 66 Streetscape Enhancements

7.1. Red Fork Main Street - Streetscape Enhancements

Location: The block of 4067- 4085 Southwest Boulevard

Description: The block includes the remaining early commercial architecture of west Tulsa when development 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 - Streetscaping

Location: E. 11th Street from S. 89th East Avenue to Garnett Road

Description: This segment of Route 66 is a landscaped boulevard with “Tulsa Route 66” banners, a thematic 14’ Wayfinding Signboard 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, the Route 66 Rising sculpture and an Interpretive Plaza. The Plaza, south of the intersection, has kiosks and bronze plaques telling local stories of motor courts, historic downtown or neighborhood districts 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, tourists can enjoy the entry into or out of Tulsa along a tree landscaped boulevard with Route 66 banners. The wayfinding map and informational bronze plaques tell the Tulsa story as tourists take the opportunity to get out of their cars and walk along the greenway with water features and recreational trails.

7.3. Streetscape along Southwest Boulevard

Location: Arkansas River to W. 23rd Street

Description: Tulsa began growing in the early 1900’s with 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 the downtown central business district, where civic government 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 adjacent central business district’s architecture, which functioned as the oil capital headquarters and is enhanced by various cultural and entertainment amenities.

1.39



Figure 39 —Streetscape Amenities at the 11th Street and Yale Avenue Intersection

7.4. E. 11th Street and S. Yale Avenue Intersection

Location: The four corners and crosswalks

Description: “Cultural Crossroads” features four intersection crosswalks displaying the emblems of the eight states that Route 66 crosses by, and a Route 66 shield 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 of Route 66; 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 brought metals for World War II efforts. An early corner shopping center, the area is still commercially vibrant and is near Expo Square state fairgrounds, home of the 75-foot tall Golden Driller and a colorful Art Deco Pavilion.

Status: Complete

Outcome: Visual placemaking provides tourists with a broad and present-day experience into the lives of area residents between the 1920’s and 1950’s.

Partners or Involved Parties in Implementation: Vision 2025 funds were enhanced by a \$385,000 Oklahoma Scenic Byways Program grant.



Figure 40 — 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 Route 66 company, each concrete planter has a Route 66 shield and receives a fall and spring planting of flora adding a unifying and unique feature to the Route.

Status: Complete

Outcome: Visual placemaking, beautification and consistent identifiable streetscaping



Figure 41 — 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 below. 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: Visual placemaking, pedestrian movements and Route 66 symbolism

of 1



Figure 42 – Meadow Gold Neon Sign

8. Meadow Gold Neon Sign

Location: 1324 E. 11th Street

Description: The restored 1940's Meadow Gold Neon Sign is comprised of two 40'x 20' panels that travelers can view from either 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, which includes kiosks with bronze plaques commemorating the transition of the property into a grocery store during the Depression, 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 visual 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.

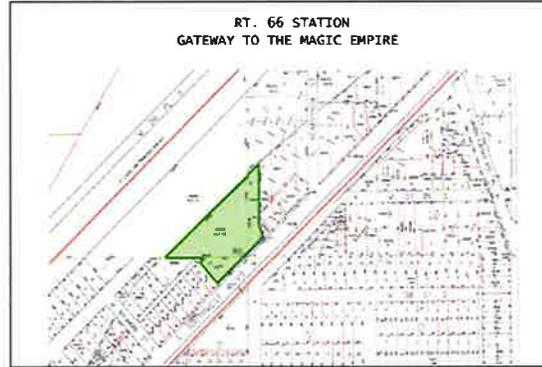


Figure 43 – Survey Plan Map

9. Southwest Blvd. 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.



Figure 44 – Restored Train and replica Oil Derrick at the Village

10. Route 66 Historical Village Projects

Location: 3770 Southwest Boulevard

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

Status: Ongoing

Outcome: The 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 Village is also a future site of Route 66 Train Depot currently under design.

Partners or Involved Parties in Implementation:

The Route 66 Village, Inc. 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.

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Figure 45 — Route 66 by the Meadow Gold Sign



Figure 46 — Route 66 Signage



Figure 47 — Route 66 Rising Sculpture

11. Historical/Pearl Preservation

Location: Corridor-wide

Description: Recognizing the vulnerability of historic assets over the progression of 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.

Status: Ongoing

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

12. Route Signage

Location: Multiple major intersections on the overhead traffic signal mast arm, 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 brown 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 designation as being on Route 66.

13. Route 66 Artwork

13.1. Avery Traffic Circle/Route 66 Rising

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

Description: Nearly 30'x 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 1950's automobiles. The sculpture, capped by a traditional shield emblem and the word "TULSA" is rising from the ground symbolizing the ongoing significance and relevance of Route 66 to current generations.

Status: Complete

Outcome: This unique and inspirational sculpture emphasizes how current generations value the history of Route 66 and enthusiastically add their enthusiasm to the ongoing brand of America's Main Street.

Partners or involved parties in implementation: Eric F. Garcia, artist.

1.42



Figure 48 — 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



Figure 49 — Howard Park Stone Sculpture

13.3 Howard Park Artwork Route 66 #1, #2 and #3

Location: 2510 SW 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 Tribes greet tourists with the phrase: "Hello, how are you?" presented with the Tribal writing 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 Enhancement and Promotion Master Plan of Development

1. **A Master Plan** to guide preservation, revitalization and the promotion of Route 66 tourism through capital projects and policy mechanisms.
2. **The East Meets West Sculpture** is a 20,000-pound artwork handcrafted in clay and then cast in bronze; the dimensions are: 20'x 40'x 14'. An oil rig wagon, the driver and his dog pulled by two horses are leaving the oil fields and crossing the bridge. Cyrus Avery and his family are traveling west from downtown. Meeting on the bridge where the frightened horses rear up, Mr. Avery seeks to protect his family. Artist Robert Summers is known for attention to detail.
3. **Nationally recognized brown Historic Markers** were installed on both Route 66 alignments providing tourists with frequent wayfinding identification.

Status: Complete

Outcome

- **The Master Plan** guided capital projects, marketing and 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 by Executive Order.
- **More than 90% of the capital projects in the Plan have been implemented.**
- **East Meets West** memorializes the Avery family and the contribution of the oil field worker, whose hard work assured Tulsa's place in history, leaving a rich legacy of architecture and philanthropy.

1.43



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 District, Crystal City/Red Fork area 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.
- The Tulsa Fire Department renamed a facility to "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 Signs Matching Grant Program was implemented as a benefit of the Overlay District.

