

Our Heart♥
Our Historic Tomorrow♥

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City and Downtown Leadership and Staff Members

City Council

Craig Henderson, Mayor
Carla Gunn, Vice Mayor
Louis Martin, Jr.
J. Brian Stephens
Marty Cummins
Bruce Bledsoe
Hugo Naifeh
Joseph Hale
Vickie Beyer
John Suggs

Sapulpa Planning Commission

Andrew Probst, Chair
Lou Martin, Vice Chair
Kayla Parnell
Jasson Brook
Hunter Edwards
Julie Longoria
Carla Stinnett

City Staff Members

Joan Riley, City Manager
Nikki Howard, Urban Development Director
Brittany Billingsly, Urban Development Administrative Assistant
Steve Hardt, Public Works Director
Patrick Miller, Assistant Project Coordinator/GIS
Jody Baker, Parks and Recreation Director
Brooke Kononchuk, Stormwater/Environmental
Johnny Walker, Transportation/Streets

Sapulpa Chamber of Commerce

Suzanne Shirey, President

Sapulpa Main Street

Cindy Lawrence, Director

Stakeholder Committee

Will Berry
Joe Krout
Jim Dilly
Larry White
Johnnie Brown
Julie Brown
Jeff Sparks
Mark Lawson
Jasson Brook
Erin Brook
Dr. Camille Teale
Sean Downes
Donya Matheson
Leon Warner
Greg Pugmire
Tawni Vickers
Kent Daniel
Johnny Bilby
Dr. Kim Howard
Tammy Toombs
Debbie Moss

Billie Kelsey
Mike Jeffries
Michael Jones
Kelvin Misner
Joe Hardzog
Elizabeth Berry Thompson
Hunter Edwards
Katie Brown
Mike McCollum
Jacob Birdwell
Ted Fisher
Rick Bruner
Carla Gunn
John Suggs
Suzanne Shirey
Cindy Lawrence
Diane Gloden
Willie Mary Walters
Ben Kante
Jennifer Bradshaw
Chuck Mitchell

Consultant Team

ochsner hare + hare

the **olsson** studio

1814 Main, Kansas City, MO 64108
olsson.com/studio

With technical assistance from:

STUDIOARCHITECTURE

Canyon Research Southwest, Inc.



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Section 1

Our Historic Tomorrow

Section 1 sets the stage for the Plan. This section answers why this Plan was necessary, what key issues needed to be addressed, how the Plan was developed, and what the planning process looked like.



The Downtown Sapulpa Master Plan (Plan) is an articulation of the community leaders' goals for downtown Sapulpa over the next 10-20 years. During the past 12 months, the downtown planning process has engaged residents, business owners, and property owners through a variety of engagement exercises and events to identify issues, opportunities, and values related to land use; development, redevelopment, and rehabilitation; design and aesthetics; connectivity; parking; parks and open space; programming; and economic development.

In addition to public input, community leaders have a goal for downtown Sapulpa: to attract and retain businesses, visitors, residents, and developers. To meet this goal and other aspirations for downtown Sapulpa, a focus on improvement is pertinent.

Section 1 lays out the vision for downtown Sapulpa and discusses the guiding principles that are integrated into the Plan's recommendations. Additionally, this section sets the scene for the Plan, answering why this Plan was necessary, how the Plan will be used, and how the planning process took place.

Downtown is our heart and historic tomorrow!





Figure 1.1 Planning Area

-  Downtown Core
-  Downtown Transition Area

Data Sources: City of Sapulpa; Creek County; and Ochsner Hare and Hare, the Olsson Studio

The Planning Area

The downtown Sapulpa planning area consists of two interrelated geographic areas, the “downtown core” and “downtown transition area.” The downtown core represents the principal planning area and consists of a 12-block area bounded by the rail line to the north, Lee Avenue to the south, Oak Street to the east, and Poplar Street to the west. Much of the downtown core is designated as a National Historic District. The downtown transition area incorporates roughly a 30-block area bounded by rail lines to the north and east, Thompson Avenue to the south, and Poplar Street to the west. This larger area is impacted by the downtown core’s economic trends and land use patterns. **Figure 1.1** shows the two interrelated planning boundaries.

Downtown Master Plan Overview

This Plan builds upon and brings together existing planning efforts (explored further in **Appendix A**) to create a unified vision for the future of downtown Sapulpa. The Plan demonstrates a path forward for downtown Sapulpa – using both physical recommendations as well as policy guidance.

The Plan will address a wide variety of topics critical to downtown’s continued and improved success, including the following:

- Direct the type, location, and scale of new development;
- Address existing vacancy and best use of existing building space;
- Incorporate more green space and outdoor public gathering areas;
- Best utilize existing publicly-owned properties;
- Capitalize on Route 66’s presence;
- Address infrastructure improvements necessary to support the future development and redevelopment;
- Understand travel patterns and parking to accommodate residents and visitors;
- Acknowledge physical and political constraints to downtown potential; and
- Renew urban design standards and improvements to the overall look and feel with a streetscape design plan.

The process will culminate in an integrated document that reflects the needs and desires of the community and helps direct future decision making as it relates to the orderly growth, revitalization, and sustainable development of downtown Sapulpa.

What is a Downtown Master Plan?

This type of planning document has a narrow focus on the most productive part of the community – downtown. A downtown master plan examines many of the same topics that other long-range planning documents assess, such as infrastructure, land use, and transportation. However, the focus of these topics is more detailed and specific as the study area is at a smaller scale. Additionally, downtown master plans place a greater emphasis on economic development, business retention and recruitment, tourism, and entertainment as they are – or, should be – the economic powerhouses of a community.



The Why

The intent of the Sapulpa Downtown Master Plan is to create a vision to reinforce and magnify downtown’s role as the economic and cultural heart of the community. As part of an ongoing community initiative known as “It’s Time Sapulpa,” this Plan sets the vision for the downtown embraced by the surrounding community. The process built consensus among different groups including, but not limited to, property owners, business owners, public agencies, city advisory groups, the Chamber of Commerce, Sapulpa Main Street, educational institutions, and residents.

Document Organization

This document is organized into seven sections, detailed as follows.

Section 1 – Our Historic Tomorrow. This section presents an introduction to the Plan, including the Plan’s purpose and timeline and a summary of the “why” behind the Plan.

Section 2 – Our Vision for Downtown. This section narrates and illustrates the desired future state of downtown Sapulpa.

Section 3 – Our Path to Tomorrow / Land Use and Development Plan. This section identifies the preferred and appropriate land uses and development areas throughout downtown.

Section 4 – Our Path to Tomorrow / Urban Design, Aesthetics, and Street Life. This section presents the streetscape plan for the downtown core to address the look and feel.

Section 5 – Our Path to Tomorrow / Transportation and Parking. This section examines transportation routes and types, parking demand, alternative transportation modes, and capacity of the existing roadway system.

Section 6 – Our Path to Tomorrow / Economic Development and Vibrancy. This section describes how downtown can attract additional investment, bolster and capitalize on existing businesses, and enhance overall district operations to create a sense of vibrancy.

Section 7 – Our Steps to Tomorrow / Strategic Implementation. This section presents specific actions to achieve the goals and strategies of the previous sections.

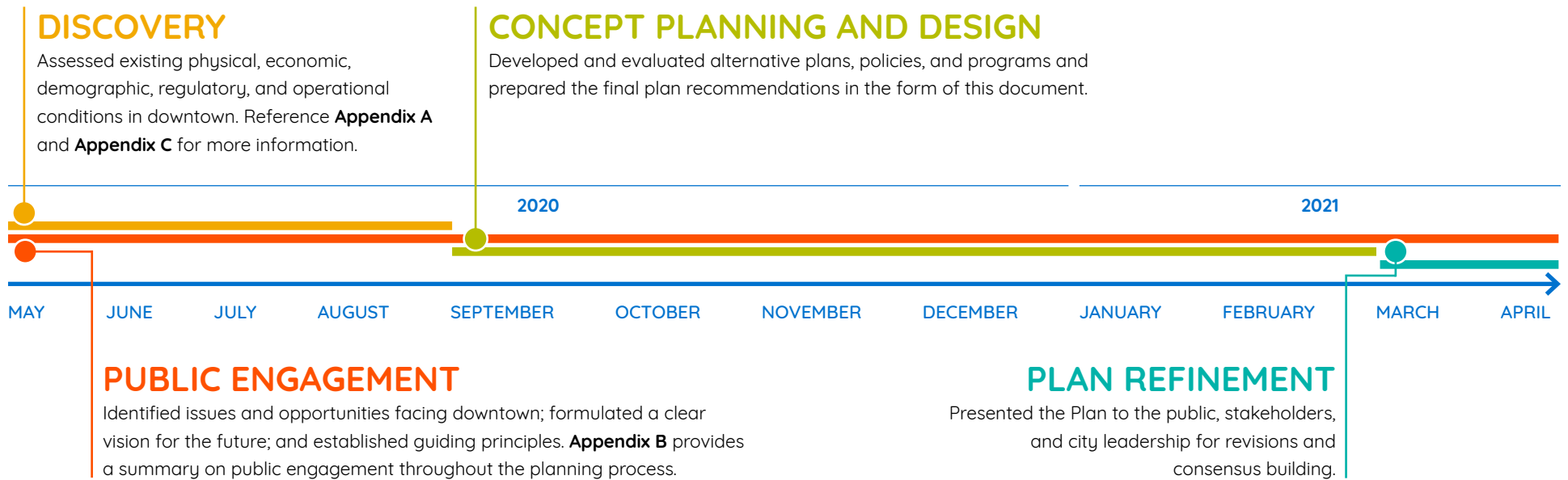
(Appendix A) Downtown Yesterday and Today This section describes the history and current state of downtown, including details on existing plans and studies, current and forecast demographic factors, market potential, and physical, natural, and regulatory conditions.

(Appendix B) Downtown Heart This section presents a summary of the input received from the community through a variety of engagement tools, both in-person and online.

(Appendix C) Downtown Market This section is the full Economic and Market Analysis for downtown that evaluates long-term market potential and redevelopment opportunities based on economic and demographic factors and market forces.

Planning Process and Timeline

The Plan development process followed a four-step program that included Discovery; Public Engagement; Concept Planning and Design; and Plan Refinement, each detailed below. **Figure 1.2** demonstrates the timeline of this planning process.



Section 2

Our Vision for Downtown

Section 2 lays out the vision for downtown Sapulpa's robust future; it answers the question, "What does Sapulpa want their downtown to be?" The vision was developed based on the input gathered throughout the public engagement process on the issues, concerns, and opportunities facing downtown, as detailed in **Appendix B Downtown Heart**.

The vision narrative is an expression of future aspirations and paints a picture of what downtown is hoped to be. Identifying the vision is critical to the planning process, as it can be referred to as a guide for recommendations that will define the Plan. Each recommendation put forth in the Plan aims to achieve the vision, at least in part. The ability to articulate and visualize the possible future state of downtown is a vital component for its successful revitalization. The vision narrative is written in the present tense - signifying the strong commitment to make the vision a reality.



Our Vision for Downtown

Building upon its history and location along **historic Route 66**, downtown Sapulpa is a **vibrant, pedestrian-oriented**, and **mixed use regional destination**. Downtown's attractiveness as a place to live, be entertained, and work is strong due to a **lively mixture of retail, restaurants, entertainment, service, recreation, office, residential, and civic uses** all within proximity to each other. Our public spaces are unique, attractive, and inviting, enhanced with landscaping, public art, and pedestrian amenities. **We encourage creativity** through multiple formats: business type, public art, marketing strategies, and more.

Downtown is **buzzing with activity** year-round as a focal point for the community and a weekday and weekend destination, providing the ideal location for a wide range of family-friendly festivals, events, and activities.

New growth and development respect the existing **sense of place and character** that has defined downtown Sapulpa for decades by offering new architectural styles that blend into the existing built form. Pedestrian activity and interest are maximized by prioritizing retail, restaurant, and entertainment uses on the first floor of existing and new buildings. Uses in downtown also include businesses providing daily goods and services for permanent residents of downtown and the city.

Our Heart.
Our Historic Tomorrow.

What is Downtown's Role?

Downtown Sapulpa serves a variety of different roles that, together, make it the heart of the Sapulpa community. These roles represent the uses and destinations that bring people to downtown. People may come to downtown for different reasons, and as such, experience downtown in varied ways. For example, a Sapulpa resident going to dinner in downtown will have a different experience than a tourist visiting the Sapulpa Historical Museum. By recognizing the different roles that downtown plays in peoples' lives, the Plan seeks to enhance the experiences of all those who visit the area.



Community Heart

Downtown Sapulpa is a defining landmark for the entire city. Through a variety of uses and activities and its historic built form, downtown has a special place in the hearts of Sapulpans. Downtown can foster social interaction and community pride – causing residents to feel invested in its revitalization and success. Downtown's significance as the heart of Sapulpa is a core tenet of the Plan and central to the goals and strategies presented in later sections.



Dining, Shopping, and Entertainment

Downtown can become a thriving retail, dining, and entertainment district that offers a range of goods and services that appeal to both visitors and residents. Capitalizing on current and planned private reinvestment along Dewey Avenue and Hobson Avenue, downtown can create an experience for residents and visitors alike that allow them to stay downtown for longer periods of time and more days of the week.



Civic

Downtown is home to many public uses and institutions that contribute to civic life within Sapulpa and Creek County, such as Sapulpa City Hall and the Creek County Courthouse. Together, these institutions provide amenities, services, and employment opportunities that bring people downtown daily – not just on the weekends.



Regional Tourist Destination

With enhanced marketing and destination creation, downtown can strengthen its role as a regional tourist destination. Capitalizing on its location along historic Route 66, downtown can draw tourists by adding reasons for them to stop, such as unique dining experiences, desirable retail, boutique lodging, and public spaces that stand out from other regional communities.



Community Activities and Events

Community organizations host numerous events, festivals, and activities throughout the year, including Rock the Route concerts, Jingle N' Mingle, the Sapulpa Christmas Parade, Ladies Night Out, and more. These events attract residents, visitors, artists, performers, and vendors from across the region and contribute to the vibrancy and desirability of downtown.



Employment

Downtown is also an employment center within the Sapulpa community, largely in part due to the number of civic uses. The Creek County Courthouse draws many employees. This use brings people to downtown throughout the week and provides the weekday population to support commercial businesses within downtown.







Data Sources: City of Sapulpa; Creek County; Ochsner Hare and Hare, the Olsson Studio; and Studio Architecture



Figure 2.1 Illustrative Master Plan

Illustrative Master Plan

The illustrative master plan for downtown Sapulpa, as shown in **Figure 2.1 Downtown Sapulpa Illustrative Master Plan**, offers a visual representation of the goals and strategies that follow. It identifies development and redevelopment projects, transportation and connectivity improvements, streetscape enhancements, future parking considerations, and more. That said, the illustrative master plan cannot possibly capture the full breadth of the recommendations that define the Plan and should only be viewed as a supplement to the recommendations themselves. These topics are explored with additional text and graphics in **Section 3** through **Section 6**.

-  Parking area (existing and proposed)
-  Existing building
-  Proposed infill building
-  Proposed multipurpose structure

How Do We Achieve Our Vision?

Section 3 through Section 6 are organized by a series of Key Issues, Goals, and Strategies, definitions of which follow.

Key Issues that summarize downtown concerns

Key Issues are the primary considerations for each topic of the Plan (e.g., land use and development, transportation and parking, etc.); they are what the Goals address and solve. Analysis of existing conditions revealed some Key Issues, such as vacancy levels in the existing building stock, but the public engagement process revealed a deeper level of concerns, such as a poor public perception of downtown. Key Issues are summarized at the beginning of each section (and detailed at length in the appendices) so that it is clear what the accompanying Goals and Strategies are addressing.

Goals to address the Key Issues

Goals are what Sapulpa would like downtown to accomplish; they are the big ideas that will move downtown forward for the next 10 to 20 years. Goals are more qualitative than quantitative and answer the “what” rather than the “how.” Goals specifically address the Key Issues and provide a general solution.

Strategies to achieve the Goals

Strategies present an approach or method for reaching or exceeding the Goals. Strategies answer the “how” and can be broken down into tasks for individual organizations and/or responsible parties. Oftentimes, multiple strategies are used to accomplish each goal.

“Our goals can only be reached through a vehicle of a plan, in which we must fervently believe, and upon which we must vigorously act. There is no other route to success.”

Pablo Picasso



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Section 3 *Our Path to Tomorrow*

Land Use and Development

Historically developed between Elm Street and Main Street in a traditional street grid, downtown Sapulpa is accessible and generally walkable. A mixture of storefronts and other uses line Dewey Avenue. As the blocks extend east of Elm Street, development patterns change and uses vary more greatly, including a mixture of commercial and office buildings with large accessory parking lots. This area tends to be more vehicle-oriented, while development west of Elm Street tends to be more pedestrian-oriented.

Throughout the public engagement process, Sapulpans have voiced a strong desire to maintain and strengthen downtown Sapulpa as a vibrant and energized year-round community center with a critical mass of retail, restaurants, and residential. By embracing traditional planning principles such as a mixed use environment, walkability, density, and higher design quality, downtown Sapulpa can be positioned for success in the coming years.

To that end, **Section 3 - Land Use and Development** sets a framework for land use and development within downtown Sapulpa that respects and supports reuse of existing development and encourages various new development projects to catalyze downtown's resurgence.



Key Issues

As it relates to land use and development within downtown, the primary identified key issues are:

1. Little reinvestment has been made by property owners for much of downtown Sapulpa's building stock. The lack of quality commercial space places constraints on the ability to attract office tenants and achievable rents.
2. Even with the historic tax credits, the cost to renovate historic buildings is high, particularly for buildings that have not been well maintained and are not ADA compliant.
3. Given the condition of downtown buildings that are vacant or partially vacant, some property owners have an over inflated expectation of the value of their properties, which may restrict the inventory of buildings in the near-term available for redevelopment and reuse.
4. Many downtown businesses own their properties, placing constraints on the ability of developers to acquire and redevelop buildings. Businesses that own their properties may also not have an incentive to reinvest and improve their properties.
5. Downtown Sapulpa currently supports a small retail market, including very little dining options. There is an overall lack of business diversity. Because Sapulpa is the Creek County seat, professional and service businesses account for a large portion of downtown's tenant mixture. According to Sapulpa Main Street, downtown's business mix consists of 74 professional and service businesses and 36 retail businesses. Many businesses own the buildings they occupy.
6. There is little business activity after 5:00 p.m.
7. Given the limited entertainment and dining options in Sapulpa, many residents patronize Tulsa Hills or downtown Tulsa, instead of downtown Sapulpa.
8. Limited housing options existing within downtown.
9. No hotel operates in downtown Sapulpa; the 61-room Super 8 is the only hotel in Sapulpa. The lack of lodging limits the ability of the downtown to foster heritage tourism.
10. Sapulpa's small population and modest growth over the past four decades has constrained the size, depth, and growth of the local retail and restaurant markets. Escalated employment and population growth will be required to fuel redevelopment opportunities for commercial space and housing in downtown Sapulpa.

Goals

1. Reinforce downtown's **distinct character and sense of place** while accommodating **desirable infill development**.
2. Ensure that future land uses and development create a **mixed use environment** that serves the employment, residential, recreational, entertainment, and commercial needs of Sapulpan and visitors.
3. Facilitate **redevelopment, reuse, and reinvestment** at key locations within downtown that will **stimulate future private investment**.
4. Encourage the **development of vacant parcels** and the **reuse of vacant buildings** in line with market demand.
5. Support **inclusive, stable, and diverse housing types** throughout downtown that serve all generations and income levels.
6. Develop properties in a way that prioritizes the **pedestrian experience**.
7. Infuse the downtown fabric with indoor and outdoor public areas that provide for **social connection and cohesion**.

Strategies

Strategy 3.1 Regulate downtown as functional subareas to more appropriately guide preferred uses, development, character, and built form.

Although all considered part of one downtown, several areas within downtown are unique and function quite differently from one another. Each area has its own defining characteristics, built form, traffic patterns, priorities, and potential. The need for a cohesive and connected downtown must be balanced with respect to the role and function of each geographic area.

To better address the peculiarities of each downtown area, seven different “functional subareas” are identified, as shown on **Figure 3.1**. They include:

- Central Core Subarea
- Hobson Redevelopment Subarea
- Hobson Development Subarea
- Central Core Approach Subarea
- West of Main Subarea
- West Residential Transition Subarea
- East Residential Transition Subarea

Analyzing downtown within the context of these subareas allows more detailed identification of issues and recommendations, compared to a traditional future land use plan that would largely paint downtown as a “mixed use” area. To address land use and development throughout downtown, this section of the Plan defines the role of each subarea, the recommended uses and development, and preferred character and built form.

Pages 16 through 23 provide detail on each subarea.

Strategy 3.2 Explore and support priority development and redevelopment opportunities to catalyze improvements and additional private investment within downtown.

Both infill development and redevelopment of existing properties will play a large role in the renaissance of downtown. The consolidation of properties will be a necessary component of many of the infill and redevelopment projects.

As a primary downtown revitalization strategy, various priority projects have been identified based on their potential to catalyze and spur additional private investment. A description of each catalyst project is provided as follows.

Pages 24 through 31 provide detail and illustrations for the catalyst sites and projects.

What is a “infill?”

As it relates to urban planning and design, infill is the re-dedication of land in an urban environment to new construction. Typically, infill refers to the process of developing vacant or underutilized parcels. Within a downtown, infill is a way to create a solid streetwall.

Infill development is important within a downtown context as it accommodates growth and development in areas with existing infrastructure, destinations, et cetera. Infill can allow cities to be more environmentally and socially sustainable.

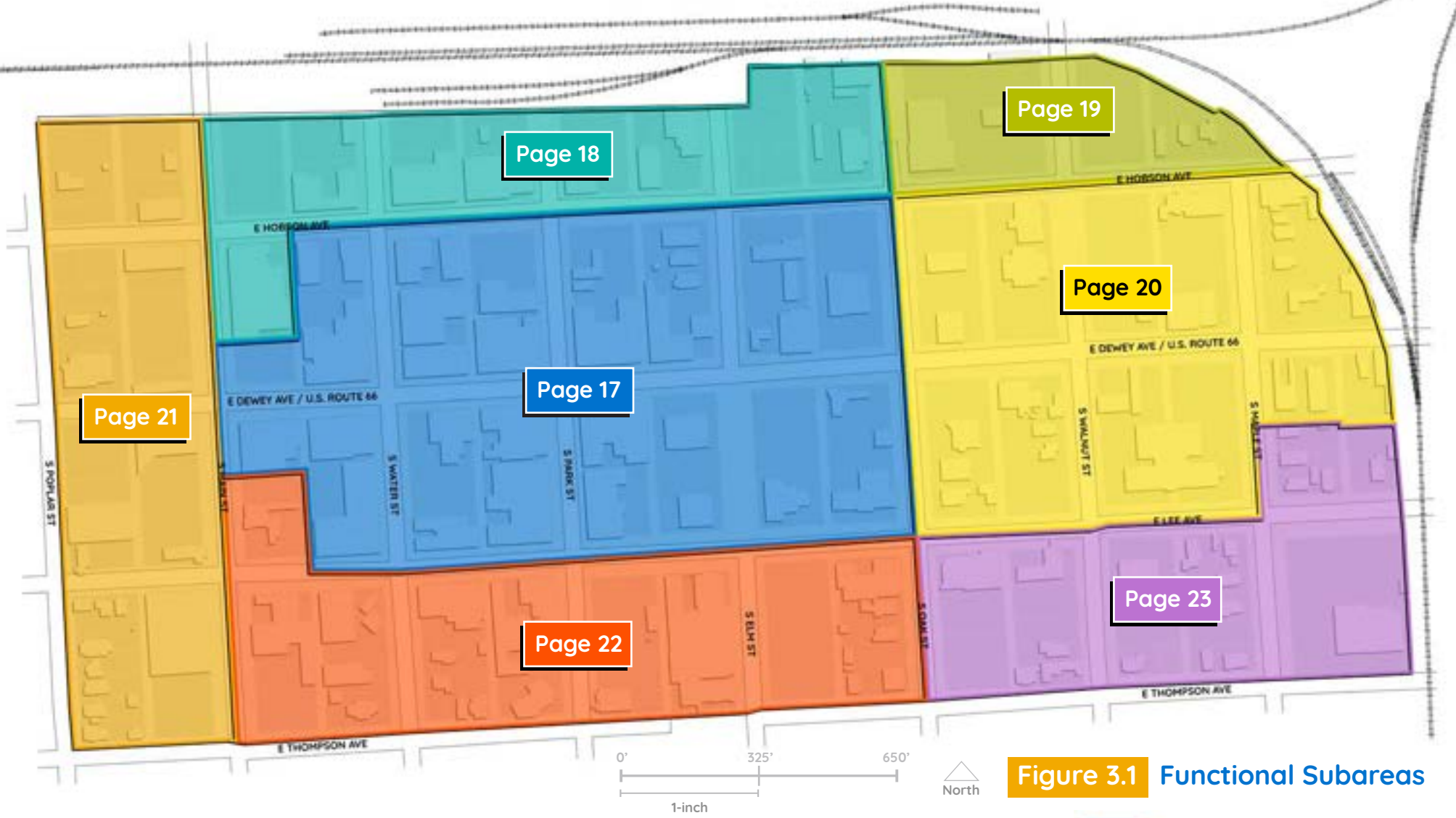


Figure 3.1 Functional Subareas

- Central Core Subarea
- Hobson Redevelopment Subarea
- Hobson Development Subarea
- Central Core Approach Subarea
- West of Main Subarea
- West Residential Transition Subarea
- East Residential Transition Subarea

Data Sources: City of Sapulpa; Creek County; Ochsner Hare and Hare, the Olsson Studio; and Studio Architecture



Central Core Subarea

Encompassing the dense core of downtown, this subarea consists mostly of historic two to five-story brick buildings built up to the sidewalk. Buildings are well-maintained with active ground floor uses and apartments or offices above. Sidewalks are comfortably wide and most parking is on-street. Numerous buildings in this subarea require only minor facade enhancements to become model structures contributing to the lively, historic downtown atmosphere. This is an area where one can comfortably park once and walk everywhere.

What is a “street wall?”

As it relates to urban design, the street wall is the condition of enclosure along a street, created by the fronts and consistent setbacks of buildings. The street wall is enhanced by the continuity and height of the enclosing buildings along a street. Traditional downtowns have a consistent street wall.

Preferred Uses and Development Patterns

- Mixed use (commercial on ground floor, office and residential on upper floors)
- Retail
- Restaurants
- Service (limited ground floor presence)
- High density multifamily residential (in upper floors of existing buildings or new buildings)
- Institutional (primarily existing [civic buildings], new institutional uses should be concentrated at east end of the Central Core Subarea near other institutional uses)
- Office (primarily on upper floors of mixed use buildings)
- Boutique hotel
- Parks, open space, and recreation (a new pedestrian mall created by closing Elm Street to vehicular traffic between Hobson Avenue and Dewey Avenue)

Preferred Character and Built Form

- Continuous traditional street wall should be maintained with buildings located at or near the sidewalk, with minimal or no front and side yard setbacks, and oriented to the front of the property.
- All surface parking lots should utilize screening, landscaping, and other treatments to provide a street wall effect along roadway frontages.
- Buildings primarily two to four stories in height, with taller buildings (five to six stories) possible in select locations.
- Parking should be oriented to the rear of properties and accessed from alleys or side streets where feasible. Surface parking should not be located fronting Dewey Avenue or Hobson Avenue.
- Adaptive reuse of existing structures should be encouraged where feasible and appropriate.
- Mixed use development should be encouraged with ground floor uses that contribute to the activity and excitement along the sidewalks and streets. In general, residential and office uses should be discouraged in favor of commercial businesses on the ground floor.
- Residential uses should be in the form of multi-level mixed use buildings with ground floor commercial.
- New development and renovations of existing buildings should seek to imitate in materials, form, and details as much of the pattern of historic architecture present in downtown as possible and appropriate. This is more important for the ground floor than upper floors.



Hobson Redevelopment Subarea

This subarea has potential to be as dense and even more lively than the Central Core Subarea, due to the large stock of historic brick buildings that are abandoned or in disrepair. Historically-sensitive facade improvements and the right commercial tenant mixture can energize this subarea into the perfect complement to the Central Core Subarea. The size and shape of the existing buildings and available open space make this area a strong candidate for a restaurant/bar district. A few buildings in this subarea have already been revitalized and are case studies of the potential this area holds. The large areas of open space hold potential to be developed into parks, plazas, courtyards, or parking. The substation at the east end of this subarea is an eyesore and obstacle to walkability that can be overcome with playful artistic screening.

Preferred Uses and Development Patterns

- Mixed use (commercial on ground floor, office and residential on upper floors)
- Retail
- Restaurants (several existing buildings and infill sites can accommodate outdoor patio or rooftop dining)
- Service (limited ground floor presence)
- High density multifamily residential (in upper floors of existing buildings or new buildings)
- Office (primarily on upper floors of mixed use buildings)
- Boutique hotel
- Parks, open space, and recreation (a new park, preserving as many existing trees as possible, as well as a hike/bike trail along the railroad track right-of-way)

Preferred Character and Built Form

- Continuous traditional street wall should be maintained with buildings located at or near the sidewalk, with minimal or no front and side yard setbacks, and oriented to the front of the property.
- All surface parking lots should utilize screening, landscaping, and other treatments to provide a street wall effect along roadway frontages.
- Buildings primarily two to four stories in height, with taller buildings (five to six stories) possible in select locations.
- Parking should be oriented to the rear of properties and accessed from alleys or side streets where feasible. Surface parking should not be located fronting Hobson Avenue.
- Adaptive reuse of existing structures should be encouraged where feasible and appropriate.
- Mixed use development should be encouraged with ground floor uses that contribute to the activity and excitement along the sidewalks and streets. In general, residential and office uses should be discouraged in favor of commercial businesses on the ground floor.
- Residential uses should be in the form of multi-level mixed use buildings with ground floor commercial.
- New development and renovations of existing buildings should seek to imitate in materials, form, and details as much of the pattern of historic architecture present in downtown as possible and appropriate. This is more important for the ground floor than upper floors.



Hobson Development Subarea

This subarea is an extension of the Hobson Redevelopment Subarea, but largely on a blank canvas. This area is proposed to include higher density, new multifamily housing development with a vibrant mixture of accessory uses. The trail and park system that winds through the back of the Hobson Redevelopment Subarea continues through this subarea.

Preferred Uses and Development Patterns

- High density multifamily residential (including residential complex amenities, such as a pool, clubhouse, and subgrade structured parking)
- Mixed use (commercial on ground floor, residential on upper floors, concentrated along Hobson Avenue frontage)
- Parks, open space, and recreation (connection to the new hike/bike trail along the railroad track right-of-way)

Preferred Character and Built Form

- New development should seek to establish a continuous traditional street wall with buildings located at or near the sidewalk, with minimal or no front and side yard setbacks, and oriented to the front of the property.
- All surface parking lots should utilize screening, landscaping, and other treatments to provide a street wall effect along roadway frontages. Surface parking should not be located fronting Hobson Avenue.
- Buildings should primarily be three to five stories in height.
- Due to the tight physical constraints of this site, subgrade structured parking is preferred.
- Mixed use development should be encouraged with ground floor uses that contribute to the activity and excitement along the sidewalks and streets.
- New development and renovations of existing buildings should seek to imitate in materials, form, and details as much of the pattern of historic architecture present in downtown as possible and appropriate. This is more important for the ground floor than upper floors.



Central Core Approach Subarea

This subarea is a continuation of the visual corridor and traffic flows from the Central Core Zone, but without the same density or architectural quality. The primarily auto-oriented development is less walkable, due in part to the large distances between buildings and lack of destinations. The major functions that currently exist in this subarea are city buildings. New development in this area should aspire to the same architectural quality and urban fabric as the Central Core Subarea, though a tapering down in height is acceptable.

Preferred Uses and Development Patterns

- Mixed use (commercial on ground floor, office and residential on upper floors)
- Retail
- Restaurants
- Service (limited ground floor presence)
- Multifamily residential (in upper floors of existing buildings or new buildings)
- Institutional (primarily existing [civic buildings], new institutional uses should be concentrated around existing institutional uses)
- Office (primarily on upper floors of mixed use)

Preferred Character and Built Form

- Continuous traditional street wall should be maintained or reestablished, with buildings located at or near the sidewalk, with minimal or no front and side yard setbacks, and oriented to the front of the property.
- All surface parking lots should utilize screening, landscaping, and other treatments to provide a street wall effect along roadway frontages. Surface parking should not be located fronting Dewey Avenue or Hobson Avenue.
- Buildings should primarily be two to four stories in height.
- Parking should be oriented toward the rear of properties and accessed from alleys or side streets where feasible. Surface parking should not be located fronting Dewey Avenue.
- Adaptive reuse of existing structures should be encouraged where feasible and appropriate.
- Mixed use developments should be encouraged with ground floor uses that contribute to the activity and excitement along the sidewalks and streets. In general, residential and office uses should be discouraged in favor of commercial businesses on the ground floor.
- Residential uses should be in the form of multi-level mixed use buildings with ground floor commercial.
- New development and renovations of existing buildings should seek to imitate in materials, form, and details as much of the pattern of historic architecture present in downtown as possible and appropriate. This is more important for the ground floor than upper floors.



West of Main Subarea

This auto-oriented, neighborhood transition subarea is separated from the rest of downtown by a wide, pedestrian-unfriendly highway. A few of the buildings on Main Street create nice pieces of a visual street wall, but the wide street, fast traffic, largely inactive ground floors, and spread out buildings make this subarea unwalkable. The half blocks at the northwest and southwest corners of this subarea begin to transition into single-family residential neighborhoods. The east half of this subarea could be redeveloped into commercial uses (given enough parking is provided) with medium- to high-density housing on the western half.

Preferred Uses and Development Patterns

- Mixed use (commercial on ground floor, office and residential on upper floors)
- Retail
- Service
- Institutional (primarily existing [library])
- Medium-density multifamily residential (e.g., townhouses, multiplexes, etc.)

Preferred Character and Built Form

- New construction should be located at or near the sidewalk, with minimal or no front and side yard setbacks, and oriented to the front of the property.
- All surface parking lots should utilize screening, landscaping, and other treatments to provide a street wall effect along roadway frontages.
- Buildings should primarily be two to four stories in height.
- Adaptive reuse of existing structures should be encouraged where feasible and appropriate.
- Mixed use development should be encouraged with ground floor uses that contribute to the activity and excitement along the sidewalks and streets.
- Residential uses should be in the form of multi-level mixed use buildings with ground floor commercial, townhouses, or stacked multiplexes.
- New development and renovations of existing buildings should seek to imitate in materials, form, and details as much of the pattern of historic architecture present in downtown as possible and appropriate. This is more important for the ground floor than upper floors.



West Residential Transition Subarea

This subarea is lower density and largely institutional in nature, with several churches and museums. The uses in this subarea have the potential to create a gradual and pleasant transition from downtown to the neighborhood-scale development to the south. Surface parking lots should be screened from Lee Avenue with buildings, where possible. Appropriate new development might include medium-density housing, such as duplexes, quadplexes, townhouses, and live-work units, along with pharmacies, convenience stores, markets, and other such uses. Architectural form and style should still match the quality of downtown but does not need to be quite as dense.



Preferred Uses and Development Patterns

- Institutional (primarily existing [museums and religious facilities])
- Service
- Mixed use (commercial on ground floor, office and residential on upper floors)
- Medium-density multifamily residential (e.g., townhouses, multiplexes, cottage courts, accessory dwelling units [ADUs], etc.)
- Retail
- Restaurants

Preferred Character and Built Form

- Continuous traditional street wall should be maintained with buildings located at or near the sidewalk, with minimal or no front and side yard setbacks, and oriented to the front of the property.
- All surface parking lots should utilize screening, landscaping, and other treatments to provide a street wall effect along roadway frontages.
- Buildings should primarily be two to four stories in height.
- Parking should be oriented to the rear of properties and accessed from alleys or side streets where feasible. Surface parking should not be located fronting Lee Avenue.
- Adaptive reuse of existing structures should be encouraged where feasible and appropriate.
- Mixed use development should be encouraged with ground floor uses that contribute to the activity and excitement along the sidewalks and streets.
- Residential uses should be in the form of townhouses, cottage courts, multiplexes, or ADUs.



East Residential Transition Subarea

This subarea at the southeast corner of the Plan boundary is solidly neighborhood scale. Entirely detached from downtown, this subarea could support some low- to medium-density housing or neighborhood-scale commercial. There is currently a large Presbyterian church in this subarea, which keeps with the character of the area, and several large metal buildings, which are not appropriate for this area.

Preferred Uses and Development Patterns

- Low-density residential (single-family detached housing to match adjacent neighborhood development)
- Medium-density multifamily residential (e.g., townhouses, multiplexes, cottage courts, ADUs, etc.)
- Mixed use (neighborhood scale commercial ground floor with on residential upper floors)
- Institutional (primarily existing [religious facilities])

Preferred Character and Built Form

- This zone is primarily residential in nature and should be designed to transition into the surrounding neighborhood development pattern. Residential uses in the form of multiplexes, cottage courts, or ADUs are preferred to single-family detached units.
- Parking should be oriented toward the rear of properties and accessed from side streets or alleys where feasible.
- Attached garages should not be located on the front façade of a house. Detached garages should be located at the rear of the property.



Figure 3.2 Development and Redevelopment Plan

Data Sources: City of Sapulpa; Creek County; Ochsner Hare and Hare, the Olsson Studio; and Studio Architecture

- Existing Landmark Building
- Proposed Catalyst Project
- Proposed Infill Building

- Building Condition and Appropriateness to Subarea**
- Building facade is in good condition and is appropriate to the development scale and style of its subarea
 - Building facade has potential to be restored or improved to be appropriate to the development scale and style of its subarea
 - Building facade does not have potential to be restored or improved to be appropriate to the development scale and style of its subarea

Catalyst Site #1: New Overhead Gateway

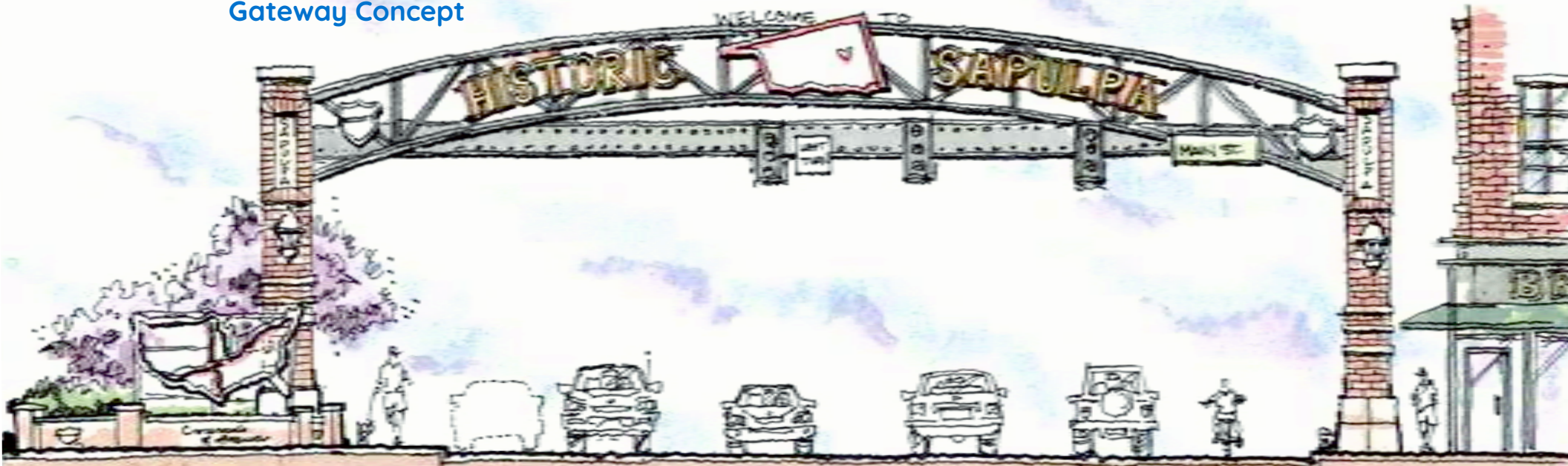
Detailed further in **Section 4 Urban Design, Aesthetics, and Street Life**, a new overhead gateway should be designed and constructed for the east side of the intersection of Dewey Avenue and Main Street. One of the most powerful ways to establish a brand or identity within a downtown is through the incorporation of gateway elements. Gateways are a form of monumentation that is typically located at major intersections, nodes, or boundaries.

Figure 3.3 shows a conceptual primary gateway that references the history of downtown, as well as the historic Route 66 that runs through it. The gateway can be built to complement the existing “Crossroads of America” monument at the northeastern corner of Dewey Avenue and Main Street.

Catalyst Site #2: SeneGence Block Redevelopment

Largely under the ownership of SeneGence, this half-block plays an important role in the vibrancy along Dewey Avenue. By providing an event venue, upper story offices, and a potential food hall, the redevelopment of this site will create the necessary mixture of uses that contribute to a revitalized downtown. This redevelopment should be supported and capitalized on. Fortunately, the condition of the three buildings on this site matches the development scale and style of the Central Core Subarea.

Figure 3.3 Proposed Primary Gateway Concept



Catalyst Site #3: Southwest Corner of Park Street and Dewey Avenue Building Reuse

Because the existing building has potential to be restored or improved to be appropriate to the scale and style of the Central Core Subarea, the reuse of this building should be in the short-term. The building is well suited for apartment and/or loft development, with retail or dining on the bottom floor.

Catalyst Site #4: 9 North Water Street Building Reuse

Because the existing building has potential to be restored or improved to be appropriate to the scale and style of the Central Core Subarea, the reuse of this building should also be in the short-term. The building is well suited as a boutique hotel, with its placement off of Dewey Avenue. See **Figure 3.10** for illustrative detail.

Catalyst Site #5: Street/Streetscape Redevelopment

As a priority project, downtown’s streetscape should be overhauled. A complete description of each streetscape (priority one, two, and three) is provided in **Section 4 - Urban Design, Aesthetics, and Street Life**. The streetscape is a catalyst project as such projects can often spur additional private reinvestment in the surrounding area. By installing streetscape enhancements, a city signals to surrounding developers and property owners that it is “safe” and supported to reinvest into the area. All improved streetscapes should have unifying characteristics that accentuate the vision for downtown. Improvements should also address the basic functionality of the street, as necessary.



Figure 3.4 Proposed Alley Redevelopment Rendering

Catalyst Site #6: Alley Redevelopment

As shown in **Figure 3.4**, the existing northern half of the alley from Dewey Avenue to Lee Avenue between Park Street and Water Street should be closed to vehicular traffic, creating a pedestrian zone. The alley should be paved with brick and lighting installed in the form of street lamps and festoon lights between the buildings. Landscaping in the form of street trees and concrete planters will help to define and soften the space. Outdoor dining zones are proposed adjacent to the coffee shop at the north end of the alley and between the old City Hall and former jail, which could be renovated into a restaurant. The alley space could be further enlivened with signage, murals, and artwork. The southern end of this pedestrian zone should have bollards or concrete planter barricades to protect pedestrians from vehicles.