Partners or involved parties in implementation

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

Non-Capital Projects

1. Route 66 Village Welcome Center

Location: Route 66 Historical Village - 3770 Southwest Boulevard
Description: A replica 1920's and 1930's Phillips 66 masonry Tudor Revival style gas station. Thematically accurate including replica gas pumps, the 720 square foot station serves as a tourist center.
Status: Complete
Outcome: Originally designed to architecturally become a part of the neighborhood, this style of gas station was most notable in the early Route's 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 1950's 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 "kitsch" design style.
Funding: Improve Our Tulsa
Partners: Route 66 Village, Inc

4. Route 66 Train Depot

Location: 3770 Southwest Boulevard
Description: A replica 1920's to 1930's train depot
Status: Ground was broken in 2020
Outcome: The 5,563 square foot facility with catering kitchen can host community, educational and privately rented events. An additional parking lot will have 66 parking spaces.
Partners: Route 66 Village, Inc.

Additional Resources and Outcomes

- 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

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Methodology



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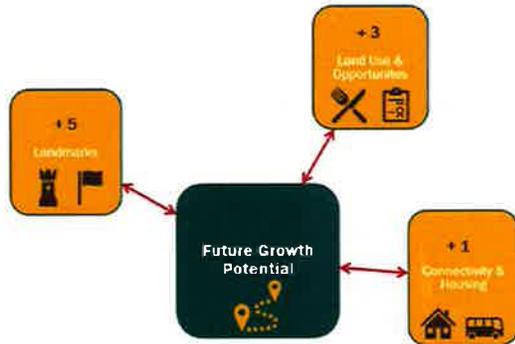


Figure 51 — Future Growth Potential and Indicator Categories

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. Strategic planning process created a framework for discussing, modeling, and visioning the Route 66's future through Tulsa.

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

Methodology

Strategic Planning is a data-oriented process that directs the allocation of programs and services towards 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:

1. A 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, existing and future bicycle and pedestrian infrastructure.
- d) Housing**, represented by residential uses including apartments, condos, duplexes, and single-family homes.

2. A proximity to capital project investments and landmarks

Following the previous Route 66 Master Plan and funded through Vision and Improve our Tulsa public investment, capital projects have been created and maintained along the Route. 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 iconic landmarks within 3 miles of Route 66 from January 2018 through April 2019. Landmarks are defined as key destinations and attractions along Route 66, ranging from quirky kitsch and neon signs, to local eateries and fine institutions.

To further assess the potential for these three major groups of indicators they were weighted, or assigned values, by their ability to influence future growth, as can be seen in *Figure 43*.

This process of dividing portions of the local Route into smaller segments for analysis is a continuation of the 2005 Master 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, as explained in Plan 66's *Chapter 3*. *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 combined to merge the efforts of the past with detailed local context and formed a framework for accessing the potential of future implementation and actions along the Route. When the indicators are mapped, "hot spots" or concentrations become evident, and planning interventions were easier to be assessed in accordance with their ability to be significant.

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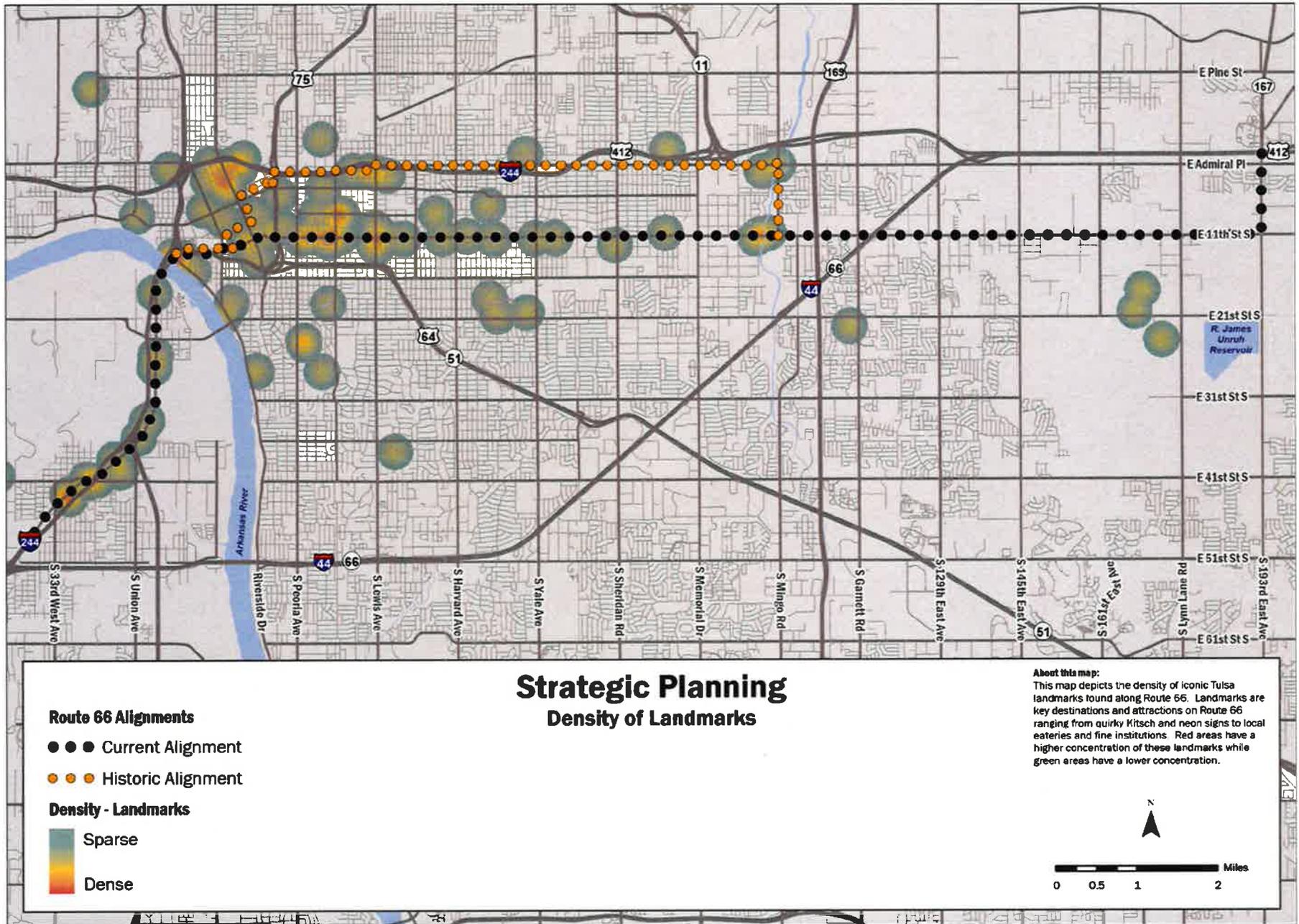