Catalyst Site #7: Hobson Avenue West Building/Site Redevelopment

This site will anchor the western end of the Hobson Avenue Redevelopment Subarea, making it an important “bookend” to the district. Based on a preliminary façade assessment, the four buildings that are part of this site have potential to be restored or improved, so that they are an appropriate style for the subarea. Each building is also at least two stories tall, creating an opportunity for a mixture of uses, including retail, restaurants, service, high density multifamily residential, or office. Reference the Hobson Redevelopment Subarea preferred uses, development patterns, character, and built form for more detail. Upper story residential is especially appropriate to increase downtown housing options. Keen attention to the pedestrian realm and experience around the buildings on this site is critical. With varied building depths, it is possible to include an interior courtyard for residents, restaurant patrons, or the like.

Catalyst Site #8: Hobson Avenue Center Building/Site Redevelopment

This site will play a critical role in the development of the Hobson Avenue Redevelopment Subarea’s entertainment hub (restaurants, bars, and entertainment), as it lines one of the primary alleys targeted for enhancement within downtown. Additionally, this site fronts a proposed public gathering space/park, providing ample opportunities for pleasant back patio/deck dining. Reference the Hobson Redevelopment Subarea preferred uses, development patterns, character, and built form for more detail. Restaurants, bars, and entertainment venues are especially appropriate within this site, to capitalize on the pedestrian traffic along the alley and take advantage of the green space just north of the buildings. Like Catalyst Site #7, the existing buildings have potential to be restored or improved, making this site’s redevelopment highly feasible and encouraged.

Catalyst Site #9: Hobson Avenue East Building/Site Redevelopment

As the complement to Catalyst Site #8, this site will also play an important role in the development of the Hobson Avenue Redevelopment Subarea’s entertainment hub. Like Catalyst Site #8, this site fronts a proposed public gathering space/park, creating an appealing opportunity for restaurant, bar, and entertainment development and users to offer aesthetically pleasing outdoor dining opportunities and views of green space. Three out of the four the existing buildings have potential to be restored or improved, making this site’s redevelopment highly feasible and encouraged.



Examples of inviting store and building fronts (Image Sources: www.architecture359.com; www.aaronleitz.com)



Figure 3.5 Proposed Redevelopment of Southeast Corner of Park Street and Hobson Avenue

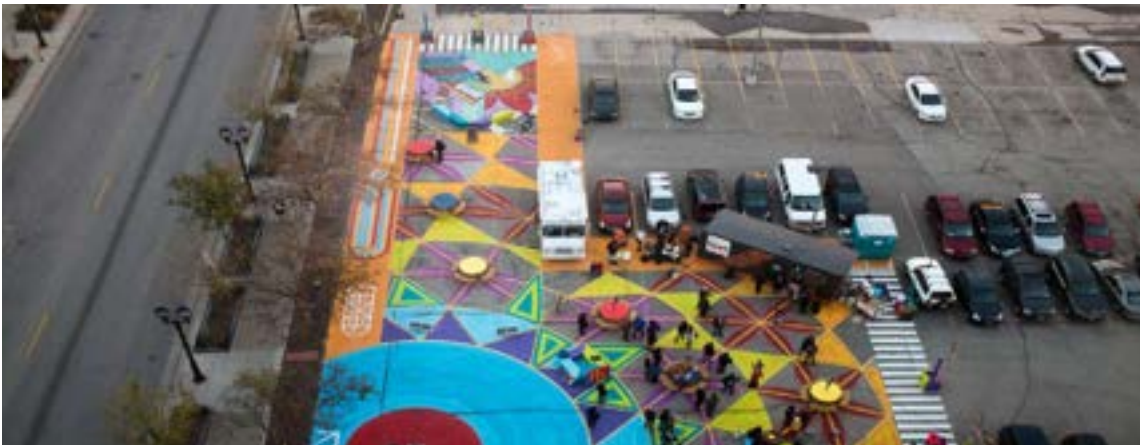
Catalyst Site #10: Southeast Corner of Park Street and Hobson Avenue Building/Site Redevelopment

In the long-term, this site at the southeast corner of Park Street and Hobson Avenue should clear the existing buildings and parking lot and replace them with multistory buildings that contribute to the traditional street wall along Hobson Avenue and Park Street. Currently, the large setback and architecture style reflect a seemingly suburban site and building design. Ideally, a redeveloped site would locate the building closer to Hobson Avenue and match the scale of those buildings to the north and east. The architecture of the buildings should keep with the historic style present in much of downtown, with tall commercial ground floors and office or residential space above. The foreground in **Figure 3.5** shows outdoor dining and the closed portion of Park Street across Hobson Avenue to the north.

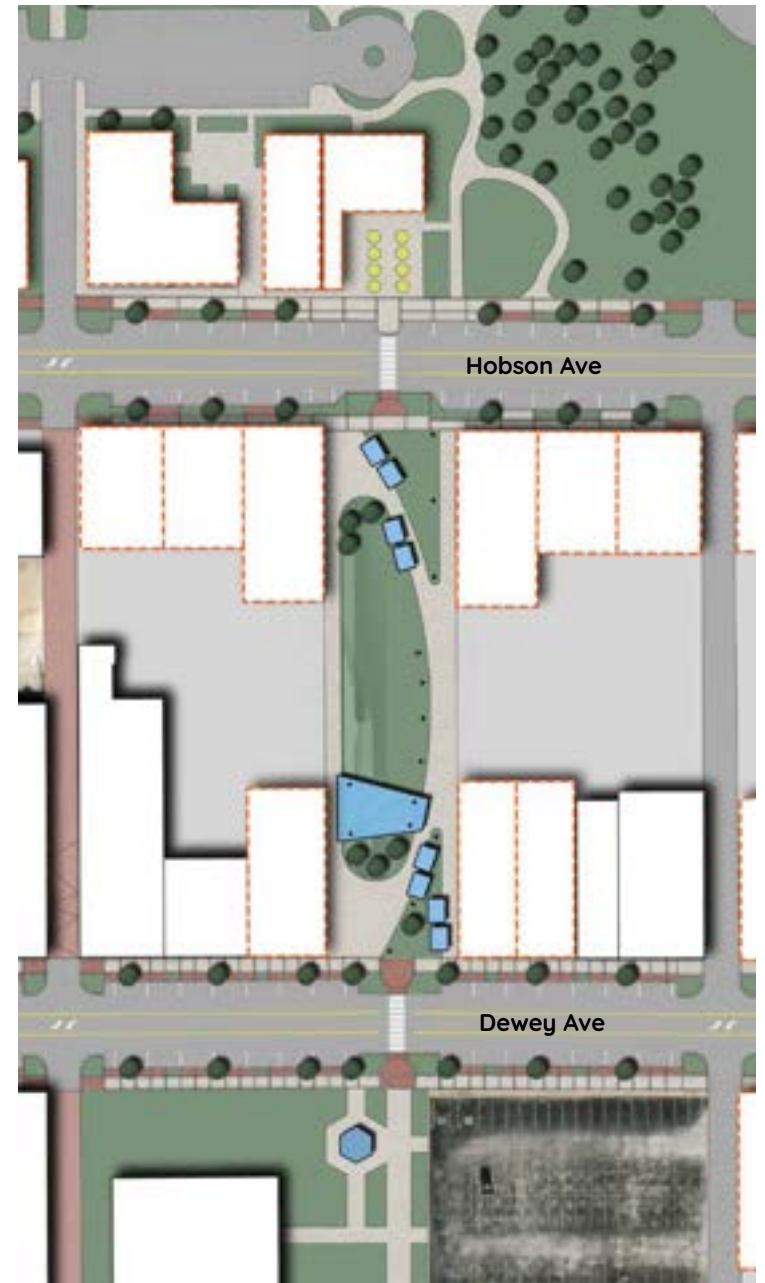
Catalyst Site #11: Elm Street Pedestrian Mall Redevelopment

Elm Street, between Dewey Avenue and Hobson Avenue, should be closed to vehicular traffic, creating a wide pedestrian mall that acts as a central public downtown gathering space. Currently, no such large plaza exists within downtown. The plaza will provide a vital and welcoming pedestrian walkway to functionally and mentally connect Dewey Avenue and Hobson Avenue.

The mall could include an amphitheater, site furnishings, landscaping (including shade trees), public art (traditional or interactive), green space, and outdoor dining areas for adjacent restaurants, bars, or coffee shops. Events and festivals can take place along the mall, as well. Alternatively, the mall could house a permanent, multipurpose pavilion, providing a covered space for community events.



Creative activation of underutilized spaces (Image Sources: www.pps.org; www.oc.edu)



The proposed Elm Street pedestrian mall will connect Dewey Avenue to Hobson Avenue.





Figure 3.6 Proposed Electric Avenue West Redevelopment

Catalyst Site #12: Electric Avenue West Redevelopment

This large block, bounded by Elm Street, Walnut Street, Hobson Avenue, and the railroad tracks, is envisioned as a thriving new mixed use community. In the west, the existing tree-filled empty lot should be developed into a park serving the downtown area, containing gardens, playgrounds, and a connection to the new hike/bike trail that is proposed along the railroad track right-of-way. The eyesore that is the existing electrical substation could be mitigated and transformed by wrapping it in tall art-covered screen walls, providing a canvas for local artists to brighten this portion of downtown. The historic ice house building should be renovated and repurposed as a restaurant with outdoor patio dining. The existing OG&E building should be adapted into a food hall and farmers' market with the addition of two new covered outdoor pavilions. The eastern portion of this site is envisioned to house new development in the form of multi-level mixed use buildings with ground floor commercial uses and upper floor multi-family residential. A green lawn could exist between the buildings, with a splash pad and playground equipment to provide space for all kinds of neighborhood activities.



Figure 3.7

Proposed Electric Avenue
East Redevelopment

Catalyst Site #13: Electric Avenue East Redevelopment

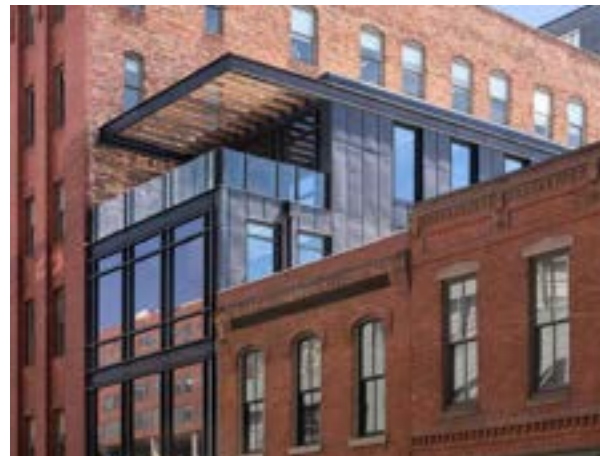
This site, bounded by Walnut Street, Hobson Avenue, and the railroad tracks, is proposed as a high-density multi-family housing complex, including amenities such as a common swimming pool and recreation space, a clubhouse that could house workout and laundry facilities, and subgrade structured parking. Sidewalks cutting through the site should connect to the new hike/bike trail that is proposed along the railroad track right-of-way. This proposed development will create a dense village and anchor the northeast corner of downtown, giving people a place to walk to and from.

Strategy 3.3 Ensure new development does not negatively impact downtown’s character, is appropriate, and considers building scale, height, architectural style, the street wall, and built form.

The existing built form of downtown Sapulpa is enviable. The historic brick buildings, especially along Dewey Avenue, create a solid downtown core to build upon and out from. As development is proposed within downtown, it is important that each building and site proposed is analyzed for its appropriateness to its subarea. The site layout and setbacks, parking location, and architectural style should complement traditional downtown development.

Building and site elements to encourage include, but are not limited to:

- Appropriate and historically sensitive window size, placement, and style;
- High transparency at the street/pedestrian level;
- Appropriate and historically sensitive building materials;
- Minimal to no setback;
- Parking located at the rear or side of the building; and
- Appropriate and historically sensitive awnings, signage, and lighting.



Modern infill development that capitalizes on otherwise underutilized space. (Image Source: www.semplebrown.com)



Infill development between two existing buildings that has minimal setback and large, open windows that allow for high visibility from passersby. (Image Source: www.medium.com)



A brick facade update with modern awnings elevates an existing building’s exterior while being historically sensitive. (Image Source: www.dnainfo.com)

Strategy 3.4 Preserve and expose historic architecture and landmark buildings and structures.

Since the early 1900s, many buildings within downtown Sapulpa have undergone significant architectural changes to align to the current decade’s architectural paradigm. Though, there is a national movement to reinvigorate downtowns across the country, as we are understanding the value and desirability of walkable, dense areas. Alongside that movement is the desire to uncover historical building facades. Downtown Sapulpa is no stranger to this movement and has much opportunity to expose historic architecture and preserve what remains. The following figures illustrate examples of façade improvements that are in line with historic architecture and focus on the pedestrian experience.

Pages 33 through 38 provide detail and illustrations for potential facade enhancements.

Figure 3.8 2 North Main Street Facade Enhancement Concept



2 North Main Street Facade Enhancement Concept

The historic window openings should be completely filled with historically-accurate wood windows. Square glass blocks are not a period-appropriate material for this historic district. The original storefront openings between the brick columns have been infilled with a newer brick - these openings should be reopened and historically-accurate wood-framed storefronts installed. Awnings, signage, and lighting should all be historically-appropriate.



- Decorative lighting
- Windows sized to fit brick openings
- Appropriate signage
- Appropriate canopy
- Glass in storefront openings

Figure 3.9 2 South Main Street Facade Enhancement Concept



2 South Main Street Facade Enhancement Concept

When it was constructed, this bank building stood as a landmark welcoming visitors to downtown with its grand, classical architecture. The concrete panels should be removed and the historic facade should be restored, along with historically-appropriate signage. The modern building addition should be designed in a sensitive manner to be complementary in scale, detail, and materials to the original while still secondary in hierarchy.



- Design new addition to be complementary in scale, detail, and materials to the original, while still secondary in hierarchy
- Street trees
- Appropriate signage
- Remove concrete panels to expose and restore historic facade

Figure 3.10 9 North Water Street Facade Enhancement Concept



9 North Water Street Facade Enhancement Concept

The building located at 9 North Water Street has been identified as a catalyst project for downtown, holding potential to become a boutique hotel. The building next to it also has a beautiful facade with potential to be renovated into a commercial building. The window openings on both buildings should be completely filled with historically-accurate wood windows. The original storefront openings between the brick columns have been infilled with metal panels - these openings should be reopened and historically-accurate wood-framed storefronts installed and carried up to the cornice above.



- Windows sized to fit brick openings
- Appropriate signage
- Glass in storefront openings
- New hotel awning
- Historically-accurate windows

Figure 3.11 101 East Hobson Avenue Facade Enhancement Concept



101 East Hobson Avenue Facade Enhancement Concept

The original storefront openings on this building should be replaced with historically-accurate frames and glazing. Existing wood and metal panel infill above the storefronts should be removed and the storefronts should extend up the facade up to the cornice. A second story addition is proposed on the rear of the building to add commercial space and create an identifiable commercial entry along the secondary street facade. A roof deck could be added above the main building to create further usable public space. The brick infill at the angled corner entry should be removed and the overall entry and storefront is to be restored.



- Second story addition
- New commercial entry
- Roof deck
- Enlarge window openings
- Restored historic entry
- Glass in storefront openings

Figure 3.12 106 East Hobson Avenue Facade Enhancement Concept



106 East Hobson Avenue Facade Enhancement Concept

This building's unique form and iconic signage lends itself to a restaurant use with outdoor dining. The original overhead doors should be replaced with glass overhead doors. Concrete planters along Water Street are used to enclose a few parking spaces into a patio, creating an edge between the outdoor dining and the street. Appropriate canopies should be used above the outdoor dining that do not overpower the existing architecture. The small existing building and alley next door should be removed and replaced with a building that reflects the historical character of the surrounding context, while continuing the street facade. above.



- New contextually-appropriate building
- Appropriate canopies
- Glass overhead doors
- Vegetative planters
- Outdoor dining patio

Figure 3.13 123 East Hobson Avenue Facade Enhancement Concept



123 East Hobson Avenue Facade Enhancement Concept

In a pedestrian-focused district, this building would be well-suited to a restaurant use with outdoor dining. To accommodate this, a patio area could be provided along the sidewalk in the front of the building with large glass overhead doors creating an indoor/outdoor dining area. Raised planters between the sidewalk and the outdoor dining creates a buffer and green edge. Decorative string lighting could be added above the patio for outdoor illumination. Decorative signage should be provided on the building and the unique two-story portion at the rear of the building. The existing canopies over the entries should be removed and the storefront entry framing replaced with something more historically-appropriate.



- New contextually-appropriate building
- Decorative string lighting
- Decorative signage
- Overhead glass doors
- Outdoor dining area
- Landscaped planters

Strategy 3.5 Encourage and capitalize on private investment in downtown through public/private partnerships (PPPs).

Public dollars can only fund so much, and downtown revitalization strategies are typically highly dependent on upfront public investment to attract private investment. Often, public sector investment is required to acquire, clear, and develop sites or subsidize and offer tax incentives to attract private investment.

Successful downtown revitalization is a function of joint ventures between the public and private sectors who partner in planning, financing, and implementing revitalization strategies (e.g., public sector investment in infrastructure working with private investment in shopping, hotel, and restaurant development). This revitalization strategy cannot fall stagnant and fail to consider implementation of the Plan over the coming years.

To jump start downtown Sapulpa's renaissance, consider structuring viable PPPs. A PPP is when the public sector and the private sector (typically a business) partner to more efficiently and effectively solve a problem than either could do on their own.

It is important to note that no two PPPs are the same. They come in many forms, including up-front incentives, tax abatement, publicly provided infrastructure, low-interest loans, grants, and many others. In each partnership there is risk and there are ways to mitigate risk to the city.

PPPs have helped keep century-old buildings safe and occupied, and have worked to draw private investment into downtowns, which leads to a growth in a city's tax base without the expense of building new infrastructure.

It is important to do the following:

- **Understand the private sector needs.** Strong partnerships are based on finding the right alignment of interests, which is why it is essential to understand what makes a project appealing to private sector investors.
- **Pick politically smart projects.** A successful PPP requires a pragmatic understanding of what is feasible in a constantly evolving political environment.
- **Find the right revenue stream.** PPPs are not free money; they require localities to find durable and resilient revenue streams that will pay for the investment over the long-term.
- **Actively engage with stakeholders.** PPPs are inherently complex deals that require significant public engagement to ensure that the deal is in the best interest of the community and executed at the highest standards at all time.
- **Thoroughly analyze the return on the public's investment.** Do not stop with short-term calculations. Look out a couple decades to determine if the public's investment will be recouped and if it provides a positive return to the city and its people.

Strategy 3.6 Increase the downtown population by encouraging new and diverse residential development in and around downtown.

Over the past decade a trend has emerged for downtown living in both small suburban communities and the downtown cores of large urban areas. Young adults to empty nesters are attracted to downtown living and convenient access to dining, entertainment, culture, and sporting events. The influx of urbanites helps activate the street life and extend the hours of activity. Downtown Sapulpa's large stock of vacant upper floor commercial space provides the opportunity to accommodate residential housing units through adaptive reuse. In addition, new construction is viable on currently underutilized properties. Three potential new residential construction sites include: (1) northeast corner of Main Street and Hobson Avenue; (2) the northeast corner of Walnut Street and Hobson Avenue; and (3) northeast corner of Dewey Avenue and Oak Street. Opportunity exists for new infill residential construction in the form of single-family homes, duplexes, and small townhome developments in the West Main Street, West Residential Transition, East Residential Transition, and Central Core Approach Subareas.

Strategy 3.7 Encourage mixed use development that incorporates commercial, office, and residential uses in appropriately designed, higher density buildings.

Many existing buildings within downtown have multiple uses within. While the mixing of uses is the first step, the makeup of the businesses in the mixture is equally—if not more—important. First, it is important to define the term “mixed use,” as it has different meanings in different places. A common misunderstanding is that mixed use equates, on any street or in any context, to a shopfront with housing above.

Rather, mixed use makes for three-dimensional, pedestrian-oriented places that layer compatible land uses, public amenities, and utilities together at various scales and intensities. This variety of uses allows for people to live, work, play, and shop in one place, which then becomes a destination for people from other areas of the city.

While mixed use can take on many forms, it is typically categorized as either (1) vertical mixed use buildings; (2) horizontal mixed use blocks; or (3) mixed use walkable neighborhoods.

- **Vertical Mixed Use Building.** Combines different uses in the same building. Lower floors should have more public uses with more private uses on the upper floors. For example, the ground floor could have retail, second floor and up having professional offices, and uppermost floors being some form of residential, such as flats or a hotel. In more urban areas, such as downtown Sapulpa, an entire block or neighborhood may be composed of vertical mixed use buildings.
- **Horizontal Mixed Use Blocks.** Combines single-use buildings on distinct parcels in a range of land uses within one block. In more urban areas, this approach avoids the financing and coding complexities of vertical layered uses while achieving the goal of placemaking that is made possible by bringing together complementary uses.
- **Mixed Use Walkable Neighborhoods.** With the infinite number of various possibilities, mixed use walkable neighborhoods combine vertical and horizontal use mixing in an area ideally within a 5-to-10-minute walking distance.

Each type of mixed use has its place within downtown Sapulpa. It is critical that each type of mixed use is permitted by right within downtown Sapulpa. Mixed use must be permitted within downtown, and should be permitted within the property and building (but not required).

Strategy 3.8 Support multiple types and sizes of commercial rental options and business incubators throughout downtown to attract varied businesses.

Little business diversity exists within downtown Sapulpa currently as there is minimal draw to the area. One cause is that many of the historic buildings in downtown are over 100 feet deep, creating large commercial spaces that are difficult for single-tenant occupancy. To attract small businesses to downtown, it will be important to create commercial spaces that can be subdivided in increments of approximately 500 to 1,000 square feet. This can be done by subdividing ground floor commercial space in those buildings that abut an alleyway with a back suite opening onto the alleyway. This approach will also create small commercial spaces facing onto the street that are more suitable for today's businesses. Another option is new construction with the commercial space measuring at a depth of 50 feet, allowing for 1,000 square foot suites that can be expanded in increments of 500 square feet.

Another major challenge for small businesses is having sufficient operating capital to make it through the first year or so. Even the most successful businesses are often not profitable in the beginning. Small startups may not last long enough to reach their potential. One way to mitigate this challenge is by starting business incubators. These programs can remove or lower the businesses' occupancy expenses. City governments and local economic development agencies can work with building owners to accommodate these startups, who can become permanent rent-paying occupants in downtown if they are successful.

A recent trend for more office-oriented business startups (as opposed to retail) is co-working. Co-working spaces can be well-suited for older vacant buildings and are similar to incubators in that they lower the space rental and overhead expenses for these small businesses.

A good example of co-work space is Block 22 in downtown Pittsburg, Kansas. Developed through a partnership between Pittsburg State University, the City of Pittsburg, and the Vecino Group, Block 22 transformed four historic buildings at 4th and Broadway into an entrepreneurial epicenter. Block 22 now offers over 16,000 square feet of co-work and business incubator space, meeting rooms and conference space, ground floor retail space, and student housing. The City of Pittsburg committed \$1.5 million in funding from its Revolving Loan Fund, Pittsburg State University committed \$1 million in fundraising, and the Vecino Group secured \$10.05 million in tax credits. The remaining balance of \$5.4 million took the form of a loan assumed by the Vecino Group and will be paid through a long-term lease agreement with Pittsburg State University.



Interior of a co-working space (Image Source: www.wework.com)

Strategy 3.9 Consider the creation of an overlay district and downtown design guidelines to better guide downtown reinvestment and encourage appropriate downtown development.

To promote mixed use development and reinvestment in downtown, the city should consider developing an overlay district and accompanying downtown design guidelines that contribute to the existing historic fabric and character. An overlay district is a tool that can be used to establish alternative land development requirements within a specific area of a community that requires special attention, such as downtown Sapulpa. The creation of a downtown overlay—superimposed over the conventional zoning districts—is recommended, as it will supply the use flexibility necessary to create a thriving downtown. The downtown overlay should incorporate the entire Plan area (defined at the parcel level), but subdivided into the recommended subareas to more keenly guide aesthetics, form, frontages, and use.

The design guidelines—focused more largely aesthetics—could address architectural detailing, construction materials, building transparency, design principles for adaptive reuse and infill construction, signage, integrating multiple transportation modes into the existing streets, parking design and placement, lighting, street trees, landscaping, and street furniture.

The overlay district—focused more on form, frontages, and use—could include the following development regulation revisions (primarily for the Central Core, Hobson Redevelopment, Hobson Development, Central Core Approach, and West of Main Subareas).

- **Establish a maximum front setback.** Buildings must be located adjacent to sidewalks in downtowns. When buildings are set back too far from the sidewalk, streetscape enclosure is eroded and vibrancy suffers. In such districts, a maximum front setback is necessary, rather than a minimum front setback. A maximum front setback is different than a build-to line, allowing for flexibility while ensuring streetscape enclosure. A 10-foot maximum front setback works for most downtowns and is recommended.
- **Permit 100 percent lot coverage.** Most downtown buildings occupy most if not all of their lots, therefore lot coverage restrictions are often not appropriate in traditional downtowns. To address this issue, the city should consider the removal of maximum lot coverage regulations within downtown. Most technical considerations are addressed in building and life safety codes.
- **Eliminate density/floor area ratio and unit size restrictions.** Per-property density or floor area ratio restrictions are unnecessary in downtowns where intensive activity and vibrancy are desired. Density and floor area ratio requirements typically restrain the business and housing market as they are often set unreasonably low and with a limited product type in mind that may not fit market demand.
- **Set a minimum façade height.** Street enclosure – the framing of a street by building facades – significantly impacts the success and comfort of downtowns. Comfortable streets feel like outdoor rooms, where the height of buildings is at least half the width of the street. Along sidewalks, ensure that building facades are no less than 24 feet high. A common misstep is to require a minimum number of stories, but this can cause development stagnation. A minimum facade height achieves the goals of enclosure and avoids the economic pitfall of minimum story requirements.

The overlay district will require additional development review procedures to ensure compliance. For this reason, it is important to set clear procedures for application and standards for review and approval for any development or redevelopment taking place within the overlay district.

The creation of this overlay should take high priority as the next step in the downtown planning process to not deter downtown momentum, especially as stakeholder-identified issues indicating troublesome relations with the city can be resolved through this overlay.

Section 4 *Our Path to Tomorrow*

Urban Design, Aesthetics, and Street Life

The character and design of a downtown can define its success. While downtown Sapulpa is already charming, opportunities exist to further enhance and expand this environment, strengthening downtown's reputation and draw as a welcoming and vibrant space for Sapulpans and visitors.

At its core, the goal of quality urban design and planning is to create better places for all, which can be as simple as reimagining an existing part of a community. **Section 4** explores ideas and principles of urban design, aesthetics, and street life. Combined, these topics share a common goal: enhance the downtown Sapulpa experience for all of its users.

NOTE: This is a planning-level document and the dimensions shown within this section are for illustrative purposes only. Final decisions on parking locations and configurations, lane widths, sidewalk locations and widths, turn lanes, etc. will be made during a design process.



Key Issues

As it relates to urban design, aesthetics, and street life within downtown, the primary identified key issues are:

1. There is a lack of physical and structural momentum to revitalize downtown. Although much excitement and energy for the potential of what downtown could be exists, the challenge of securing funding, rallying groups or property owners to implement physical changes to their buildings, and incentivizing new businesses to locate downtown is a reality that must be faced.
2. From the vacancy rate to the lack of restaurants and walkability, there are more pressing issues facing downtown than the design and aesthetics. This poses a catalyst challenge of prioritizing less immediate needs - like landscaping, street furniture, and façade improvements.
3. The investment and upkeep of the aesthetics of downtown Sapulpa are imbalanced. For instance, the area around the courthouse features a fountain, pedestrian seating, and wide paved paths for walking and bicycling, whereas just a few blocks away there are buildings in disrepair and crumbling infrastructure.
4. A fundamental component of successful urban design and aesthetics is maintenance. Much of downtown provides evidence of a reactive attitude when it comes to upkeep. Maintaining investments is critical to the momentum of downtown Sapulpa and currently there is not a widespread adopted culture of protecting assets.
5. Manufacturing and industrial uses are inherently not pedestrian oriented nor are they usually aesthetically pleasing. Separating these existing uses from the downtown environment is necessary for downtown to feel and act like a pedestrian- and business-oriented environment.
6. There is a lack of green space and green coverage to provide refuge to downtown users.
7. Streetscaping in downtown is largely non-existent and inconsistent.
8. The alleyways in downtown are neither functional nor welcoming to pedestrians, largely due to a lack of lighting.

Goals

1. Plan and design the urban environment with longevity to **sustain investments**.
2. Establish a downtown aesthetic that represents Sapulpa's **historic past** and **desires for the future** while honoring best practices in architectural design.
3. Promote downtown as the **social, civic, and business heart** of Sapulpa.
4. Create healthy corridors throughout downtown that fuse and concentrate on **mobility, urban design, aesthetics, and entertainment**.
5. Complement **public and private realm improvements** to achieve an overarching and **unified downtown aesthetic**.

Healthy Corridors Should Achieve...

- Greater multimodal connectivity within sites and to adjacent areas;
- Managed access along busy corridors;
- Concentrated retail into nodes only at favorable locations;
- Effective land use transitions; support concentrated retail nodes with supporting residential or employment uses;
- Improved aesthetics of the streetscape to emphasize it as valuable civic space;
- Incorporated community gathering spaces as the anchor for focused centers; and
- Organized redevelopment around a block structure to support future infill development.



Image Source: www.wacotrib.com



Data Sources: City of Sapulpa; Creek County; Ochsner Hare and Hare, the Olsson Studio; and Studio Architecture

Strategies

Strategy 4.1 Construct streetscape improvements that contribute to downtown’s pedestrian-orientation and sense of place, including pedestrian amenities, crosswalks, pavement treatments, landscaping and street trees, signage, lighting, and other improvements.

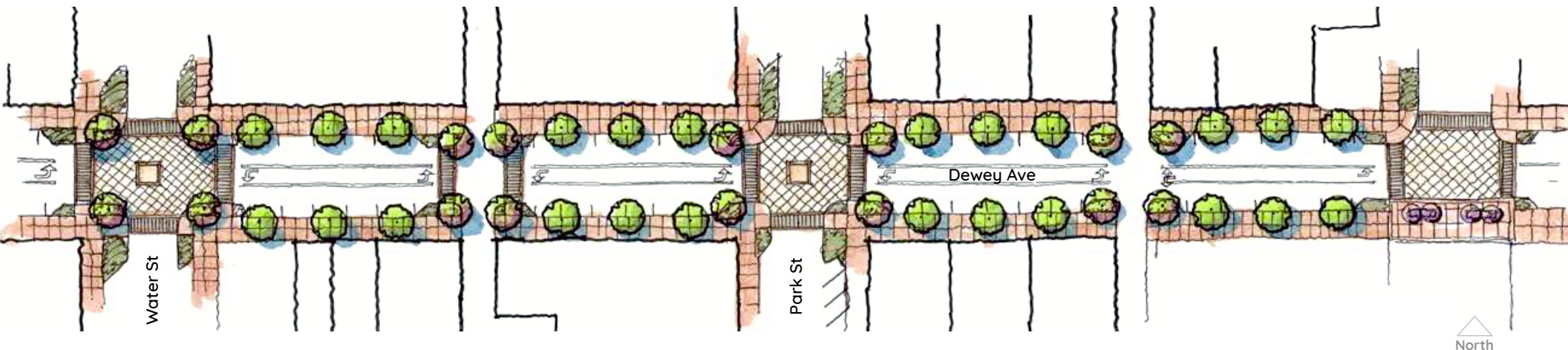
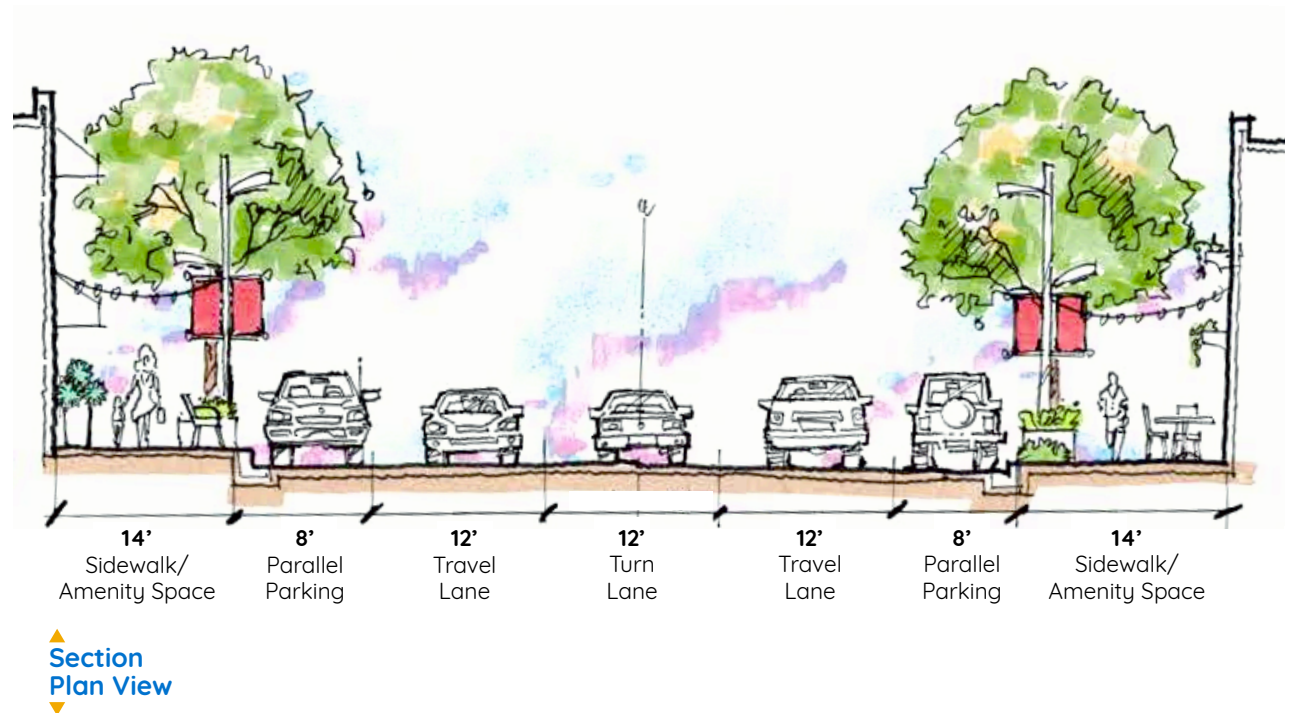
Figure 4.1 identifies the varying levels of streetscape enhancement that should be implemented within downtown.

Priority One Streetscape

This is the highest level of streetscape enhancement proposed within downtown Sapulpa, as shown in **Figure 4.2**. It includes street trees, pedestrian lighting, 14-foot pedestrian pathways on each side of the street, sidewalk dining areas, planters, decorative intersection treatments, decorative crosswalks, branded banners on streetlights, pedestrian site furnishings, and other fixtures. ADA-approved parking spaces should also be incorporated into the Priority One Streetscape.

In other words, Priority One Streetscape refers to the most attention given – meaning the streetscape features on Dewey Avenue would include features beyond that of those labeled Priority Two or Priority Three. By including more streetscape features along the street that is most heavily utilized and where the majority of traffic currently is and should continue to be directed, the investment is maximized. Framing Dewey Avenue at Maple Street and Main Street are Primary Gateways/Monumentation that create bookends to further highlight this important corridor within downtown Sapulpa.

Figure 4.2 Priority One Streetscape Section and Plan View Concept



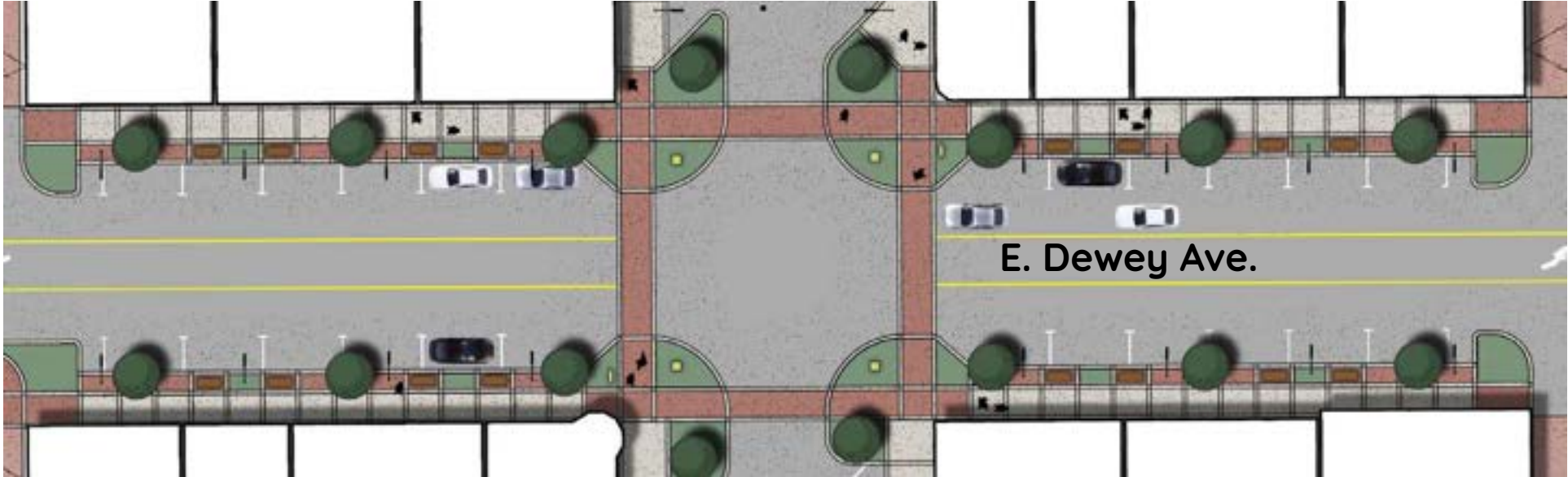


Figure 4.3 Priority One Streetscape Concept Blowup (Intersection of Dewey Avenue and Park Street)



Figure 4.4 Priority One Streetscape Concept Blowup (Intersection of Dewey Avenue and Main Street)

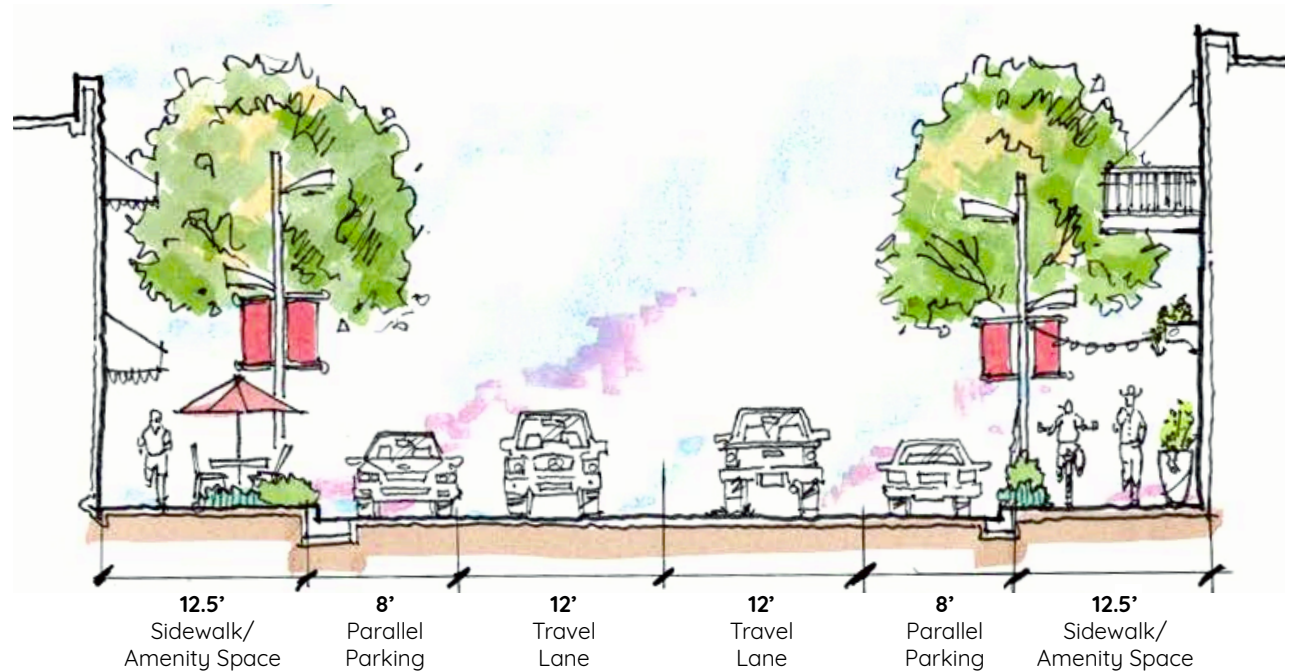


Priority Two Streetscape

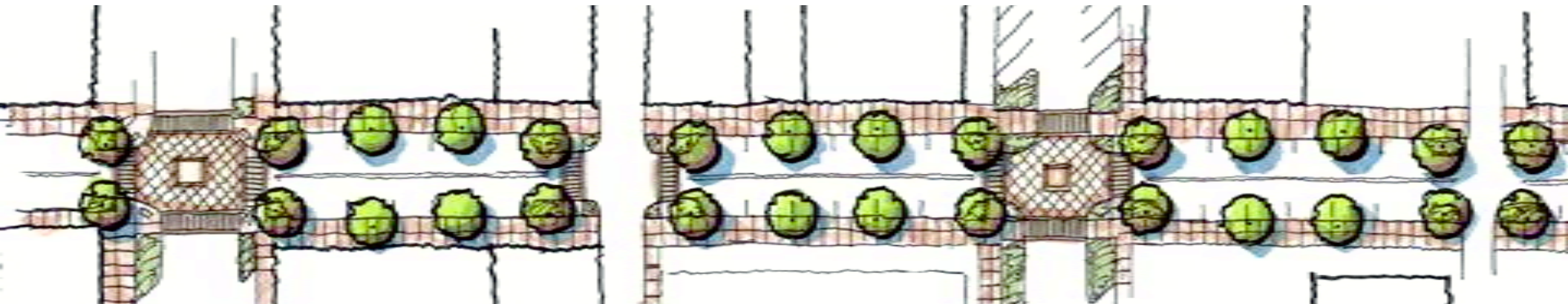
The second highest level of streetscape enhancements include street trees (where permitted), pedestrian lighting with branded banners, 12.5-foot pedestrian pathways on each side of the street, decorative intersection treatments and crosswalks, and sidewalk dining areas. This level of streetscape does not feature landscaped medians, but rather makes use of less permanent planters and planting beds on the pedestrian pathways to bring color to the street environment. ADA-approved parking spaces should also be incorporated into the Priority Two Streetscape.