Figure 52 – Route 66 Density of Landmarks Map

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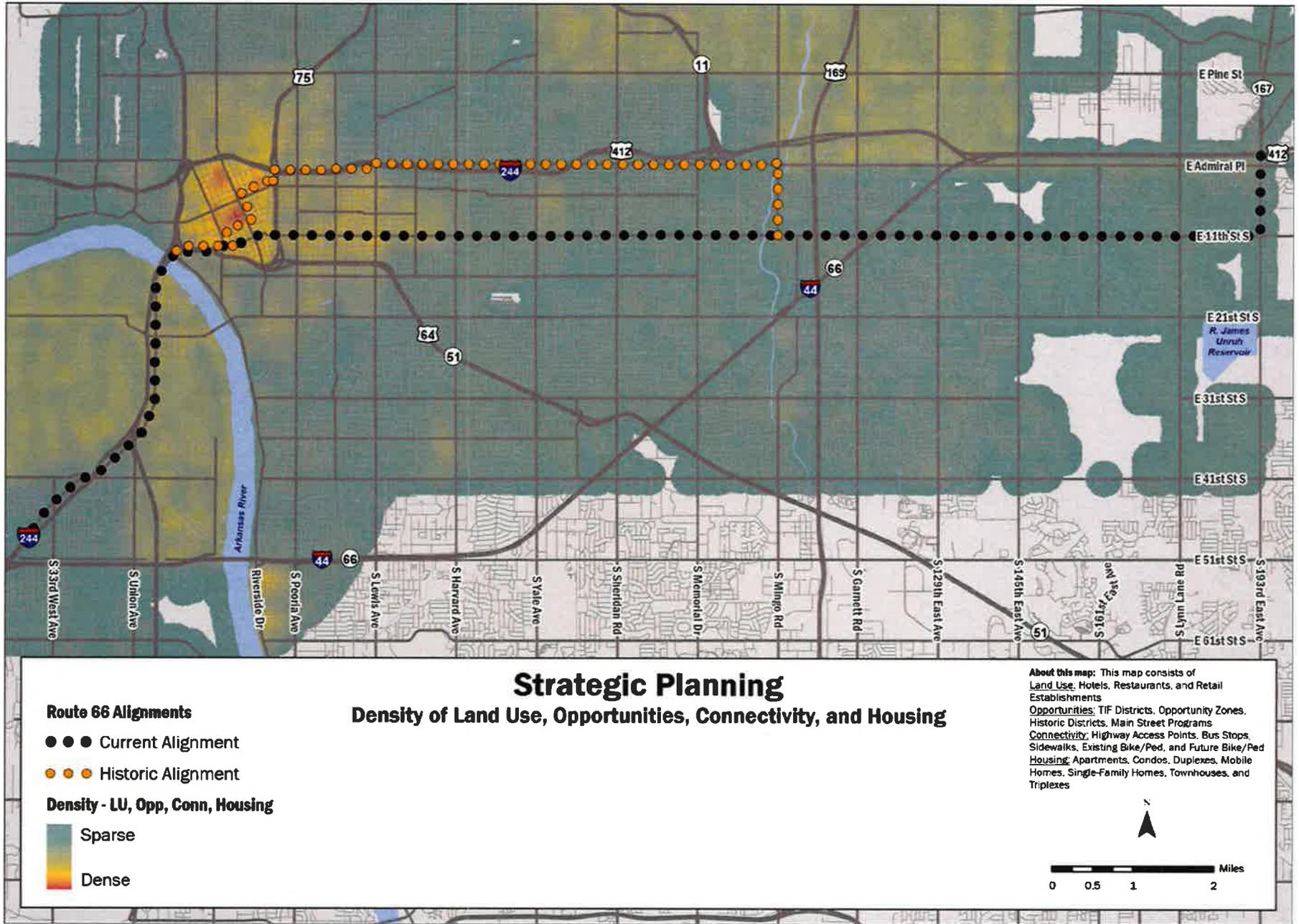


Figure 53 – Route 66 Density of Land Use Opportunities, Connectivity and Housing Map

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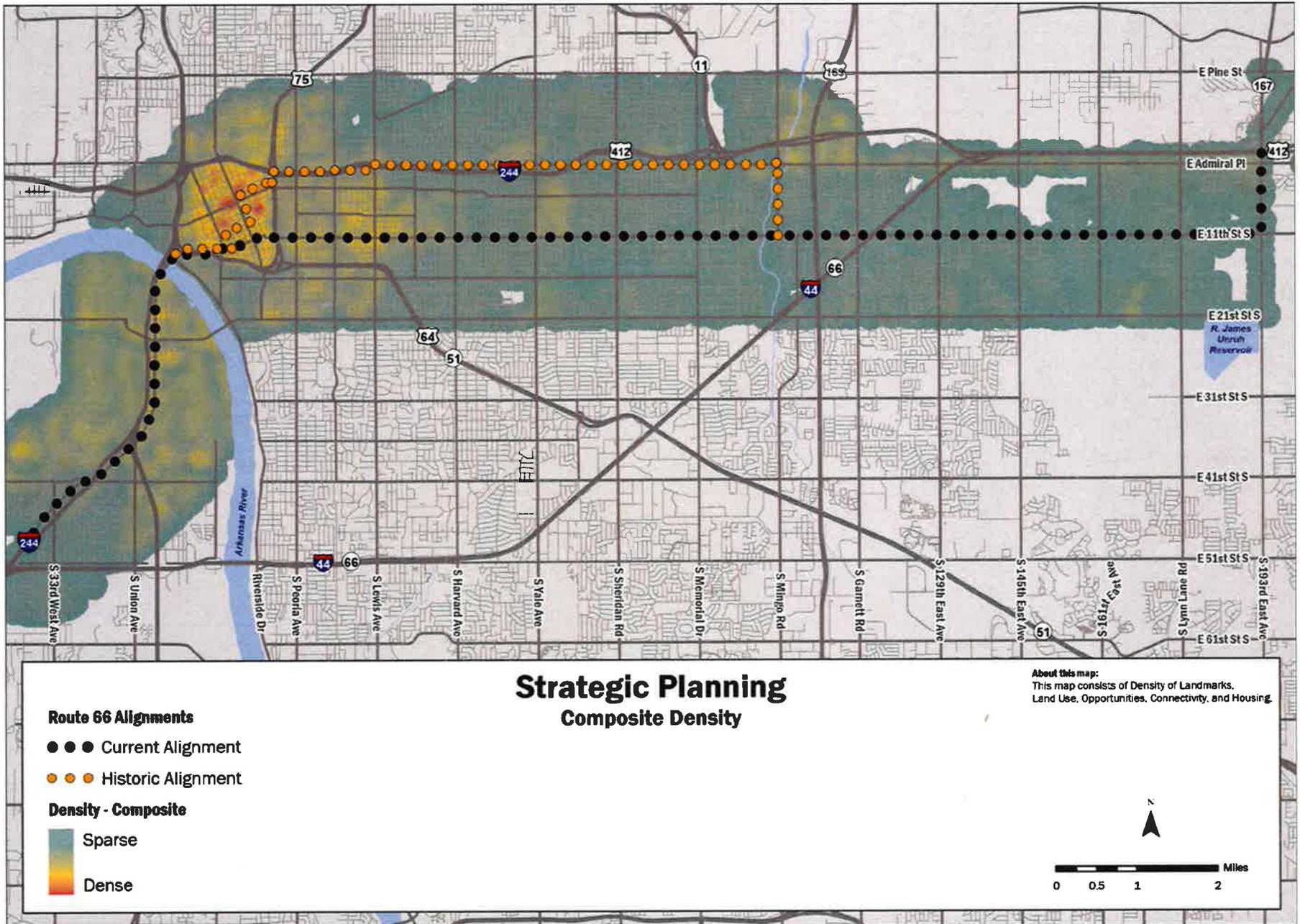


Figure 54 – Route 66 Composite Density Map, including Landmarks, Land Use, Opportunities, Connectivity and Housing

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Figure 55 — Advisory Committee Workshop Discussion

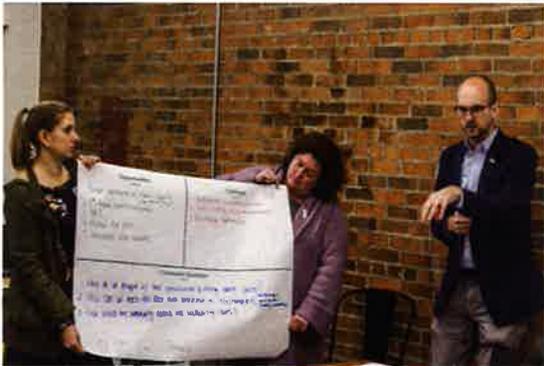


Figure 56 — Team presents, at Advisory Committee Workshop



Figure 57 — Team members discuss at Workshop

The hot spots that emerged from the strategic planning process helped to illuminate future potential along Tulsa’s Route, and provided a strong framework to guide and assess the community’s own perception about transformational change. Paired with a robust outreach process, these hot spots formed a foundation able to evolve into the collaborative identification of **Plan 66’s target areas**.

Outreach Process

America’s 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 was able to be captured in the planning process.

Plan 66 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 envision. In addition, staff engaged with the Route 66 Commission, the Mayor’s Office of Economic Development, the TMAPC and Council Committee to support Plan 66’s development, review and adoption process.

a) Advisory Committee Workshop

At the onset of the Master Planning outreach process, 12 advisory committee members participated in a workshop at Mother Road Market located on Route 66. 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 hot spots identified in the strategic planning process as well as identify potential new hot spots.
- 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. The most popular ideas among attendees included to:

- 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 programs for local business and property owner appearance enhancements



Figure 58 — Roundtable Event Attendees

b) Business and Cultural Diversity Roundtable

In order to better understand the unique perspectives of diverse business owners along the Route, a round-table discussion was facilitated. 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 local Route 66 icon, 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



Figure 59 — Roundtable Event Presentation

c) One-on-One Interviews

To take a deeper dive on policy topics, from February to March of 2020, subject matter experts were identified who could contribute valuable perspective and context on strategies under each of the four foundational goals for Plan 66. 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 for Tulsa's Route 66.

Providing detail, identifying resources, and illuminating the potential for future partnerships, 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"*
- *"Store fronts 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 street is good for Tulsa - not just preservation - it's good for everyone"*
- *"The more neon we get, the better it is, 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 Route 66 and enjoy all the districts"*

1.51



Figure 60 — Target Area Identification at the Workshop 1



Figure 61 — Target Area Identification at the Workshop 2



Figure 62 — 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 partner’s networks, the survey sought to garner feedback and comments on the draft initiatives developed throughout the process. Originally, the planning team had planned two public meetings to be held on the East and West alignments of the route. Due to the global health pandemic of COVID-19, the planning team transitioned to a digital opportunity for public feedback in order to ensure public safety.

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 and capital should be allocated.

More than 1,000 community members participated in the digital survey, and unique responses were able to be gathered from each state the historic Route runs through across the United States. Almost half the responses, roughly 46%, came from Tulsans living either on the Route or within one mile of the Mother Road. A broad age range was captured through the survey as well, with a roughly even spread of adults from ages 24-56+ weighing in on the survey, showing the importance of the historic route 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.

Chart 2: Generation of Survey Respondents

Baby Boomers	Gen X	Millennials	Gen Z
Age 56+	Age 40 to 55	Age 24 to 39	Age 8 to 23

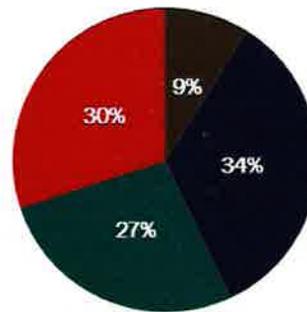
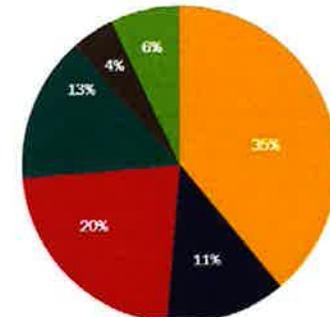


Figure 63 — Generation of Survey Respondents

Chart 1: Respondents by Zip Co



- Tier 1: Route 66 runs through it
- Tier 2: Zips within 1 mile
- Tier 3: Zips within 3 miles
- Tier 4: Zips within 5 miles
- Tier 5: Zips within 10 miles
- Tier 6: All Others