Priority Two streetscape features, as shown in **Figure 4.5**, are proposed along Hobson Avenue between Main Street and the railroad tracks, as well as north and south along Water Street and Park Street. Secondary Gateways/Monumentation are used to transition from Priority Two streetscapes to Priority Three streetscapes and would be smaller in size when compared to the Primary Gateways, but still serve as identifiers of downtown Sapulpa.

Figure 4.5 Priority Two Streetscape Section and Plan View Concept



Section
Plan View



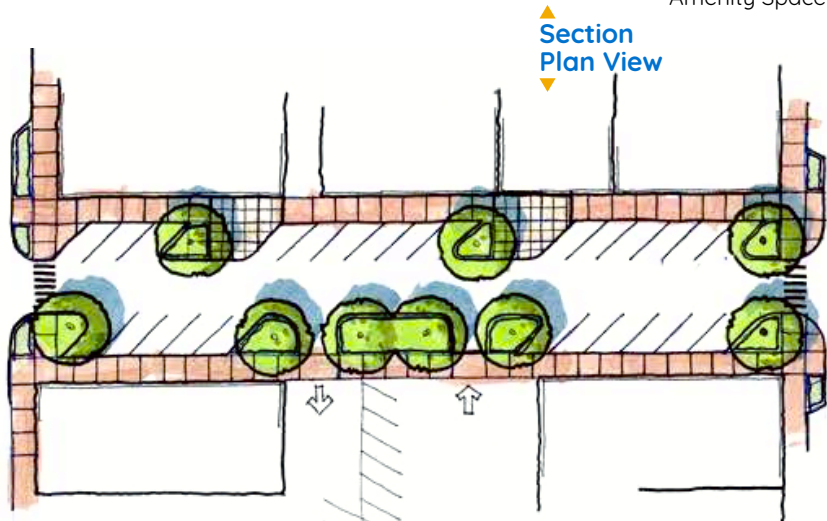
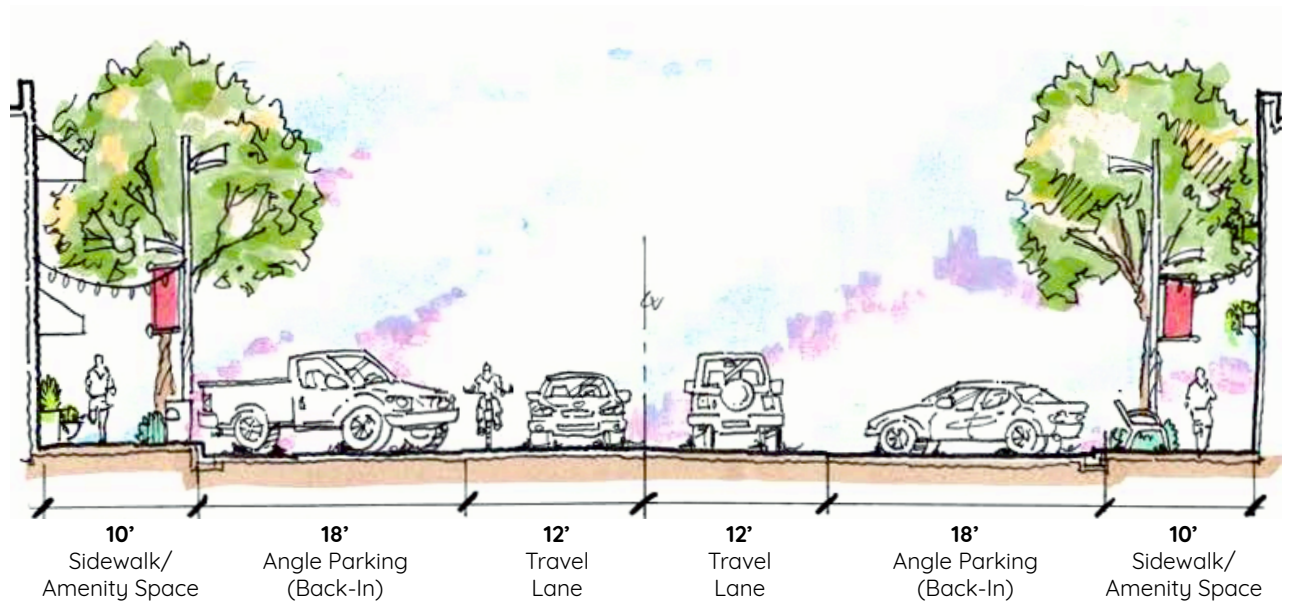
Note: Priority Two Streetscape applies to several streets within downtown Sapulpa. Therefore, direction and street labels are intentionally not provided.

Priority Three Streetscape

The lowest level of streetscape enhancements closely follow local roads that need to be prioritized for regular street, sidewalk, and curb maintenance. Although this level of streetscape has the least features, it still provides much improvement compared to the existing condition along these streets within downtown Sapulpa. The pedestrian pathways are 10-feet wide on each side of the street that both feature pedestrian amenities such as benches, street trees (where permitted), and decorative planters. The pedestrian lighting with branded banners are still recommended for the Priority Three streetscape as these serve as a unified enhancement throughout all of downtown. ADA-approved parking spaces should also be incorporated into the Priority Three Streetscape.

Priority Three streetscape features, as illustrated in **Figure 4.6**, are shown in all directions on all other streets within downtown Sapulpa.

Figure 4.6 Priority Three Streetscape Section and Plan View Concept



Landscape, Hardscape, and Site Furnishings Palette

A preferred landscape and hardscape palette are provided on pages 50 to 52. The landscape palette offers more specific recommendations for the types of trees and plants to be used within the various streetscape improvements. The landscape palette considers the local climate, maintenance, watering, and other factors to ensure its build out is sustainable - both from a cost and maintenance perspective.

The hardscape palette offers visuals for pedestrian amenities, including seating, decorative planters, bicycle racks, and vehicle restriction mechanisms. These are not meant to be the exact type or style of amenity instituted within downtown Sapulpa, but rather offer a sampling of what should be considered.

Note: Priority Three Streetscape applies to several streets within downtown Sapulpa. Therefore, direction and street labels are intentionally not provided.

Preferred Landscape Palette

Deciduous Shrubs



Double Take Flower Quince



Arctic Fire Dogwood



Little Henry Virginia Sweetspire



Diabolo Ninebark



Little Princess Spirea

Evergreen Shrubs



Green Velvet Boxwood



Grey Owl



Golden Ticket Privet



Firepower Heavenly Bamboo



Dense Spreading Yew

Groundcover



Golden Variegated Sweet Flag



Variegated Bishopweed



Palm Sedge



Liriope



Periwinkle

Ornamental Grasses



Blue Grama Blonde Ambition



Regal Mist Muhly



Mexican Feather Grass



Little Bluestem



Prairie Dropseed

Preferred Landscape Palette (Continued)

Ornamental Trees



Autumn Brilliance Serviceberry



Redbud



Fringetree



Star Magnolia



Ivory Silk Japanese Tree Lilac

Perennials



Butterfly Milkweed



Aromatic Aster



Purple Coneflower



Red Yucca



Black Eyed Susan

Shade Trees



Tulip Tree



London Plane Tree



Chinkapin Oak



Shumard Oak



Littleleaf Linden

Street Trees



Red Maple



Maidenhair Tree



Shademaster Honeylocust



Chinese Pistache



Allee Elm

Preferred Hardscape Palette

Pavers and Concrete



Herringbone Pavers with Banding



Herringbone Pavers with Banding



Integral Color Concrete



Stamped Colored Concrete



Standard Concrete (Brush Finish)

Preferred Site Furnishings



Bench "Melville"
(Landscape Forms)



Bench "Melville"
(Landscape Forms)



Bench "Melville Backless"
(Landscape Forms)



Bike Rack "Emerson"
(Landscape Forms)



Bollards "Hawthorne"
(Landscape Forms)



Bollard "Morano"
(Hess)



Bollard "Bollard 400"
(Dumor)



Planter "Downtown Planter"
(Tournesol)



Planter "Rendezvous"
(Anova)



Trash Receptacle "Poe"
(Landscape Forms)

Strategy 4.2 Design and construct a system of gateways.

Gateways serve as bookends that frame key corridors, locations, or destinations. Gateways should be located at high-traffic nodes to welcome visitors and clearly identify entry points to downtown. The style of the gateways should portray the desired vision for downtown and be developed as a family - including primary gateways, secondary gateways, and complementary district monumentation.

Gateway elements are one of the most powerful ways to establish a brand or identity for a corridor or place. Monumentation can be located at important intersections, nodes, or boundaries that act as entry points to an area. Given the size of downtown Sapulpa, it is not enough to have a single gateway. Instead, an entire system or family of gateways that range in scale and significance are recommended. All elements should all fit within an overall hierarchy that reinforces an identity and improves first impressions.

The primary gateway featured in **Figure 3.3** frame Dewey Avenue at Main Street and Maple Street. It features sturdy brick pillars on either side that support the metal archway across the street. On the left side, a monument that illustrates Route 66 and its subsequent influence on Sapulpa is shown with the caption “Crossroads of America.”



Figure 4.7 Proposed Secondary Gateway Concept

This secondary gateway element is meant for non-primary streets, such as an alleyway, that should also be highlighted. **Figure 4.7** illustrates a gateway with similar features as the primary gateway concept, but in lieu of standalone pillars use the brick buildings as its anchor. The metal sign across the alley is not curved and offers a simpler design, but still clearly signals the entrance to a new area.



Figure 4.8 Proposed District Marker Concept

Figure 4.8 represents other proposed district monumentation. This sort of monumentation is low to the ground and does not span across an alley or street. Rather, they are pillars whose base is secured to the ground. These are meant to mark places, such as a park or outdoor public dining area, rather than a corridor.

Strategy 4.3 Continue to incorporate different mediums of public art throughout downtown as part of parks and open spaces, streetscape improvements, private development, and public gathering areas, including but not limited to mural, permanent or temporary art installations, and interactive art.

Public art is another opportunity to reinforce downtown’s brand and identity. It is a way for users of an area to express their love for the space in a playful manner.

Public art should consider its location, audience, environmental conditions, the history of its location, and other contextual concerns. Scale, height, and visibility are also important factors. In addition to being aesthetically pleasing and representative of downtown, public art can also be functional. For example, a mural could be painted on a screening element.

As public art can be both a furnishing and part of a branding effort, it is important that the art tells a story of downtown Sapulpa’s rich history, present, and future; the art must acknowledge and be true to its culture. Public art should be located at high activity and high visibility locations, especially where pedestrians can interact with it (e.g., play on it, take a picture with it, etc.).



Although public art is typically thought of as a physical piece of work, there are opportunities to exercise more creativity. This image illustrates a unique way to calm traffic that puts art on the street – literally! Traffic calming art does not compromise the actual roadway available to automotive users but serves as a fun and unique visual cue to drivers that they are in an area where pedestrians are abundant. (Image Source: CityScene KC)



With the industrial and manufacturing uses that border downtown Sapulpa on the east, it is important to protect the heart of downtown. Screening and fencing are two ways that can visually separate unsightly uses and incorporating public art is a way to make something functional a vibrant piece. (Image Source: Peter Kageyama Flickr)



Just as public art can be playful and make an inviting space out of a previously underutilized one, it must be carefully applied. For instance, inviting graffiti or organic community in dedicated areas of a downtown can result in wonderful displays that brighten previously mundane areas. However, a concept like this must be carefully considered. Inviting graffiti in an alleyway that does not have plans for investment otherwise looks unintentional and perhaps even less attractive to passersby. (Image Source: Peter Kageyama Flickr)

Strategy 4.4 Activate the alleys to facilitate connectivity to other parts of downtown while simultaneously serving as a destination of their own.

Alleys are narrow lanes for pedestrians or service that are found between or behind buildings. Originally, alleys were integrated into cities to provide functional services, including trash access, deliveries, utilities, and parking. Now, cities are taking their alleyways back and converting them to more exciting and pedestrian-forward uses.

Alleyways may seem daunting to activate since they can be dark as they are shielded from natural light, have uneven surfaces from heavy vehicle use, and the presence of overhead utilities. However, some simple upgrades can go a long way. Some suggestions include the following:

- Overhead string lights offer a cost-effective solution that bring ambiance as well as much needed brightening.
- Flower and plant boxes underneath windows bring life into the space.
- Simple seating options, such as weatherproof chairs offer places for people to sit or mingle.
- Outdoor rugs by shops and restaurants conceal unsightly areas of the ground while elevating the aesthetic and making the alley feel like a place instead of a forgotten corridor.
- Fencing and screening around trash and recycling receptacles or utility boxes make the alleyway feel more intentional and pedestrian-oriented while still allowing space for functional needs of shops and restaurants.
- Enhanced pavement can signify importance in the pedestrian network.

Reference **Figure 3.4** for an illustration of a potential alley enhancement. **Figure 4.8** illustrates one way in which additional alleys within downtown could be enhanced, providing space for outdoor dining.



Image Source: www.huffpost.com



Image Source: www.lostinaustin.com



Image Source: Flatland KC

Strategy 4.5 Prioritize a downtown design, aesthetic, and function that is simple and cost-effective to maintain.

Streetscape enhancements are a poor investment without a proper maintenance plan and funding in place. It is recommended that an appropriate maintenance and sustainability plan be developed, funded, and executed to ensure the public improvements provide long-term benefits and to maintain and secure investor and developer confidence in the surrounding private property. The plan should provide targeted and manageable strategies for the following:

- Irrigation, using drip irrigation systems with rain sensors, and maintenance of street trees and understory, drought-tolerant landscape material;
- Regularly scheduled cleaning of gateways and public spaces;
- Regular rotation and replacement of streetlight banners (if installed);
- Repair or restoration of all public art pieces, murals, screens, or other installations;
- Repair or replacement of damaged site furnishings and amenities;
- Repair or replacement of damaged sidewalks;
- Emptying of trash and recycling receptacles;
- Clearing of outdated marketing materials from informational kiosks or other posting areas;
- Collection of other trash and debris; and
- Removal of graffiti.

The role that ongoing maintenance will play in the long-term success of downtown should not be overlooked or undervalued. No matter how impressive the improvements may initially be, their impact will fade without the benefit of a comprehensive approach to maintenance. To ensure the longevity of the investment, dedicated funding should be set aside annually in city's budget for upkeep of downtown. A little bit over time makes for a long-lasting investment that gives back more than it takes.

Strategy 4.6 Increase and disperse outdoor public gathering spaces.

Outdoor public gathering spaces fulfill a basic human need, which is to be around other people. This is why public spaces may have different aesthetics over time as trends and design best practices shift, but the concept of intentionally bringing people together outdoors is timeless. Outdoor public spaces essentially serve as the downtown's living room – they offer places for people to sit, mingle, grab a bite, wait for their table to be ready, and so on. These gathering spots are places people naturally gravitate toward when they are located and designed thoughtfully.

Outdoor public gathering spaces should be easy to find, accessible, and located at high traffic nodes and along well-traveled corridors. Although the space itself can vary in size and amenities offered, what should remain consistent is what they are surrounded by – trees, landscaping, retail, public art, work places, restaurants, and other forms of entertainment. This is what differentiates a space that people gravitate toward and one they do not. A space could be well-designed, landscaped, and lit, but if it is a standalone feature that holds no other draw, it will be underutilized.

On Elm Street, this is exactly what is proposed, as shown on page 29. An outdoor public gathering space that is nestled amongst pedestrian pathways, greenery, and mixed use establishments that have much to offer. The design and intent of the Elm Street pedestrian mall is to provide a playful, yet useful way to move and interact with downtown.

The Elm Street pedestrian mall is the largest and grandest example of an outdoor public gathering space in downtown, but many other opportunities exist to apply this concept. A public park and green space is proposed along the north side of Hobson. This will be integrated with convenient parking and paved pedestrian pathways that facilitate ease of mobility to downtown. In addition to the proposed public green spaces, there is an existing park on the southeast corner of Dewey and Water Streets that will remain as is.

Strategy 4.7 Capitalize on outdoor spaces for low-cost and inviting dining options.

Outdoor dining is a fun, seasonal way to attract passersby to sit down for a meal or beverage while maximizing the space available for the restaurant to earn profits. Due to the COVID-19 pandemic, there are more models than ever now of how restaurants can claim space outside of their brick-and-mortar establishment to serve more customers in an open-air environment.

This type of dining provides many benefits, including:

- Reaching pedestrians who are simply walking by that find it easy to stop and dine.
- Increasing revenue producing areas for the restaurant.
- It is inherently more interactive with the sights and sounds of downtown all around.
- It can be created in a temporary manner to accommodate the seasons during months of the year when outdoor dining may not be comfortable for patrons

In addition to outdoor dining that is affiliated with an adjacent establishment, this style of dining or gathering can be used cooperatively as well. Taking advantage of underutilized lots within the city where picnic tables, lighting, and trash and recycling receptacles can be easily accommodated create a low-cost space for pedestrians to enjoy food or to simply hang out. An example of this in downtown Sapulpa is the proposed is the redevelopment opportunity for the two parking lots south of the City Park at Dewey and Hobson Street. This offers a perfect opportunity for a destination venue.



The opportunity exists for the development of a micro-retailing/shipping container/micro shopping village and entertainment venue as a destination with unique offerings in an outdoor/open courtyard environment. This would allow for entrepreneurs to bring smaller footprint retail and eating concepts to downtown. This will also allow for an opportunity for those concepts that could never be sustainable in a traditional large storefront to exist in a small village of other micro retailing offerings, thus also creating variety and additional interest in Downtown as a destination. (Image Sources: www.kshb.com; www.dangtravelers.com)

A Kansas City, MO example of outdoor dining that is cost-effective, easy to install, and inviting to pedestrians. The addition of heat lamps in cooler months make this a year-round dining option. (Image Source: Visit KC)

Strategy 4.8 Use decorative and aesthetic means to conceal unsightly uses.

Downtown is bordered by railroads to the north and east, and while the railroad provides many benefits in terms of economic development, it is an undesirable use in the downtown area. Additionally, east of Walnut Street, there are many industrial and manufacturing uses that do not blend well with the intended uses of downtown. Albeit on a smaller scale, other unsightly – but necessary – uses within downtown include items such as trash and recycling areas and utility boxes. As such, the differing needs and aesthetics of downtown must find creative ways to coexist while still allowing one another to reach their fullest potential from a land use and development perspective.

The following ideas can be applied to varying uses throughout downtown that distract from the pedestrian environment, be it through noise, odors, and/or visual intrusion:

- Decorative screens and fences, as seen in **Figure 4.9**;
- Landscaping elements, including trees, understory plants, or planters; or
- Public art

Strategy 4.9 Sustain and enhance downtown’s historical architecture.

Several strategies exist for historic preservation and building enhancement that could be utilized in downtown Sapulpa. Specifically, revolving loan funds and modified development codes are two strategies that many small towns use to encourage private investment in making building enhancements and preservation of existing buildings in their historic downtowns.

- **Revolving Loan Funds.** Investors and businesses often do not have the amount of cash available to deal with the costs of property rehabilitation and renovation. Revolving loan funds can help fill the gap by providing capital to one property or business owner who pays the loan back over time to replenish the funds which can then be lent to others who are working to renovate or restore another building. These loan funds can be capitalized on by local governments, private financial institutions, federal grant programs, or local philanthropic organizations.
- **Modified Development Codes.** A town’s building and zoning codes may be unintentionally creating extra hurdles to the economic feasibility of reusing historic buildings. Conversion of the upper floors of buildings to residential uses are often the most negatively affected by these regulations. While having good standards of health and safety is paramount, municipal codes can be modified, or subsidies offered, to make such reuse less financially burdensome to building owners.



Figure 4.9 Public Art Screening Concept

Strategy 4.10 Require signage that is appropriate and useful.

No detail is too small to consider when it comes to enhancement, which is why signage is an important strategy to consider. Many of downtown’s buildings feature signage that does not correlate with or honor the historical nature of the building. For instance, the bank building at 2 South Main Street currently has signage that is flat against the building whose only purpose is to provide the name of the institution. As shown in **Figure 3.9**, this is not historically appropriate and downplays the overall aesthetic of the building. Replacing signage like this with a feature that stands out – literally – is not only historically sensitive, but much more visually appealing.

Signage is also a way to add personality to buildings. For new developments and/or redevelopments, decorative signage can be used to draw attention to the establishment while informing users of what that entity serves or provides. Although signage should be uniquely applied to represent a business’ unique personality and offerings, a cohesive strategy to what types of signs, how to display them, what colors to use, and so on, should be applied throughout downtown. The unity offered by utilized some shared and standardized signage guidelines will further solidify the idea that downtown is a district.

Although signage serves the very necessary and functional role of relaying information, it can also be an opportunity to get creative and express an area’s unique identity. Signs can also be used to complement gateways as they can be strewn between buildings to indicate the beginning of a new place. The following images show how to elevate the types of signage used in downtown.



Neon. Brightly lit and colored signs are a quick way to catch a prospective patron’s eye. These signs use neon colors and back lighting to make them pop. (Image Source: www.facebook.com/automobilealley)



Rooftop. These signs are best applied closer to higher traffic settings. Although still visible to pedestrians, rooftop signs will be easily read by those in cars or trucks. (Image Source: www.velocityokc.com)



Landmark. These signs are similar to gateways in that they can be used to mark a specific area, such as a public park. They can be easily embedded within landscaping elements, as shown by this example. (Image Source: www.riverdistrictnews.com)



Mural. Signs do not have to be a standalone structure, but can also be painted on or affixed to an existing building. (Image Source: www.littlefamilyadventure.com)



Gateway. Similar to a landmark sign, gateway signs demark a specific area or entryway to a place. (Image Source: www.wildwomenwanderers.com)

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Section 5 *Our Path to Tomorrow*

Transportation and Parking

The transportation system for downtown Sapulpa provides an abundance of on-street parking combined with roadways that operate well under capacity, the most notably of which is Dewey Avenue (Route 66) that features a wide cross-section, numerous traffic lanes, and the presence of on-street parking. While accommodating vehicular traffic extremely well, this auto-centric focus strikes an imbalance with other transportation modes, in particular pedestrian activities, that create barriers to a vibrant community.

Section 5 - Transportation and Parking explores how to make downtown Sapulpa more accessible to other modes of transportation, including those on foot, bicycle, or even perhaps even scooters. By clearly defining where to direct auto-oriented traffic, all modes have an enhanced user experience.



Key Issues

As it relates to mobility within downtown, the primary identified key issues are:

1. The lack of local control for the local roadway network – namely Dewey Avenue – which is currently controlled and maintained by the Oklahoma Department of Transportation (ODOT), a historical remnant of U.S. Route 66 whose importance on a regional basis has diminished with the construction of new higher speed and higher capacity routes. Returning Dewey Avenue to local control will allow the City of Sapulpa more flexibility in design and operation of this roadway.
2. Better utilize parking as a downtown investment / incentive tool. The current abundance of parking in downtown Sapulpa can be considered an asset to the community, but as growth and reinvestments continue, parking should strike a balance between demand and location to ensure highest turnover parking demands are located near commercial properties, with longer-term parking for employees and residents located strategically and conveniently throughout the area.
3. Much of the infrastructure in downtown Sapulpa is aging and in need of repair and/or upgrades to meet current standards and demand. Most notably, there is a lack of ADA ramps for pedestrians.
4. A better balance between automotive and active (pedestrian, bicycle, etc.) transportation modes must be found. Downtown currently caters primarily to automotive users, which both limits mobility and discourages access to non-automotive users.

Goals

1. Make getting around and to downtown **easy, safe, and efficient for all modes** of transportation.
2. Protect and provide **parking as an asset** to investments within downtown.
3. Plan for those with mobility challenges in mind.
4. Maintain transportation infrastructure with **longevity, accessibility, and financial sustainability** in mind.
5. Create and maintain a transportation network that is **intuitive and inviting** for all users.

Strategy 5.1 Transfer ownership and maintenance of Dewey Avenue (Route 66) to the City of Sapulpa.

Dewey Avenue (Route 66) has historical relevance as part of the famous Chicago to Los Angeles highway from the early 20th century. Currently, however, it functions in downtown Sapulpa as a local roadway with little to no regional or statewide transportation purpose. As such, consideration should be given to turn over the maintenance and ownership of this section of Route 66 (from Mission Street to Main Street) from ODOT to the City of Sapulpa. See **Figure 5.1**.

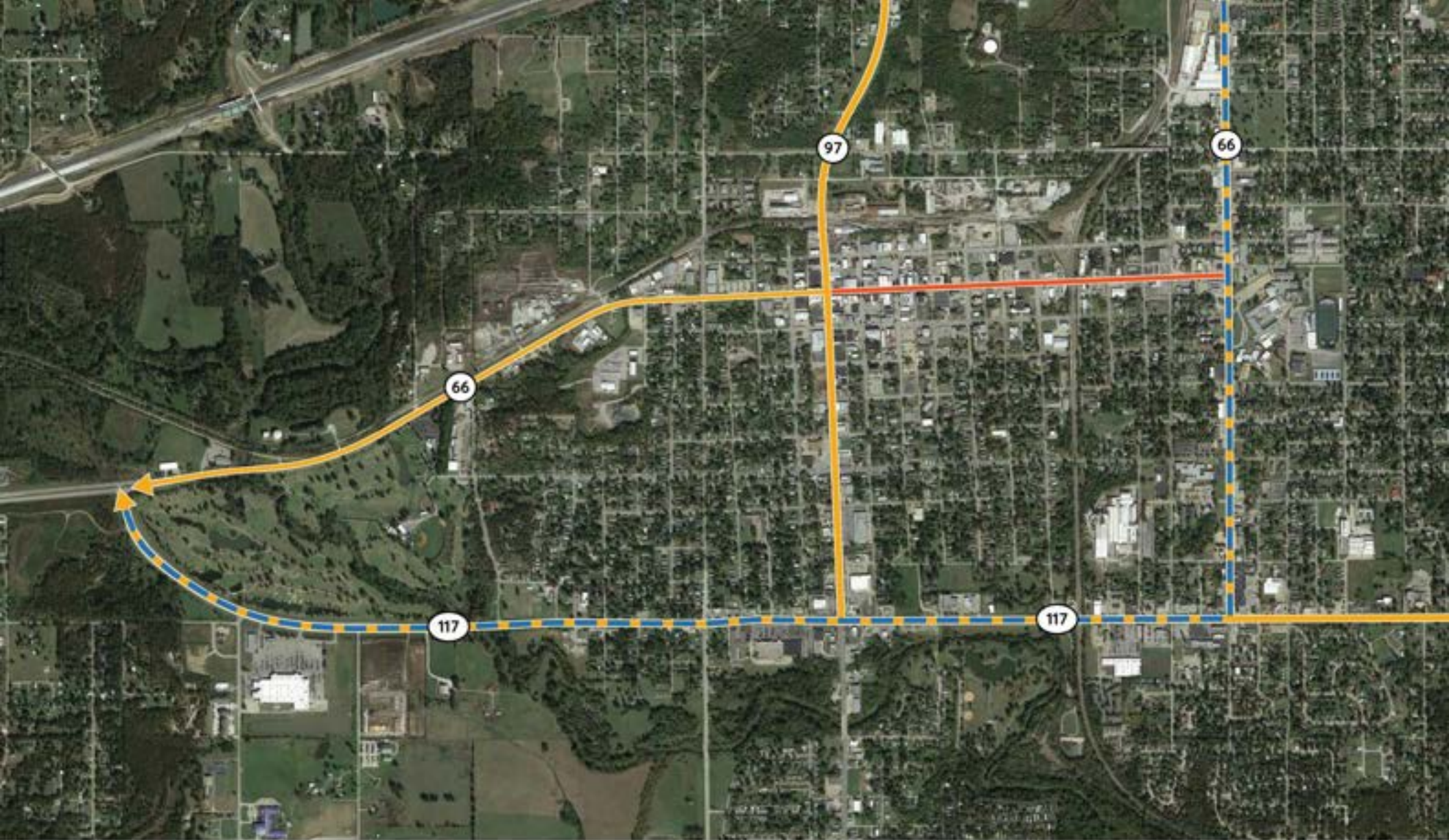
This devolution (relinquishment of state designation) would give the city direct control over changes in the number of travel lanes, on-street parking accommodations, and intersection controls (including stop signs, traffic signals, and so on). The Route 66 designation would be relocated to Taft Avenue (U.S. Route 117), although signage regarding the historic Route 66 could be maintained for historical and aesthetic purposes.

Strategy 5.2 Fund, develop, and implement a wayfinding plan.

Fund and develop a pedestrian and vehicular wayfinding plan to effectively and attractively inform and direct downtown visitors. Wayfinding signage should be developed separately for pedestrians and vehicles as each user has unique needs and requirements.

For vehicular signage, it should be developed in accordance with the Manual on Uniform Traffic Control Devices (MUTCD), published by the Federal Highway Administration (FHWA). It should address local attractions, amenities, and places of significance, such as government buildings, public libraries, parking, etc.

Pedestrian wayfinding should be more focused on attractions and businesses within or nearby downtown, such as restaurants, public plazas, parks, pedestrian pathways, etc. Wayfinding hubs can also be located at select activity centers within downtown – like the proposed pedestrian mall – providing non-automotive users with a directory map and relevant news and information. Potential locations for this level of information should be considered where there is maximum exposure to pedestrian and/or vehicle traffic.






What is Devolution?

Formally speaking, devolution refers to the transfer or delegation of power to a lower level, especially by central government to local or regional administration. For the City of Sapulpa, this means that ODOT, which currently owns U.S. Route 66, would formally transfer ownership of that section of the roadway (as illustrated by the red line in Figure 5.1) to the City of Sapulpa.



Figure 5.1 Route 66 Devolution Concept

-  Existing State of Oklahoma route
-  Proposed Route 66 relinquishment of state designation
-  Proposed truck route

Data Sources: City of Sapulpa; Creek County; and Ochsner Hare and Hare, the Olsson Studio

Strategy 5.3 Improve the character, function, and safety of downtown Sapulpa's transportation network.

Improvement of downtown's character, function, and safety – specifically as it relates to transportation – has different considerations than other topics. These ideals can be achieved for the transportation network through an enhanced streetscape, intersection/traffic lane reconfigurations, and pedestrian crossings.

More specifically, “bump-outs,” intersections, and crosswalks should be incorporated throughout downtown to increase visibility of pedestrians, shorten pedestrian exposure to vehicular traffic, and define on-street parking locations. Further, given the age of the existing infrastructure, a proactive attitude to upgrade infrastructure to meet current standards should be taken. This would include ADA accommodations for pedestrian crosswalks and parking (on-street and off-street), among other considerations.

Additionally, a speed limit reduction within downtown should be considered and evaluated.

Illustrations of how to functionally enhance how one travels to, within, and from downtown Sapulpa are shown in **Figures 4.2, 4.5, and 4.6.**

Streetscape 80-Foot Right-of-Way Typical Section (Three-Lane): Intended for Dewey Avenue to accommodate its higher traffic volumes, this cross-section accommodates a travel lane in each direction, a center left-turn lane, and on-street parking. This would provide for approximately 14 feet of amenity space for sidewalks, landscaping, and street side activities.

Streetscape 60-Foot Right-of-Way Typical Section: For much of downtown Sapulpa, a more compact right-of-way can accommodate a travel lane in each direction, on-street parking, and amenity zones of 12.5 feet on each side.

Streetscape 80-Foot Right-of-Way Typical Section (Two-Lane): Intended for lower-volume roadways with wider available right-of-way, this cross-section accommodates a travel lane in each direction and angled, versus parallel, on-street parking. This would provide for approximately 10 feet of amenity space for sidewalks, landscaping, and street side activities.

Strategy 5.4 Strategically provide and locate downtown parking.

Parking downtown should be easy to find and use, highly accessible, meet the needs of the mixture of uses and activities, and be readily available throughout the year. **Figure 5.2** identifies areas that could provide 300 to 450 off-street parking spaces (depending on their eventual consideration) that could be utilized by multiple tenants and businesses throughout the area. ADA-approved parking spaces should be incorporated into roadway improvements.

Parking is distributed throughout the core of downtown, as well along the north side embedded within the proposed park and green space.

Strategy 5.5 Amend the parking requirements for new developments in downtown.

Given that parking is currently underutilized in downtown Sapulpa, a new strategy is recommended as buildings and/or subareas are developed or redeveloped. Parking requirements in downtown should reflect the needs of its most active users, which include employees and patrons of current businesses.

While the new developments can utilize existing public parking in the area, shared parking should be required for new developments and major redevelopments within downtown. Shared parking simply means that tenants and/or buildings would share parking facilities in lieu of creating and/or maintaining separate parking lots. Shared parking should be especially encouraged for multi-use developments where parking spaces can be utilized by more than one use throughout the course of a day and week.





Finally, it may be desirable to allow new developments in downtown to submit an independent parking study to determine if additional parking is needed or if there already exists an ample supply of available parking spaces. This could encourage additional development and offset some of the costs for new investments.



Data Sources: City of Sapulpa; Creek County; Ochsner Hare and Hare, the Olsson Studio; and Studio Architecture



Figure 5.2 Proposed New Parking Areas

-  Proposed parking area
-  Existing parking area
-  New parking square footage
-  Proposed infill building

Strategy 5.6 Institute and enforce employee parking rules.

Currently, employees park in the most valuable parking spaces for convenience and safety; however, this leaves customers with less parking choice when frequenting downtown. Downtown must cater to its patrons while still providing adequate employee parking.

As such, the use of existing on-street parking that is adjacent to store fronts should be reserved for customer use. Conversely, employees should park off-street or on roadways with less parking demand. Signage or paint can be used to indicate customer parking areas to clearly denote these premium spots. It may become necessary to introduce parking restrictions, such as two-hour limits, in high-demand locations. This could be applied to high-demand corridors initially, such as Dewey Avenue, to see if it improves the availability of premium parking spots for customers.



Downtown Sapulpa does enforce some parking restrictions, just none that direct where employees should or should not park. (Image Source: Ochsner Hare & Hare, the Olsson Studio)



Much of downtown Sapulpa's parking is free and available for use by any patron. (Image Source: Ochsner Hare & Hare, the Olsson Studio)



An Erie, Pennsylvania parking lot example that shows how trees, plants, and rockscaping can transform an otherwise unsightly use. The dry creek bed in the middle of this example also illustrates the functionality that can be integrated into the design for stormwater management. (Image Source: Penn State University)

Strategy 5.7 Make downtown a biking destination.

Promote biking downtown by developing amenities and infrastructure that improve safety, visibility, and convenience for bicyclists. This could include everything from dedicated bicycle routes, bicycle parking, sharrows (share the road signage and pavement marking), and improved signage that reminds automotive to beware of on-road cyclists.

It is no secret that downtown caters to cars and trucks, which effectively and actively discourages bicycling as a realistic commuting or recreational option to, within, and from downtown. With no existing bicycle infrastructure – on- or off-street – bicycling simply is not safe. To encourage biking and maximize safety and comfort for bicyclists in the area, signed bike routes and sharrows are recommended on less busy streets, including Hobson Avenue, Lee Avenue, Water Street, Park Street, and Oak Street.

Another critical component of making downtown a biking destination includes bicycle racks at convenient locations, some of which could feature a bicycle share program. These sharing programs host bicycles that are available for rent at dedicated docking stations. There are many third-party companies that offer bicycle share programs that could ease the burden of the City of Sapulpa providing, maintaining, and managing this type of infrastructure. Newer concepts of bicycle share programs have eliminated the need for docking stations, which offers even more flexibility to users.



There are different options to facilitate a successful bicycle share program. Standard or electric bikes (often referred to as e-bikes) can be offered to suit the different needs of the user. Longer trips can be made easier with the use of an e-bike, for instance. Bicycle share programs can also feature different pick up and drop off styles. Designated bicycle docking stations can be required for pick up and drop off or locks can be provided with each bicycle that allows the user to pick up and drop them off at any bicycle rack (or other secure object). (Image Source: www.ridekcbike.com)



Above is an example from a community in Minnesota that uses signage to indicate when bicyclists are likely to be encountered. Bicycle route signage and accompanying bicycle lanes (in this instance, they are painted) allow for a safer environment for non-motorists, especially on busier streets in the downtown. This particular sign indicates there is an official bike lane, and also features a no-parking sign. Coupled together, this creates an environment that prioritizes a portion of the roadway specifically for non-motorists. (Image Source: www.locallygrownnorthfield.org)



The term "sharrow" is short-hand for Shared Lane Marking. It is a road marking that indicates a shared lane environment for bicycles and automobiles. Similar to bicycle signage, sharrows are a low cost option that paint symbols on an existing roadway facility. With this type of marking, a bicyclist would literally be sharing the lane with motorists. (Image Source: Ochsner Hare & Hare, the Olsson Studio)

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Section 6

Our Path to Tomorrow

Economic Development and Vibrancy

Without sound strategies for how to fund and sustain initiatives in downtown, revitalization will be stunted. Simply put, downtown must be invigorated to maintain its relevancy in the future. While the morale and excitement surrounding downtown's future is important, its long-term viability will depend heavily on some more traditional economic measures, such as the recruitment of businesses and services that appeal to prospective customers and incentivizing people to locate downtown.

Coupled with the economic initiatives to revitalize downtown, quality of life enhancements cannot be overlooked as a critical economic development tool. Increasing options for entertainment, access to green space, and enhanced pedestrian mobility are just as important. This comprehensive approach, as detailed in **Section 6**, tackles revitalization from all sides, which increases the chance for success. As such, this section focuses on both short- and long-term strategies downtown can implement to get people excited to go there.



Key Issues

As it relates to economic development and vibrancy within downtown, the primary identified key issues are:

1. Downtown attractions, establishments, and destinations are not widely marketed within the city nor are they known within the region.
2. Entertainment businesses, such as restaurants, bars, or breweries, have little incentive to locate in downtown because of the low foot traffic, especially after 5:00 p.m.
3. Downtown Sapulpa's market niche has not been formally defined, which has had the unintended consequence of it become a service-based destination (instead of retail and/or entertainment based).
4. Sapulpa's culture is wrapped up with the historic Route 66, however the presence of this major transportation route has – over time – negatively influenced pedestrian mobility in and around downtown.
5. Much of the building stock downtown is in “fair condition” (refer to **Figure A.5**) but without maintenance and improvement funds, they will ultimately reach “repair” or “dilapidated conditions”.
6. There are limited economic incentives and business assistance programs for downtown Sapulpa.
7. Downtown lacks a destination attraction(s) and community gathering place that generates a large and consistent visitation.
8. Housing is almost non-existent in downtown which inherently limits the number of people who are there after business hours.
9. Commercial spaces in downtown are oversized (over 100 feet deep) for prospective single tenant occupancy, limiting new business.

Goals

1. Capitalize on the **updated downtown Sapulpa brand** as a marketing tool for new opportunities.
2. Make it clear and visible that downtown is **open and excited for new business**.
3. Use Sapulpa's **rich history to stand out** compared to regional downtowns.
4. Define downtown Sapulpa's niche market to draw a **unique customer base** that sustains downtown's business environment.
5. Refine and **define downtown's target audience** to provide the best experience possible.
6. Promote business and development practices that reinforce the **importance of the public realm**.
7. Make downtown Sapulpa a **destination every day of the week**.
8. Position downtown as a place with a big personality that **embraces its authenticity** to become a regional destination.

Strategy 6.1 Define downtown Sapulpa’s market niche.

A niche is a specialization that allows a downtown to gain dominance in specific categories of the retail market. Niche strategies help a downtown compete in the local and regional retail market. Successful downtowns often support more than one market niche. These downtowns also benefit from an expanded trade area as their specialization draws customers from outside the community. Once a niche is established, other businesses are often attracted to the downtown in hopes of catering to the same targeted consumer segments. A strong downtown niche provides consumers a large selection, though within a limited range of merchandise and services.

A niche can be based on a certain type of consumer who works, resides in, or visits a community’s downtown. Examples of these consumer-based niches include:

- College students
- Retirees
- Heritage tourists
- Residents and families
- Ethnic groups
- Out-of-town visitors and tourists
- Office workers
- Artists and crafters
- Government users
- Medical facility users

Some downtowns develop a niche focusing on specific goods and services. Examples of niches based on categories of goods and services include:

- Home furnishings
- Pamper niches
- Antiques
- Arts and crafts
- Children’s products
- Food-for-the-home
- Jewelry
- Entertainment and culture
- Restaurants and breweries

Downtown Sapulpa currently lacks an existing brand and market niche. Successful revitalization hinges on establishing an identity, introducing new market niches, and providing consumers a larger selection of merchandise, services, and experiences.

One strategy to accomplish this is to better capitalize on downtown Sapulpa’s rich history. Downtown’s historic character and association with Route 66 sets it apart from other Tulsa area suburban downtowns, such as Jenks and Broken Arrow, as well as commercial districts like Tulsa Hills. These distinguishing assets have the potential to attract investment, businesses, customers, and tourists to downtown Sapulpa. Creating cultural, entertainment, and recreation attractions will be key to downtown’s successful revitalization.

Strategy 6.2 Define downtown’s target audience.

Defining downtown Sapulpa’s market niche is a crucial step in downtown’s revitalization and a parallel effort of defining the target audience for this niche market is equally as important. Understanding who the market niche is directed toward is key. Without a customer base, the downtown establishments will not thrive.

Based on downtown’s location, assets, and demographics, the principal customer base recommended to be targeted includes Sapulpa and Creek County residents, as well as heritage tourists attracted to the historic character and Route 66. A secondary customer base includes residents of the metropolitan Tulsa area.

Strategy 6.3 Use downtown Sapulpa’s historical assets to attract customers.

Some communities are using historic preservation to help rejuvenate their downtowns. This is where heritage and cultural tourism come in to play. Heritage and cultural tourism are branches of tourism oriented towards the cultural heritage of the location where tourism is occurring. The National Trust for Historic Preservation in the U.S. defines heritage tourism as “traveling to experience the places and activities that authentically represent the stories and people of the past,” and cultural heritage tourism is defined as “traveling to experience the places and activities that authentically represent the stories and people of the past and present.”

Downtown has the potential to tap into the heritage and cultural tourism markets by leveraging both historic preservation and Route 66 nostalgia. To foster heritage and cultural tourism, authentic experiences must be created. Downtown walking tours, self-guided tours, and interactive plaques/historic markers could be utilized to encourage visitors. To tap into the Route 66 tourism market, a Route 66 visitors center could be established that complements the existing Route 66 Auto Museum west of downtown Sapulpa.

Strategy 6.4 Provide boutique experiences that encourage overnight stays.

As the target audience is refined and elements of heritage and cultural tourism are utilized, people must have places to stay for the night or weekend. As such, a critical component of building and maintaining these new local and tourism markets, lodging must be prioritized.

There is no shortage of historic buildings in downtown. Adaptive reuse of an existing historic building into a hotel is therefore a preferred strategy. In addition to traditional overnight lodging, such as hotels, making downtown a desired location for vacation rentals is also recommended. Through services such as AirBnB and VRBO, privately-owned buildings that are either underutilized or vacant could be converted into lodging options that encourage overnight or weekend long stays.



Printer's Alley in downtown Nashville, Tennessee, was once the home of printing houses, publishers, and other journalistic enterprises. After those industries left the district, the alley transitioned into a nightclub and live music destination. Printer's Alley has maintained its gritty urban appeal and continues to be a destination. (Image Source: www.printersalley.com)

Strategy 6.5 Establish a branded downtown district.