Figure 64 — Respondents by Zip Code Tier

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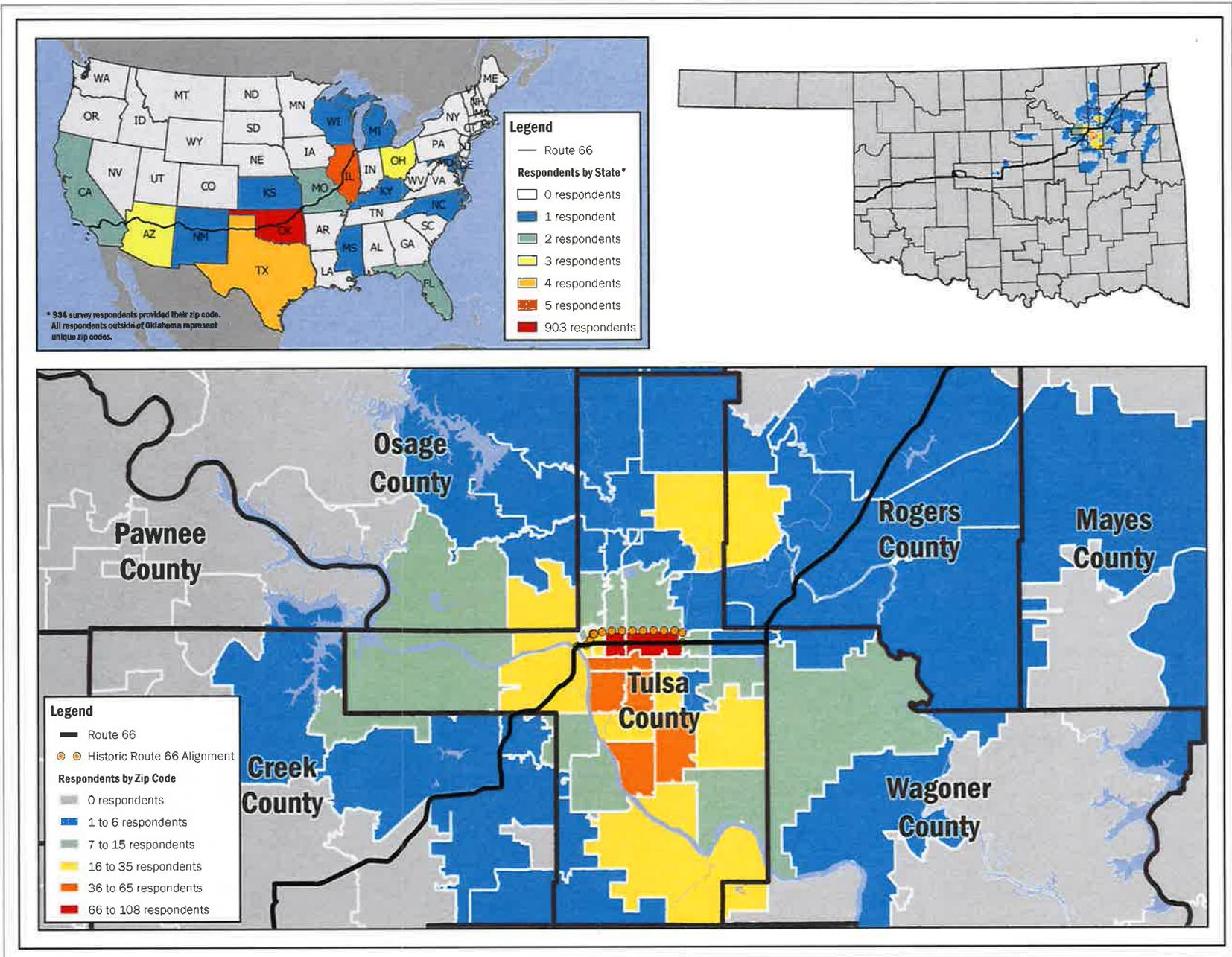


Figure 65 — Survey Response Map

1.53

For Goal 1: Preserve, respondents favored actions that contributed to the direct protection and salvage of existing historical and heritage sites along both alignments of the Route.

Two of the top three choices included actions that encourage maintaining what standing assets remain of the Route today, including inventorying and tracking as well as promoting those assets to be restored for future use.

The other top choice was to invest in and support the use of public art and visual enhancements which could help call attention to overlooked portions and continue to solidify the Route's significance as a recognizable and culturally identifiable component of History.

For Goal 2: Revitalize, public input echoed a strong desire to target capital and funding resources to businesses and property owners along the route capable of utilizing the support to enhance their aesthetic and appearances as well invest in operations.

Other strongly expressed sentiments included addressing the walkability and pedestrian infrastructure along the Route, with the recognition that development that is welcoming to pedestrians increases comfortability and the appeal of the Route.

For Goal 3: Connect, perspectives on the multi-modal infrastructure of the Route continued to favor interventions that support pedestrians and walkability as priority.

The desire to better connect the Route to existing and new transportation networks like trails, transit, and bike networks was one of the top three choices, while making the Route more comfortable, safe, and navigable for walkers remained a priority for respondents.

For 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.

While respondents indicated a desire to see more art and wayfinding and to develop resources like grants to support businesses with their beautification, 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.

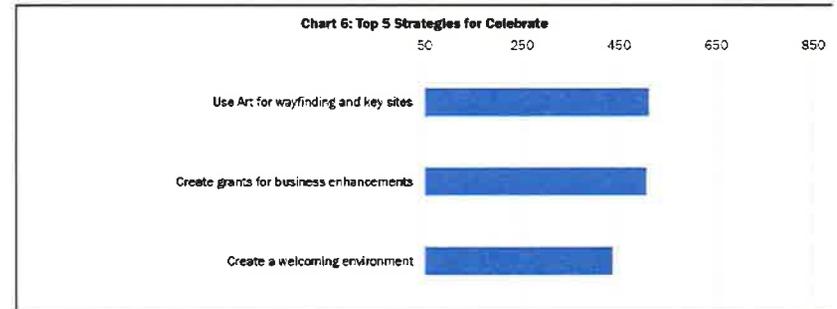
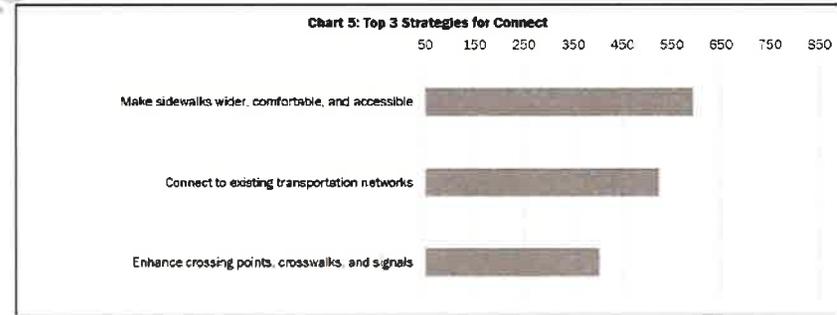
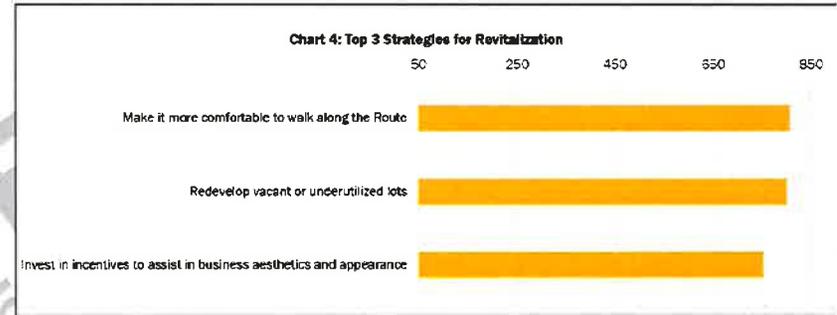
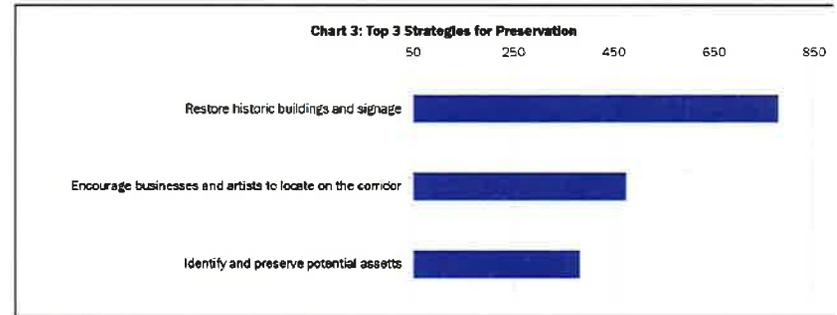