Currently, no sit-down restaurants, themes bars, or entertainment venues operate in downtown Sapulpa resulting in no evening activity. Downtowns that offer a new, exciting district – even if it's just a small area of a couple of blocks – provide residents with a reason to check out what is going on in the center of their community. A major upside of this strategy is that it can help to turn around the perceptions of downtowns. An excellent example of a branded entertainment district is The Rose District in downtown Broken Arrow.

Much like downtown Broken Arrow's Rose District, establishing a branded district in downtown Sapulpa is recommended that includes restaurants, breweries and wine bars, themed bars, entertainment, professional office, and housing. Hobson Avenue's building stock, ample parking, and availability of land make it an ideal candidate as downtown's branded district. The creation of a branded district would provide downtown Sapulpa with an identity from which to design a marketing and promotions plan.

A branded district within downtown serves as a huge draw and focal point. Ideally, this district has something to offer everyone – from families to young professionals. The downtown district would bring to life all of the branding and streetscaping concepts found throughout the rest of downtown Sapulpa.



A Kansas City, Missouri recent development provides an excellent example of how to create a boutique stay that can easily be replicated in downtown Sapulpa. As part of an historic building renovation, a new apartment development integrated short-term stay units into its long-term unit rentals, providing many amenities to those visiting for weekend trips. Short-term guests can use all the amenities afforded to long-term residents. (Image Source: CitySceneKC)



In 2013, downtown Denver restaurant Rialto Cafe decided to hold an event to celebrate craft beer in the alley behind its restaurant location. It was such a success, that other restaurants and breweries were recruited to participate. Now it's an annual event that fills "Brewers Alley" to capacity with the sights and sounds of breweries and related attractions. (Image Source: www.digstudio.com)

Strategy 6.6 Enhance the events, festivals, and outdoor community gathering opportunities in downtown.

The goal of increasing downtown Sapulpa's event schedule is to attract more people downtown, which in turn could improve the business climate. Ongoing public events help drive positive awareness of a city's downtown. Bringing people downtown on a regular basis, once per week or even just once per month, serves to make citizens aware of the unique amenities that exist in the heart of their community.

Events like a weekly farmers market or a monthly art walk can draw thousands of people downtown on a regular basis. By expanding the event calendar, a wider portion of the community can be exposed to the downtown. These citizens are then more likely to visit downtown for shopping, dining, or entertainment on other occasions. Further, they are more likely to consider living downtown or perhaps locating their business there. An added benefit of these types of events is that they engage local merchants, artists, and entrepreneurs, helping to make them champions for downtown revitalization.

The downtown core currently hosts a farmer's market at a parking lot at the corner of Main Street and Dewey Avenue. A permanent farmer's market is recommended that could be incorporated into a mixed-use destination attraction. Major annual events hosted in downtown Sapulpa include the Route 66 Blowout, Rock the Route, St. Paddy's on Dewey, Autumn Harvest, and Lights ON! Expanding this list of events would increase downtown's exposure.

Much like the existing events, new programming should be coordinated with the Sapulpa Chamber of Commerce and Sapulpa Main Street. A collaborative spirit should be utilized to ensure the sustainability of single day events, monthly programs, and festivals.

Strategy 6.7 Market downtown as a commercial and entertainment destination that attracts regional attention and visitors.

The most successful downtowns have major functions including employment, residential, entertainment, shopping, etc. A key ingredient for creating a diverse downtown is to have major destinations that draw people for reasons other than employment.

Downtown currently lacks destination attractions and community gathering spaces that generate a large and consistent visitation. An initial objective of revitalization efforts must be to attract more people that enhances the prospects of supporting increased sales for existing businesses and improving the climate for attracting new businesses and residents. One method of increasing pedestrian activity is to create a family-friendly allure of sufficient size to program a wide variety of events and activities. The community attraction should house permanent facilities, such as a farmer's market, engaging playground, performance stage, and eating and drinking establishments.

Strategy 6.8 Create an advertising and promotions campaign for downtown.

No amount of creative business pop-ups or intriguing new dining establishments can make up for getting the word out. Downtown Sapulpa has not had the external perception of being a vibrant place. However, that can change with proper advertising and promotion of what is happening in downtown. The following campaign suggestions should focus both on local and regional markets.

- Develop a local advertising and promotions campaign targeting heritage tourism and special events that leverages the historic district designation and Route 66.
- Establish and advertise downtown as the preferred destination to live, work, and recreate by showcasing the exciting range of activities and experiences available.
- Launch a financial incentive campaign that targets young professionals, borrowing from the excellent example provided by Tulsa Remote. This program offers a cash amount to young professionals to live in the city.
- Create a social media campaign that utilizes a series of coordinated activities aimed at achieving a specific goal over a defined period of time (in this case, driving people downtown) through social media or across multiple platforms.
- Launch a weekly newsletter and/or podcast that interviews business owners in downtown. An interactive question and answer portion can be integrated to encourage people unfamiliar or wary of downtown to ask questions.

Strategy 6.9 Foster business diversity that balances seasonal and tourism-focused uses with businesses that provide daily goods and services throughout the year.

Vibrant parts of a city do not thrive by only have daytime or nighttime business and service offerings. Rather, a diverse mix of establishments must be available to appeal to the different audiences of the downtown. Additionally, there must be something for everyone to do - both during the day and in the evenings and on weekends. It cannot be stressed enough that diversification of the restaurant, service, employment, hospitality, and entertainment options within downtown to support seasonal tourism, events and festivals, and entertainment businesses.

Recommended goods and services to be offered in downtown include:

- Hair salons
- Antique shops
- Home furnishings
- Boutiques
- Gift and collectible stores
- Live/work collectives
- Boutique fitness experiences
- Eating and drinking establishments (includes restaurants, cafes, wine bars, microbreweries, etc.)
- Unique entertainment experiences, such as outdoor concerts, virtual reality, organized exercise events, etc.
- Lawyers
- Financial services
- Creative professions such as technology, architects, and interior designers



Prioritizing development that combines multiple uses into one - like this live and work space concept building - diversifies a single space. (Image Source: CitySceneKC)

Strategy 6.10 Use economic incentives and business assistance to position downtown as an employment hub that offers the services and amenities that attract and retain existing employers, businesses, and professional firms.

Proposition 4 for Economic Development provides \$4.0 million to offer incentives, purchase property, and attract new businesses, restaurants, and industries to Sapulpa. This economic development initiative should focus on supporting small businesses and encouraging entrepreneurship. Potential economic incentives could include revolving loan funds, property tax abatement, and tax increment financing (TIF). Additional education and use of historic tax credits should be encouraged as a way to restoring derelict historic properties and adaptive re-use of upper floor commercial space.

It will be important for downtown to encourage the development of entrepreneurs and home-grown businesses. Business assistance programs could include workshops for downtown merchants on topics such as merchandising and marketing techniques, as well as technical assistance for entrepreneurs and property owners on subjects such as writing a business plan, making loan applications, and using computers for business.

A business retention and expansion program for downtown Sapulpa must be established. This program should be managed by the Sapulpa Chamber of Commerce.



The Pearl Brewery district in San Antonio, Texas provides an example of how different, yet complementary businesses, thrive when physically close to one another. (Image Source: www.sanantonioreport.org)



Small business assistance is more important than ever. With the right support, small business owners will be encouraged to locate in downtown Sapulpa. (Image Source: www.forbes.com)

Strategy 6.11 Take advantage of temporary and pop-up businesses to foster an entrepreneurial spirit.

Downtown has a large inventory of vacant ground floor commercial space that adversely affects public perception and reduces pedestrian traffic, retail sales, and the viability of attracting businesses.

One low-cost solution is to encourage property owners to accommodate pop-up businesses, which could be startups or simply secondary locations of existing businesses. These pop-up businesses can occupy empty commercial spaces or vacant lots during traditional happy hour times, weekends, or holidays to increase their visibility. Concurrent, small scale events can include concerts, food truck gatherings, wine or beer tastings, and craft or farmers' markets. Any leftover empty spaces can feature passive attractions by local artists or student projects from nearby schools.

In addition to utilizing vacant commercial space, due to their temporary and low infrastructure nature, pop-ups can also utilize vacant outdoor spaces. In fact, downtown Sapulpa has already had success doing just that. On Shop Small Saturday, a sidewalk adjacent wooden structure was temporarily constructed to promote the purchase of local goods. Another way to capitalize on the temporary nature of the pop-up spirit is to have events in locations that may not seem initially obvious. For example, exercise classes that require minimal equipment, such as yoga, can easily be done in a park, alleyway, or closed off street.

While some existing businesses may feel uneasy at first about the new competition, the increased traffic downtown will benefit all, potentially leading to new private investment and new longer-term tenants.



Downtown Sapulpa recently created their first temporary parklet on Small Business Saturday in 2020. (Image Source: Sapulpa Chamber of Commerce)



Yoga, or other forms of exercise that do not require much equipment, are perfect for the outdoors in unlikely spaces. (Image Source: www.bloomberg.com)



A fun, temporary - and temperate! - way to host small and unique businesses that have goods and services to sell. (Image Source: www.journalrecord.com)

Strategy 6.12 Improve walkability of downtown and activate the alleyways.

Several north-south streets in the downtown area possess considerable right-of-way that could be utilized to widen sidewalks or create walking paths, as illustrated in **Figures 4.2, 4.5, and 4.6**. In addition, alleyways should be designed to promote increased pedestrian activity that link to the walking trail that parallels the railroad track at the north end of downtown.

The north-south alleyways in downtown Sapulpa, particularly north of Dewey Avenue, possess the opportunity to support pedestrian traffic and a unique urban setting for outdoor dining and entertainment.

Strategy 6.13 Emphasize that downtown is open for nightlife.

As many business owners during the COVID-19 pandemic are aware, having your doors open for customers even one extra hour of the day has been a business saving measure. Many bars and restaurants – especially when faced with limits on indoor dining and closing early – made the case to be open just one hour later for customers. In most cities the sweet spot was being open for service until 10:00 p.m. This is because from 9:00 p.m. to 10:00 p.m., the restaurants and bars stood to earn the most revenue by being open (as compared to 10:00 p.m. and later). Although there are not establishments currently in downtown Sapulpa that are open that late in the evening the point is that finding the sweet spot of being open just one hour later can justify the expense of the business being available.

To support businesses in the transition to later opening hours, especially those in retail, restaurants, and other forms of entertainment, the City of Sapulpa could provide marketing assistance to advertise the increased operating hours, free or reduced booth fees at events, and financial planning tools for sustaining during the transition to longer hours of operation.



Alley Fair is a community event in downtown Fargo, North Dakota that works to activate and transform the alleyways by bringing together the area’s best food, music, and art. The event’s mission is to “design an environment that encourages guests to rethink urban landscapes.” (**Image Source:** www.travelboulevard.be)



Bismarck, North Dakota is also experimenting with ways to activate its alley ways. An art project has been deployed in downtown Bismarck in Alley 5.5, affectionately known as Art Alley, to engage local artists in the creation of an outdoor art gallery along a previously desolate alley in the city’s urban core. (**Image Source:** www.walkingontravels.com)

Strategy 6.14 Create a Business Improvement District (BID).

Business Improvement Districts (BIDs) are organizations formed by private property owners and businesses within a legally constituted city district. Members pay a special tax to cover the expense of providing their BID with services beyond what the local government offers in their area. The legalities of forming a BID vary from state to state, but the organizations are often created simply by the approval by a majority of local business and property owners, by those who control a majority of the land area, or by owners responsible for the majority of the fees assessed.

BIDs, which are sometimes referred to as business improvement zones, as well as special improvement, special assessment, special services, and/or business assistance districts, can range in size and scope. Some are independent of local government, having almost complete autonomy to finance, construct, and manage specific projects, while others are dependent on local government, created only to raise revenue for specific projects.

The benefits of belonging to a BID vary as well. Some BIDs simply supplement the district's maintenance offerings, providing extra sanitation and landscaping services, while others expand into economic and community development. Additionally, BIDs deliver supplemental services within a defined district such as:

- Provide welcoming services and extra security for public spaces and private businesses. This can come through introducing “ambassadors” to assist visitors to the area, financing extra security guards, and setting up neighborhood watch groups.
- Advocate and lobby on behalf of downtown businesses.
- Generate financing for capital improvements (such as raising money to build a performance stage in a public park) or for infrastructure alterations (like funding historic street lighting).
- Commission research and marketing services, collect and analyze economic and demographic data, and promote businesses in the area.
- Embark on integrated planning efforts.
- Allow BID businesses to experiment with innovative practices, implement strategies at a faster pace than if they had to engage with the full mechanisms of local government, and tailor-make solutions to their own needs.

Creating a BID requires a community-driven approach by property owners, business owners, other interested stakeholders, and support from City Council. After City Council approves the BID, delivering the services and affecting change in the district will require continued coordination and management. The services are typically managed by a non-profit association whose purpose is to steward the district and its prosperity.



Maintenance crews - funded by a BID - provide important upkeep of a district. (Image Sources: www.downtownnewhaven.com; www.cityofnoblesville.org)

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Section 7 *Our Steps to Tomorrow*

Strategic Implementation

Downtown Sapulpa is a critical source of pride and history for the community, yet it faces increasing threats of obsolescence and deterioration. Downtown's unique architectural features and the area's status as an employment center and potential arts and culture hub further signify both its importance and need for reinvestment in the coming years.

Section 7 - Strategic Implementation sets forth specific actions that various departments, bodies, and organizations should take to move the Plan's recommendations forward. Actions are organized by topic, measure, and task, and then evaluated by multiple considerations. Various processes, policies, plans, and programs that advance one or more strategies of the Plan are assessed. This section should be used as a decision-making tool as city staff members, vested organizations, and elected officials consider land use-, development-, and infrastructure-related issues.



Overview

Although planning is a fluid and continuous process, adoption of this Plan begins a long and collaborative journey of implementing the recommendations. This Plan provides a road map for downtown revitalization that has been vetted by the community and validated by city staff members and officials. Of all the work that occurred to make this Plan a reality, this section is perhaps the most important as it demonstrates the “how.”

With the research and analysis that occurred and the community engagement that took place, now it is time to put the Plan to work. Adoption of this Plan is the first step to putting the recommendations into action to realize the vision.

Integral to each implementation step are the following overarching strategies:



The Plan as a Guiding Document

The Plan should be actively used and incorporated into day-to-day decision making and policy guidance for future land use, development and redevelopment, transportation, and quality of life.



Engage Plan Champions

Maintain active participation from members of the Stakeholder Committee and Technical Committee who championed the Plan during the process and can bolster excitement post-adoption.



Active Communication

Plan recommendations and implementation strategies must be shared openly amongst city staff members, elected officials, and community members.



Celebrate Little Wins

Rome was not built in a day, and neither are the outcomes of this Plan! Celebrate the early advancements of the Plan’s vision and do so with transparency and excitement.

Action Plan

This subsection utilizes several implementation matrices to clearly lay out the next steps that will move the Plan forward. Each matrix includes specific measures and tasks. The implementation matrices are broken down by measures and tasks. Every measure is analyzed by identifying its “owner;” other participants; overall time frame for completion; and overall ease of implementation. Each measure is broken down into actionable tasks. Tasks are analyzed by identifying its category (process, policy, program, or plan); “owner;” other participants; time frame for completion; and ease of implementation. The purpose of providing this level of detail is to ensure each measure is viewed through the lens of political, economic, and community reality, but also properly weighed against the widespread benefits. The definitions of each analysis topic are provided as follows.

Category

Each task can be categorized as a process, policy, plan, or program.

- **Process:** Tasks that set forth actions for (primarily) Urban Development Department staff members to continue throughout the life of the Plan
- **Policy:** Tasks that can be achieved by making and implementing policy changes
- **Plan:** Tasks that are centered on the need for additional study, and therefore recommend the development of a separate plan
- **Program:** Tasks that describe a set of related measures or activities with a long-term aim and a set schedule and plan

Measure/Task Owner and Participants

Although the entire public should feel an investment in the Plan’s advancement, elected officials, city staff members, and certain organizations have a vested responsibility when it comes to Plan implementation. Both measure/task owners and measure/task participants are responsible to ensure the Plan does not sit idle.

- **Measure/Task Owner:** Those that are charged with leading implementation of the specific measure and/or task; shown in **BOLD** text
- **Measure/Task Participants:** Those that are also involved in the implementation of the action item and provide support to the measure/task owner

Priority Measures

Alongside category, measure/task owner and participants, time frame, and ease of implementation, **an asterisk (*)** is shown to symbolize measures that should be prioritized. A priority measure signifies a process, policy, plan, or program that is critical to the future development potential of downtown and/or is highly visible. As such, the identified projects do not necessarily have funding sources allocated, but rather should be prioritized due to their ability to influence positive trends more so than other measures.

Time Frame

While some measures/tasks should be started immediately and/or continued over time to continue building the Plan’s momentum, other measures/tasks should be planned for and implemented within the next one to five years.

- **Immediately:** (0-1 year) Ease of implementation, directly advances other measures/tasks, and/or addresses critical issues
- **Continuous:** (Ongoing over Plan lifetime) Necessary measures/tasks to sustain the Plan
- **Short-Term:** (1-5 years) With appropriate planning, can be implemented within this time frame

Ease of Implementation

Ease of implementation is indicated by a grade scale from “A” to “C.” This category is a collective indicator of the anticipated level of effort to complete the measure/task.

- **A:** Tasks that require policy changes or partnerships with limited outside funding requirements and can largely be done in-house
- **B:** Tasks that require relatively affordable consulting services, infrastructure improvements, and/or multi-agency coordination
- **C:** Tasks that require high levels of planning, engineering, or design and infrastructure expansion with significant investment

Holistic Implementation Matrix

This implementation matrix, **Table 7.1**, includes items that comprehensively address all recommendations of the Plan. These items set the stage for the advancement of topical implementation measures. Additionally, items listed in **Table 7.1** ensure the Plan’s sustainability as time goes on as they provide the framework necessary for the topical implementation measures to be successful.

Table 7.1 Holistic Implementation Matrix				
Measure	Measure Owner/Participants		Time Frame	Ease of Implementation
Measure 1: Adopt the Downtown Sapulpa Master Plan *	Urban Development Department, Planning Commission, City Council		Immediately	A
Measure 1 Tasks	Category	Time Frame	Task Owner/Participants	Ease of Implementation
Post final draft Plan on the city website prior to Planning Commission and City Council adoption hearings	Policy	Immediately	Urban Development Department	A
Determine when and how the Urban Development Department will utilize the Plan during the development review process and communicate to Planning Commission and City Council	Process	Immediately	Urban Development Department, Planning Commission, City Council	A
Present the Plan to the Planning Commission for recommendation of adoption and to the City Council for adoption	Policy	Immediately	Urban Development Department, Planning Commission, City Council	A
Measure 2: Amend relevant regulations and plans *	Urban Development Department, City Attorney, Planning Commission, City Council		Immediately	A
Measure 2 Tasks	Category	Time Frame	Task Owner/Participants	Ease of Implementation
Conduct a thorough review of the existing Zoning Code to compile a comprehensive list of changes (with exact policy text) necessary to align city zoning with the intent of this Plan adoption hearings	Process	Immediately	Urban Development Department, City Attorney, Planning Commission, City Council	A
Communicate changes with city residents through the Urban Development Department’s web page on the city website	Process	Immediately	Urban Development Department, City Attorney, Planning Commission, City Council	A
Present proposed Zoning Code amendments to Planning Commission for recommendation of approval and to the City Council for adoption	Policy	Immediately	Urban Development Department, City Attorney, Planning Commission, City Council	A

Table 7.1 Holistic Implementation Matrix (Continued)

Measure	Measure Owner/Participants		Time Frame	Ease of Implementation
Measure 3: Use the Plan on a day-to-day basis *	Urban Development Department, Economic Development Department, Public Works Department, Planning Commission, City Council, Sapulpa Main Street, Sapulpa Chamber of Commerce		Continuous	A
Measure 3 Tasks	Category	Time Frame	Task Owner/Participants	Ease of Implementation
Evaluate all improvement and development proposals within downtown by the Plan's goals and strategies to assess whether the proposal aligns completely, partially or not at all with the Plan adoption hearings	Process	Continuous	Urban Development Department, Public Works Department, Planning Commission, City Council	A
Assist the Planning Commission and City Council in the day-to-day administration, interpretation, and application of the Plan	Process	Continuous	Urban Development Department, Planning Commission, City Council	A
Measure 4: Review the Plan periodically and strategically; prepare an annual progress report	Urban Development Department, Economic Development Department, Public Works Department, Planning Commission, City Council, Sapulpa Main Street, Sapulpa Chamber of Commerce		Continuous	A
Measure 4 Tasks	Category	Time Frame	Task Owner/Participants	Ease of Implementation
Maintain a list of current possible amendments, issues, or needs that may be a subject of change, addition, or deletion from the Plan	Process	Continuous	Urban Development Department	A
Monitor demographic and market data as it becomes available to alter land use-specific demand projections	Process	Continuous	Urban Development Department, Economic Development Department	A
Prepare an annual progress report and presentation to present to the Planning Commission and City Council that describes the list of successes and possible amendments, issues, or needs that may be subjects of change, addition, or deletion from the Plan	Process	Continuous	Urban Development Department, Planning Commission, City Council	A
Conduct an internal update of the Plan every three to five years; dovetail this review with the preparation of the city budget	Process	Continuous	Urban Development Department, Public Works Department, Planning Commission, City Council	A

Table 7.1 Holistic Implementation Matrix (Continued)

Measure	Measure Owner/Participants		Time Frame	Ease of Implementation
Measure 5: Educate elected officials, city departments, and the public about the Plan	Urban Development Department, Economic Development Department, Public Works Department, Planning Commission, City Council, Sapulpa Main Street, Sapulpa Chamber of Commerce		Continuous	A
Measure 5 Tasks	Category	Time Frame	Task Owner/Participants	Ease of Implementation
Conduct a work session with Planning Commission and City Council to educate them on the findings and recommendations of the Plan as leadership changes; prepare a key takeaways document for easy reference after the presentation	Process	Continuous	Urban Development Department, Planning Commission, City Council	A
Meet with relevant department heads to explain the findings and recommendations of the Plan; prepare a succinct presentation and provide a copy of it to the department heads	Process	Immediately	Urban Development Department	A
Make a copy of the Plan available online on the city’s website and provide hard copies at City Hall for purchase	Process	Immediately	Urban Development Department	A
Aid the public in explaining the Plan and its relationship to private and public development projects and other proposals, as appropriate	Process	Continuous	Urban Development Department, Economic Development Department, Public Works Department, Planning Commission, City Council, Sapulpa Main Street, Sapulpa Chamber of Commerce	A
Draft a summary document that includes key recommendations from the Plan that can be distributed to residents, developers, businesses, and other interested parties	Process	Immediately	Urban Development Department	A
Measure 6: Widely communicate and market the Plan to celebrate the Plan’s successes	Urban Development Department, Economic Development Department, Sapulpa Main Street, Sapulpa Chamber of Commerce		Continuous	A
Measure 6 Tasks	Category	Time Frame	Task Owner/Participants	Ease of Implementation
Post the final Plan on the city’s website and provide a copy to each city department	Process	Immediately	Urban Development Department	A
Regularly maintain and update the Plan website (www.downtownsapulpaplan.com) with progress and changes; utilize the email marketing tool integration to send update emails out to the contact list	Process	Continuous	Urban Development Department	A
Post updates related to the Plan on the relevant social media accounts	Process	Continuous	Urban Development Department, Sapulpa Main Street, Sapulpa Chamber of Commerce	A
Utilize the developed project brand style guide to ensure a consistent look and feel in Plan-related messaging	Process	Continuous	Urban Development Department, Economic Development Department, Sapulpa Main Street, Sapulpa Chamber of Commerce	A

Table 7.1 Holistic Implementation Matrix (Continued)

Measure	Measure Owner/Participants			Time Frame	Ease of Implementation
Measure 7: Maintain strong relationships with implementation partner organizations *	Urban Development Department, Sapulpa Main Street, Sapulpa Chamber of Commerce			Continuous	A
Measure 7 Tasks	Category	Time Frame	Task Owner/Participants	Ease of Implementation	
Ensure open communication lines between the city and vital implementation partner organizations, such as Sapulpa Main Street and the Sapulpa Chamber of Commerce	Process	Continuous	Urban Development Department, Sapulpa Main Street, Sapulpa Chamber of Commerce	A	
Gather demographic and market insight and research from implementation partner organizations to avoid duplicative efforts as the Plan is updated to reflect changing conditions	Process	Continuous	Urban Development Department, Sapulpa Main Street, Sapulpa Chamber of Commerce	A	
Measure 8: Create a downtown Business Improvement District (BID)	Urban Development Department, Sapulpa Main Street, Sapulpa Chamber of Commerce, Economic Development Department, BID Steering Committee, Public Works Department, City Council, City Clerk			Short-Term	B
Measure 8 Tasks	Category	Time Frame	Task Owner/Participants	Ease of Implementation	
Identify members of and form a BID Steering Committee to establish a realistic timeline and study BID policies and establishment procedures	Process	Immediately	Urban Development Department, Sapulpa Main Street, Sapulpa Chamber of Commerce, Economic Development	A	
Meet with city leadership to determine the exact goals and purpose of the BID, including whether the BID will be largely independent or dependent on the city	Process	Immediately	Urban Development Department, Sapulpa Main Street, Sapulpa Chamber of Commerce, BID Steering Committee	A	
Educate downtown property owners about the purpose, capabilities, and process to establish a BID through an educational campaign and face-to-face meetings with property owners	Process	Short-Term	Urban Development Department, BID Steering Committee	A	
Strategically assess support for a downtown BID with careful record and signature keeping	Process	Short-Term	Urban Development Department, BID Steering Committee	A	
Determine who will serve as the BID Executive Director and Board of Directors, striving to utilize and capitalize on existing downtown leadership	Process	Short-Term	Urban Development Department, BID Steering Committee	A	
Prepare a petition per the Oklahoma Improvement District Act; file the petition with the City Clerk and ask for approval of the BID by City Council	Process	Short-Term	Urban Development Department, BID Steering Committee, Public Works Department, City Council, City Clerk	B	

Table 7.1 Holistic Implementation Matrix (Continued)

Measure	Measure Owner/Participants			Time Frame	Ease of Implementation
Measure 9: Create a downtown overlay district that formalizes the recommended subareas and includes design guidelines *	Urban Development Department, Public Works Department, Planning Commission, City Council, Sapulpa Main Street, Sapulpa Chamber of Commerce			Immediately	B
Measure 9 Tasks	Category	Time Frame	Task Owner/Participants	Ease of Implementation	
Draft ordinance-ready language for the overlay district that defines the overlay at the parcel level and includes: (1) regulations for the seven recommended subareas to guide preferred uses, development patterns, character, and built form within downtown; and (2) downtown design guidelines	Process	Immediately	Urban Development Department	A	
Work with an outside consultant to prepare downtown design guidelines that clearly define desired aesthetics within downtown as they relate to architectural detailing, construction materials, building transparency, design principles for adaptive reuse and infill construction, signage, parking design and placement, lighting, street trees, landscaping, and street furniture	Process	Immediately	Urban Development Department, Public Works Department, Sapulpa Main Street, Sapulpa Chamber of Commerce	B	
Determine how and when downtown development/improvement projects are evaluated to determine their alignment with the overlay district	Process	Immediately	Urban Development Department	A	
Adopt the overlay district as part of the Zoning Code	Process	Immediately	Urban Development Department, Planning Commission, City Council	A	

Table 7.2 | Land Use and Development Implementation Matrix

Measure	Measure Owner/Participants		Time Frame	Ease of Implementation
Measure 1: Revise the Zoning Code to align with the recommendations of this Plan *	Urban Development Department, Public Works Department, Planning Commission, City Council		Immediately	A
Measure 1 Tasks	Category	Time Frame	Task Owner/Participants	Ease of Implementation
Formally recognize subareas of downtown to include the Central Core, Hobson Development, Hobson Redevelopment, Central Core Approach, West of Main Subarea, West Residential Transition Subarea, and East Residential Transition Subarea as overlay districts within the Zoning Code	Policy	Immediately	Urban Development Department, Planning Commission, City Council	A
Set regulations for each overlay district within the Zoning Code for an established maximum front setback and minimum façade height	Policy	Immediately	Urban Development Department, Planning Commission, City Council	A
Eliminate density/floor area ratio and unit size restrictions for downtown overlay districts to encourage intensive activity and vibrancy downtown	Policy	Immediately	Urban Development Department, Planning Commission, City Council	A
Permit 100 percent lot coverage for downtown overlay districts	Policy	Immediately	Urban Development Department, Planning Commission, City Council	A
Implement a development review process to welcome, incentivize, and guide worthy rehabilitations and development projects	Process	Immediately	Urban Development Department, Planning Commission, City Council	A
Measure 2: Encourage the development of vacant parcels in line with the recommendations of this Plan	Urban Development Department, Economic Development Department, Planning Commission, City Council, Sapulpa Chamber of Commerce, Sapulpa Main Street		Immediately	A
Measure 2 Tasks	Category	Time Frame	Task Owner/Participants	Ease of Implementation
Prepare and market incentive and assistance packages for private ownership catalyst development sites, as described in Section 3 - Land Use and Development ; consider tax abatements, permit fee waivers, etc.)	Program	Immediately	Urban Development Department, Planning Commission, City Council, Sapulpa Chamber of Commerce, Sapulpa Main Street, Economic Development Department	B
Seek out opportunities for and set up public/private partnerships with highly invested downtown private property owners	Program	Immediately	Urban Development Department, Sapulpa Chamber of Commerce, Sapulpa Main Street, Economic Development Department	B
Utilize strategies within Section 4 - Urban Design, Aesthetics, and Street Life to align with visual aesthetics and historic preservation strategies	Policy	Immediately	Urban Development Department, Sapulpa Chamber of Commerce, Sapulpa Main Street	A

Table 7.2 | Land Use and Development Implementation Matrix (Continued)

Measure	Measure Owner/Participants		Time Frame	Ease of Implementation
Measure 3: Encourage the redevelopment and reuse of vacant properties	Urban Development Department, Economic Development Department, Planning Commission, City Council, Sapulpa Chamber of Commerce, Sapulpa Main Street		Immediately	A
Measure 3 Tasks	Category	Time Frame	Task Owner/Participants	Ease of Implementation
Prepare and market incentive and assistance packages for private ownership catalyst redevelopment sites, as described in Section 3 - Land Use and Development ; consider tax abatements, permit fee waivers, etc.)	Program	Immediately	Urban Development Department, Planning Commission, City Council, Sapulpa Chamber of Commerce, Sapulpa Main Street, Economic Development Department	B
Utilize a guide of best use practices and strategies for rehabilitation projects, with an eye toward historic rehabilitation projects	Program	Immediately	Urban Development Department, Sapulpa Chamber of Commerce, Sapulpa Main Street	A
Utilize strategies within Section 4 - Urban Design, Aesthetics, and Street Life to align with visual aesthetics and historic preservation strategies	Policy	Immediately	Urban Development Department, Sapulpa Chamber of Commerce, Sapulpa Main Street	A
Measure 4: Encourage and maintain green space, recreational amenities, and environmental features downtown	Urban Development Department, Public Works Department, Parks and Recreation Department, Sapulpa Main Street, Sapulpa Chamber of Commerce		Immediately	A
Measure 4 Tasks	Category	Time Frame	Task Owner/Participants	Ease of Implementation
Incorporate appropriate green infrastructure in the public right-of-way and downtown development projects	Program	Immediately	Urban Development Department, Public Works Department, Sapulpa Main Street	A
Integrate parks, recreation, and open spaces in areas designated as mixed use to locate green areas adjacent to and within developments	Program	Immediately	Urban Development Department, Public Works Department, Sapulpa Main Street, Parks and Recreation Department	A
Locate community gathering spaces in proximity to green space and recreation areas to increase access and visibility of outdoor amenities	Program	Immediately	Urban Development Department, Public Works Department, Sapulpa Main Street, Parks and Recreation Department	A
Consider environmental, parks, and/or public space enhancement impact fees to create a funding source for park developments, maintenance, trails, and more	Program	Immediately	Parks and Recreation Department, Urban Development Department, Public Works Department, Economic Development Department	B

Table 7.3 | Urban Design, Aesthetics, and Street Life Implementation Matrix (Continued)

Measure	Measure Owner/Participants			Time Frame	Ease of Implementation
Measure 1: Improve downtown’s visual aesthetic	Urban Development Department, Public Works Department, Sapulpa Chamber of Commerce, Sapulpa Main Street, Sapulpa Arts			Immediately	A
Measure 1 Tasks	Category	Time Frame	Task Owner/Participants	Ease of Implementation	
Identify and partner with local artists to create downtown art installations; provide a stipend to artists to compensate for their time and materials	Program	Short-Term	Urban Development Department, Sapulpa Chamber of Commerce, Sapulpa Main Street, Sapulpa Arts	A	
Identify and partner with local artists to draw templates on the sides of buildings and the walls of alleyways; engage with residents to paint the templates	Program	Short-Term	Urban Development Department, Sapulpa Chamber of Commerce, Sapulpa Main Street, Sapulpa Arts	A	
Create a downtown maintenance plan that outlines upkeep activities, such as landscaping, watering, trash collection, etc.	Plan	Immediately	Urban Development Department, Public Works Department, Sapulpa Chamber of Commerce, Sapulpa Main Street	A	
Create and adopt sign standards that contribute to downtown’s branding	Policy	Immediately	Urban Development Department, Sapulpa Chamber of Commerce, Sapulpa Main Street	A	
Measure 2: Design and construct the streetscape enhancements *	Urban Development Department, Public Works Department, Parks and Recreation Department, Sapulpa Main Street, Sapulpa Chamber of Commerce, Planning Commission, City Council			Immediately	C
Measure 2 Tasks	Category	Time Frame	Task Owner/Participants	Ease of Implementation	
Prepare design and construction documents and install the downtown streetscape enhancements, including the landscape palette, hardscape palette, lighting, and amenity spaces	Process	Immediately	Urban Development Department, Public Works Department, Parks and Recreation Department, Sapulpa Main Street, Sapulpa Chamber of Commerce, Planning Commission, City Council	C	
Construct the downtown gateway and monument system	Process	Immediately	Urban Development Department, Public Works Department, Parks and Recreation Department, Sapulpa Main Street, Sapulpa Chamber of Commerce, Planning Commission, City Council	C	

Table 7.3 | Urban Design, Aesthetics, and Street Life Implementation Matrix (Continued)

Measure	Measure Owner/Participants		Time Frame	Ease of Implementation
Measure 2: Design and construct the streetscape enhancements (continued) *	Urban Development Department, Public Works Department, Parks and Recreation Department, Sapulpa Main Street, Sapulpa Chamber of Commerce, Planning Commission, City Council		Immediately	C
Measure 2 Tasks	Category	Time Frame	Task Owner/Participants	Ease of Implementation
Consider hiring a construction administrator to manage expectations, communicate about construction areas, and be the source of the most up-to-date information about the streetscape enhancement construction project	Process	Immediately	Urban Development Department, City Council	B
Measure 3: Activate downtown alleyways *	Urban Development Department, Public Works Department, Sapulpa Main Street, Sapulpa Chamber of Commerce, Planning Commission, City Council		Immediately	B
Measure 3 Tasks	Category	Time Frame	Task Owner/Participants	Ease of Implementation
As a demonstration project, enhance the alleyway from Dewey Avenue to Lee Avenue between Park Street and Water Street as this Plan describes	Process	Immediately	Urban Development Department, Public Works Department, Sapulpa Main Street, Sapulpa Chamber of Commerce, Planning Commission, City Council	A
Allow and incentivize downtown business and property owners to utilize adjacent alleyways for business purposes (e.g., additional seating, etc.)	Policy	Immediately	Urban Development Department, Public Works Department, Sapulpa Main Street, Sapulpa Chamber of Commerce, Planning Commission, City Council	A
Provide stipends to downtown business and property owners who submit plans on how to activate adjacent alleyways	Program	Short-Term	Urban Development Department, Public Works Department, Sapulpa Main Street, Sapulpa Chamber of Commerce, Planning Commission, City Council	B

Table 7.3 | Urban Design, Aesthetics, and Street Life Implementation Matrix (Continued)

Measure	Measure Owner/Participants		Time Frame	Ease of Implementation
Measure 4: Increase amount and access to public gathering spaces	Urban Development Department, Planning Commission, City Council, Sapulpa Arts		Immediately	B
Measure 4 Tasks	Category	Time Frame	Task Owner/Participants	Ease of Implementation
Allow and incentivize downtown business and property owners to utilize adjacent right-of-way, underutilized parking spaces, or other hardscape for customers (e.g., additional seating, decorative lighting, semi-permanent elevated structures, etc.)	Policy	Immediately	Urban Development Department, Planning Commission, City Council	A
Provide stipends to downtown business and property owners who submit plans on how to activate adjacent right-of-way, under-utilized parking spaces, or other hardscapes for customers	Program	Short-Term	Urban Development Department, Planning Commission, City Council	B
Partner with local, regional, or national artists that specialize in temporary installations that encourage public interaction and gathering	Program	Short-Term	Urban Development Department, Sapulpa Arts	B
Measure 5: Preserve downtown’s historic nature	Urban Development Department, Planning Commission, City Council, Historic Preservation Committee, Oklahoma Historical Society		Immediately	B
Measure 5 Tasks	Category	Time Frame	Task Owner/Participants	Ease of Implementation
Apply for revolving loan funds to reduce the financial burden of historic preservation; assist property and/or business owners in applying for these funds; if necessary, the city shall serve as the grant recipient and distribute the funds	Process	Short-Term	Urban Development Department, Historic Preservation Committee, Oklahoma Historical Society	C
Modify the Zoning Code to reduce historic preservation barriers; examples include the allotment of upper stories to residential or reduced parking requirements	Policy	Immediately	Urban Development Department, Planning Commission, City Council, Historic Preservation Committee	A

Table 7.4 | Transportation and Parking Implementation Matrix

Measure	Measure Owner/Participants			Time Frame	Ease of Implementation
Measure 1: Transfer ownership and maintenance of Dewey Avenue (Route 66) to the City of Sapulpa *	Urban Development Department, Public Works Department, ODOT, City Council			Immediately	C
Measure 1 Tasks	Category	Time Frame	Task Owner/Participants	Ease of Implementation	
Set up a meeting schedule and project timeline with ODOT	Process	Immediately	Urban Development Department, Public Works Department, ODOT, City Council	C	
Execute an agreement between the City and ODOT to initiate the transfer	Process	Immediately	Urban Development Department, Public Works Department, ODOT, City Council	C	
Measure 2: Fund, develop, and implement a wayfinding plan	Urban Development Department, Public Works Department, Parks and Recreation Department, Sapulpa Main Street, Sapulpa Chamber of Commerce, Planning Commission, City Council			Immediately	B
Measure 2 Tasks	Category	Time Frame	Task Owner/Participants	Ease of Implementation	
Develop a non-vehicular wayfinding plan geared toward those on foot, bicycles, scooters, or some other mobility device; focus on attractions and businesses within or nearby downtown and locate wayfinding hubs at known activity centers within downtown	Plan	Immediately	Urban Development Department, Public Works Department, Parks and Recreation Department, Sapulpa Main Street, Sapulpa Chamber of Commerce, Planning Commission, City Council	B	
Develop a vehicular wayfinding plan in accordance with MUTCD and address local attractions, amenities, and places of significance	Plan	Immediately	Urban Development Department, Public Works Department, Parks and Recreation Department, Sapulpa Main Street, Sapulpa Chamber of Commerce, Planning Commission, City Council	B	
Measure 3: Improve the character, function, and safety of downtown’s transportation network *	Urban Development Department, Public Works Department, Parks and Recreation Department, Planning Commission, City Council			Immediately	C
Measure 3 Tasks	Category	Time Frame	Task Owner/Participants	Ease of Implementation	
Prepare design and construction documents and install the downtown streetscape enhancement street sections	Project	Immediately	Urban Development Department, Public Works Department, Parks and Recreation Department, Planning Commission, City Council	C	

Table 7.4 | Transportation and Parking Implementation Matrix (Continued)

Measure	Measure Owner/Participants		Time Frame	Ease of Implementation
Measure 4: Amend the parking requirements for new developments in downtown *	Urban Development Department, Public Works Department, Planning Commission, City Council		Immediately	C
Measure 4 Tasks	Category	Time Frame	Task Owner/Participants	Ease of Implementation
Reduce minimum parking requirements for developed/redeveloped buildings	Policy	Immediately	Urban Development Department, Public Works Department, Planning Commission, City Council	A
Create employee and business patron parking standards/requirements	Policy	Immediately	Urban Development Department, Public Works Department, Planning Commission, City Council	A
Dedicate existing on-street parking that is adjacent to store fronts for customer use; this may require parking time limits and enforcement	Policy	Immediately	Urban Development Department, Public Works Department, Planning Commission, City Council	A
Require downtown business employees to park off-street or on roadways with less parking demand; this may require parking time limits, enforcement, and/or the introduction of employee parking passes	Policy	Immediately	Urban Development Department, Public Works Department, Planning Commission, City Council	A
Measure 5: Make downtown bicycle friendly	Urban Development Department, Public Works Department, Planning Commission, City Council		Immediately	B
Measure 5 Tasks	Category	Time Frame	Task Owner/Participants	Ease of Implementation
Require business and/or property owners to provide bicycle racks for customers	Policy	Immediately	Urban Development Department, Planning Commission, City Council	A
Create an application process for business or property owners to apply for city-provided bicycle racks (if they cannot comply with the above policy due to financial strain)	Program	Immediately	Urban Development Department, Planning Commission, City Council	B
Implement a bicycle share program in downtown	Program	Immediately	Urban Development Department, Planning Commission, City Council	B
Require bicycle infrastructure be incorporated/included in all new or upgraded roadway improvement projects	Policy	Continuous	Urban Development Department, Public Works Department, Planning Commission, City Council	B

Table 7.5 Economic Development and Vibrancy Implementation Matrix

Measure	Measure Owner/Participants	Time Frame	Ease of Implementation
Measure 1: Recruit and retain downtown businesses	Economic Development Department, Urban Development Department, Public Works Department, Planning Commission, City Council, Sapulpa Main Street, Sapulpa Chamber of Commerce	Immediately	B

Measure 1 Tasks	Category	Time Frame	Task Owner/Participants	Ease of Implementation
Develop and implement a Strategic Business Recruitment Plan	Plan	Immediately	Economic Development Department, Urban Development Department, Sapulpa Main Street, Sapulpa Chamber of Commerce	A
Develop and implement a downtown promotional campaign	Program	Immediately	Economic Development Department, Urban Development Department, Sapulpa Main Street, Sapulpa Chamber of Commerce	A
Utilize Proposition 4 funds to offer incentives, purchase property, and attract new businesses, restaurants, and industries	Program	Immediately	Economic Development Department, Urban Development Department, Planning Commission, City Council	B
Explore opportunities for public/private partnerships that can increase development potential in compliance with the recommendations of this Plan	Plan	Continuous	Economic Development Department, Urban Development Department, Sapulpa Main Street, Sapulpa Chamber of Commerce, Planning Commission, City Council	C

Measure 2: Create smaller commercial spaces	Urban Development Department, Economic Development Department, Planning Commission, City Council, Sapulpa Main Street, Sapulpa Chamber of Commerce	Short-Term	B
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Measure 2 Tasks	Category	Time Frame	Task Owner/Participants	Ease of Implementation
Work with building owners to subdivide current ground floor commercial space into increments of approximately 500 to 1,000 square feet	Process	Short-Term	Urban Development Department, Economic Development Department, Sapulpa Main Street, Sapulpa Chamber of Commerce, Planning Commission, City Council	B

Measure 2: Create smaller commercial spaces (continued)

Urban Development Department,
Economic Development Department, Planning
Commission, City Council, Sapulpa Main Street,
Sapulpa Chamber of Commerce

Short-Term

B

Measure 2 Tasks

Category

Time Frame

Task Owner/Participants

**Ease of
Implementation**

Explore opportunities to create a business incubator to allow small startups potentially grow into permanent rent-paying occupants

Program

Short-Term

Urban Development Department,
Economic Development Department,
Sapulpa Main Street, Sapulpa Chamber
of Commerce, Planning Commission, City
Council

B

Encourage property owners to accommodate “pop-up” businesses to occupy empty commercial spaces or vacant lots during “happy hour” times, weekends, or holidays; relax regulations to allow such “pop-up” businesses

Program

Continuous

Urban Development Department,
Economic Development Department,
Sapulpa Main Street, Sapulpa Chamber of
Commerce

A

Measure 3: Increase downtown foot traffic and residences

Urban Development Department,
Economic Development Department, Planning
Commission, City Council, Sapulpa Main Street,
Sapulpa Chamber of Commerce

Immediately

B

Measure 3 Tasks

Category

Time Frame

Task Owner/Participants

**Ease of
Implementation**

Increase downtown event schedule to help drive positive awareness of the downtown and its unique amenities

Program

Continuous

Sapulpa Main Street,
Sapulpa Chamber of Commerce

B

Consider the development of a housing incentive zone within downtown that allows the city (or proposed BID) to negotiate tax incentives for developers by reducing real estate taxes on downtown housing projects to make them feasible

Program

Short-Term

Urban Development Department,
Economic Development Department

B

Acquire and clear dilapidated properties within downtown to make land “shovel-ready” for development

Process

Short-Term

Urban Development Department,
Economic Development Department

C



Figure 7.1 Public Improvement Projects

Data Sources: City of Sapulpa; Creek County; and Ochsner Hare and Hare, the Olsson Studio

Opinion of Probable Cost

Preliminary opinions of probable cost (reported as a range from low to high) for the proposed and primarily public improvements are provided. All costs are in 2021 dollars. Each public project is identified on **Figure 7.1 Public Improvement Projects**.