Figure 66 — Top Strategies for each of Plan 66's Goals

154

Prioritized Target Areas

The process of identifying and prioritizing the Route's target areas was significantly influenced by the four outreach processes conducted throughout the Plan 66 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 wide and 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 diverse 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.

When combined, 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 a new food hall and market, the opportunistic nature of the 11th Avenue stretch evident to participants, as 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 public investments including the Bus Rapid Transit and the Tax Increment Finance District spurring economic growth at 11th Street and Lewis.

Area #2: East Meets West: Downtown Tulsa.

The Downtown Tulsa area is bisected by the historic Route, and as a center of the regional economy, the downtown area provides a dense mix of residents, businesses, and anchor institutions including a performing arts center, universities, municipal services, and urban parks and gathering spaces. Opportunity in the priority target area was felt from the presence of existing events and public gathering as well as the availability of vacant lots and large parking lots capable of redevelopment. The proximity to heritage Route sites including the Cyrus Avery Memorial Bridge and the relic 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 Main Street. The Kendall-Whittier area is strategically located along the historic alignment of the Route. A mid-century cinema, and a large public plaza hosting local farmers markets and entertainment are a few of the attractions nestled among restaurants and small locally owned shops. Community members who prioritized this area felt there was opportunity for growth, including walkability, the existence of locally owned businesses, and the area's proximity to other hot spots 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 Train Village Depot. Educational and interpretative opportunities were considered prime for increased attention and growth that could elevate the Route's historic story for Tulsa residents.



Figure 67 — Buck Atom Cosmic Curious Sculpture



Figure 68 — Cyrus Avery Memorial Bridge and Downtown Tulsa



Figure 69 — Kendall-Whittier Main Street

1.55



Area #5: Eastern Frontier. The eastern stretch of Tulsa’s portion of the Route, while farther from the hustle and bustle of the downtown area, is a welcoming gateway for westward travelers through Tulsa. With investments including the landmark east gateway arch and the recently renamed Fire Station 66 paying homage to the mother road, the Eastern Frontier was an area identified for future potential growth from its proximity to neighboring landmarks like the Catoosa Whale, and its connection to highway systems.

Area #6: Mingo Traffic Circle. Occupying a landmark location along the original alignment of the Route through Tulsa, the Admiral Blvd. Mingo Traffic Circle has recently risen from the ground up to be an iconic symbol. The Route 66 Rising Sculpture in the middle of the four-lane traffic circle has unlocked ample opportunity for the 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.

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

Prioritized Initiatives

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.

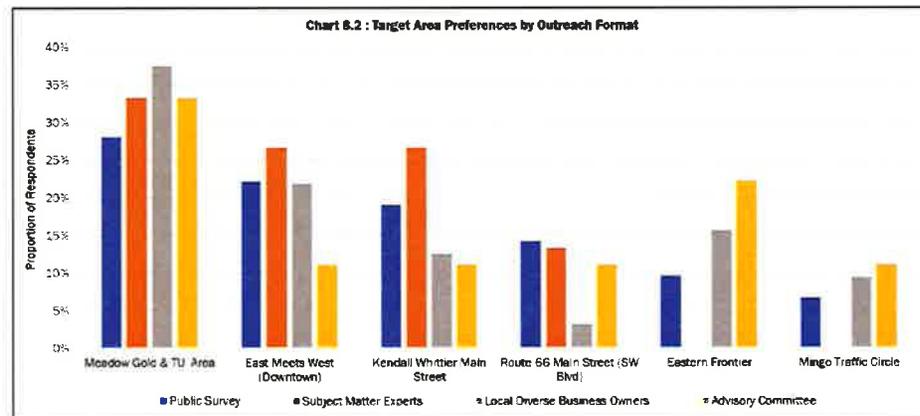


Figure 70 — Target Area Preferences by Outreach Format

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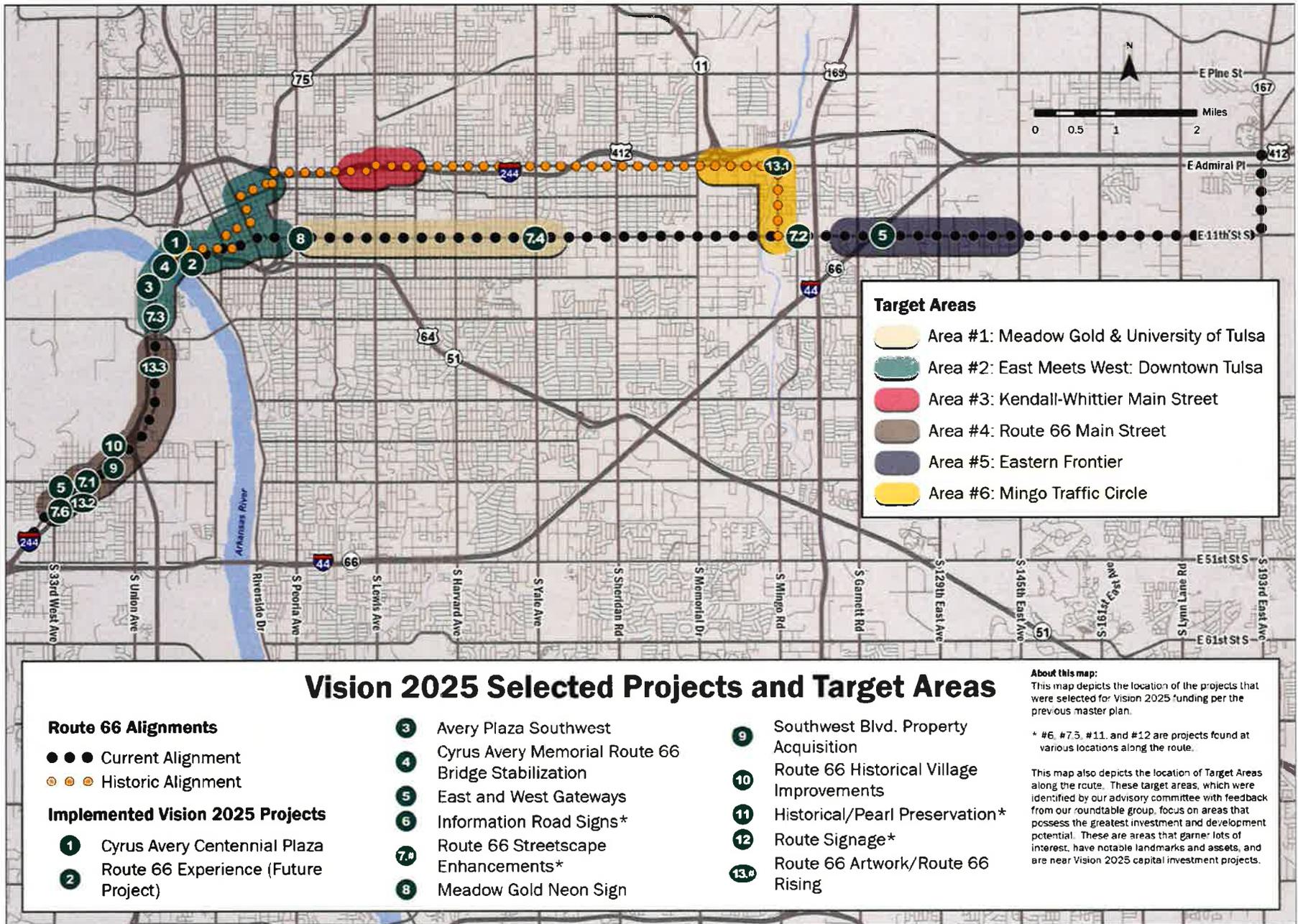