- 1 Dewey Avenue Western Streetscape
- 2 Hobson Avenue Streetscape
- 3 Elm Street Pedestrian Mall
- 4 West Alley Enhancement
- 5 East Alley Enhancement
- 6 Dewey Avenue Eastern Streetscape
- 7 Park Street Streetscape
- 8 Water Street Streetscape
- 9 Oak Street Streetscape

Included Costs

With regard to streetscape and alley enhancement projects, the following costs are included in **Table 7.6**:

- Hardscape (finished concrete, unfinished concrete, and pavers)
- Landscape (landscape beds, irrigation, shade trees, ornamental trees, soil cells, and tree grates)
- Amenities (all monumentation, kiosks, light poles, bollards, string lights and poles, benches, pavilions, trash receptacles, bike racks, and pots)

With regard to the roadway improvement projects, the following costs are included in **Table 7.6**:

- Pavement (including signing and markings)
- ADA ramps
- Curbs and gutters
- Inlets
- Storm sewer infrastructure

Note that the streetscape projects (projects 1, 2, 6, 7, 8, and 9) include hardscape, landscape, amenities, and roadway improvements.

Projects 3, 4, and 5 only include hardscape, landscape, and amenity improvements (not roadway improvements). Utility relocations are **not** included.

Table 7.6 | Opinion of Probable Cost

Project	Low	High
1 Dewey Avenue Western Streetscape	\$7,786,000	\$9,851,000
2 Hobson Avenue Streetscape	\$10,032,000	\$12,675,000
3 Elm Street Pedestrian Mall	\$1,250,000	\$1,539,000
4 West Alley Enhancement	\$1,274,000	\$1,567,000
5 East Alley Enhancement	\$1,274,000	\$1,567,000
6 Dewey Avenue Eastern Streetscape	\$4,702,000	\$5,972,000
7 Park Street Streetscape	\$4,994,000	\$6,330,000
8 Water Street Streetscape	\$4,994,000	\$6,330,000
9 Oak Street Streetscape	\$5,253,000	\$6,688,000

Roles and Responsibilities

The City

Practically, the city must commit money and staff time to realize the vision of this Plan. On the policy side, the city must ensure that applicable development regulations are aligned with the recommendations of this Plan. On the project side, the city must make strategic investments in downtown capital improvement projects to usher in critical private investment.

As evidenced by the public projects identified in **Figure 7.1**, investment by the public sector in infrastructure, aesthetic enhancements, and incentives can guide the location, type, and quality of private investment within downtown. Such public investment can express to the private sector that investment in downtown is welcomed and supported. Given that there will never be enough public dollars to support all public needs, public dollars must be leveraged to encourage subsequent private investment, which will ideally exceed the public dollar investment by several multiples.

Wise public investments in the infrastructure, services, and people living in and around downtown can foster a more development-friendly atmosphere. Public, incentive, and grant dollars must be used on projects that turn downtown into the place it is envisioned to be.

Lastly, the city must maintain a level of flexibility when it comes to downtown enhancement by being open to creative ideas to bring people downtown and more short-term solutions. Oftentimes, a short-term, creative idea can blossom into a catalyst for downtown revitalization in the long-term.

Private Sector

The role of the private sector in the revitalization of downtown is critical. The vibrancy achieved through dining and entertainment options is largely put in place by the private sector. As such, the private sector must continue to be invited into and engaged in the planning and design process, fully aware of the vision for downtown (by reading this Plan), and attentive to available incentives and supportable redevelopment and development sites. Therefore, a high visibility public relations campaign announcing the final Plan, advertising key redevelopment and development opportunities, and encouraging cooperation with the city and other vested organizations is necessary to receive active participation and interest by the private sector.

It is important to note that private investors/developers are already taking note of downtown's potential and beginning to invest in the area. These investments must not be taken for granted and should be viewed as the start of a fruitful partnership between the city and the private sector – working together to make downtown Sapulpa a vibrant, pedestrian-oriented, and mixed use regional destination.

Sapulpa Main Street and Sapulpa Chamber of Commerce

Both Sapulpa Main Street and the Sapulpa Chamber of Commerce have been and continue to work to improve downtown. They play a critical role in economic development initiatives, programming, and aesthetic enhancements. Both organizations should use this Plan as a guiding document in their efforts, especially as a marketing tool as they speak with potential private investors. Both Sapulpa Main Street and the Sapulpa Chamber of Commerce do critical work and should be highly supported by the city and community.

Closing

Community planning is not a simple task to take on. Taking a critical look at oneself and changing direction can be difficult for us as people, and even more difficult to do as a community. The Sapulpa community has come together through this Plan to define the direction for its downtown.

It is difficult to effectively describe the scope and weight of the challenges that lie ahead. Unexpected roadblocks will arise, and pivoting will be necessary. These obstacles will be frustrating and even disheartening at times. But know that there are many other **more** rewarding moments when you change, create, or restore the vigor and health of your downtown.

Keep the following axioms in mind as you move through implementation of this Plan:



Be Patient and Persistent

Redevelopment takes time. Downtown will not transform overnight.



Do Things Frequently

Do not be paralyzed by complex or difficult projects. Take systematic steps to move the project forward.



Celebrate Success

Pat yourself, others, and the entire community on the back. Continue to build momentum so you can overcome difficult tasks ahead.



Show Early Visible Wins

Show residents, developers, and property and business owners what success and change looks like.



Welcome Creativity

Think outside of the box when it comes to short- and long-term solutions. Allows others to express their creativity.



Keep the Long Game in Mind

Play the short game strategically to achieve visible and immediate success, but keep the long game in mind, too. The long game is often much more transformative.

Our **historic tomorrow** is just
around the corner...



Appendix A

Downtown Yesterday and Today

Long-range planning must be founded on an understanding of a community's past and present. **Appendix A** presents a summary of the analysis of the current state of downtown Sapulpa, including a look into its history. This section acknowledges the importance of well-informed recommendations and strategies that properly respond to existing realities.

Appendix A provides an overview of the downtown's place and role within the region and its history, other regulating and guiding plans, demographic and economic trends, and physical and natural environment.



History and Districting

Route 66

Created in 1926 by linking a series of roughly east/west pre-existing roads and trails, Route 66 was originally established to provide a direct, year-round connection between the Midwest and the Pacific Coast. Passing through Illinois, Missouri, Kansas, Oklahoma, Texas, New Mexico, Arizona, and California, Route 66 eased the transportation of goods, encouraged domestic tourism, and further facilitated large-scale settlement of the West. By 1938, it became one of the first interstate highways in the country to be completely paved.

As the popularity of Route 66 increased, the mom and pop shops, quirky roadside architecture, motels, theaters, and gas stations sprung up in main streets, urban centers, and rural areas. This roadway thus represents a unique moment in history that continues to define the nation's identity: the rise of the automobile and its implications of freedom, mobility, and a quintessential American story.

Prior to the construction of the interstate highway system, Route 66 was the main east/west highway and U.S. Route 75 was the main north/south highway in the country. Sapulpa is located at the intersection of these two very important roads, and Route 66/Dewey Avenue is the main roadway that runs through downtown Sapulpa. In 1985, Route 66 was officially removed from the U.S. Highway System after it had been replaced in its entirety by segments of the Interstate Highway System.



Downtown Historic District

The Sapulpa Downtown Historic District was designated as a national historic district on September 14, 2002 and is approximately bounded by Hobson Avenue, Elm Street, Lee Avenue, and Main Street. The boundaries of the downtown historic district are illustrated in **Figure A.1**.

Prior to the establishment of the historic district, the Creek County Courthouse and the Berryhill Building had individually been designated on the National Register of Historic Places (NRHP). The NRHP is the official list of the U.S. sites, districts, buildings, structures, and objects significant in American history, architecture, archeology, engineering, or culture worthy of preservation. Authorized by the National Historic Preservation Act of 1966, the National Park Service's NRHP is part of a national program to coordinate and support public and private efforts to identify, evaluate, and protect America's historic and archaeological resources. Listing in the NRHP provides recognition, limited protection, and possible financial incentives for designated properties.

The State Historic Preservation Office identifies and nominates properties, including historic districts, to the NRHP in accordance with National Park Service regulations (36 CFR Part 60). A residential neighborhood, a downtown commercial district, a rural environment, or a concentration of archaeological sites are examples of historic districts included in the NRHP.

Main Street District

In addition to downtown's historic district designation, in 1990, Sapulpa became an official Main Street community (the boundary of which can be seen on **Figure A.1**). Since that designation was established, \$35 million in private and public funds have been invested into downtown. The Main Street program's (known as Sapulpa Main Street) current focus is on continued recruitment of diversified and specialized retail, development of upper floor spaces into housing and offices, and image promotion.

The purpose of Sapulpa Main Street is to preserve and enhance the cultural heritage of Sapulpa, and to improve the quality of life by revitalizing the Central Business District as the center of the community. This is done through education and management in organization, promotion, design and economic vitality. Sapulpa Main Street helps maintain the cultural richness and vitality of downtown by providing financial assistance, programming, and promotion to downtown merchants. As part of the National Main Street program, Sapulpa Main Street has access to interior designers, architects and many other professionals to help downtown businesses plan restoration projects, or remodels of their businesses, at no cost to the building owner. Each year, monies are set aside to award façade grants to those applicants that have projects that require financial aid. Façade grants are available for those trying to make repairs, clean up existing or deteriorated façades, or those trying to preserve the historic exterior of their building.

Sapulpa Main Street also puts on many events throughout the year, including the Route 66 Farmer's Market, St. Paddy's on Dewey, Ladies Night Out, Route 66 Blowout, Rock the Route, Let's Wine About Summer, Autumn Harvest, Lights ON!, Jingle N' Mingle, and Jingle Bell Sweepstakes (more on these events in **Programming**).



Figure A.1 Existing Districts

- Downtown Core
- Downtown Transition Area
- National Historic District
- Main Street District**
The entire area shown on this map is within the Main Street District.

Data Sources: City of Sapulpa; Creek County; and Ochsner Hare and Hare, the Olsson Studio



1910

Walter Realty

One of the few stone buildings at the time (currently Martha's Corner)



1912

Downtown Sapulpa



1913

Labor Day Parade on Dewey Avenue



1918

Sapulpa High School

The old high school is the former Washington Elementary



1920

The Fair Store

"Sapulpa's Greatest and Largest" Department Store (currently the Whimsical Willow Boutique & Spa and Matheson Law Offices)



1936

Woodbury Hotel

A tornado struck the building in 1960, damaging the top two stories, which were then removed (currently it is a one-story building, home to Ram Machine)

Note: Some dates are approximations.



1938

Band Stand by Gazebo

Large crowd behind courthouse



1940

Berryhill Building

Constructed in 1909 as Sapulpa's second "skyscraper"



1949

Loraine Hotel

Burned down in in the worst fire in Sapulpa's history (currently HHH Transmission and Kennedy Used Cars)



1950

Bovaird Supply Co.

(Currently Farmers Feed Lot Store)



1951

Standard Chevrolet Company

Joe Bacon, Pete Belk, and Bob Wadley at Standard Chevrolet Company (currently Cecil and Sons Discount Tire located at Main Street and Lee Avenue)



1954

Yale Theater

Destroyed by fire

Existing Plans and Studies

Connecting to the Future: Sapulpa 2030 Comprehensive Plan

Year Adopted: 2014

Purpose: Connecting to the Future: Sapulpa 2030 Comprehensive Plan (2030 Plan) was an update of the Sapulpa, Oklahoma Comprehensive Plan 1988-2005 (2005 Plan). This document provides an overarching statement of land use policies, goals, and objectives regarding development for both incorporated and unincorporated areas within the city's annexation fence line.

Relationship to this Plan: The 2030 Plan crafted several community vision statements, several of which relate to downtown Sapulpa, including:

- A well-maintained, viable, and walkable downtown offering a unique shopping experience.
- Existing business and industry that is supported while attracting new and expanded retail, commercial and industrial development.
- A destination offering visitors and residents exciting opportunities for living, working, and shopping as well as for recreation and entertainment.
- A living experience, which offers opportunities for participation by all ages.
- An exciting place to call home.

The 2030 Plan designates planning corridors for the expansion of existing businesses and for new commercial developments to positively contribute to the appearance, economic vitality, convenience, and safety of the community. The Corridor and Gateway Development Plan – a component of the 2030 Plan - designates portions of Route 66 (from the Municipal Golf Course to Highway 117) and the South Main Redevelopment Corridor on Highway 75 (from Taft Avenue to Teel Road) as planning corridors, which includes downtown Sapulpa.

Interfacing with other plans

A critical component of any new planning process is examining what has already been done. By reviewing the recommendations of recent plans, the work of this Plan can be more focused and tailored to the specific needs that have yet to be addressed. The evaluation of other plans also allows for continuity at a broader scale instead of multiple plans for the same general area that take an individualistic approach.

Recent planning efforts, documents, and recommendations thus serve as an integral starting point for this Plan. They provide context on downtown, the City of Sapulpa, and the broader region. While this Plan's focus is on downtown, this larger context allows for a better understanding of downtown Sapulpa's role holistically.

In addition to the focus on designated planning corridors, specific goals, policies, and objectives are outlined for each land use type. The following statements describe the residential, office, and commercial goals and objectives that relate to downtown Sapulpa.



Residential. These objectives intend to maintain and enhance the neighborhood feel of Sapulpa, while being mindful of surrounding natural systems and how to address accessibility between neighborhoods and from neighborhoods to activity centers:

- Utilize Low Impact Development (LID) and green building techniques to protect development sensitive and conservation areas and preserve the natural environment.
- Conserve existing residential areas, rehabilitate substandard structures, mitigate declining structures, remove dilapidated housing, and maintain the integrity and livability of the existing housing stock and neighborhoods.
- Design and build residential areas based on the Complete Streets concept for roads, sidewalks, bicycle and multi-use routes, and public transit.



Office. The following objectives support office area goals of providing conveniently accessible office spaces:

- Locate office areas as buffers and transitional uses between medium and high intensity areas and adjacent or abutting low intensity residential areas.
- Plan for the development of office uses in special districts, activity centers, planning corridors, gateways, or medium intensity nodes at the intersection of major streets and highways and in combination with other non-residential uses to avoid strip or spot development.



Commercial. The following objectives support commercial area goals of preserving the small town character of Sapulpa and the Central Business District, becoming a destination for retail shopping and other commercial services, and providing a healthy range of commercial uses:

- Attract new retail and commercial activity to support the continued success of existing local businesses.
- Implement measures to make Sapulpa a retail/commercial destination for local retail and tourism based on programs of sustainable and balanced growth with a major regional retail development in place.
- Create a Business Improvement District (BID) to maintain the infrastructure in downtown Sapulpa in a high-quality state to support existing businesses as well as to encourage the location of new businesses.
- Develop multi-media marketing campaigns promoting that the city is open for business based on strong positive relationships with existing business and reaching out to new businesses.
- Seek public and private funding to implement a downtown master streetscape plan that includes multi-use provisions within the downtown area and other commercial areas for bicycle and pedestrian traffic with connections to the local and INCOG Regional Trails System.
- Concentrate commercial land uses within special districts, activity centers, planning corridors, and gateways to discourage strip commercial or spot commercial development.
- Comprehensively administer the National Historic District requirements to enhance the historic character of downtown as an economic resource that contributes to a small town character and sense of place.
- Assure the highest and best use of all land by avoiding spot commercial, strip commercial, leapfrog, or other unplanned commercial development.
- Remove clutter and improve the safety and appearance of commercial areas by the comprehensive administration of sign regulations.
- Increase the occupancy and use of many of the now vacant second and third floors of downtown buildings in cooperation and coordination with property owners and area businesses.

Zoning Code of the City of Sapulpa, Oklahoma

Year Adopted: 2019

Purpose: The Zoning Code is in place to promote the public health, safety, and general welfare through appropriate land use and development of the community in accordance with the 2030 comprehensive plan.

Relationship to this Plan: Downtown Sapulpa lies within the Central Business District, the purpose of which is to:

- Accommodate and encourage the most desirable, productive, and intense use of land, without regard to the regulations of building height, floor area, or parking space requirements, within the downtown area, or the central core designated by the comprehensive plan;
- Encourage a variety of high intensity, customer-centric uses which mutually benefit from proximity to each other and from the available service of the uptown corridor district; and,
- Preserve and promote the public and private investment of the existing central core area.

The following uses are allowed by right within the Central Business District:

- Public protection, utility, and public parks
- Community services and similar uses
- Off-street parking areas
- Offices and studios
- Drive-in restaurants
- Restaurants other than drive-ins
- Convenience goods and services
- Gasoline service stations
- Hotel and recreation facilities
- Business signs and outdoor advertising

The following uses are allowed with a Special Exception within the Central Business District:

- Automotive and allied activities
- Intensive commercial recreation
- Research and development

Stormwater Master Plan Recommended Project Prioritization

Year Adopted: 2010

Purpose: The Stormwater Master Plan identifies and analyzes problem areas within the Sapulpa stormwater system. Following the identification of these problem areas, multiple alternatives were developed to address deficiencies. The alternatives were then compared and ranked using a scoring system with variables such as length of time the problem has existed, cost effectiveness, increased level of service, and improved access per number of houses.

Relationship to this Plan: The downtown basin encompasses downtown Sapulpa. Four problem areas were identified within this basin due to ongoing flooding and stormwater capacity issues:

- Dewey Avenue between Park Street and Elm Street
- Water Street between Dewey Avenue and Lee Avenue
- Park Street between Dewey Avenue and Lee Avenue
- Lee Avenue at Park Street

A stormwater detention center is planned just north of the railroad tracks on Main Street. This project is the top priority for the downtown basin, as most proposed alternatives are largely dependent on a new or upgraded facility. Additionally, the Stormwater Master Plan calls for inlet replacement or additions at the following sites:

- Hobson Avenue and Park Street
- Hobson Avenue and Oak Street
- Dewey Avenue and Park Street
- Dewey Avenue and Oak Street
- Park Street and Lee Avenue
- Park Street and Thompson Avenue
- Thompson Avenue between Park Street and Elm Street
- Thompson Avenue and Oak Street
- Thompson Avenue between Oak Street and Walnut Street
- Water Street and Lincoln Avenue
- Elm Street and Lincoln Avenue
- Poplar Street and McKinley Avenue

Programming

Sapulpa Main Street hosts many annual events that have become community staples, including the Route 66 Blowout, Autumn Harvest, Downtown Walking Tour, Let's Wine About Summer, and more. In addition to these yearly events, Sapulpa Main Street also hosts seasonal events, including:

Route 66 Farmers Market. Open every Saturday in May through August at the Creek County Courthouse parking lot, this is an Oklahoma Grown registered market and accepts SNAP, DUO, and Senior Nutrition benefits.

Tasty Tuesday. This event hosts food trucks on Tuesdays during lunch hour in Martha's Corner throughout the spring through fall.

Rock the Route Concerts. These musical events take place on the third Thursdays of the month in May through August. Located in the parking lot at Hobson and Park Street, the event was successfully developed to bring people to Hobson Street and encourage redevelopment to the historic buildings.

Jingle N' Mingle. Held on Route 66, this event occurs the first three Thursdays in December and provides extended shopping hours, along with carriage rides and pictures with Santa.

Sapulpa Christmas Parade. Each year in early December, an old-fashioned holiday parade takes place in downtown Sapulpa with floats sponsored by local businesses and civic groups. This traditional event featuring horse-drawn buggies, a marching band, and classic cars dates back to the 1920's.

Ladies Night Out. On the second Tuesday of each month, stores stay open later for shopping and provide special discounts and refreshments. This event is sponsored by downtown retailers.

In addition to the programming provided by Sapulpa Main Street, downtown Sapulpa is home to other community amenities and festivities, including:

- The **Sapulpa Bartlett Carnegie Library**, which hosts events throughout the year including the summer reading program, family movie nights, and classes.
- The **Sapulpa Community Theatre**, which performs four productions each season.
- **Sapulpa Arts**, which hosts events downtown, including the annual Route 66 Art Show and Sale that takes place each summer. Sapulpa Arts partners with **Sapulpa Parks** to host the Rock Creek Music Festival each year at Kelly Lane Park with live music, artist booths, food vendors, and local brewery and winery booths.
- Sapulpa is also a part of the **Oklahoma 100 Mile Yard Sale Tour**, a dedicated weekend where participating towns have citywide yard sales.
- The **Sapulpa Chamber of Commerce** hosts the annual Christmas parade, as well.



Route 66 Blowout (Image Source: Sapulpa Main Street)



Jingle Bell Sweepstakes (Image Source: Sapulpa Main Street)

Land Use and Building Stock

While downtown is certainly defined by its commercially-focused core, a closer look reveals downtown is in fact made up of a rather diverse mixture of uses. Understanding the differences between these land uses and how they do and do not work together is important when analyzing an area.

Existing land use by building and acreage was gathered for downtown Sapulpa and the National Historic District using the Creek County Assessor Office records (refer to **Figure A.1** to see these district boundaries). Portions of the National Historic District, located east of Elm Street and south of Lee Avenue, are just outside of downtown Sapulpa. Property information gathered included the land area, land use (in square feet), building size (in square feet), and year built. The property data is summarized in **Table A.1** by land use type.

Except for public right-of-way, downtown Sapulpa and the National Historic District occupy approximately 25 acres of land supporting just over half-a-million (569,261) square feet of building area. Existing buildings consist of one- to five-story structures with Dewey Avenue, Hobson Avenue, and Main Street housing most of buildings and building area. Retail stores account for approximately 42 percent of the building area (238,050 square feet of space). Government and municipal buildings total 60,457 square feet while office buildings account for 59,301 square feet. Much of the office space is occupied by businesses (e.g., law firms, abstract companies, etc.) due to the presence of county government buildings. Residential uses include the Wells and Berry Hill Apartments.

Sapulpa Main Street identified 110 businesses operating in downtown Sapulpa, including 74 service businesses, 36 retail businesses, and one restaurant. The current business mixture is influenced by the status of the city as the Creek County seat and home to the County Courthouse, as well as a variety of other county offices. As a result, a host of related professional service businesses such as attorneys, bail bonds, social services, and title abstract companies operate in downtown. Additional professional service businesses in downtown include accountants, financial advisers, insurance agencies, engineering, and more.

Downtown supports a modest and narrow retail business community. Existing retail businesses include hair salons and barber shops, antiques and collectibles, consignment shops, and a coffee shop. The predominance of professional service firms and modest presence of retailers operating in downtown Sapulpa does not promote a vibrant pedestrian environment. Moreover, the absence of restaurants and just one drinking establishment places severe constraints on evening activity.

SeneGence – a national skincare and makeup company – is in the process of relocating its corporate office from Orange County, California, to downtown Sapulpa. Once the move is completed, approximately 100 employees will be housed at the new downtown Sapulpa headquarters office. To accommodate the move, the company has purchased four buildings, including 116, 117, 119, and 125 Dewey Avenue. The buildings will be converted into office space, ground floor commercial space, event space, and potentially some residential.

Table A.1 Property Inventory and Land Use Summary

Land Use	Land Area Square Feet	Building Square Feet	Percent of Total
Retail Store	364,276	238,050	41.8%
Bar/Tavern	3,087	2,794	0.5%
Bank	90,945	50,310	8.8%
Office	115,663	59,301	10.4%
Storage/Repair Garage	28,306	14,779	2.6%
Warehouse/Manufacturing	74,999	41,187	7.2%
Residential	91,327	102,383	18.0%
Government/Municipal	174,518	60,457	10.6%
Parking	99,418		
Vacant Land	36,872		
Total	1,079,411	569,261	100%

Data Sources: Creek County Assessor; Canyon Research Southwest

Zoning

The City of Sapulpa regulates land uses via zoning to protect the health, safety, prosperity, and general welfare of their residents. **Figure A.3** illustrates zoning designations for downtown Sapulpa. Land use intensity is broken into high, medium, and low Intensity. High intensity areas may include zoning classifications IL - Industrial Light Manufacturing District, IM - Industrial Moderate District), and IH - Industrial Heavy District and are typically found in more urbanized and developed parts of the city. Medium intensity areas may include zoning classifications CG - Commercial General District, CS - Commercial Shopping Center District, and OM - Office Medium Intensity District and are typically located at the intersection of major roads or highways, in special districts, in activity centers, or in corridors planned and set aside for such development. Low intensity areas may include zoning classifications RS - Residential Single-Family District, RM - Residential Multi-Family District, and OL - Office Low Intensity District and typically are planned in conjunction with parks or schools and provide accessibility to governmental and financial services, transportation, health care facilities, and libraries.

Much of the Plan area is zoned as CBD - Central Business District to encourage intense land use within the central core area of downtown Sapulpa. The southern boundary of the Plan area is zoned for dense single and multi-family residential uses that complement the downtown environment. Additionally, the areas zoned for office use allow for mixed-use development alongside office space.

The following districts lie within the Plan boundary:

CBD - Central Business District. This is a commercial zoning district specific to downtown intended for the most desirable, high-intensity customer uses that benefit from proximity to each other, such as shops, cafes, and restaurants. This district is meant to preserve and promote the public and private investment of the existing downtown core.

CG - Commercial General District. This is a commercial zoning district that accommodates for mixed commercial and certain light industrial uses that provide a degree of protection to adjacent residential areas.

CS - Commercial Shopping Center District. This is a commercial zoning district designed for convenience, neighborhood, sub-community, and regional shopping centers to provide a wide range of retail and personal service uses.

OM - Office Medium Intensity District. This is an office zoning district intended to provide area for offices together with compatible community facilities and uses.

RM-1 - Residential Multi-Family Low Density District. This is a residential zoning district designed for multi-family dwelling units such as garden apartments or townhouses.

RD - Residential Duplex District. This is a residential zoning district near single-family residential and other neighborhood uses, which because of size, topography, or adjacent land use, are not ideally suited for single-family use.

RS-3 - Residential Single-Family High Density District. This is a residential zoning district permitting the development of single-family detached dwellings in dense environments, such as downtown.



Figure A.3 Existing Zoning

Data Sources: City of Sapulpa; Creek County; and Ochsner Hare and Hare, the Olsson Studio

- CBD** Central Business District
- CG** Commercial General District
- CS** Commercial Shopping Center District
- OM** Office Medium Intensity District
- RM-1** Residential Multi-Family Low Density District
- RD** Residential Duplex District
- RS-3** Residential Single-Family High Density District

Building Values and Vacancy

A tour of downtown Sapulpa and the National Historic District identified a large inventory of vacant space, particularly along Dewey and Hobson Avenues. The upper floors of many of the multi-story buildings appeared to not be in use. Dewey Avenue and Main Street appear to be the most heavily traveled streets. No real public gathering space is present as open space is limited to Martha's Corner Public Park located at Dewey Avenue and Water Street.

Thirty buildings within downtown Sapulpa possess vacant space totaling close to 100,000 square feet of building area, of which an estimated 27,298 square feet is on the ground floor with the remaining 71,583 square feet located in the upper floors.

Figure A.4 demonstrates vacancy patterns by parcel throughout downtown.

Several properties in downtown Sapulpa have recently sold. **Table A.2** lists recent transactions as provided by the Creek County Assessor. Property values in downtown Sapulpa are very affordable with recent property sale transactions ranging from \$55,500 to \$415,000. On a per square feet basis, the sales ranged from \$11.15 to \$71.58, averaging just \$31.21 per square feet. The modest property values are due in part to the generally poor condition, high vacancies, and limited demand for commercial space in downtown Sapulpa.

Table A.2 Recent Property Sales

Property Address	Year Built	Building Square Feet	Sale Date	Sale Price	Per Per Square Foot
17 East Dewey Avenue	-	2,794	3/1/2019	\$200,000	\$71.58
19 East Hobson Avenue	1909	13,900	8/9/2019	\$155,000	\$11.15
117 East Hobson Avenue	1912	5,000	10/1/2019	\$175,000	\$35.00
117 East Dewey Avenue	1910	12,446	11/1/2019	\$415,000	\$33.34
24 East Dewey Avenue	1975	2,000	12/31/2019	\$110,000	\$55.00
107 East Hobson Avenue	1908	5,220	1/1/2020	\$150,000	\$28.74
111 South Main Street	1922	2,000	1/29/2020	\$55,500	\$27.75
19 South Main Street	-	3,986	3/3/2020	\$135,000	\$33.87
18-20 North Park Street	1947	8,103	4/10/2020	\$335,000	\$41.34

Data Source: Creek County Assessor



Figure A.4 Existing Vacancy by Parcel

Data Sources: City of Sapulpa; Creek County; Studio Architecture; and Ochsner Hare and Hare, the Olsson Studio

- Fully Occupied**
Buildings on the parcel are fully occupied.
- Partially Occupied**
One or more buildings on the parcel are vacant.
- Completely Unoccupied**
All buildings on the parcel are vacant.
- Undeveloped/Vacant**

Building Conditions and Character

In general, downtown Sapulpa contains an impressive inventory of historic structures, most of which are in fair to good condition. A visual sidewalk survey of building conditions and the environment which surrounds them was conducted and is summarized below. **Figure A.5** illustrates the general conditions of buildings by parcel.

Most of the development along Dewey Avenue between Main Street and Oak Street is dense and historic, with two- to five-story brick façades built up to the sidewalk. Visually, the buildings appear well maintained. Several buildings have been recently restored or are in the process of renovation/restoration. Most of the upper stories on multi-level buildings appear unoccupied, many with boarded-up windows. The upper stories that seem to be occupied are residential or office uses. Investments such as new awnings, signage, and landscaping are apparent on many buildings. This type of urban fabric extended one-half to one full block north and south from Dewey Avenue on most cross streets. The intersections along Dewey Avenue at Park and Water Streets feature tall, mature trees at all four corners reaching up out of shady beds filled with river rocks and a few small shrubs. The southeast corner of Dewey Avenue and Water Street contains a small landscaped and hardscaped park named Martha's Corner that provides shade, picnic tables, benches, and a small gazebo.

Many buildings on Hobson Avenue have historic brick façades that match the style of architecture and development seen along Dewey Avenue, but with a much higher vacancy rate. The buildings are also in poorer condition. There are more industrial or automotive uses, as well as frequent empty lots. The three blocks east of Elm Street are almost entirely vacant, with the most prominent uses being an electrical substation and a few single-family houses. East of Elm Street, the average building footprint is larger and the buildings are spaced further apart and set back from the street. In place of the street trees, there are more surface parking lots.





Figure A.5 Building Conditions by Parcel

Data Sources: City of Sapulpa; Creek County; Studio Architecture; and Ochsner Hare and Hare, the Olsson Studio

- Good Condition**
Building is in good condition with no significant exterior deficiencies.
- Fair Condition**
Building is in fair or sound condition, but has minor deficiencies that could be resolved with limited investment by the owner. Deficiencies may include chipped paint, damaged exterior walls, cracked or broken windows, minor roof damage, or nonfunctioning facade lighting and signage.
- Repair Condition**
Building needs repair and requires significant rehabilitation. Deficiencies may include major damage to the roof, foundation, or exterior walls, and widespread window damage, visible flooding issues, or general disrepair stemming from inadequate building maintenance.
- Dilapidated Condition**
Building is dilapidated to the extent that demolition may be the only realistic alternative.
- Undeveloped/Vacant**

Elm Street has been vacated between Dewey Avenue and Lee Avenue, creating a superblock between Park Street and Oak Street that is home to several Creek County government buildings, including the Courthouse, the Sheriff's Office, the Treasurer's Office, and the County Clerk's Office. There is a large amount of surface parking on this block, though the Courthouse is surrounded by a grassy lawn and the Elm Street right-of-way serves as a green space with a fountain and a small covered pavilion.

Another large block is present where Thompson Avenue has been vacated between Park Street and Elm Street. The north end of this block is home to First Christian Church of Sapulpa. The former Thompson Avenue right-of-way is now a parking lot and a playground.

Lee Avenue hosts several large and institutional buildings, including a school administration building, the County Clerk's Office, the County Sheriff's Office, several museums, and three churches.



Transportation and Parking

While the recent pandemic attributed to COVID-19 has impacted travel patterns and parking demands, making new traffic counts unreliable to document normal conditions, there is sufficient documentation from the Oklahoma Department of Transportation (ODOT) on many of the corridors to provide general guidance on traffic volumes and operations in and around downtown Sapulpa. Similarly, while parking demands cannot be accurately measured at this time, models can be developed to compare the current land uses with national parking demand trends to assess the general availability of parking to support the existing and proposed businesses in the area.

Roadway Capacity and Traffic Volumes

It is important to understand the capacity of different roadway facilities when considering this type of analysis. For surface streets, as compared to freeways, roadway capacity is measured in terms of vehicles per day, which is impacted primarily by the number of travel lanes and the presence of left-turn lanes to accommodate traffic. It is also important to understand that the number of lanes does not directly correlate with capacity. In other words, widening a two-lane roadway to four-lanes does not necessarily double the capacity. **Table A.3** illustrates general capacities of roadways.

Generally, the capacity of a three- and four-lane facility are the same because the inside through lane of a four-lane facility often functions as a left-turn lane, as drivers waiting to turn left off the roadway will impede through traffic in the same lane.

While **Table A.3** represents the general capacity of a certain roadway facilities, most communities, Sapulpa included, find operating at capacity to be undesirable. Instead they aim to accommodate traffic volumes that operate within 50 to 80 percent of the daily capacity (i.e., under capacity). In comparing the historic ODOT traffic volumes (see **Figure A.6**) with these ranges, the majority of downtown Sapulpa has daily traffic volumes that support the existing two-lane facility.

Table A.3 General Roadway Capacities

Roadway Facility	Description	Capacity (Vehicles Per Day)
Two-lane	One lane in each direction	10,000 - 12,000
Three-lane	One lane in each direction plus a center left-turn lane	15,000 - 18,000
Four-lane	Two lanes in each direction	15,000 - 18,000
Five-lane	Two lanes in each direction plus a center left-turn lane	20,000 - 25,000

Pedestrian Facilities

Sidewalk infrastructure in downtown Sapulpa exists, but with many gaps and often in poor condition, particularly in the downtown transition zone. Downtown features long vacant blocks with little to no walk up destination. Further, pedestrian crosswalks are very poorly defined or non-existent. With the addition of on-street parking, downtown Sapulpa creates a dangerous and uncomfortable situation for pedestrians wishing to cross the street and overall challenges for those traversing by foot. The existing sidewalk network is illustrated on **Figure A.6**.

The density along Dewey Avenue between Main Street and Oak Street, coupled with a fairly consistent sidewalk network, facilitates a walkable environment that features frequent stops and destinations. This type of pedestrian-forward environment continues one-half to one full block north and south from Dewey Avenue on most cross streets. One block north of Dewey Avenue on Hobson Avenue, the building density decreases and the number of empty lots increases, especially in the three blocks east of Elm Street where sites are prominently vacant. The sidewalk infrastructure along Dewey Avenue echoes this existing development pattern with more frequent gaps, and east of Walnut Street, no sidewalk at all on the north side of the road. The replacement of street trees with surface parking lots further deters a walking-friendly environment.

The sidewalk network on Elm Street is bisected by the superblock created by Creek County government buildings creating a physical north/south barrier, particularly for those with accessibility considerations. However, the green space around these buildings does offer a pedestrian refuge from the urban downtown environment. Another large block exists on Thompson Avenue between Park Street and Elm Street, again cutting off pedestrian access.





Figure A.6 Existing Traffic Network and Volumes

Data Sources: City of Sapulpa; Creek County; Oklahoma Department of Transportation; and Ochsner Hare and Hare, the Olsson Studio

Parking

The availability of parking is a common issue among downtown business districts, whether perceived or real. **Figure A.7** provides a visual inventory of on-street, public off-street, and private off-street parking spaces and **Table A.4** summarizes the parking space inventory counts within downtown Sapulpa.

Downtown Sapulpa supports a total of 1,028 parking spaces, including 1,002 open spaces and 26 designated American with Disabilities Act (ADA) spaces. On-street public parking totals 420 spaces, including 11 ADA spaces. An additional 157 parking spaces are available within off-street public lots. Private off-street parking totals 451 spaces, including 10 ADA spaces.

Excluding the National Historic District properties located outside of downtown Sapulpa, the inventory of existing buildings totals 531,499 square feet. The existing inventory of 1,028 parking spaces within the downtown core equates to 1.93 parking spaces per 1,000 square feet of building area. It is worth noting that the existing number of ADA spaces appears low overall (less than three percent).

Most of the large public parking lots are concentrated in the center of downtown Sapulpa between Hobson and Lee Avenues, with much smaller, private lots dispersed throughout and more prominent within the downtown transition zone. In addition to dedicated surface lots, a total of 67 on-street parking spaces (including one loading zone space) exist along Dewey Avenue between Main Street and Elm Street, one of the densest areas of downtown Sapulpa. East of Elm Street along Hobson Avenue, there are more surface parking lots (as compared to buildings). One block south of Dewey Avenue, on Lee Avenue, most of the street frontage is occupied by parking lots, with inconsistent on-street parking that is seemingly not heavily utilized. Further south on Thompson Avenue, former right-of-way between Park and Elm Street is now a parking lot.

Overall, a variety of parking types are easy to come by despite weekday traffic observations. In most places, parking in downtown Sapulpa is free of charge.

Table A.4 Inventory of Available Downtown Core Parking Spaces

Parking Space Type	Open Spaces	ADA Spaces	Total Spaces
On-Street Public	409	11	420
Off-Street Public	152	5	157
Off-Street Private	441	10	451
Total	1,002	26	1,028

Data Sources: Sapulpa Main Street

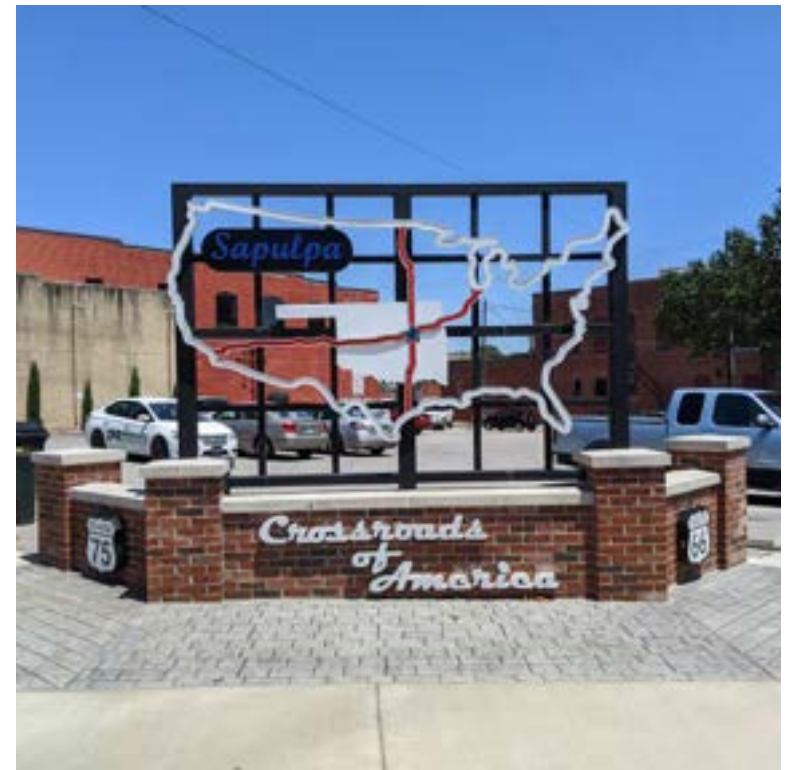




Figure A.7 Existing Parking

Data Sources: City of Sapulpa; Creek County; Sapulpa Main Street; and Ochsner Hare and Hare, the Olsson Studio

Parking Type

- Public
- Private
- No Parking

Parking Count

+ EH **Number of Parking Spots**
 The number of ADA parking spots is included after the plus sign.

Environmental Features

Topography

The highest point in the downtown area is 730 feet above sea level, occurring at the intersection of Dewey Avenue and Poplar Street. The maximum variation in grade across downtown is 40 feet. While relatively flat, elevation decreases slightly in the center of downtown Sapulpa, offering multiple vantage points and natural gateways into the core of downtown. The lowest point is 690 feet above sea level, occurring at Thompson Avenue and Park Street. The land generally slopes south toward Rock Creek.

Flooding

Downtown lies within a Federal Emergency Management Agency (FEMA)-designated Flood Zone X, which indicates an area with “Minimal Flood Hazard.” Due to elevation changes, the core of downtown may experience increased stormwater runoff. In 2004, Ordinance No. 2435 was passed by the City Council adopting the Flood Damage Prevention Program to serve as a guide to future development and policymaking to help solve flooding problems within developed areas.

Vegetation

The vegetation found throughout downtown is typical of Midwestern landscapes with a variety of mature trees and shrubs. The size and density of vegetation increases with proximity to residential areas as one transitions out of downtown. Though, there is a concentration of established street trees in landscaped beds along Dewey Avenue at the intersections of Water Street and Park Street, in the heart of the downtown core, which creates a softening effect. The downtown core, and especially Dewey Avenue, features some landscape enhancements, but are largely limited to semi-permanent treatments, such as large planters along the sidewalk and hanging planters from street lights.



Utilities and Infrastructure

Figure A.8 shows the network of water distribution, sewer and stormwater collection lines in downtown.

Water Distribution System

Water for downtown Sapulpa is provided by the City of Sapulpa Water District. The largest water lines, measuring between 12 to 24 inches in diameter, run underneath Dewey Avenue and Water Street. The water supply meets current demand; however, facilities will require expansion and replacement, as necessary, to provide adequate water access alongside population growth. The 2030 Plan also recommends completing a water system study to understand steps that must be taken to increase water supply to meet the future needs of the city and its service area.

Sanitary Collection System

The primary drainage basin for the City of Sapulpa is Polecat Creek and the tributaries of other local creeks which drain into that basin, including Rock Creek directly south of downtown Sapulpa. The gravity flow public collection and disposal sanitary system is located just north of downtown Sapulpa. The wastewater treatment plant for Sapulpa is north of City Park.

Electrical Utility Service

Electric service for downtown Sapulpa is provided by Oklahoma Gas and Electric. Downtown is crossed by overhead power lines along major streets and alleyways. The electrical utility service capacity is explored in other plan sections to assess its ability to meet future downtown development demand.

Stormwater Management

Downtown is covered by the downtown basin, which is a combination of concrete pipes and box culverts, and clay and masonry pipes. Currently, the stormwater system is underutilized due to an insufficient number of inlets draining into the storm sewers. Additionally, most of the system carries a 10-year (or less) storm event.

As previously referenced in **Existing Plans and Studies**, the Stormwater Master Plan Recommended Project Prioritization identified several problem areas within its six major systems, one of which was downtown Sapulpa. The Stormwater Master Plan Recommended Project Prioritization identified priority areas for improvement to fully utilize the stormwater collection system's capacity, the most noteworthy of which is a new stormwater detention center just north of the railroad tracks on Main Street. The Stormwater Master Plan Recommended Project Prioritization also included the development of a stormwater utility fee to fund future projects and improvements to existing drainage basins.



Data Sources: City of Sapulpa; Creek County; and Ochsner Hare and Hare, the Olsson Studio



Figure A.8 Existing Utilities

-  Water Line
-  Stormwater Line
-  Sewer Gravity Main
-  Stormwater Structure
-  Sewer Manhole

Demographic and Market Profile

This section of the Plan examines the economic and demographic factors impacting real estate development trends downtown. Economic and demographic characteristics are centered around the City of Sapulpa, however for comparison's sake, figures from Creek County, the Tulsa metropolitan statistical area (MSA), and the State of Oklahoma are also presented. Data trends provided include historic population and forecast growth, household composition, age distribution, household income, educational attainment, and employment trends.

Quantifying these economic and demographic characteristics assists in forecasting the future demand for commercial space and multi-family residential housing units within downtown. Trends are assessed at a macro scale (city-, county-, MSA-level) - as compared to a micro scale (downtown-level) - because for downtown development and redevelopment to occur, residents and business from the City of Sapulpa, Creek County, and the Tulsa MSA must be drawn in. The current demographics of downtown Sapulpa are not discussed because a different resident profile must be attracted into downtown to warrant development or redevelopment. **Appendix C** provides more detail on downtown's business mix.

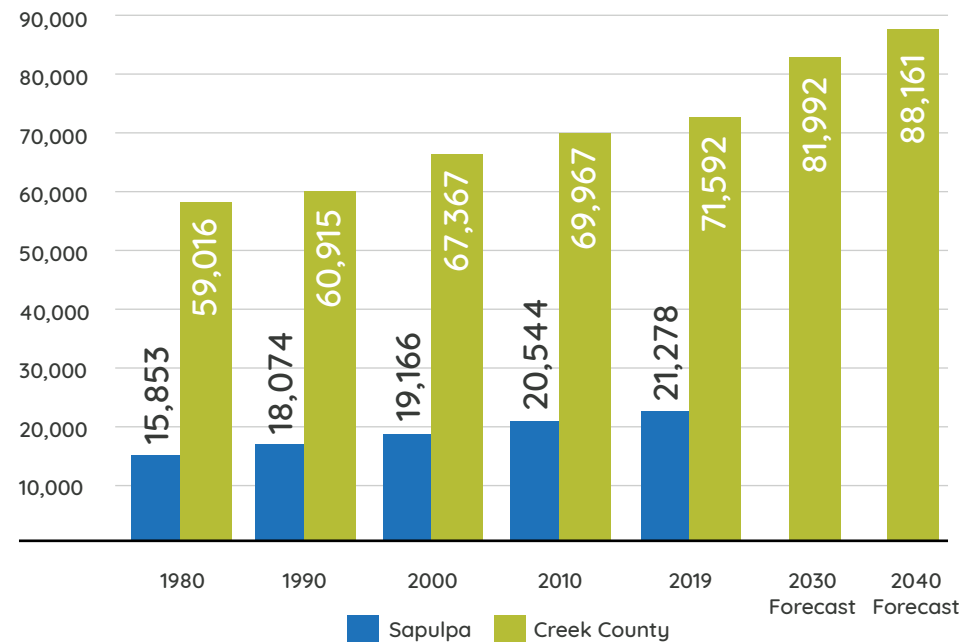
Note: Sources for the following data include the U.S. Census Bureau, American Community Survey, and U.S. Department of Labor.

Population Growth

Despite its location at the urban edge of the Tulsa MSA, over the past four decades Sapulpa has experienced modest population growth, adding just 5,425 residents since 1980, as seen in **Figure A.8**. By 2019, the U.S. Census Bureau estimated Sapulpa's population at 21,278. The Tulsa MSA and Creek County experienced similar growth rates for population during this same time.

Despite modest population growth over the past several decades, the Tulsa MSA, Creek County, and the City of Sapulpa have experienced steady urban growth and subsequent development of housing, commercial, and industrial land uses. Forecasted population growth over the coming two decades will drive further urban expansion and development opportunities - both locally and within the region.

Figure A.8 Population Growth Trends and Forecast (Sapulpa vs. Creek County)



Household Composition

Household formation and the mixture of household types have a direct impact on the composition of retail sales and housing needs.

During 2018, a reported 7,784 households resided in Sapulpa with an average household size of 2.62 persons. **Table A.4** summarizes households by type for the state of Oklahoma, Creek County, and City of Sapulpa. Family households accounted for nearly three-quarters (68.7 percent) of all households with just over one-quarter (28.9 percent) of those households having children present, both slightly above statewide averages (**Figure A.9**). Married couple families accounted for almost half (47.0 percent) of all households, of which one-fifth (18.2 percent) had related children, both below statewide norms (**Figure A.9**).

Sapulpa's household composition characteristics would suggest a bedroom community populated with households with children and propensity for detached single-family housing and above average retail expenditures for household furnishings, groceries, clothing and accessories, sporting goods, books, and other family-related goods and services.

Age

Age is an important factor in consumer identity, since consumption patterns, housing needs, and financial situation change significantly throughout an individual's lifetime. Change in the relative proportions of age groups throughout the U.S. is expected to have an important impact on the retailing and housing industries.

Figure A.10 depicts a comparison of population by six primary age groups for Creek County and the City of Sapulpa. Each of the six age groups possesses distinctively different retail consumption and housing needs. Overall, Sapulpa's age composition is consistent with a bedroom community populated largely by families with children, as well as empty nesters. In 2018, median ages were as follows:

- City of Sapulpa: 37.7 years
- Creek County: 40.2 years
- State of Oklahoma: 36.4 years

Figure A.9 Family Households and Married Couple Families

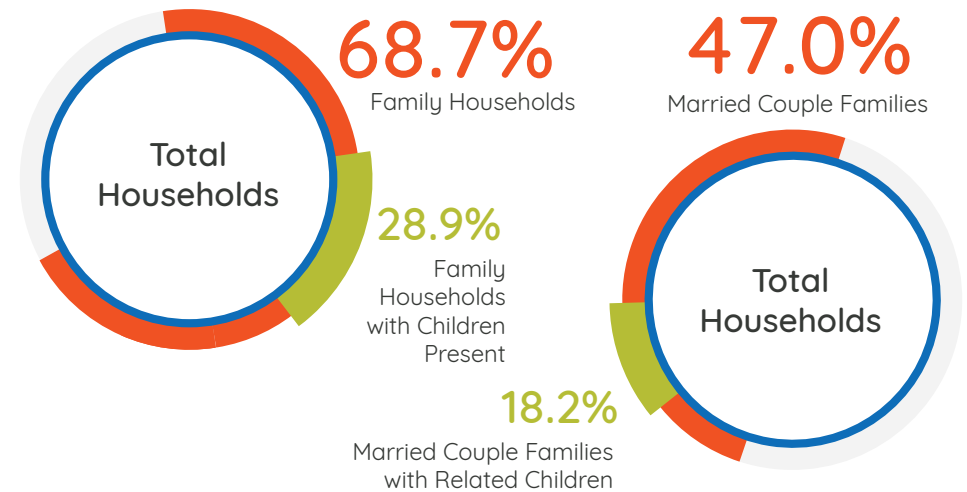
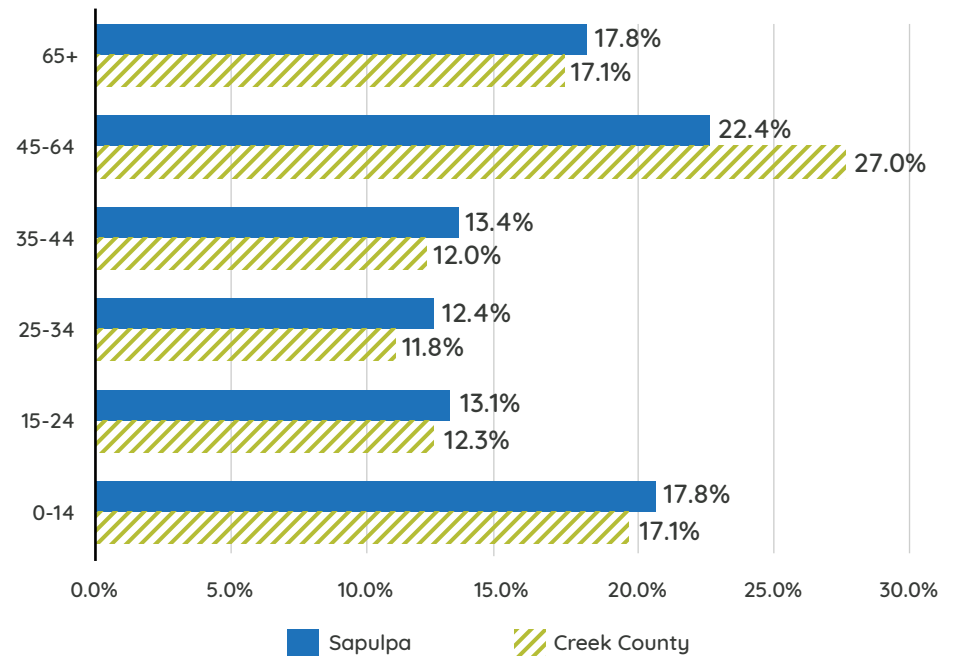


Figure A.10 Population by Age Group (Sapulpa vs. Creek County)



Understanding the Different Age Groups

Children 0-14 years

This age group is not generally a consumer, but their presence within a household generates retail expenditures on items such as apparel and accessories, and groceries. This age group accounts for approximately one-fifth of both Creek County (19.8 percent) and Sapulpa's populations (21.1 percent).

Adolescents 15-24 years

This population is key for supporting the sales of apparel and accessories, groceries, sporting goods, music, consumer electronics, eating and drinking places, and general merchandise. Adolescents account for 12.3 percent of the Creek County population and 13.1 percent of the Sapulpa population.

Young Adults 25-34 years

Generally new to the workforce, these technology savvy young adults are heavy consumers of electronics, apparel and accessories, entertainment, and rental housing. Young adults account for 11.8 percent of the Creek County population and 12.4 percent of the Sapulpa population. This age group will have a growing impact on the local workforce, retail goods and services, and housing market.

Family/Working Adults 35-44 years

This population is in their child raising and principal consumer years, with expenditures favoring hardware, furniture and home furnishings, consumer electronics, department stores, and eating and drinking places. Family/working adults account for 12.0 percent of the Creek County population and 13.4 percent of Sapulpa's population.

Empty Nesters 45-64 years

Empty nesters comprise both Sapulpa and Creek County's largest age group with 22.4 percent, and 27.0 percent of the total population, respectively. People over the age of 45 are generally less consumers of apparel, consumer electronics, furniture, home furnishings, and entertainment when compared to younger consumers. This age group provides opportunities for home downsizing, restaurants, entertainment, and travel, as well as a growing need for healthcare services and continuing care housing facilities.

Seniors 65+ years

Both Creek County and Sapulpa support an above average senior population. Per capita retail expenditures by seniors is 18.0 percent lower than those under the age of 35 years, and 41 percent lower than people ages 35 to 64 years. This demographic accounts for 17.1 percent of the Creek County population and 17.8 percent of the Sapulpa population. By comparison, seniors account for 15.2 percent of the U.S. population. The growing senior population will generate increased demand for medical goods and services, as well as downsized housing.

Among the six major age groups, those ages **35 to 64 possess the highest incomes and per capita consumer spending levels**, earning an annual income 51.0 percent greater than those under the age of 35. Adults ages 35 to 64 years account for 35.8 percent of Sapulpa's population and are in their peak spending years.

Educational Attainment

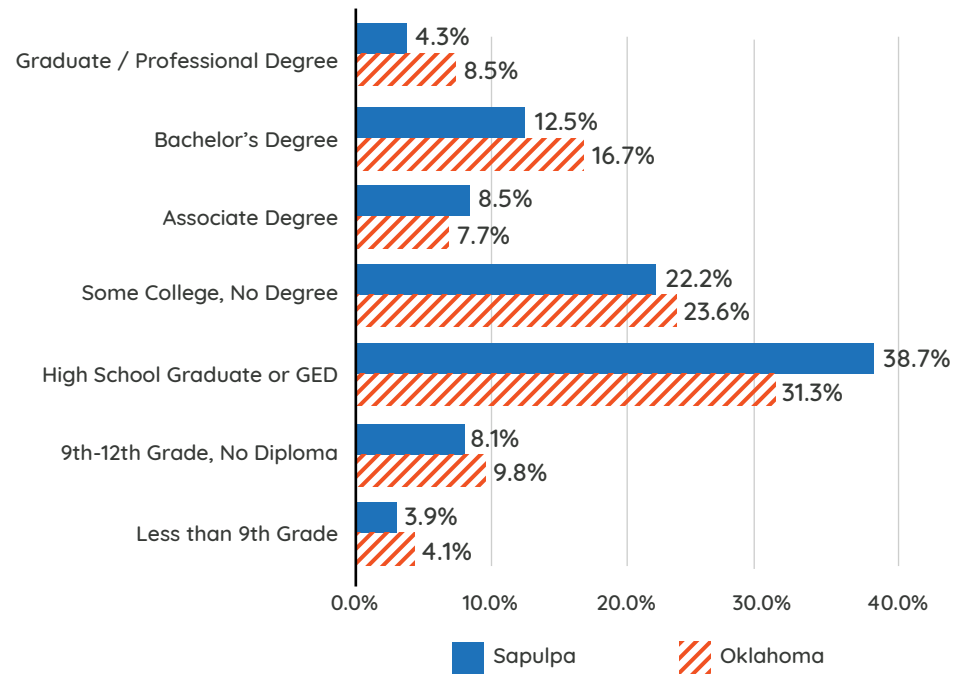
Educational attainment levels of a market area's labor pool are becoming increasingly important in the ability to attract and retain knowledge-based industries as well as the ability to support above average wages. **Figure A.11** provides a comparison of educational attainment levels between the City of Sapulpa and State of Oklahoma.

Educational levels have a direct impact on achievable income levels, retail expenditure patterns, housing values, and the demand for commercial space. The demand for retail space increases as income and retail sales levels rise. The type of retail space is also impacted as high-income households support increased demand for higher valued goods and services. The demand for office space improves at higher educational attainment levels as a larger percentage of residents are more likely to be employed in professional service and medical professions.

When compared to statewide averages, the City of Sapulpa population is less educated with 16.8 percent of the population attaining a bachelor's degree or graduate/professional compared to 25.2 percent statewide. Conversely, just over half (52.4 percent) of Sapulpa residents attained a high school diploma or less compared to 43.5 percent of the statewide population. Sapulpa does support a higher rate of residents attaining an associate degree.

Sapulpa's below average educational attainment levels may translate into supporting slightly below average spending on certain retail categories, including personal services, apparel, household furnishings, entertainment, dining, automobiles, and healthcare. The educational attainment levels may slightly limit Sapulpa's ability to meet the employment needs of the changing technology-based economy.

Figure A.11 Educational Attainment (Sapulpa vs. State of Oklahoma)



Income

Household income levels have a direct impact on retail sales volumes, housing demand, for-sale housing values, and residential rents.

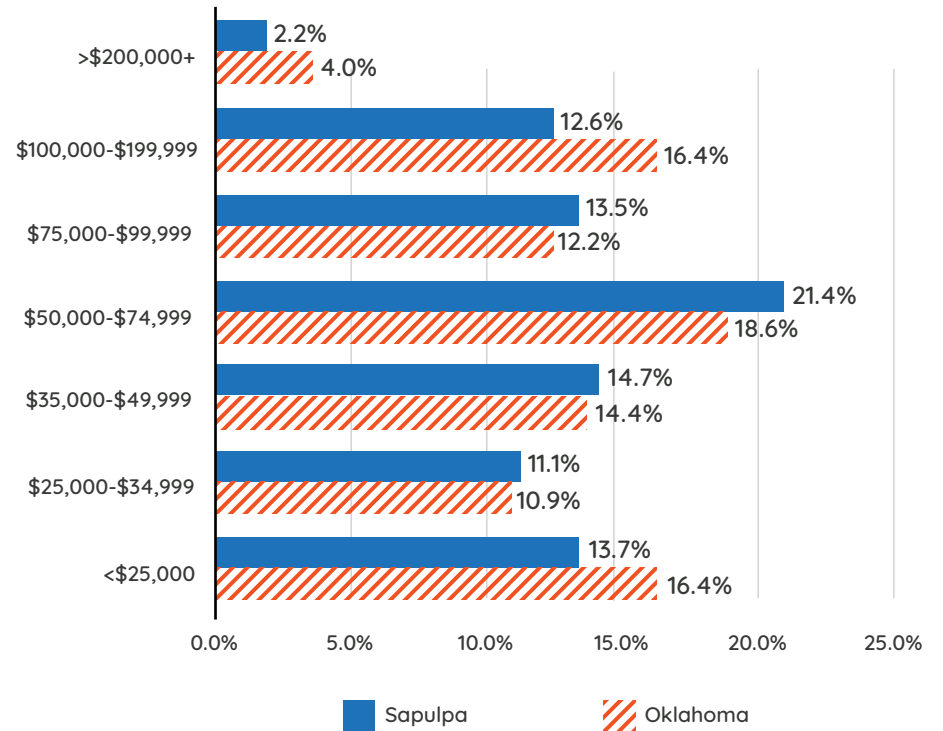
Sapulpa’s median household income of \$66,142 compares favorably to \$60,293 for the U.S. and \$51,424 for Oklahoma. Sapulpa supports below average levels of low-income and high-income households, but middle-class incomes of \$50,000 to \$99,999 well exceed the statewide average. Sapulpa’s household income levels are likely to support slightly above average retail sales per capita, housing values, and residential rents. A comparison of household income distribution estimates for the City of Sapulpa and State of Oklahoma are outlined **Figure A.12**.

Households with incomes of less than \$25,000 annually account for 13.7 percent of all City of Sapulpa households, compared to 16.4 percent of Oklahoma households. Sapulpa’s rate of low-income households suggests a moderate need for affordable and income-based housing.

Households with annual incomes of \$50,000 to \$99,999 account for 34.9 percent of all City of Sapulpa households compared to 30.8 percent for Oklahoma. These middle-class households represent potential demand for move-up for-sale housing, luxury apartments, and retail goods and services.

High-income households with annual incomes of \$100,000 or more account for 14.8 percent of all City of Sapulpa households compared to 20.4 percent for Oklahoma. These affluent households represent potential demand for luxury housing and automobiles, retail goods and services, travel, and entertainment.

Figure A.12 Household Income (Sapulpa vs. State of Oklahoma)



Employment

Since gains in employment generally fuel growth in population, income, and retail expenditures. Job growth is a reliable indicator of general economic conditions and demand for housing, commercial, and industrial space. Typically, households prefer to live near work for convenience. Affordable housing costs, reduced commute times, and higher quality of life can also motivate employees to relocate from elsewhere in a metropolitan area to the community where their job exists.

Employment Rate. After peaking in 2008 at 425,284 jobs and an unemployment rate of 3.7 percent, employment within the Tulsa MSA hit a low in 2009 of 405,148 jobs and a 7.5 percent unemployment rate. The job market has since steadily improved reaching 466,365 jobs by 2019 and a healthy unemployment rate of 3.3 percent. Annualized employment levels for the Tulsa MSA from 2008 through 2019 are depicted in **Figure A.13**.

From 2008 to 2019, the Tulsa MSA added over 41,000 new jobs, an increase of 9.7 percent. This compares favorably to statewide job growth of 6.2 percent during the same time.

COVID-19 Impact. In response to the COVID-19 pandemic and the national economic shutdown, both Oklahoma and the Tulsa MSA sustained significant job losses during the first five months of 2020. From a height of nearly 1.8 million jobs and an unemployment rate of 3.2 percent in February 2020, Oklahoma lost 270,780 jobs in March and April, inflating the unemployment rate to 14.7 percent. May 2020 produced a slight uptick in job creation with the addition of 76,872 new jobs.

The Tulsa MSA experienced a similar trend in job loss through May 2020. During February 2020, employment totaled 464,000 jobs with a 3.0 percent unemployment rate. By April, the Tulsa MSA lost 69,800 jobs and the unemployment rate reached 15.1 percent. During May 2020, 19,000 new jobs were added and the unemployment rate improved to 12.9 percent. Since 2010, annual job growth rate patterns for the Tulsa MSA has trended higher than the statewide average. Since 2017, annual job growth has ranged from 0.78 percent to 1.31 percent. By comparison, annual employment growth in Oklahoma since 2017 ranged from 0.28 percent to 1.67 percent.

Economic Development. The Tulsa MSA possesses ample advantages for attracting businesses, jobs, and development activity. The principal economic development benefit assets include a central location within the U.S.; low cost of living; low tax burden; strong entrepreneurial spirit; talented and growing labor force; convenient highway and rail access; availability of shovel-ready building sites and economic incentives; presence of several colleges and universities; and low cost of doing business. Quality of life advantages include affordable housing costs, quality healthcare system, good schools, ample recreational and entertainment amenities, and moderate commute times.

What is a metropolitan statistical area (MSA) and why consider it?

MSAs, established by the U.S. Office of Management and Budget, represent a region that consists of a city and surrounding communities that are linked by social and economic factors. MSAs are configured to represent contiguous geographic areas with a relatively high population density.

Typically, they consist of a core city with a large population and its surrounding region, which may include several adjacent counties. The area defined by an MSA experiences significant social and economic interaction, meaning people living in outlying areas of the MSA may commute considerable distances to work, shop, or attend social activities in the urban center.

The Tulsa MSA includes seven counties, shown to the right. This area is made up of approximately one-quarter of Oklahoma's total population and covers 6,460 square miles. Ten cities in the MSA have populations of 10,000 residents or more, including Tulsa, Broken Arrow, Owasso, Bixby, Sapulpa, Sand Springs, Jenks, Claremore, Okmulgee, and Glenpool.

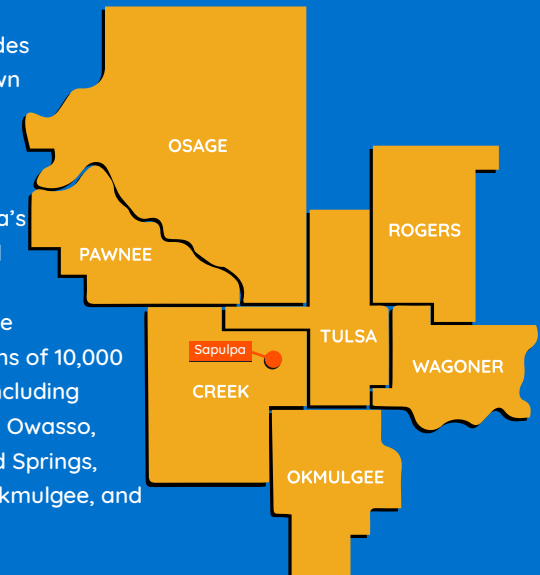


Figure A.13 Employment Trends (Tulsa MSA)

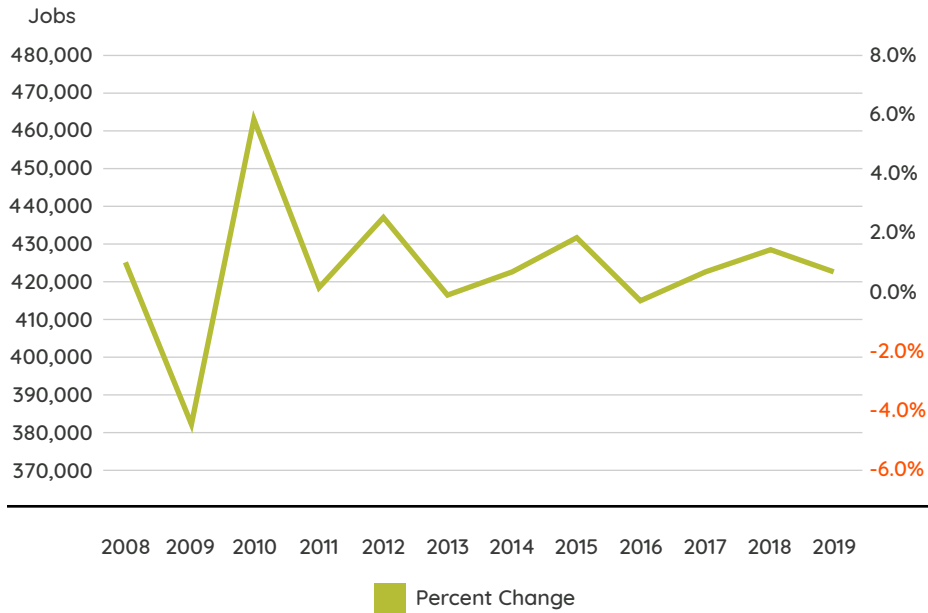
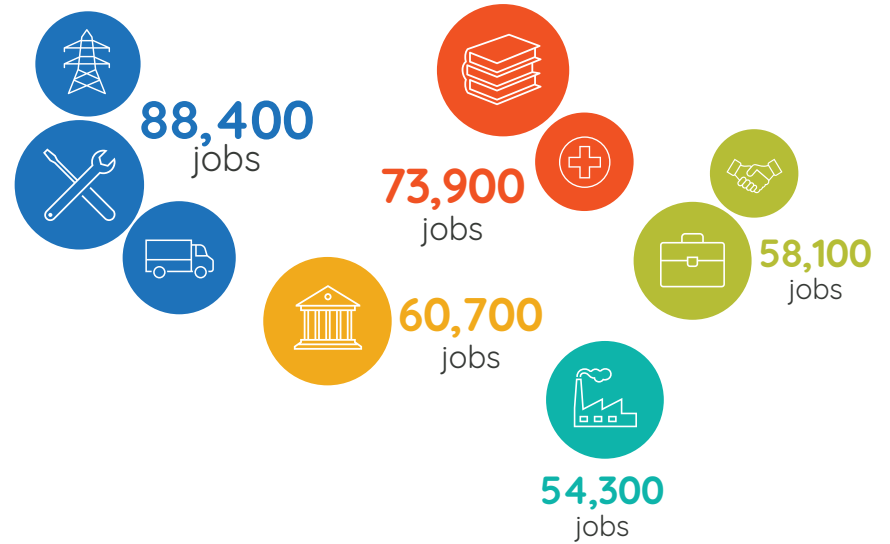


Figure A.14 Employment Growth Rate (State of Oklahoma vs. Tulsa MSA)

As of year-end 2019, leading employment sectors in the Tulsa MSA include **trade, transportation, and utilities** (88,400 jobs), **education and healthcare** (73,900 jobs), **public administration** (60,700 jobs), **professional and business services** (58,100 jobs), and **manufacturing** (54,300 jobs).



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Appendix B

Downtown Heart

Sapulpa has heart. To understand Sapulpa's heart for downtown, public engagement was weaved throughout the life of the planning process. Good public engagement lies at the heart of successful planning. It is a conversation by one side that has the technical understanding to help problem solve and by the other side that has the on-the-ground real world knowledge of a place. It is collaborative, engaging, personal, and it involves much listening.

In the end, a good plan is developed with the community, and not just for it. This Plan was developed with the community and stakeholders. Through a series of online and in-person workshops, surveys, meetings, open houses, interviews, and a charrette, the planning team was able to collaborate with the community on the thoughts, ideas, and comments that became the recommendations put forth in this Plan; the Plan is better for it. **Appendix B** summarizes both that process and its outcomes.

Each engagement opportunity allowed participants to share their ideas for the future of downtown. After each engagement opportunity, the planning team analyzed the comments and graphics and documented the formal and informal conversations that took place. This information then shaped and reshaped the Plan's priorities and recommendations.



Getting the Word Out

Multiple media outlets were utilized to ensure Sapulpa residents were aware of the opportunities to be involved in the downtown planning process. Such outlets included a dedicated project website, the city's existing social media accounts, a postcard mailer, the Route 66 Blowout event, press releases, and email blasts.



Project Website

The project website (www.downtownsapulpaplan.com) was the electronic hub for project news and information. The site provided detailed and regularly updated information on the project including goals, schedule, and relevant documents, graphics, and maps. Email list sign ups, the public survey, and open house registrations were generated through the site as well. The site also provided direct contact with Nikki Howard, the Urban Development Director for the City of Sapulpa, for anyone with comments or questions about the project.



Social Media

Social media outlets helped spread the word on project status and events. The planning team designed graphics to match project branding and wrote captions for the posts, which were then posted by the City of Sapulpa, Sapulpa Chamber of Commerce, and Sapulpa Main Street social media accounts. Community businesses and residents were able to share the posts on their personal accounts to generate awareness of the project and ways to get involved.



Postcard Mailer

A postcard mailer was designed early in the planning process to spread awareness about the project, generate excitement, and encourage participation. The postcard briefly explained the project and the significance of a downtown master plan. The postcard also provided ways for community members to get involved including reviewing the project website, taking the public survey, attending the open houses, and joining the email list. Postcards were sent to area residents and businesses the week of July 27, 2020.



Route 66 Blowout

The 31st Annual Route 66 Blowout took place on September 12, 2020. Members of the planning team were present to engage with the community and promote the Plan. City staff members tabled at the event to distribute information, provide hard copies of the survey, hand out copies of the postcard mailer, and encourage members of the community to get involved with the planning process.



Press Releases

Multiple press releases were published by the city throughout the project timeline, beginning in early July 2020. They provided an overview of the project, current project status, and any action that was currently available for public involvement, such as the public survey or open houses.



Email Blasts

A project email list was generated to quickly spread project information throughout the planning process. Anyone interested was able to join the list by submitting their email address through the project website. Periodic emails were sent sharing news such as current project status, open house information, and website updates.

We ♥ our downtown!

It's part of our past, present, and tomorrow. It's time to think about its future.

Learn more and help us envision #OurHistoricTomorrow at downtownsapulpaplan.com

♥ DOWNTOWN Sapulpa MASTER PLAN

♥ DOWNTOWN Sapulpa MASTER PLAN

We ♥ our downtown.

It's part of our past, present, and tomorrow. It's time to think about its future. #OurHistoricTomorrow

What is a downtown plan, and why should it matter to me?

A downtown master plan is a long-range document that guides our downtown's future growth, development, and improvement. It is a road map to visualize our downtown's ideal future and the path to reach that destination. Your input in this planning process is essential in determining the vision for downtown Sapulpa.

Take the Survey
You're invited to share your priorities for the downtown's future. Take the survey on the project website from now until September 20! Paper copies available.

Join the Email List
Sign up for project communications and event information on the project website.

Participate in an Open House
Join the email list to receive more details about the open house as it becomes available.

DowntownSapulpaPlan.com

Downtown holds a special place in our ♥

That's why we need your input.

Take the survey at downtownsapulpaplan.com to share your thoughts on downtown's future.

#HeartofSapulpa

♥ DOWNTOWN Sapulpa MASTER PLAN

♥ DOWNTOWN Sapulpa MASTER PLAN

Our Heart. Our Historic Tomorrow.

www.downtownsapulpa.com

Marketing Material Examples
Facebook posts (left); postcard mailer (top right); and website homepage (bottom right)

Visioning Workshop

Why Visioning?

Visioning serves as a critical milestone in any planning process. Not only is the visioning workshop the first in-person opportunity for community members, stakeholders, and city staff members to meet, it is the time when the collective tone for the process to come is set. The goal of visioning is to guide the development of the Plan, ensuring it is reflective of overarching community goals.

While it is imperative to be realistic about what can be implemented, visioning is a time when participants are encouraged to ignore the price tag and timing concerns. The process is meant to uncover needs, wants, and desires without being clouded by the constraints, at least initially. Visioning intentionally strips away what often holds people back from being truly honest about what they want to see. This is a time to be playful and let go of the “ifs,” “buts,” and “hows,” – it is a time to dream.

Once the needs, wants, and desires of the community have been fully explored, the constraints and roadblocks can be discussed. With the dream in mind and the openness that comes from sharing with one another about what is desired, a more informed conversation can be had about impediments, obstacles, and dislikes.

In addition to providing a dedicated time and space for community members to participate actively in the visioning process, this time is also important for the planning team, allowing them the opportunity to listen intently to what the community hopes to achieve from the project. Although the facilitated dialogue and exercises provide rich input, the act of simply listening to conversations being had between neighbors, acquaintances, city staff members, and city leadership with their constituents is invaluable to shaping the Plan.



Visioning Workshop Overview

Before a downtown master plan's vision and ultimate plan can be crafted, it is important to meet with stakeholders to (1) ensure a clear understanding of their desires for the future of downtown; (2) to gather local knowledge related to the issues and opportunities facing downtown; and (3) to build consensus around a multifaceted solution. As the first step in this master planning process, a visioning workshop was held by the planning team.

The visioning workshop was held on August 6, 2020, from 8:30 a.m. to 12:00 p.m., at the SeneGence Event Center (117 East Dewey Avenue, Sapulpa, Oklahoma 74066). Attendees included the planning team, stakeholder committee members, and technical committee members.

The stakeholder committee is made up of downtown property owners, business owners, and other key stakeholders who have a vested interest in the future of downtown. The Technical Committee is made up of representatives from various city departments that would, in part, be responsible for implementing portions of the Plan.

In preparation for the visioning workshop, the planning team designed a project brand and logo, developed a project website, created a public survey, and visited downtown multiples times. These matters were presented to both committees at the visioning workshop, allowing all participants to provide input on and ask questions about these initial findings. After presenting this information, the planning team led a series of exercises. These sessions are described and illustrated in the following subsections.

Opening Inspiration

Special opening remarks for the visioning workshop were given by Lieutenant Governor Matt Pinnell, who also serves as the Secretary of Tourism and Branding on Governor Kevin Stitt's cabinet. In his role of Secretary of Tourism and Branding, Pinnell oversees the Oklahoma Department of Tourism and Recreation and the state's efforts to promote tourism, the third largest industry in Oklahoma. Pinnell also serves on the Department of Commerce executive committee focusing on small business growth, entrepreneurship, and workforce development.

As a strong advocate for Route 66 (its history and tourism potential), Pinnell inspired the visioning workshop attendees to think big about their downtown, capitalize on the fact that Route 66 runs directly through downtown Sapulpa, and get excited about reinvesting in the original areas of the city.



Session Summaries

Word Cloud. The first exercise simply asked the attendees – in three, single-word answers – what made them most proud of downtown Sapulpa. Attendees responded on sheets of paper and the planning team compiled the responses into a word cloud (see **Figure B.1**). The larger the word size in a word cloud, the more times it was repeated as a response to the question. Word clouds are helpful in finding similar trains of thought between respondents.

Trends that emerged included the stakeholder and technical committees' appreciation for downtown Sapulpa's history, the Route 66 connection, their close-knit community, and downtown's unique character.

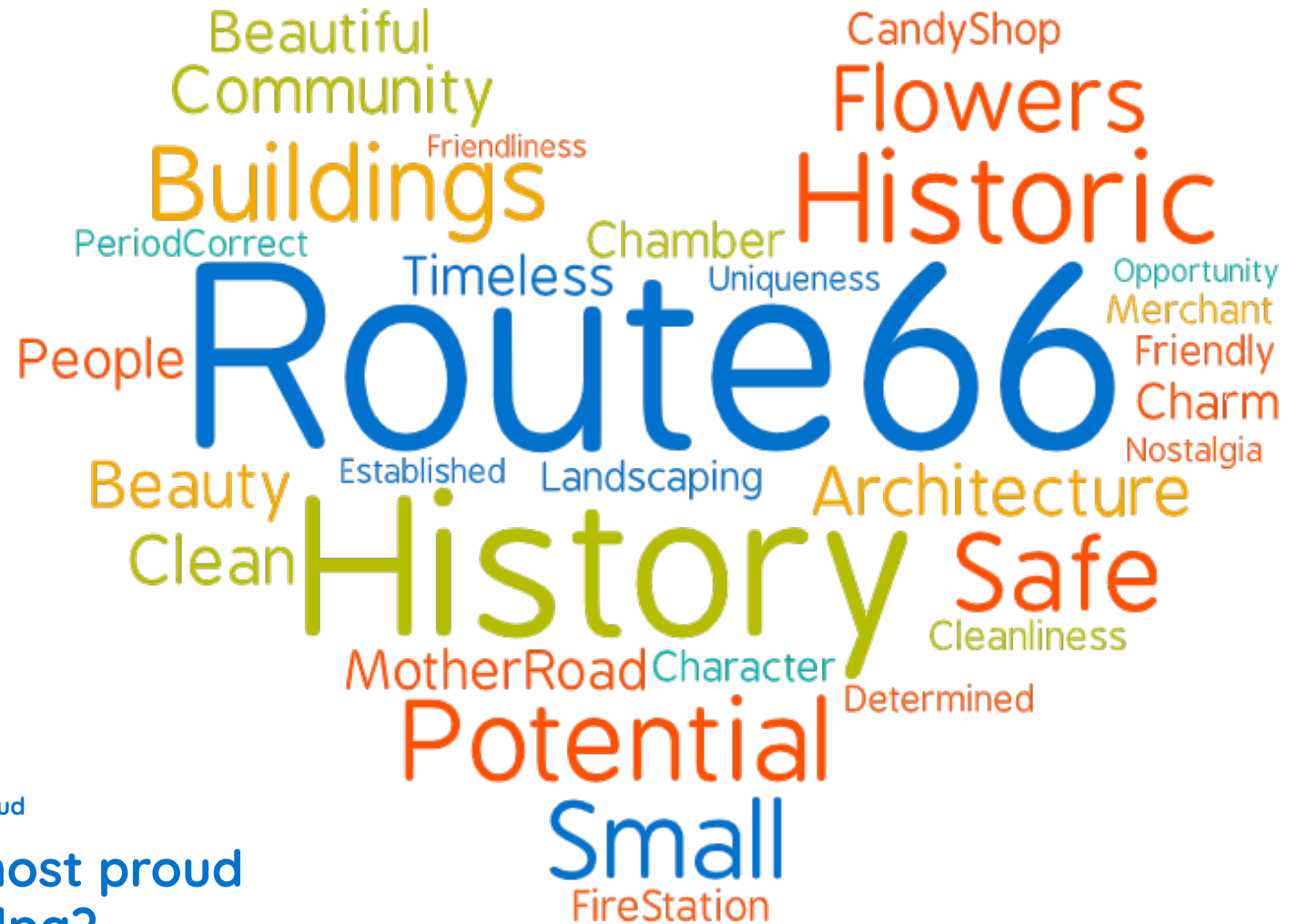


Figure B.1 Visioning workshop word cloud

What makes you most proud of downtown Sapulpa?

Needs, Wants, Desires, Impediments, Obstacles, and Dislikes. The next exercise asked attendees, in their small groups, to use sticky notes to write down their needs, wants, and desires, impediments, obstacles, and dislikes for downtown, defined as follows:

- **Needs:** We need to address this critical issue.
- **Wants:** If we had the choice, we would choose to have this...
- **Desires:** Wouldn't it be nice if..., but if we don't get it, that's okay.
- **Impediments:** Immovable objects or obstructions that we must go around. (We cannot simply eliminate them; we must define a path that minimizes or mitigates them.)
- **Obstacles:** Things that can be surmounted or changed (hopefully in our best interest); get in the way of what we want to accomplish (but not just a nuisance). (We can go over, through, or around them, but we must engage directly with them.)
- **Dislikes:** Things we just do not like; tend to be nuisances and personal; do not prevent you from achieving your goals.

Each small group was given ample time to record their responses on individual sticky notes, and then place each one on the appropriate sheet - needs, wants, desires, impediments, obstacles, and dislikes. An electronic version of the note pads was available online for additional commenting after the in-person workshop for approximately one-week on a real-time virtual commenting software called Konveio. All these responses - in-person and virtual - are recorded in **Full Documentation of Responses**.

After the small groups placed all of their sticky notes on their respective poster, the groups cycled through the stations once more to review other group responses and picked their top two favorite for each category. Each group placed their favorite responses on their own group sheet. This exercise began the narrowing process to determine which items were most important. Then, every group chose a spokesperson to report back their priorities to the entire group. **Table B.1** through **Table B.4** detail each groups' priorities, by category.