Figure 71 – Route 66 Target Area Map with Vision 2025 Select

1.57



Figure 72 – Tally's Good Food Café, at the intersection of 41st Street and 11th Street

1.58



Recommendations



Figure 73 – Entrance to Mother Road Market

1.59

Goal 1

Preserve 66

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

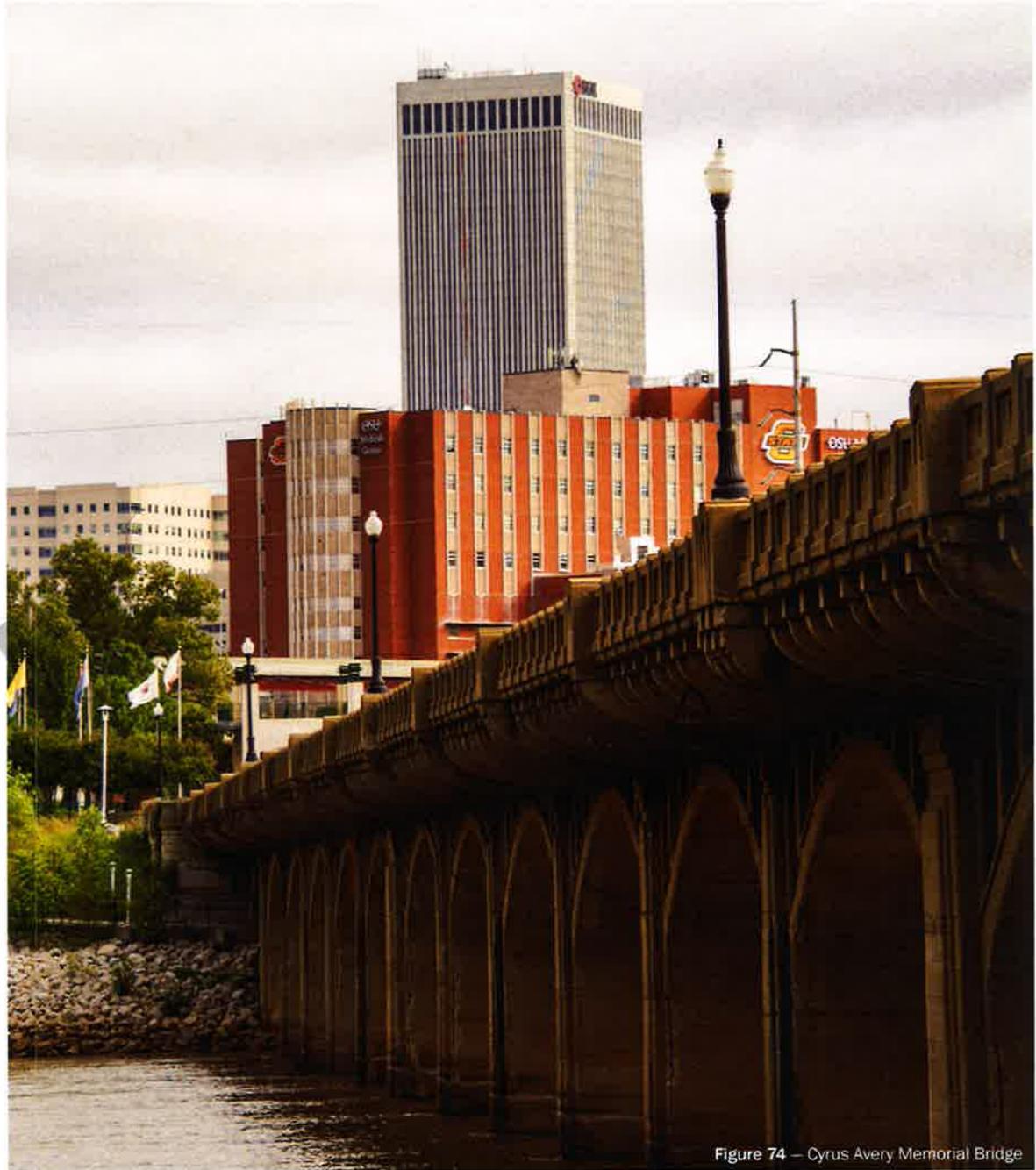


Figure 74 – Cyrus Avery Memorial Bridge

1.60



Strategy 1.1

Preserve Route 66 original buildings by identifying remaining assets, program 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 towards 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 and educate property owners of opportunities related to preserving and revitalizing historic assets.

Action 1.1.6 Encourage collocation of complementary uses and promote interest and investment in the preservation of historic assets.

Strategy 1.2

Preserve and protect Route 66 original 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 original 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 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 historical 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 tourism, 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 Green Book sites for motorists of color and designate them for historic preservation.

DRAFT
October 15, 2020

1.61

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.



Figure 75 — Kendall-Whittier Farmers Market

1.62



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 in the back of 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 locally 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 diverse entrepreneurs to develop strategies to promote Route 66 and attract a variety 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 collocation 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, 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.

1.63

Goal 3 Connect 66

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



Figure 76 — New Bike Lanes on Route 66

1-664



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 at denser commercial areas.