Table B.1 Group One Priorities

+ Needs
Anchor restaurant and retail Parking and walkability day and night
+ Wants
Overall beautification and common area/plaza/green space Better/more marketing of Route 66
+ Desires
Family friendly and young adult evening entertainment Update building facades
- Impediments
Demographics Proximity to Tulsa
- Obstacles
Lack of public relations and negative perceptions Lack of enough downtown events
- Dislikes
Vacancies Loitering

Table B.2 Group Two Priorities

+ Needs
People Alleys and sidewalks (walkability)
+ Wants
Destination night life Healthy business (variety) of goods and services
+ Desires
Define space, close blocks and/or brick road, alley scape, lit-up (example: Pearl Street in Boulder)
- Impediments
We refuse to all say things can't change for the good, we are made up of can-do people; Will is our hero!
- Obstacles
Parking and walkability Philosophical differences
- Dislikes
Building upkeep and lack of enforcement Lack of community

Table B.3 Group Three Priorities

+ Needs
Parking Branding
+ Wants
Consistent restoration Outdoor options
+ Desires
Nightlife Upperhousing
- Impediments
Building owners Rules are not consistent
- Obstacles
Perception Infrastructure
- Dislikes
More diversity in retail business Vacancy

Table B.4 Group Four Priorities

+ Needs
Attractions Higher median income
+ Wants
Destination district – dining, shopping, entertainment, and night life Improved walkability with alleys
+ Desires
Downtown hotel/Airbnb/short-term rentals Rooftop restaurant and brewery
- Impediments
Diverse mindset change Low median income
- Obstacles
Feasibility, money Increase market diversity
- Dislikes
Short shop hours in evenings Human skills location

Six-Word Story. The final exercise asked attendees to paint a picture of their ideal downtown using only six words. This writing exercise is attributed to Ernest Hemingway and challenged attendees to create “...an entire story told in six words. While these quick stories do not have the classic beginning, middle, and end of a traditional storyline, they have a subject and verb that give the reader a sense of what has happened...” Themes that emerged from the attendees’ stories include a revived, welcoming, historic downtown community, and destination along Route 66. All stories are as follows:

- Sapulpa reminds you of good life
- Strong people, working hard, building a future
- Vibrant destination you can experience now
- Active, progressive, growing, and friendly community downtown
- Small town, big atmosphere
- Economic renewal of a timeless town
- Welcoming, beautification, historic downtown, revitalization, destination, tourist
- A beautiful, vibrant downtown with nightlife
- Sapulpa’s vision, desires, wants and needs, future
- Discover the Route, experience yesteryear
- Sapulpa Route 66 heartbeat
- It’s time for action and change
- A Route 66 community you must visit
- Change, growth, sacrifice, dedication, patience, togetherness
- Sapulpa: Get your Kicks on Route 66
- Your hometown on Route 66
- Historic town revived, see you soon
- Sapulpa: a beautifully historic transformed destination
- Restore classic beauty in a modern way
- Big city downtown in your hometown!
- Discover Sapulpa’s historic Route 66
- Thriving community promoting prosperous, enriched families
- Promotes revenue and growth
- Quaint town that meet your needs
- Sapulpa is a Route 66 destination
- Sapulpa is beautiful, wonderful, and period correct
- Historic buildings, re-imagined vitality, crafted simplicity
- Sapulpa is a happening place!
- Significant increase in our downtown sales tax revenue
- Stroll through courtyard string lights, greenery and music

Full Documentation of Responses: Visioning Workshop

The following pages fully list the responses received regarding needs, wants, desires, impediments, obstacles, and dislikes. If a certain item was listed more than once, the number of times mentioned is listed in parentheses. Items are also groups by theme to identify common threads of thought.

+ Needs

Infrastructure Improvement (x17)

- Two-lane road on Dewey
- Fix railroad tracks
- Drainage

Funding/Incentives (x15)

- Investors
- Revolving fund for financing improvements; consortium of banks and possible grant from Bartlett Foundation
- Sales tax revenue
- Private and public funding
- Investment

Dining Options (x12)

- Brunch (x2)
- Local brewery
- Coffee

Parking (x7)

- Angled parking instead of parallel parking on Dewey (x2)
- More spaces
- Better enforcement

Walkability

- Pedestrian infrastructure (x10)
- Pedestrian alley (x2)
- Walkable downtown night and day
- Improved street crossings
- Traffic control for walkability
- Painted crosswalk

Destinations/Entertainment

- Entertainment and events (x10)
- Night life (x3)
- Live music
- Major draw attraction
- Something like Mother Road market

Business Diversity

- Business (x4)
- Art studios (x2)
- Convenience store
- More retail
- Hotel

Demographics/Customer Base

- Retain young families (x4)
- Customers
- Higher median income
- Influx of wealth
- Family
- Young adults
- Improve schools
- Jobs

Housing

- Residences (x3)
- Nicer places to rent
- More living areas downtown
- More family neighborhoods

Building Renovation/Reuse

- Utilize upper stories of buildings (x2)
- Help low/fixed income folks with their properties
- Abandoned properties
- Building beautification

Marketing/Branding

- Public relations (x7)
- Promote Route 66 (x3)
- Public relations campaign aimed at Tulsans
- Total community branding

Regulations

- Code relaxation
- Enforcement on properties that are not maintained
- Requirement for a percentage of building space with store front to be retail/restaurant

Communication/Attitudes

- Community (x8)
- Better communication from government (x3)
- Better communication overall
- Unite both halves of Sapulpa
- Support
- Physical connection
- Be different
- Vibrance

Public Space

- Patio and roof space (x2)
- Outdoor space (x2)

Aesthetics/Signage

- Landscaping (x5)
- Streetscaping (x3)
- Better signage (x3)
- Improve alleys

+ Wants

Dining Options

- Restaurants (x11)
- Rooftop/outdoor dining (x3)
- Brewery
- Ice cream
- Sports bar

Business Diversity

- Retail and services (x12)
- Food market
- Barber/nail salon
- Retail destination
- Weekend flea market
- Convenience store downtown
- Office spaces/office jobs

Business Operations

- Later hours for businesses (x3)

Funding/Incentives

- Lower sales tax/create special taxing district in target area (x2)

Walkability

- Pedestrian infrastructure (x26)
- Connectivity (x3)

Public Space/Street Life

- Improve alleys (x4)
- Pet-friendly (x2)
- More benches
- Community garden
- Kid area

Infrastructure Improvement

- Improve side streets
- Striping of streets

Lighting (x5)

- Use of neon lighting for Route 66 emphasis (x2)
- More historic lighting downtown

Building Renovation/Reuse

- Restored buildings/refurbish upstairs (x2)
- Low vacancy

Communication/Attitudes

- Community involvement in downtown

Transportation (x3)

- Move truck route from downtown
- Transportation shuttle
- Trolley
- Streetcar

Parking

- Angled parking (x4)

Regulations

- Less restrictions from National Preservation
- Open container laws

Aesthetics/Signage

- Beautification (x8)
- Wayfinding (x3)
- Highly attractive/facelift (x2)
- Signage (x2)
- New robust landscaping (x2)
- Murals
- Decorations on Route 66
- Overhead signs spanning Dewey on each end of target area celebrating Route 66

Destinations/Entertainment

- Events (x8)
- Entertainment (x8)
- Night life (x3)
- Family attractions (x2)
- Destination attraction
- Music mecca
- Enough to do that you could spend the whole day downtown
- Community event board

Public Space

- Outdoor gathering spaces (x18)

Lodging (x3)

- Short-term rentals
- Boutique hotels

Marketing/Branding (x2)

- Capitalize on association with Route 66 – good photo places for visitors that are uniquely Sapulpa (x3)
- To be the jewel of Route 66
- Increased awareness and better utilization of Chamber of Commerce and Main Street
- Map showcasing key areas (museums, chamber, parks, library, community theater, restaurants, etc.)

Technology

- Wi-Fi connectivity
- Better communication community-wide, more than internet, more TV coverage

Housing

- More living spaces (x2)
- Residents

+ Desires

Parking (x13)

- Need parking plan
- Improve street parking
- Shuttle to/from parking areas
- Parking authority
- Parking garage

Destinations/Entertainment (x9)

- Events (outside music, Rock the Block, movie nights) (x11)
- Night life (x4)
- Family friendly activities downtown (x3)
- Route 66 roadside attraction (x2)
- Photo booth
- Promote the lake
- Engage events to coordinate with food/drinks
- Something like Mother Road market in Tulsa
- Improve community theater coordinating with events, food, etc.

Business Diversity

- Retail (x12)
- Vintage arcade
- Concert hall
- Sports bar
- Trampoline/rock climbing place
- A few big chains as anchors
- Shopping district
- Men's clothing
- Apothecary from Schitt's Creek
- Sporting goods
- Record store
- Cigar shop
- Walk-up ATM

Aesthetics/Signage

- Wayfinding and fun/neon signage (x6)
- Murals
- Light pole banners
- Restore more of the "ghost signage"
- Landscaped Highway 97
- Additional greenery
- Courtyards with string lights and potted plants
- Eco-friendly
- Visually appealing trash cans, pet waste stations

Lighting

- Historic lighting (x2)
- Additional lighting on Dewey (x2)
- Additional lighting on north-south streets (x2)
- Permission from ODOT to implement lighting on Route 66

Marketing/Branding

- Improve marketing (x4)
- SeneGence is investing in us, let's invest in showcasing them (x3)
- Branding (x2)
- Radio/local podcast
- Main Street focus

Dining Options

- Restaurants (x21)
- Outdoor dining (x4)
- Microbrewery/tap room/restaurant with bar (x3)
- Ice cream parlor (x2)
- Brunch (x2)
- Roof top areas/bar (x2)
- Small deli shop
- Bakery
- Brick oven pizza
- Chocolatier
- Sushi
- Business incubator with food options

Housing (x3)

- High end living spaces
- Remodel houses around downtown

Walkability

- Pedestrian improvements (x2)
- Connected trail system
- New sidewalks

Public Space/Street Life

- Outdoor spaces (x14)
- Alleyscapes and repairs (x3)
- Created gathering space on Route 66
- Patios
- Pavilion
- Resting area at courthouse

Funding/Incentives

- Money (x2)
- Business incentives

Transportation

- No large trucks on Dewey (x2)
- Striping of streets and crosswalks

Infrastructure Improvement (x19)

- Underground utilities
- Green roofs or rain gardens for stormwater management projects – capture rooftop rainwater to water the greenery

Building Renovation/Reuse

- Refurbished facades and storefronts (x4)
- Clean up slum buildings – comfort walking downtown
- Keep improving/updating big buildings, parking, etc.

Lodging (x7)

- Airbnbs (x2)
- Boutique hotel

- Impediments

Current Businesses (x14)

- Building/business owners (that do not keep their properties up or work for the common good) (x12)
- Property owners unwilling to sell property
- No common vision

Parking (x3)

Public Relations (x4)

- Lack of hard marketing

Housing (x3)

- Low income housing in downtown

Business Operations

- Operating hours (x3)

Walkability (x2)

Funding/Incentives

- Money (x5)
- No resources to fix buildings/high renovation costs (x2)
- High sales tax
- Attractiveness to entrepreneurs with money

Business Diversity

- Lack of retail variety
- Better outline for new businesses coming to town
- No requirement on business types on Dewey

Public Space/Street Life

- Spaces (x4)
- Lack of green space

Transportation

- Route 66 (x2)
- Truck route
- Too many changes affecting the road - we must receive approval for any changes
- Traffic flow
- ODOT
- Traffic enforcement

Building Stock/Condition

- Dilapidated properties (x2)
- Vacant or under maintained buildings

Competition with Tulsa (x2)

Infrastructure

- Infrastructure (poor roads, sidewalks, etc.) (x19)
- Flooding/insufficient downtown drainage due to topography (x6)
- Railroad tracks (x2)
- Burying electrical and phone lines
- Lack of manpower to build infrastructure

Lack of Tech Savviness

Demographics/Customer Base

- Demographics (x8)
- Community median household income (x3)
- Lack of foot traffic
- Client market/customers

Government/Regulations

- Codes and government (x5)
- Government regulation
- City Council
- Rules need to be consistent

Communication/Attitudes

- Negative attitudes (people set in their ways, unwilling to change) (x4)
- Negative perceptions (x3)

Homeless/Drug Use

- Parole office and drug testing place
- Homelessness
- Drug use

- Obstacles

Funding/Financing

- Money (x9)
- High tax rates (x4)
- Sales tax dependence
- No incentives/partnering from city (x2)
- Funding options for improvements to buildings
- Lack of partnership and support (x4)

Housing (x4)

- Low income housing (x2)
- Rent rates
- Downtown apartments

Parking (x5)

Demographics/Customer Base

- Lack of people (x12)
- Low median income (x2)
- More young people (x2)

Lack of Outdoor Gathering Spaces (x13)

Business Diversity

- Retail (x2)
- Service business in prime retail
- Too many dispensaries
- Lack of diversity

Building Stock/Property Condition

- Blight/worn down structures (x3)
- Vacant buildings (x2)
- Old Sonic building
- Lack of buildings with restaurant potential
- Fix water problems in buildings
- Northeast and southeast corners of Maple and Dewey

Building Ownership

- Building owners (x5)
- Absentee ownership (x2)
- Building owners not selling
- Business owners parking in front of their businesses

Business Operations

- Downtown open later

Government/Regulations

- Zoning (x2)
- City needs business advocate to troubleshoot
- Status quo, especially "Good Ole Boys" City Council

Technology

- Feasibility of internet

Infrastructure Improvement

- Infrastructure (x5)
- Electrical lines
- Railroad track repairs

Transportation (x2)

- Truck routes
- ODOT

Communication/Attitudes/Perception

- Communication (between government, residents, investors, and owners) (x6)
- Attitudes (resistance to change, low morale, negative social media) (x4)
- Changing opinions of Sapulpa (x2)
- Public perception/poor image (x2)
- False information
- More church involvement with downtown

Marketing/Branding

- Public relations and marketing (x8)
- Huge need for branding unity (x2)
- Lack of positive publicity
- School pride – drive teens from high school down Main
- Street other than parades

Lack of Lighting (x2)

Aesthetics/Lighting

- Hobson
- Dewey
- Property signage

Drug Use/Loitering (x3)

- Drug court location

- Dislikes

Marketing/Branding

- Lack of community pride/Sapulpa does not toot its own horn (x6)
- Need more positive community public relations

Community/Attitudes/Perception

- Negative attitudes (“stuck in the past,” social media ugly attitudes) (x6)
- Lack of communication (x2)
- Lack of involvement
- Tulsa’s image of Sapulpa

Infrastructure Improvement

- Infrastructure (x16)
- Rough railroad crossing

Walkability (x2)

- Lack of pedestrian infrastructure (sidewalks, crossings) (x7)

Technology

- Need better internet

Funding

- Not enough funds for maintenance (x2)
- Cost of doing business

Building Stock/Property Condition

- Worn down buildings, disrepair (x3)

Aesthetics/Lighting

- Landscaping (x3)
- Alleys (x2)
- Dog poop (x2)
- Size and type of trees downtown

Government/Regulations

- Code enforcement
- No opportunity provided by city for good quality franchise or new business
- Government competing with private sector for local acquisition of property

Transportation (x5)

- Trucks (x3)
- Permitted oversize semi loads (x2)
- Not using the trolley
- Downtown speed limit

Parking (x3)

- Occupants taking prime parking spots

Public Space/Street Life

- Lack of public spaces/gathering areas (x2)
- Lack of green space

Business Diversity (x15)

- Restaurants/lack of dining (x4)

Current Businesses

- Vacancy (x3)
- Pablo’s Storage Lot
- Unwanted businesses (dispensaries, Human Skills, bail bonds, drug rehab, auto mechanics, DUI, and drug testing) (x4)

Business Operations

- Operating hours (stores are not open late enough, closed Sundays) (x11)

Customer Base

- Nobody to stay open for

Loitering

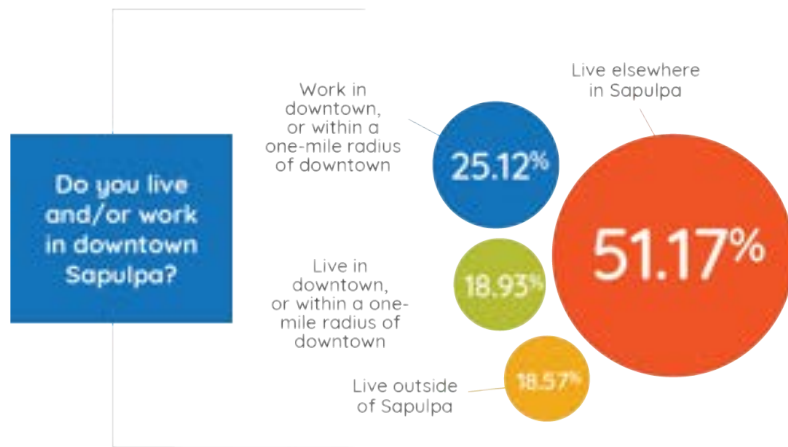
- Homelessness (x3)
- Loitering/smoking in front of businesses (x3)

Housing

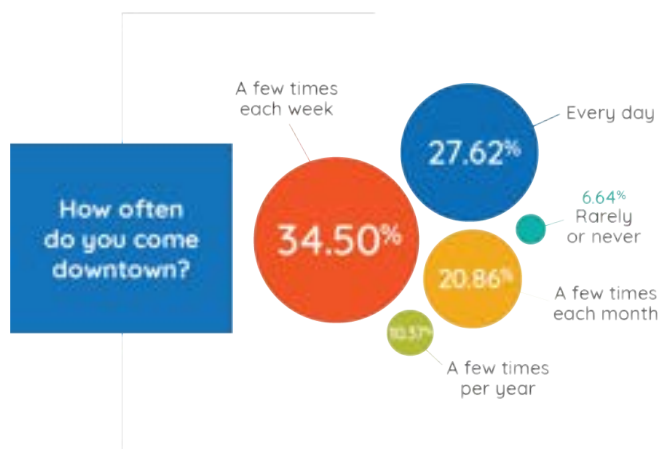
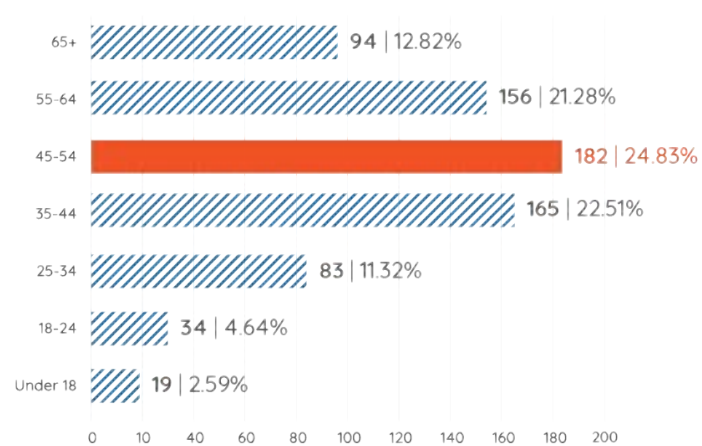
- Low-income housing downtown (x2)

Public Survey

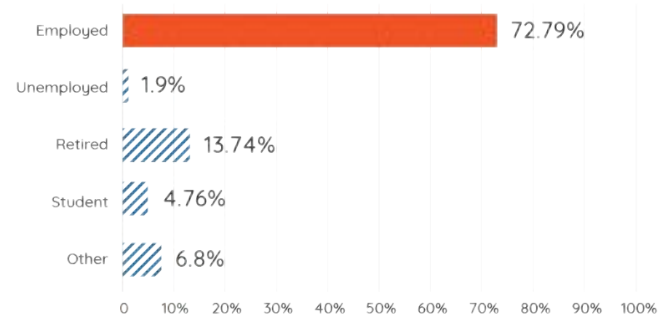
The public survey was conducted from July 9, 2020 to September 27, 2020 and received 863 responses. Given Sapulpa's population, the public survey is statistically significant with a 95 percent confidence interval and a 3.25 percent margin of error. The survey was available online at the project website (www.downtownsapulpa.com) or via paper copy, and was advertised by direct mailers, the project website, the city website, press releases, social media, the Route 66 Blowout, and email blasts. The following pages illustrate a summary of the findings through graphics.

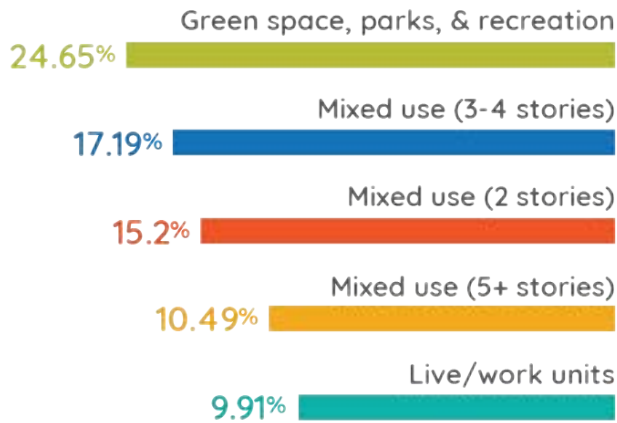


How old are you?

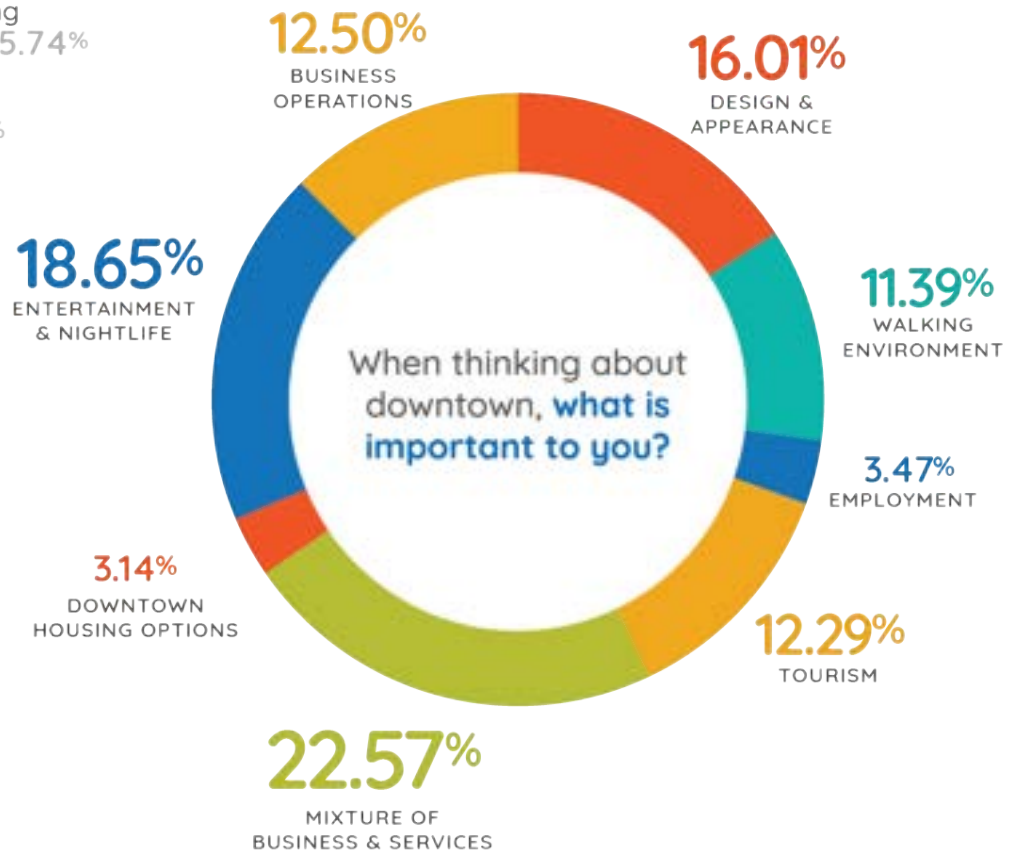
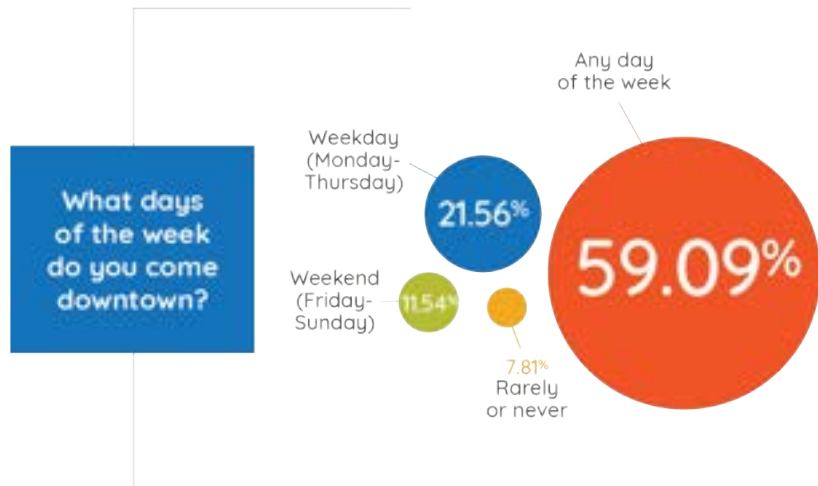
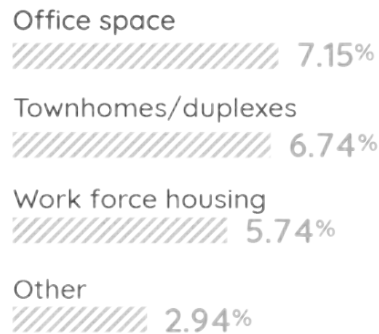


What is your employment status best described as?





Which development types are most needed and appropriate in downtown Sapulpa?



How You Rated...

(1 = poor / 5 = excellent)

Current level of satisfaction
with **business operations**:

★★★ 2.45 Parking

★★★ 2.26 Business Variety

Desirability of **entertainment/
nightlife activities**:

★★★★ 3.46 Events & Festivals

★★★★ 3.00 Nightlife
(e.g., pubs, bars, live music, concerts, etc.)

Support for downtown **housing types**:

★★★★ 2.72 Apartments

★★★★ 3.56 Mixed-Use Residential
(e.g., retail on the first floor with apartments on the floors above)

Support for downtown **business types**:

★★★★ 4.18 Restaurants & Nightlife

★★★★ 3.55 Mixed-Use with Housing
(e.g., retail on the first floor with apartments on the floors above)

Importance of:

★★★★ 4.46 Lighting & Safety

★★★★ 4.29 Comfortable Outdoor
Seating & Sidewalk Dining

★★★★ 4.24 Events & Festivals

★★★★ 3.81 Start-ups

Support for downtown **design approaches**:

★★★★ 4.36 Building Rehabilitation

★★★★ 4.23 Exterior Facade Enhancements
of Downtown Buildings

Planning and Design Charrette

Purpose and Overview

While the visioning workshop lays a sturdy foundation for what the Plan should consider and include in the final product, the charrette takes a deeper dive into specific topics of the Plan. The charrette produces a consensus-built conceptual plan (but not final!) based on iterative feedback.

Members of the public, Stakeholder Committee, Technical Committee, and elected officials worked together to ensure a clear understanding of their desires for the future of downtown, to gather local knowledge related to the issues and opportunities within downtown, and to build consensus around a multifaceted solution: this Plan. The charrette advances the creation of the Plan through conversations and responses to the data presented by the planning team. The locals' insight, combined with the planning team's expertise, focuses the plan on preferred transportation, land use, development, redevelopment, and enhancement concepts.

The charrette took place over three days, October 20-22, 2020, at the SeneGence Event Center (117 East Dewey Avenue) in downtown Sapulpa. The Stakeholder Committee and Technical Committee met with the planning team multiple times in order to pass on their insight into the downtown's issues and opportunities and crucial aspects to the Plan.

Between each session with the committees, the public, and Sapulpa staff members, the planning team was able to study the information given, summarize the feedback, create concepts for the plan, and/or alter the concepts according to the input received. A summary of each day's activities and outcomes is provided on the following pages.



Day One

The charrette started with a brief presentation detailing the charrette's purpose and process. The planning team then presented the existing conditions of downtown; an analysis on positive and negative building elements; a breakdown and summary of market assets and constraints, market positioning strategies, and revitalization opportunities; the public survey analysis; and a recap of the Visioning Workshop.

From there, the committees completed a series of exercises generally focused on identifying the opportunities and constraints within downtown.

The planning team split the committees into six groups and asked the groups to cycle through series of questions categorized by topic based on the existing conditions presented by the planning team. These six topics included:

- Land Use and Development;
- Urban Design, Aesthetics, and Street Life;
- Transportation and Parking;
- District and Business Operations;
- Economic Development and Vibrancy; and
- Architecture and Facades.

These topics were arranged in stations; the groups answered specific questions related to each topic. Their responses were recorded on large post-it sheets for everyone to see. This way, each person could visibly see the thought process; this is a critical element of a charrette. The full record of all charrette exercises is included in **Full Documentation of Responses: Planning and Design Charrette**.

In the afternoon, the Technical Committee included representatives from ODOT and allowed for interaction and discussion between technical experts to discuss the unique placement of Route 66 through the center of downtown Sapulpa and explore options for how to best celebrate the history of the Mother Road while creating a safe and vibrant downtown. This meeting allowed the planning team to ask technical questions, prior to concept generation. The discussion focused on Dewey Avenue/Route 66, and its current designation as a state highway. The planning team needed to know the constraints and challenges facing a streetscape project on a state controlled highway and what steps the city may need to take to achieve the collective vision that the Plan would capture.

What's the purpose of a charrette?

ASSEMBLE

Assemble decision makers, such as city staff members, elected officials, business owners, developers, property owners, neighborhood associations, and other stakeholders.

COLLABORATE

Collaborate with the decision makers in information sharing about downtown, iterative improvement concepts, and feedback and revisions.

FINE TUNE

Fine tune development and other improvement concepts through strategic conversations with stakeholders, the public, the city, and involved agencies.

CREATE

Create a community-driven, realistic plan, grounded in market and economic reality.



Day Two

Day two started with a review session with the Stakeholder Committee and Technical Committee to review themes and concepts that emerged from poster comments, analysis from the planning team, and the meeting with ODOT. After a brief presentation, the group was able to review and comment on the concepts and initial streetscape designs. The planning team spent the remainder of the afternoon reviewing and compiling information to begin generating ideas and conceptual plans for the public open house that evening. The public open house was the primary activity scheduled for day two but required the creation of initial concepts from the planning team. They produced street section concepts to visualize layouts of different sidewalk widths, amount and widths of driving lanes, and other pedestrian infrastructure options for downtown. They also developed proposed prioritization levels for streetscape project locations, with Dewey Avenue being priority one.

Prior to the open house, the committees were brought back to preview the public open house and encouraged to stay and act as champions for the Plan by explaining and discussing the topics and ideas with the public. The two-hour public open house finished the day and resulted in much feedback from the community on the existing conditions and future of downtown Sapulpa. Detail on Public Open House #1 is provided in **Public Open Houses**.

Day Three

The last day of the charrette began with an internal review among the planning team of the feedback generated during both prior days of the charrette with a focus on the ideas and content generated by the public during the open house. The planning team studied the feedback and began to integrate it into the maps and policy recommendations.

The planning team took time in the morning to discuss and deliberate over the direction and content of what would be integrated into the Plan based on the engagement activities completed throughout the earlier sessions. The conceptual future land use plan combined the interactions and public engagement and feedback gathered by the planning team.

The final session of the charrette gave the Stakeholder Committee and Technical Committee a chance to review the narrowed concepts and recommendations to provide comments and direction. Attendees provided written and verbal reactions to the content as they reviewed the critical ideas and issues facing downtown Sapulpa and the conceptual plans.



Full Documentation of Responses: Planning and Design Charrette

The following pages fully list the responses received regarding the various station topics. Please note that the following comments are only from the Stakeholder Committee and Technical Committee members. If a certain item was listed more than once, the number of times mentioned is listed in parentheses.

Transportation and Parking

Where is traffic congested? High crash locations?

- Main and Dewey (x3)
 - No turn lanes
 - Need a turn light
- Main and Hobson (x5)
 - Hobson and Main need a turn light
- Main and Lee (x2)
- Poplar and Dewey
- Dewey and Water
 - Hard to see around parked cars when pulling out onto Dewey
- Dewey and Oak
 - Can't see around the cars
- Delivery trucks (x2)
 - Delivery trucks throughout
 - Delivery truck elimination
- Remove semis from Dewey (x2)
- Need blinking turn signals everywhere, traffic lights exist (x2)
- Park light

Where is it difficult to walk in downtown? Where are the missing pedestrian connections?

- Crossing the street on Dewey, all intersections
- Ovarions sidewalk (x2)
- Mid-block crosswalk at Berryhill Apartments
- Alleys (x6)
- All along Dewey Street (x4)
- Water Street sidewalks
- It's difficult to cross the street, like playing real life Frogger
- ADA
- Sidewalks on Park, Water, Hobson
- Transportation

Where is it difficult to bike in downtown? Where are missing bike connections?

- All downtown (x6)
- No designated bike lanes (x3)
- Biking should not be allowed downtown
- Connect bike paths / routes to education and healthcare zones - high school, hospital
- Put bike lanes and parking everywhere
- No biking

If parking improvements are made downtown, where should they be located? Be specific.

- Angled parking (x6)
 - Angled parking on Dewey
- Reverse angle parking
- Dewey
- Garage at Hobson and Park Street
- Need a parking authority
- Take down the fence for judges and county employees so space can be used in the evening
- Parking management needed
- Take down human skills building and make it a parking lot it has no historic value (x2)
- Private lots daytime, open at night (x2)
- 2 lane Route 66 with angled parking
- Maintenance of sidewalks
- Between Water and Park

Economic Development and Vibrancy

What areas of downtown are primed and ready for economic development?

- Hobson Street (x18)
- Dewey (x3)
 - Dewey between Park and Water
 - Dewey West
- All
- OG&E

Identify places downtown that you consider underutilized resources.

- Alleys (x10)
- Dewey and Hobson area
- OG&E (x6)
- 2nd stories / upstairs buildings / upper floors (x7)
- Empty / vacant buildings (x4)
- Areas behind buildings (x2)
- Gigi's (x2)
- Corner park
- Dewey and Water
- Route 66
- Gazebo
- Most buildings
- Ice house areas

What attractions, programs, and events would you like to see downtown that do not currently exist?

- Community Christmas tree (x2)
- A 2nd major event in the fall
- Park behind Hobson
- Pedestrian alleyway between Park and Water
- Dining (x3)
 - More dining options (deli, general, grocery)
- Music festival - "hop jam"
- Nightlife (x4)
 - Sports bars (night life)
 - Bars
- Live music (x4)
 - Friday night concerts
 - More outdoor music (x2)
- "Date night" destinations (x4)
- Route 66 festival
- Beer / wine festival
- Lighted alley ways
- Pizza - brick
- Pubs with dining
- City wide garage sale
- Lack of family events
- Outdoor eating that is also pet friendly (x2)
- Festivals of any kind (x2)
 - Family-friendly nightlife
- Outdoor entertainment venue (OG&E)
- An event manager
- A marquee like the old American Heritage Bank time and temperature sign
- Walkability for everyone
- Bright lights
- Any
- Workout / fitness studio
- A general store (i.e. "Rose Apothecary") NOT Dollar General

List the places you consider downtown attractions.

- Historical museums (x3)
- Historical society (x3)
- Gigi's (x2)
- Banks (x2)
- County Courthouse (x5)
- Chamber office
- Heritage Park (x5)
- Coffee shop / CTX (x2)
- OG&E
- Ice house areas
- Library
- Ovations
- Dewey Street market
- Pat's Place
- Martha's Corner (x2)

District and Business Operations

What can be done to improve business operations in the district?

- Would love to see smoke free
- Hours of operation (x10)
 - Open later (x4)
- Improve internet - fiber optic (x2)
- Communication between business owners
- Improved lighting (x3)
- More inviting environment (x3)
 - Lighting, decoration, etc.
- Infrastructure repairs - alleys (x2)
- Bury power lines in alley between Park and Water
- More bright colors
- Marketing
- Employees parking in front of the shops / buildings (x3)
- More parking
- Awareness and reimagine of type of business
- Designate a percentage of building fronts for restaurant and retail
- Get semis off Dewey Street (x3)
 - Reroute the semi-trucks
 - Remove truck route off Dewey
- Pedestrian alleyway between Park and Water
- Education on tax credit, grant opportunity for change

What operational issues exist in the district?

- Water (x2)
 - City and storm flooding sub structures
- Water quality
- Flooding
- Open on Sunday
- Overhead utilities (x2)
- Streets and sidewalks (x3)
- Low rents deter development

- Liason between city and business owner for a change (x2)
- Parking in rear of buildings
- Have enough open and going on to make it worth a trip downtown (x3)
- Lighting and walking areas (x3)
 - Do people walking after sundown feel safe?
- Well-lit and clean alleys to make it easy to get around

What maintenance issues exist in the district?

- Old infrastructure
- Alleyways (x8)
 - Bad alleys
 - Too much overhead electric
 - Dark alleys x2
 - Alleys improved
- Public trash cans
- Maintenance of sidewalks, planters, awnings (x3)
 - o Uneven sidewalks
- Maintenance of crosswalks
- Building owners neglecting buildings (x3)
- Street repairs
 - Band aid, patchwork uneven
- Codes (x2)
 - Code enforcement
 - Historical codes
- Trees (x2)
- Visibility
- Decorations lacking
- Big Christmas stuff
- Inconsistent lighting
- Water (x2)
 - Rainwater control
 - Water flow

- Enforce code (x4)
 - Code not enforced
- Roof failure on several buildings and owners do not maintain (x3)
- Litter and public trash cans (x2)
- Maintenance of sidewalks, planters, awnings (x5)
- Maintenance of crosswalks
- Building owners neglecting buildings (x7)
- Decorations lacking
- Alleys (x5)
 - Get rid of cats and skunks (x3)
- OG&E has shallow gas lines making improvement difficult
- Big Christmas stuff
- Waterflow (x2)
- Rainwater control
- Code enforcement (x12)
- Uneven sidewalks and trees (x7)
- Had to park by trees with rocks and passenger to

District and Business Operations (Continued)

What marketing/branding/identity issues exist in the district?

- Master parking plan
- Parking authority
- Create something marketable
- Loitering
- Communication as a collective
- Park behind Hobson
- Capitalize on Route 66 (x6)
 - Signage neon
 - Restaurants
 - Boutiques
 - Entertainment
 - Focus on Route 66 Historic District
 - Promote Route 66 all over
- Dress up neighborhood (houses) around downtown corridor
- Branding (x2)
 - Need a brand
- Marketing
 - Need more and better marketing
- Identity (x2)
 - Need an identity with connection to Route 66
- Downtown festivals and events (x3)
- Sapulpa is known as manufacturing town (x2)
 - “Sapulpa is easy to get to from Tulsa”
- Poor perception of our town, need to change perception (x3)
- Music
- Nightlife
- Assessment district
- Enjoyment of the area
- Need to be marketed as a destination, area to visit (x2)
- Give people a reason to stay (x2)
 - Reasons to stay and visit
- Intentional downtown usage
- School district (x4)
 - Better the perception
- Pole banners, signage
- Being different
- Make it more attractive for young families
 - Family destinations and activities

Land Use and Development

If additional housing is desired, where should it be located? What kind of housing should it be?

- Upstairs / above retail/ top floors of tall buildings (x12)
- Lofts (x2)
- Side streets (x2)
- Condo (x4)
 - Condos and townhomes to allow ownership
- Apartments (x2)
- Market rate (x2)
- In transition area to fill single family
- Mixed use (x2)
- Studio / garage
- Residents of downtown need accessible, covered parking
- Short term
- Hotel
- Use existing space
- Historic buildings
 - Historically compliant main structure apartments or townhomes

What land uses are missing or are desired in downtown?

- Restaurants and dining (x15)
 - Date night destinations
 - Patio seating
 - Rooftops
- Nightlife (x10)
 - Pub
 - Drinks
 - Serious mixed drink bar
 - Rooftops
 - Patio seating
- Specialty stores (x3)
- Shopping

- Entertainment (x15)
 - Venues
 - Music (x2)
 - Hotel (x5)
 - Boutique hotel
 - Long-term lease
 - Appropriate parking (x2)
 - Expand existing parking
 - ADA
 - Convenience store (x2)
 - Park (x4)
 - Park for kids with eating space, music, drinking
 - Central park
 - Green space (x2)
 - Walking trail for history walk
 - Community eating spaces (x2)
 - Seating for walkers
 - Photo of place on Route 66
 - Groceries
 - Library and community center at OG&E
 - Downtown general store, i.e. "Rose Apothecary"
NOT Dollar General
 - Alley art

What land uses are out of place in the district?

- Human Resources (x12)
- Human Skills (x8)
- Probation (x4)
- Parole office (x2)
- Drug classes (x3)
- Auto (x16)
 - Auto repair (x9)
 - Body shops
 - Used car lot
 - Auto sales (x5)
- Pot shops / dispensaries (x4)

- Low income housing
- Elderly housing
- Drug rehab
- Recycle business
- Dilapidated storage buildings - junk (x3)
- Metal buildings (x3)
- Historical buildings with modern changes (x3)

What land uses need to be preserved?

- Retail x3
- Historic buildings / older buildings / historic look (x4)
- Brick and rock buildings
- Residential
- OG&E / Ice House (x6)
- Existing parking
- Martha's corner (x6)
- Coffee and candy shop (x2)
- None

Architecture and Facades

Should there be a building height restriction?

- 4-5 stories
- Max 8 stories, no minimum (x2)
- Not a huge concern! No minimum, 6 story max (x3)
- Yes
- Height restrictions for building signs
- No high-rise parking in historical district (x2)
- Yes in historic district
- Historic district – 5 stories; beyond historic district – no
- No (x3)
- 4 stories (x2)
- Old City Hall
- This isn't Paris!
- What about a building that floor 1-2 is parking and 3-5 are living spaces

What are the best landmark buildings in downtown Sapulpa?

- Old City Hall (x2)
 - Looks like Ghostbusters
- Courthouse (x9)
 - Courthouse steps
- Berryhill (x7)
- Wells (x7)
- Colins Building (x7)
- Do one of the buildings on Hobson so nice that it sets a high bar for what we can do
- The 3-story bell building with Pat's Place

What about your favorite buildings make them your favorite?

- Various colors of brick buildings (x2)
- Columns and designed like the state capitol (ours was first) (x2)
- Art deco architecture
- Historic design / historic feel / history and looks (x6)
- Restored / preserve history and detail (x2)
- The fact that everything is unique, everything isn't the same style
- Odd Fellows building – corner spire – Park and Davey (x2)
- Rooftop signage – neon
- The façade on the bell building
- No metal siding
- Turner building – history – 9 N Water
- 100F Building – design - 126 E Davey
- 201 E Davey – design
- Old brick / façade / exposed stones (x2)
- Historic brick fronts

What makes you want to walk/enjoy your walk?

- Business to draw the crowds / vibrant businesses (x2)
- Restaurant for lunch
- Retail
- Pedestrian alleys – no powerlines visible
- Nature and peace
- Streetscapes (x4)
- Historic buildings (x3)
- Visible storefronts
- Active sidewalks / community
- Visual interest points
- Curiosities around the corner
- Lighting and security

- Landscaping
- Flowers (x3)
- Outside dining (x4)
- Music (x3)
- Clean (x2)
- Elimination of vagrants / homeless
- Bright / fun lighting / LED color lights, streetlamps (x5)
- Would love a nice alley between Park and Water
- Is it safe? / safety (x2)
- Feeling of “eyes on the street” (x2)
- Music they play at chamber
- Shops / stores / restaurants to go in along the walk
- Busy streets and business
- Attractions of windows
- Sidewalks (x6)
 - Better sidewalks
 - Even sidewalks
 - Wide sidewalks (x3)
- Entryway into downtown
- Crosswalks
- Connect interest points with green and hardscape, parks and plazas

What recreational and entertainment opportunities are desired in downtown?