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 the Route 66 Master Plan'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.

1.45

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.



Figure 7.1. Neon Signs at Avery Plaza Southwest

1.66p



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, unique artists, landmarks and interactive pieces at key locations along the Route.

Action 4.3.4 Partner 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 alignment.

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 for a spectrum of audience members.

Action 4.4.1 Partner with local schools to expand primary students' exposure and understanding of the Route's historical significance.

Action 4.4.2 Partner with local colleges, universities, and historical organizations to establish a "Research Hub" dedicated to research the Route's historical role and local significance.

Action 4.4.3 Partner 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.

1.67



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 representations.

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 facades, 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, 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, traffic signals.*
6. Develop corridor-wide branding to promote to a variety of audiences and encourage further development. *Use different venues to promote, 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 partnering with local schools and cultural preservation organizations, as well as the establishment of a "research hub".*

1.68



Implementation Resources

The following are a series of public and private resources that may be utilized towards 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.

\$5,000,000 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 will 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:

\$1,500,000 allocated for the future *Route 66 Experience*.

- **Who can apply?** The manner of implementation will 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**, includes streetscape features along the corridor to assist in the identification of unique commercial areas. Examples include Route 66 shields embedded in the pavement, 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 Facade 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 facades 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: E. 11th Street Between Peoria Avenue and Delaware Street, and on Lewis Avenue between E. 11th Street and Apache Street; and downtown near E. 2nd Street and S. Elgin Street, 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.

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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 lowering 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 microloans 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 percent 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 the local economic vitality.

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

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g) Resilience and Recovery Fund, a partnership between TEDC (Tulsa Economic Development Corporations) 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, and private, non-religious schools Universities and Public libraries.
- **Learn more:** arts.ok.gov

j) 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, and private, non-religious schools Universities and Public libraries.
- **Learn more:** arts.ok.gov

k) 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 report.

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

l) 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

m) 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

n) Tulsa Preservation Commission administers the 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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o) Resilience and Recovery Fund. A partnership between TEDC (Tulsa Economic Development Corporations) and the City of Tulsa dedicates \$1.1 million in funds for zero interest loans to provide financial assistance to small business owners and entrepreneurs affected by COVID-19. Applicants must have fewer than 50 full-time equivalent (FTE) employees, have 2019 revenues that did not exceed \$5,000,000 and have experienced a decrease in revenue of at least 25 percent.

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

p) U.S. Small Business Administration Economic Injury Disaster Loans are low-interest federal disaster loans available to local small businesses suffering substantial economic injury as a result of COVID-19. 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 for this program.

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

2.2 Financing Opportunities

a) Business Improvement Districts (BID)

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

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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

b) 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

c) The Commercial 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

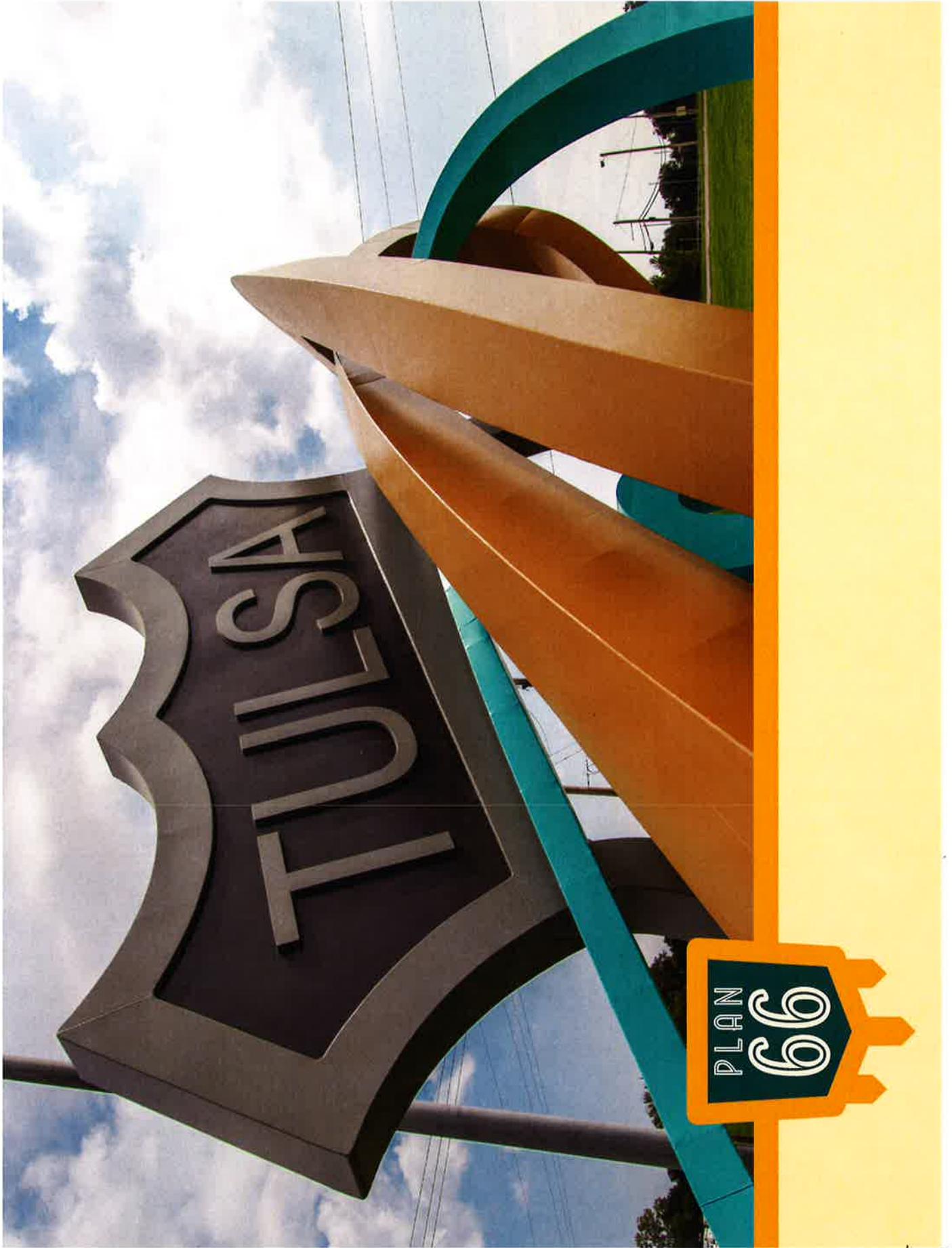
e) Zoning Programs can be initiated by Tulsa City Council to incentivize private property owners to rezone their property zoning districts and accomplish plan goals. For example, for the Bus-Rapid Transit corridor along Peoria, fees were waived for eligible property owners to rezone properties to mixed-use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

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



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