- OG&E (x8)
 - Multipurpose venue at OG&E (x5)
 - Repurpose OG&E site into a music venue, urban park, food trucks, gallery space (x3)
- Events (x4)
 - Beer/wine and music festival (x2)
 - Festivals
 - Food, beer, and music festival
- Entertainment (x2)
 - Live music (x2)
 - Family-friendly nightlife
- Parks (x4)
 - Dog park
 - Crossfit park
 - Green space
- Bars (x3)
 - Clubs
- Food and dining (x7)
 - Food truck lot
 - Restaurants (x3)
 - Coffee
 - Outdoor dining
- Retail
 - More retail
- Bike paths
- Residents
- Walkable streets
- Limit the number of dispensaries
- E-sports

Should new parks or green space be developed in downtown? If so, where?

- Yes! (x3)
- Seating
- Yes, street corners (x2)
- Alleys (x9)
 - Walking alley between Park and Water
 - Green space in alleys
- Yes, behind Hobson (x6)
- Want something no one else has
- Community seating- tables for outdoor picnics, eating at corner of Hobson and Park – currently a parking lot (x3)
- Yes, wherever possible
- Put park west of OG&E location
- Get rid of metal buildings for small parks
- Turn lanes on Dewey and Main
- Stage
- Rest station on Dewey

What aesthetic improvements need to be made? Where?

- Sidewalks (x6)
 - Fix sidewalks (x2)
 - Wider sidewalks (x4)
- Prioritize Dewey
- Building fronts / facades (x3)
- Landscape (x4)
 - Fix planters
 - Trees
 - Uniform trees
- Light pole décor
- Something that attracts the eye
- Parking on Main
- Music along Dewey
- Lights (x4)

- Building fonts returned to original aesthetic (x2)
- Murals
- Ghost signs
- Human skills and services relocation (x2)
- Historic code enforcement and improvement appeals

What opportunities exist in the district to improve aesthetics and street life?

- Bright colors
- Landscaping (x4)
 - Planters
 - Greenery
 - Common curbside theme
- Signage (x7)
 - Gateway elements at tracks
 - New signs entering downtown (x3)
 - Historic signs
 - Business signage
 - Elements to hang from light poles / buildings
- Photo ops (x5)
 - Selfie station (x3)
 - Route 66 photo ops
- Sculptures
- Lighting (x7)
 - Alleyway lights
 - Need more lights
 - Cool lights
 - Historic style streetlights
- Music along Dewey (x2)
- Rock the Route

Additional Questions or Concerns to Address

- Owners sitting on empty buildings (x2)
- Transitioning to market rent for residential uses (x2)
- How do we pull investors / real estate developers to Sapulpa? OKC has Economic Development Alliance, Gary Brooks, Ron Bradshaw... who are these leaders and entities for Sapulpa / Tulsa? (x2)
- Varied marketing usage / ideas. Someone responsible for ongoing market event and city to ALL segments - seniors, youth, commuters, businesses, minorities, bedrooms
- Public art and murals (x2)
- Low rents deter reinvestments
- Notification of all outlets - news, TV, all
- To attract street level business (most will be smaller shops, etc.) need affordable rental space allowing entrepreneurs to net profit. A small business owner said this is a problem.
- Offer financial incentives to get private investment into the downtown business district (x2)

Public Open Houses

Public Open House #1

The public open house was on October 21, 2020 from 5:30 p.m. to 7:30 p.m. at the SeneGence Event Center in downtown Sapulpa. The open house was advertised to the public through the city's social media accounts, partner organizations' social media accounts, the project website, email, a press release, and other various outlets, resulting in over 100 attendees.

The participants were greeted by a member of the planning team and given an introduction to the downtown planning process and directions for the evening. There were a number of stations created for the public to inspect and give feedback on. During the open house, the public had the opportunity to answer all the same questions the committees had answered the day prior. Their responses were captured in the same way as the committee's answers. There was much overlap between the public's responses and committee's responses. For a list of all responses, see **Full Documentation of Responses: Public Open Houses**.

As the event was informal and did not include a formal presentation, members of the planning team were stationed around the room to clarify information, answer questions, and gather additional input through written comments and one-on-one or group conversations.

Public feedback was plentiful. While topics of interest and conversation were mixed, the necessity of preserving the historic character of downtown, increasing attractions and programming, and improving pedestrian infrastructure and traffic conditions rose to the surface as prominent sentiments shared by the varied groups represented at the open house.

Public Open House #1 Stations

The first public open house was set up in a circular fashion, allowing attendees to start at the beginning station and flow around the room to work their way through all the stations. Seven stations were included in the open house and at least one representative from the planning team was stationed at each area to answer questions and engage with attendees. These stations included:

1. Sign In
2. About the Project
3. What's Going On?
4. What We've Heard
5. Issues/Opportunities
6. Initial Ideas
7. What Did We Miss?



Public Open House #2

The second public open house was on March 10, 2021 from 5:30 p.m. to 7:30 p.m. at the SeneGence Event Center in downtown Sapulpa. Nearly two hundred attendees were present. The open house was advertised to the public via the project website, the city's and partner organizations' social media accounts, email blasts, press releases, and other various outlets.

Similar to the first public open house, participants were greeted by a member of the planning team and given an introduction to the downtown planning process and progress to date. There were a number of stations with concepts for the plan created for the public to give feedback on. Responses to the concepts were written by participants and captured by the planning team. For a list of all responses, see **Full Documentation of Responses: Public Open Houses**.

The informal event did not include a formal presentation. Rather, members of the planning team circulated to talk to participants and answer questions, clarify information, and gather additional input through written comments and one-on-one or group conversations.

Overall feedback was positive. There were comments received on how to improve a few of the concepts presented or speculating on the details of implementation. Shared sentiments included preserving historic integrity, ensuring pedestrian safety, supporting local businesses, and using local contractors, architects, and artists wherever possible.

Public Open House #2 Stations

The second public open house was set up in a similar fashion to the first, with stations flowing in order around the room allowing attendees to start at the beginning station and work their way through all the stations. Four stations were included in the open house, with five categories subdividing the Recommendations station:

1. Sign In
2. About the Project
3. Public Survey Results
4. Recommendations
 - Illustrative Master Plan
 - Land Use and Development Strategies
 - Transportation and Parking Strategies
 - Urban Design, Aesthetics, and Street Life Strategies
 - Economic Development and Vibrancy Strategies



Full Documentation of Responses: Public Open Houses

The following pages fully list the responses received regarding the various station topics at both public open houses. If a certain item was listed more than once, the number of times mentioned is listed in parentheses.

Public Open House #1

Issues and Opportunities

In your opinion, what is working in downtown Sapulpa?

- Unique buildings (x24)
- Keeping historic feel (x17)
- The Heart of Route 66 vintage market (x6)
- Clean with good bones (x4)
- Martha's Corner (x6)
- CTX (x5)
- The consistent desire / drive for improvement (x4)
- Nicely landscaped flowerpots (x5)
- The ongoing restoration of the old buildings (x8)
- Mostly nice sidewalks

In your opinion, what is not working in downtown Sapulpa?

- Too many buildings used for office and government (x22)
- Nothing to draw you to come to the area (x15)
- No family nightlife (x20)
- Food service (x29)
- No pharmacy, no essential retail (x8)
- Sidewalks in poor condition (x4)
- Parking (x12)
- Safe walking environment, lightings, signs, etc. (x5)
- No destination spot
- Government services, drug testing, etc. (x2)
- Narrow sidewalks (x3)
- No bike riding on sidewalks (x2)
- Rocks by the trees (x5)
- Incentive to improve
- Speeding (x2)
- Small convenience store for residents, etc.

In your opinion, what is needed in downtown Sapulpa?

- More restaurants (x21)
- Nightlife (x10)
- Sapulpa needs a central commerce spot, like 36 Degrees North in Tulsa – a business connection spot!
- Café or street dining (x22)
- Family friendly street events (x17)
- Affordable housing (x4)
- Essential retail, pharmacy (x7)
- Ways to attract business and activities to boost the economy
- Brew pub (x17)
- Something to draw families to socialize (x8)
- Live theatre (x10)
- Family friendly street events (x17)
- Arts programs for kids (x2)
- Hotel (x11)
- TTCU campus
- Shopping (x8)
- Marked bike path (x2)
- Less fast food (x3)
- Bring in a couple more businesses with white collar jobs such as tech companies, this will benefit restaurants serving lunch (x2)
- Nice place to get a drink and socialize (x7)
- Multi-level parking (x6)
- We need more events (x6)
- High quality or upscale décor and art shops (x2)
- Retail, shopping, clothing (x10)
- Art, continued murals, place for selfies, unique (x5)
- City wide surveillance (x3)
- Music venue (x6)

- Sports bar (x5)
- Party string lights, atmosphere for night activity (x5)
- Dancing Skeleton Meadery honey wines (x3)
- Sapulpa would benefit from having a walking/riding/running path throughout (like what you see at Riverside and Jenks)

In your opinion, what are the biggest obstacles in downtown Sapulpa?

- Doing nothing (x4)
- Thinking too small or thinking too big (x3)
- Urban planning and design (x3)
- Not allowing variety companies to come in without high costs of taxes (x3)
- Not dealing with current issues such as speeding and truck traffic (x15)
- No businesses to draw traffic in, most depend on people already coming, which isn't much (x7)
- A unified vision for the future (x3)
- City isn't business friendly per business owners in Tulsa (x3)
- ODOT oversight and lack of entertainment and retail (x3)
- City (leadership?) (x6)
- Traditional Sapulpa city politics
- Neighborhoods surrounding downtown need cleaning up (x6)
- Incompatible uses
- Bad streets with no curbs all over Sapulpa and too many too close to downtown (x3)
- Mindset
- City Council who is afraid of change and progress

Transportation and Parking

Where is traffic congested? High crash locations?

- Main and Dewey (x6)
 - No turn lanes (x4)
 - Need a turn light (x3)
- Poplar and Dewey
- Dewey and Oak (x4)
 - Can't see around the cars
- Dewey and Water
 - Hard to see around parked cars when pulling out onto Dewey
- Semis (x9)
 - Get semis off Dewey (x9)
 - Delivery trucks throughout (x2)
 - Remove semis and delivery trucks from Dewey
- Need to slow traffic down on Dewey by installing more stop signs or lights (x3)

Where is it difficult to walk in downtown? Where are missing pedestrian connections?

- Intermittent sidewalks, people parking on them.. No way to walk to downtown without walking in the street (x2)
- Alleys (x4)
- All along Dewey (x2)
 - Real life Frogger
- Water sidewalks
- Unlevel sidewalks
- Sidewalks on N-S streets off Dewey (x3)
- Water and Lee (x2)
- Transportation shuttle

Where is it difficult to bike in downtown? Where are missing bike connections?

- All downtown (x4)
- Everywhere, no designated bike lanes (x2)
- Bike paths are missing all over town
- No biking
- I am a cyclist who prefers not to have bike lanes. However, facilitating bike parking and even rentable bikes could be nice

If parking improvements are made downtown, where should they be located? Be specific.

- Angled parking
- Dewey (x2)
- Need a multi-level parking structure
- Angled parking is difficult to pull out due to traffic (x2)
- Make Dewey two lanes instead of four and turn parallel parking into angled parking (x3)
- Remove all street parking from Dewey to widen sidewalks and allow for outdoor dining, parking structure should be placed on East end of Dewey (x6)
- Parking management needed (x2)

Economic Development and Vibrancy

What areas of downtown are primed and ready for economic development?

- Hobson (x12)
- Dewey (x5)
 - Between Park and Water (x2)
 - West (x3)
- Lee (x3)
- All (x6)

Identify the places downtown that you consider underutilized resources?

- Alleys (x10)
- OG&E (x4)
- 2nd stories / upstairs (x15)
- Vacant buildings (x8)
- Roofs (x20)
 - Rooftop restaurants and bars (x15)
- Areas behind buildings (x2)
- 66
- Gazebo (x3)
- The TSU trolley (x3)

What attractions, programs, and events would you like to see downtown that do not currently exist?

- Community Christmas tree (x4)
- Bakery (x2)
- A 2nd major event in the fall (x2)
- Pedestrian alley between Park and Water
- Dining (x7)
- Music festival – “Hop Jam” (x4)
- Nightlife (x4)
- Bike / hike / run trail connecting all parks
- Route 66 festival (x3)
- Beer / wine festival (x6)
- More outdoor music / concerts (x6)
- Lighted alleyways (x2)
- Pizza- brick (x5)
- Pubs with dining (x5)
- City wide garage sale
- Lack of family events / family-friendly nightlife (x4)
- Line the streets with food trucks once a month (x2)
- Outdoor eating that is also pet friendly (x6)
- Festivals of any kind (x8)
- E-sports (x2)
- Event manager (x2)
- Family dining (x3)
- Bright lights
- Outdoor entertainment venue (OG&E) (x3)
- Any
- Farm to table dining
- Sidewalk art festival (x2)
- Unique event – city water street slide or street art or crazy hat displays or ..? (x2)
- A general store (i.e. “Rose Apothecary”) NOT Dollar General (x8)
- Date night destinations (x7)
- Shopping
- Crafts

District and Business Operations

What can be done to improve business operations in the district?

- Would love to see smoke free (x4)
- Hours of operation (x21)
- Improve internet – fiber optic (x7)
- Free wifi downtown – this could make a difference!
- No employees parking in front of shops/buildings (x3)
- Marketing (x3)
- More bright colors (x3)
- Better lighting (x4)
- Bury power lines in alley between Park and Water (x9)
- Pleasing environment (x2)
- Places to sit, relax (x3)
- They need to help existing businesses; this should be done now and not wait until renovations or new construction begins (x6)
- Get semis off Dewey (x5)

What operational issues exist in the district?

- Building owners who do not maintain building (follow city code) (x8)
- Low rents deter investment (x3)
- Liaison between city and business owner for change (x4)
- Have enough open and going onto make it worth a trip downtown (x12)
- Well-lit and clean alleys to make it easy to get around (x4)
- Water quality, flooding (x2)

What maintenance issues exist in the district?

- Roof failure on several buildings and owners do not maintain (x3)
- Litter and public trash cans (x2)
- Maintenance of sidewalks, planters, awnings (x5)
- Maintenance of crosswalks
- Building owners neglecting buildings (x7)
- Decorations lacking
- Alleys (x5)
- Get rid of cats and skunks (x3)
- OG&E has shallow gas lines making improvement difficult
- Big Christmas stuff
- Waterflow (x2)
- Rainwater control
- Code enforcement (x12)
- Uneven sidewalks and trees (x7)
- Had to park by trees with rocks and passenger to get out (x2)

What marketing/branding/identity issues exist in the district?

- Master parking plan
- Create something marketable (x3)
- Please don't over-do Route 66 stuff, not appealing to the younger generation (x5)
- Advertisement for Sapulpa and local businesses
- Route 66 is unknown in Chicago by young people, international travelers are interested
- Capitalize on Route 66 (neon signage, restaurants, boutiques, entertainment) (x4)
- Dress up neighborhood (houses) around downtown corridor (x9)
- Branding (x2)
- Parking authority
- Poor perception of our town, need to change perception (x4)
- Assessment district
- Make it attractive for other businesses to come to Sapulpa- restaurants, clothing, boutiques, without overtaking them or existing businesses (x4)
- Need an identity with a connection to Route 66 (x6)
- Need an identity (x6)
- Nightlife (x2)
- Music (x2)
- Promote Route 66 all over (x5)
- Route 66 (x2)
- Intentional downtown usage (x3)
- Give people a reason to stay and visit Sapulpa
- Pole banners and signage (x5)
- Creek County has a bad reputation, Sapulpa needs a separate identity from that of the county as a whole: improve the high school, invite retail

Land Use and Development

What land uses are out of place in the district?

- Human skills (x32)
- Human skills must go! (x12)
- Dispensaries (x19)
- Stop with the dispensaries!
- Businesses neve open for walk in and no storage (x5)
- Auto-oriented business (x23)
- Bail bonds (x7)
- Dilapidated storage buildings – junk
- Metal buildings
- Historical buildings with modern changes
- Recycle business
- Low income housing
- Elderly housing
- Drug rehab
- Probation

What land uses need to be preserved?

- Vintage stores (x8)
- Courthouse (x3)
- Retail (x10)
- OG&E / Ice House (x2)
- Residential
- Coffee and candy shop (x6)
- Preserve brick and rock buildings (x4)
- Older buildings (x17)
- Martha's Corner (x14)
- Existing parking (x7)

What land uses are missing or desired in downtown?

- Soda shoppe with Route 66 memorabilia (x7)
- Passenger train service to OKC (x5)
- Sports bar with outdoor entertainment, patio space
- Restaurants and dining (x40)
- Shopping (x3)
- Nightlife, pubs and bars (x45)
- Entertainment (x15)
- Hotel (x10)
- Seating for walkers (x3)
- Date night destinations (x7)
- ADA
- Appropriate parking
- Park, greenspace, walking trail for history walk (x5)
- Parking – expand existing (x2)
- Alley art (x6)
- Downtown general store, i.e. “Rose Apothecary”
NOT Dollar General
- Patio seating, rooftop dining (x6)
- Groceries (x6)

If additional housing is desired, where should it be located? What kind of housing should it be?

- Upstairs / above retail/ top floors of tall buildings (x18)
- Lofts (x14)
- Apartments (x5)
- Mixed use (x2)
- Residents of downtown need accessible, covered parking (x4)
- Motel
- Surrounding area street or two over (x2)
- Keep the history, any buildings on national registry of quality?

Architecture and Facades

What are the best landmark buildings in downtown Sapulpa?

- Courthouse (x25)
- Berryhill (x20)
- Wells (x20)
- Collins Building (x16)
- Kress (x4)
- Well lighted trails
- America Abstract (x4)
- Corner of Park and Dewey (x4)
- Westfall building (x9)
- The 3-story bell building with Pat's Place

What makes you want to walk/enjoy your walk?

- Business to draw the crowds / vibrant buildings / busy streets and business x9
- Attractions in windows x2
- Shops / stores and restaurants to go in along the walk x2
- Open and unique retail and restaurant options
- Retail x4
- Historic buildings x2
- Crosswalks x2
 - o Properly marked crosswalks (Lee) x2
- LED color lights, streetlamps, bright and fun lighting x4
- Safety from stray dogs x2
- Would love a nice alley between Park and Water
- Sidewalks x3
 - o Better sidewalks
 - o Lighting along sidewalks
 - o Even sidewalks
- Entryway into downtown
- Safety

What about your favorite buildings makes them your favorite?

- Columns and designed like the state capitol (Ours was first)
- Art deco architecture (x3)
- Rooftop signage (neon) (x2)
- No metal siding (x5)
- Historic brick fronts (x4)
- Historic feel! Movie and film industry love our (?) America feel (x11)
- History and looks, historic feel (x15)
- If they have been restored to original state (x2)
- Old brick / façade (x2)

Should there be a building height restriction?

- Need to maintain the integrity of our overall look. Needs to look historic. (x2)
- Nothing taller than existing buildings (x2)
- No, bring in a unique building for tourism
- We have great buildings we don't need to tear down anything (x2)
- Yes (x3)
- No, there should be façade restrictions
- Max 8 stories, no minimum
- Height restrictions for building signs (x2)
- No
- 4 stories
- No high-rise parking in historical district
- Yes in historic district (x2)
- Historic district- 5 stories; beyond historic district- no (x4)
- 6 stories max
- No new mixed with old historic, it takes away from historic feel

Urban Design, Aesthetics, and Street Life

What opportunities exist in the district to improve aesthetics and street life?

- People sleeping overnight at Martha's Corner (x2)
- Street seating (x4)
- Lighting (x13)
- Trees obstruct driver's view (x2)
- Narrow Dewey (x4)
- Existing historic buildings (x4)
- Rock the Route (x2)
- Landscaping (x5)
- Signage (x2)
- Alleyways (x15)
 - Alleyway lights (x11)
- Expand sidewalks (x4)
- Outdoor / rooftop dining (x18)
- Gateway elements
- Selfie station (x3)

Should new parks or green space be developed in downtown? If so, where?

- Seating (x3)
- Yes, alleys and closed off streets (x2)
- Alleys (x3)
- Community seating- tables for outdoor picnics, eating corner of Hobson and Park – currently a parking lot (x13)
- Yes, wherever possible (x5)
- Put park west of OG&E location (x2)
- Rest station at Dewey
- Hobson south of tracks (x6)
- Old Sonic location

What aesthetic improvements need to be made? Where?

- Stray cats and skunks (x2)
- Landscaping (x7)
 - Fix planters (x3)
 - Trees (x3)
- Sidewalks (x10)
 - Fix sidewalks (x6)
 - Wider sidewalks (x7)
- Prioritize Dewey (x2)
- Building fronts and facades (x15)
- Lights (x8)
- Murals and ghost signs (x3)
- Human skills and services relocation (x7)
- Lime scooters
- Alley art and walking paths
- In sight in mind attractions such as a brewery
- Historic code enforcement and improvement appeals (x2)
- Music along Dewey (x5)
- Biking trail – this attracts youth and people of all ages, this brings business (x2)

What recreational and entertainment opportunities are desired in downtown?

- Sidewalk sale days on Saturdays
- Western Days or historic event days (x2)
- Events (x14)
 - Beer/wine and music festival (x14)
- Bars (x18)
- Dog park (x10)
- Food and dining (x45)
 - Outdoor dining (x13)
- Food truck lot (x7)
- More retail (x13)
- Parks, green space (x11)
- Bike paths (x6)
- Walkable streets
- Coffee (x7)
- Entertainment (x28)
 - Music (x21)
 - Family friendly nightlife (x7)
- Community theatre (x3)
 - Maybe Water and Thompson?
- Limit the number of dispensaries (x9)
- Decorate alleys (x3)

Comments?

- The character extends through Main
- Main St scape to coordinate with Dewey

Additional Thoughts?

- Love the thought of utilizing the alleyways and the outside dining
- Love public art. Some communities tie it to construction projects.
- Would love more outdoor gathering spaces or pocket parks
- Kelsey Montague does incredible murals
- Alex, age 8: I like the idea of the alley seating area and outdoor gathering area and small restaurants (pop up) thank you
- Love the alleyway lighting and seating
- Love outdoor gathering spaces, places for families to gather, outdoor concerts, pop-up eating, etc.
- Green spaces, public art
- Tourism very important!
- Would love family pool hall
- Have the schools sponsor / paint murals again
- Will local artists be used or artists from outside the area?

Transportation and Parking Strategies

Additional Thoughts?

- Sapulpa police travel at very high rates of speed down Hobson. How would bicyclists be protected?
- Sapulpa bike shop! Bicycle repair and parts only
- Zip 74066 bike
- Charge bicyclists annual permit fee to use our roads
- Excessive speed still a problem on Dewey – should be addressed now not wait 10 years
- Reduce speed limit to 20-25
- Add speed bump
- Sidewalks throughout neighborhood
- ADA approved parking spaces

Land Use and Development Strategies

Comments?

- #13 better park or pavilion
- #13 ensure the apt. attracted the right tenant, economic status apt from a rapid depreciation attracting the wrong person
- Change location of entry sign to Dewey and Poplar for the view from the hill
- Catalyst #11 – how do you access the parking lot west of the pedestrian mall?
- Noise concern from train tracks – apartments too close to tracks?
- Train track sound barrier wall throughout neighborhood
- Love the street design / plan

Additional Thoughts?

- Financial aspect – grants, loans for affected owners
- Save historic railroad building behind electric yard

Economic Development and Vibrancy Strategies

What do you think? Tell us.

- Please use local contractors for the construction!
 - Yes!
 - Agree
 - THIS.
- Please don't get too far from the historical architectural integrity
- Develop a downtown improvement grant program
- Help building owners navigate state / federal tax credits for building enhancements
- Needs an arts district
- Love the emphasis on historic facades
- Do not close Elm thank you
- Bring back downtown events and advertise more, 2019 events were great!
- Train travel reduction, train "quiet zone"

Illustrative Master Plan

Comments?

- Every other block shift road to allow more sidewalk for dining
- Back in parking?
- Back in parking is dangerous and awful
- Start the conversation with the railroad about cleaning up and along their tracks, similar to RR in Tulsa near Goodwill
- Great concepts
- Priority list:
 - Close Elm to Hobson
 - 2 lane Dewey
 - Close alley(s)
 - Branding
 - Entry sign
 - Dewey and Poplar
- Love the district marker concept and priority #1 street concept
- We need dog pooping stations to keep areas clean (asap)
- Also need to enforce building owners and apartment resident not to park in front of business all day and blocking views
- Store owners need to maintain storefront in order for the project to work
- Really need cross walks
- Bike lane / route?
- Have stores stay open past 6 pm to create night life!!
- Provide smoking designated areas to keep downtown clean :)

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Appendix C

Downtown Market

The primary objective of the Market Positioning Strategy is to outline market strategies and opportunities for the revitalization of downtown Sapulpa. This appendix provides an objective review of the market conditions within downtown and provides recommendations for revitalizing Sapulpa's downtown core. **Please note that this report does not represent the recommendations of the Downtown Sapulpa Master Plan, but was used in the formulations of the final Plan recommendations.**



MARKET POSITIONING STRATEGY

The primary objective of the *Market Positioning Strategy* is to outline market strategies and opportunities for the revitalization of downtown Sapulpa, Oklahoma. Recommendations for revitalizing Sapulpa's Downtown Core include the following:

- Define the Downtown Core's potential competitive market positioning within the greater Tulsa metropolitan area.
- Strategies for revitalizing the Downtown Core.
- Commercial, office, lodging, and residential demand projections for the Downtown Core.
- Identify potential development and redevelopment opportunities within the Downtown Core.

Competitive Market Positioning

The Downtown Core possesses two major characteristics that will assist in defining its market positioning and distinguishing it from other Tulsa area downtowns, including its status as a historic district highlighted by a large stock of historic properties and the presence along the historic Route 66. Together these assets can foster heritage tourism and a distinctive urban environment suitable for dining and entertainment activities.

To provide insight into what may be possible for the Downtown Core, the market positioning and tenant mix for the downtown areas of other suburban Tulsa communities, Oklahoma historic designated downtowns, and other comparable suburban communities have been researched. The communities selected include Broken Arrow, Norman, and Edmond in Oklahoma and Lee's Summit and Liberty in the metropolitan Kansas City area.

The table on the following page summarizes the existing tenant mix for each of these downtowns. The tenant mix was segmented by shopping, eating and drinking places, and personal and professional services. One note, not every business category was included in the survey, as those least represented were excluded.

In terms of shopping, of the surveyed downtowns, clothing and accessories, boutiques and specialty shops, furniture and home furnishings, gifts and collectibles, florists, and antiques were the most represented.

Eating and drinking places represent the most common business, accounting for over one-quarter of all businesses with the surveyed downtowns. Notable are the presence of breweries and coffee shops as both are gathering and social places.

The most prominent personal and professional services businesses include salons and barber shops, health and wellness, legal, real estate, insurance, and financial services. These business categories are representative of the resident's lifestyle preferences.

	Downtown Sapulpa	Broken Arrow, OK	Norman OK	Edmond OK	Liberty MO	Lee's Summit MO
Farmer's Market	X	X		X	X	X
History Museum	X	X	X	X	X	X
Shopping						
Clothing & Accessories	1	8	2	8	12	10
Gifts & Collectibles	3	2	2	1	4	2
Boutiques & Specialty Shops						16
Jewelry		1		3	1	
Florist	1	1	1	1	1	3
Furniture & Home Furnishings		2	3	2	1	13
Art	2		5	2	1	0
Hardware						1
Sporting Goods				1		2
Office Supplies				1		1
Pharmacy			3			
Beauty Supplies	1	1			1	
Shoes		1				
Books		1				
Antiques	3	1	2	2	1	
Appliances & Electronics				1		
Bicycles		1	2			
Groceries			1	1		
Liquor			1			
Music & Records			1	1		
Quilting Supplies	1				1	
Eating & Drinking Places						
Restaurants & Bars	1	20	44	14	13	24
Coffee Shops	1	3	2	3	1	1
Breweries		1	3	1	1	2
Bakery		1	2		2	
Candy & Chocolates	1	1	1	1		
Services						
Salons & Barber Shops	8	11	8	5		16
Health & Wellness	3		6	2		17
Financial Services	3		14	4		2
Insurance	5		2	3		4
Real Estate	1		5	5		3
Legal	9		17	6		6
Architect/Engineer	1		3	1		1
Travel			1	1		1
Photography	2		1			
News & Media	1		3	2		2
Consultants	1					10
Auto Repair	2		2	1		1
Tattoo	2	1	3	1		
Fitness	2	2				
Accounting & Tax Services	2		2	1		
Event Space				2		5
Business Association	2		4	1		
Co-Work Space				1		
Totals	59	59	146	79	40	143

The text to follow provides an overview for each of the surveyed downtowns, discussing the market positioning, tenant mix, prominent businesses, anchors, and events.

Broken Arrow, Oklahoma

Downtown Broken Arrow is a suburb of Tulsa of approximately 110,000 residents located approximately a 30-minute drive east of Sapulpa, Oklahoma. Broken Arrow was selected because its downtown revitalization process is more advanced than Sapulpa and the establishment of The Rose District has created a dining and entertainment destination.

In 2013 the city launched a redevelopment project to create a three-block arts, entertainment, shopping, and dining center along Main Street, naming it the Rose District after Broken Arrow's "City of Roses" nickname. A \$4 million budget included rezoning to allow public events in the area, narrowing the street from four to two lanes to make the district pedestrian-friendly, widening sidewalks to facilitate outdoor dining and meet ADA standards, creating mid-block crossing to allow easier access to shops, and dramatic streetscape improvements that included landscaping, especially rose plantings, new lighting and more. The project was completed at the end of 2013. Tax increment financing was used to fund public street improvements in downtown Broken Arrow.

The Rose District was dedicated on March 19, 2015 and has won numerous awards including "Most Romantic Downtown" and USA Today's "One of top 50 Most Charming Main Streets." Fall of 2021 will see the opening of the Creative Arts Center, adding to The Performing Arts Center completed in 2009, Rose District Plaza and Fountain 2016, and the many unique shops and restaurants.

Public projects worth over \$65 million have been completed including the renovation of historic buildings that now house restaurants and shops, the construction of the 1,500-seat Broken Arrow Performing Arts Center, a new pavilion to hold a farmer's market and community gatherings, a 1,200-square-foot interactive water feature, brick paved sidewalks, pedestrian crossings, decorative street lamps, and landscape planters. From Rooster Days to a seasonal ice rink, the Rose District events and businesses have spurred the successful revitalization of the area into a year-round gathering place for shopping, dining, and entertainment.

The downtown Broken Arrow tenant mix now includes 21 restaurants, including the Broken Arrow Brewing Company, The Rooftop, Main Street Tavern, Water's Edge Winery & Bistro, and Scoops & Rolls Creamery. Retail businesses include apparel and accessories, gifts and collectibles, home furnishings, and hair salons.

Downtown Broken Arrow is an excellent example of revitalization efforts that included public streetscape improvements. Creating an anchor attraction, establishing a branded business district, use of tax increment financing.

Norman, Oklahoma

Downtown Norman, Oklahoma is a suburb of Oklahoma City with approximately 125,000 residents and home to the University of Oklahoma. Downtown Norman was included in the survey because of its designation as a historic district.

Downtown Norman is a vibrant mixed-use district featuring restaurants, shopping, vibrant nightlife, and a thriving arts scene. The arts and special events are major attractions for downtown Norman, anchored by the Walker Arts District, 545-seat Sooner Theatre, Norman Firehouse Arts Center (converted from a former city-owned fire station), and several galleries. Downtown Norman hosts the 2nd Friday Norman Art Walk that is a free event featuring art and live music. Major public events held in downtown Norman include the Boomer Bash, Jazz in June/Tember, and numerous art shows and exhibits.

A total of 159 shops, restaurants, bars, and service businesses currently operate in downtown Norman. In support of the thriving arts scene, downtown Norman serves as a major dining and nightlife destination supporting 44 eating and drinking places, including three breweries, two coffee shops, and two bakeries. Some of the finest sit-down restaurants in Norman are located downtown. Downtown Norman is also home to 49 retail businesses and 66 personal and professional service businesses. Notable retail businesses in downtown Norman include Sprouts (grocery stores), CVS, Walgreens, Rent-a-Center, and Habitat for Humanity Restore.

Downtown Norman is an excellent example of revitalization efforts that focused on establishing a strong market niche on the foundation of arts and entertainment highlighted by a historic theatre and special events. The crowds attracted by the arts community have assisted in supporting a large and vibrant shopping, dining, and nightlife destination.

Edmond, Oklahoma

Downtown Edmond, Oklahoma is a northern suburb of Oklahoma City of approximately 94,000 residents and was included in the survey because of its presence along Route 66 and a strong business association.

Located on scenic Route 66, historic downtown Edmond's streetscape features bronze sculptures and clock on tree-lined streets, new sidewalks, lamp posts, trees, and shrubs. Design plans for downtown lighting improvements include installing 82 taller downlights primarily along Broadway from 2nd street to Ayers. During 2008, the City adopted design guidelines for downtown Edmond.

Three City parks are in downtown Edmond with Shannon Miller Park operating an outdoor amphitheater. Planned upgrades to Stephenson Park are designed for the park to be "passive" with more open space. Design elements include an amphitheater, picnic tables, and an improved pavilion. Design will be complete in 2020 with phased upgrades beginning early in 2021.

The Route 66 Trail is a 2.44-mile ODOT-led project that will run from Midwest Boulevard to Post Road near Route 66 (2nd St.). Construction on the trail improvements began in January 2020 and it is anticipated to be complete in October 2020.

With 79 shops and businesses, Downtown Edmond Oklahoma offers shopping, great food, and exciting events year-round. Downtown features 14 eating and drinking establishments, including three coffee shops and a brewery. In addition to the many restaurants, downtown Edmond houses a mix of clothing and accessories, home furnishings, salons, health and wellness, and financial services businesses. Each year the Downtown Edmond Arts Festival hosts over 140 artists.

The Edmond Railyard is a dining district featuring six restaurants and Commonplace Books located in a former lumberyard building.

The Festival Market Place is a unique shopping and entertainment venue, home to the Farmers Market and several events such as the Arbor Day Celebration and LibertyFest activities. Festival Market Place provides downtown with a sense of identity and connectedness.

In 2004, Dr. Bob Palmer and his mural-painting students from the University of Central Oklahoma took to Main Street in Edmond transformed one wall of W&W Tire into "Mainstreet Edmond," a mural celebrating Edmond's history as a Route 66 town. In 2008, Dr. Bob Palmer was commissioned by the Downtown Edmond Arts Council to create a mural during the downtown arts festival. Palmer constructed the "Historical Edmond Mural" on the walls of Weathers TV.

Downtown Edmond's new streetscape has added new sidewalks, lamp posts, trees and shrubs. You will walk into a downtown that has a comfortable, relaxed atmosphere with beautiful new sculptured art that grace our downtown area.

Formed by downtown business owners, the Downtown Edmonds Business Association ("DEBA") hosts community events and keeps the downtown area alive and vibrant. The association holds many family-friendly events throughout the year. DEBA works together with the community and local business owners to preserve, revitalize, and promote historic downtown Edmond as a vibrant destination for residents and visitors to eat, work, shop, visit, play, and enjoy.

Downtown Edmond is an excellent example of significant public investment in infrastructure that led to private investment and new business activity. The downtown business association also plays a key role in the revitalization efforts.

that focused on establishing a strong market niche on the foundation of arts and entertainment highlighted by a historic theatre and special events. The crowds attracted by the arts community have assisted in supporting a large and vibrant shopping, dining, and nightlife destination.

Liberty, Missouri

Downtown Liberty, Missouri is a northern suburb of Kansas City with approximately 32,000 residents. Liberty was included in the survey because of its smaller size and historic downtown courthouse square is a Main Street Community.

Historic Downtown Liberty, Inc. is a non-profit organization dedicated to preserving the past and promoting the future of downtown Liberty, Missouri. The organization follows the Main Street Four-Point Approach® created by the National Trust for Historic Preservation. Historic Downtown Liberty, Inc. is one of seven Accredited Main Street Communities in Missouri.

According to the Historic Downtown Liberty, Inc, 13 restaurants and 26 shops operate downtown, in addition to a farmer's market. Eating and drinking places include two bakeries, coffee shop, and brewery. Principal downtown retail businesses include apparel and accessories, and gifts and collectibles. Notable annual events held downtown include Cruise Night and Fall Open House & Sidewalk Sale.

Historical attractions in downtown Liberty include the Liberty Jail Historic Site, Jesse James Bank Museum, and Clay County Museum and Historical Society.

Lee's Summit, Missouri

Downtown Lee's Summit, Missouri is a northern suburb of Kansas City with approximately 100,000 residents and was included in the survey because of its success in creating a vibrant live, work, play urban environment. Downtown Lee's Summit Main Street is a nationally and state accredited Main Street community. The organization's mission statement is to promote, enhance, and preserve downtown by cultivating a diverse mix of businesses, cultural and family-friendly events, unique housing options, and inclusive public spaces.

In April 2013, Lee's Summit voters approved a \$2,898,000 general obligation bond for the purpose of constructing and rehabilitating public improvements for cultural arts, including improvements to the Legacy Park Amphitheater, rehabilitating the former city hall building, and the creation of a downtown performance and festival space. The combination of an outdoor performance area and permanent farmer's market aligns with the long-term vision for downtown. Funding for the project will come from

the remaining bond balance, proceeds set aside from the sale of surplus properties, a partnership with the Downtown Community Improvement District and private investment.

Lee's Summit Mayor Bill Baird presented a conceptual plan and potential funding program for the Downtown Farmer's Market and Conservatory to City Council at its July 21, 2020 meeting. Following the presentation, City Council gave approval to proceed with a request for qualification to identify a master developer for the project, which will include a mix of public and private spaces.

Since 2009, downtown Lee's Summit has added 81 new businesses that have created 614 new jobs and invested \$13.2 million in property renovations. Today, downtown Lee's Summit is a vibrant shopping, dining, entertainment, and commerce destination supporting 143 total businesses.

Fourth Fridays Art Walks are held the 4th Friday of the month from April through August featuring artist receptions, artist showcases, music at Howard Station Park, street theatre, Yoga in the Streets, and other events. Other downtown events include the Fall Open House, Holiday Open House, Haunted and Historic Space Tour, Boos, Barks & Badges Parade, and Mayor's Tree Lighting.

In 2002, the City of Lee's Summit adapted a Historic Preservation Plan. The plan is designed as a component of the City's Comprehensive Plan, integrating historic preservation fully into the City's planning and land use activities. It provides direction for creating opportunities to develop - through preservation activities - vibrant, sustainable neighborhoods and commercial centers.

On March 14, 2013, the Lee's Summit City Council adopted a City ordinance establishing Design Standards for the Downtown Core Area of Lee's Summit which provide for the physical appearance, structure and placement of commercial, mixed-use and residential buildings within the Downtown Core.

Today, downtown Lee's Summit is a vibrant business district supporting 143 businesses, including restaurants, breweries, clothing stores, boutiques and specialty shops, home décor, salons, and health and wellness establishments.

Downtown Sapulpa's Market Niche

A niche is a specialization that allows a downtown to gain dominance in specific categories of the retail market. Niche strategies help a downtown compete in the local and regional retail market. Successful downtowns often support more than one market niche. These downtowns also benefit from an expanded trade area as their specialization draws customers from outside the community. Once a niche is established, other businesses are often attracted to the downtown in hopes of catering to the same targeted consumer segments. A strong downtown niche provides consumers a large selection, though within a limited range of merchandise and services.

A niche can be based on a certain type of consumer who works, resides in, or visits a community's downtown. Examples of these consumer-based niches include:

- College students
- Retirees
- Heritage tourists
- Local residents/families
- Ethnic groups
- Out-of-town visitors and tourists
- Office workers
- Artists and crafters
- Government users
- Medical facility users

Some downtowns develop a niche focusing on specific goods and services. Examples of niches based on categories of goods and services include:

- Home furnishings
- Pamper niches
- Antiques
- Arts and crafts
- Children’s products
- Food-for-the-home
- Jewelry
- Entertainment and culture
- Restaurants and breweries

Sapulpa’s Downtown Core currently lacks an existing branding and market niche. Successful revitalization hinges on establishing an identity, introducing new market niches, and providing consumers a larger selection of merchandise, services, and experiences. Downtown’s historic character and association with Route 66 sets downtown Sapulpa apart from other Tulsa area suburban downtowns such as Jenks and Broken Arrow as well as commercial districts such as Tulsa Hills. These distinguishing assets have the potential to attract investment, businesses, customers, and tourists to downtown Sapulpa. Creating cultural, entertainment, and recreation attractions will be key to the successful revitalization of the Planning Area.

Based on the Downtown Core’s location, assets, and demographics, the principal customer base recommended to be targeted includes Sapulpa and Creek County residents as well as heritage tourists attracted to the historic character and Route 66. A secondary customer base includes residents of the metropolitan Tulsa area.

The Planning Area and Downtown Core currently lacks anchor attractions that draw people to shop, dine, and be entertained. The lack of anchor attractions and customers is evident by downtown’s small retail base, absence of restaurants, and large inventory of vacant commercial space. A foundation to Sapulpa’s revitalization plan would be to create a unique entertainment and recreation environment through the creation of multi-programmable event and public space. This could take the form of both a family-friendly venue that incorporates a farmer’s market, playground, multi-purpose stage, food trucks, dog park and more as well as an adult entertainment district supporting restaurants, bars, and entertainment. These venues would be designed to attract people to downtown, which in turn would assist in drawing businesses and private investment. Emphasis should be placed on making the Downtown Core more pedestrian-friendly and incorporating the alleyways as commercial, entertainment, and pedestrian corridors.

Much like downtown Broken Arrow’s Rose District, establishing a branded district in downtown Sapulpa is recommended that includes restaurants, breweries and wine bars, themed bars, entertainment, professional office, and housing. Hobson Avenue’s building stock, ample parking, and availability of land make it an ideal candidate as the Downtown Core’s branded district. The creation of a branded district would provide downtown Sapulpa with an identity from which to design a marketing and promotions plan.

Recommended goods and services to be offered in the Downtown Core include hair salons, antique shops, home furnishings, boutiques, gift and collectible stores, lawyers, financial services, and creative professions such as technology, architects, and interior designers.

Heritage and cultural tourism is a branch of tourism oriented towards the cultural heritage of the location where tourism is occurring. The National Trust for Historic Preservation in the United States defines heritage tourism as “traveling to experience the places and activities that authentically represent the stories and people of the past,” and cultural heritage tourism is defined as “traveling to experience the places and activities that authentically represent the stories and people of the past and present.”

The Downtown Core has the potential to tap into the heritage and cultural tourism markets by leveraging both historic preservation and Route 66 nostalgia. To foster heritage and cultural tourism authentic experiences must be created. To attract historic preservation visitors to downtown Sapulpa walking tours, self-guided tours, and interactive plaques/historic markers could be utilized. To tap into the Route 66 tourism market a Route 66 visitors center could be established that complements the existing Route 66 Auto Museum west of downtown Sapulpa. In establishing a heritage tourism market in downtown Sapulpa a boutique hotel should also be a priority. Adaptive re-use of an existing historic building into a hotel would be preferred.

Revitalization Strategies

A principal goal of the Sapulpa Downtown Master Plan is to stimulate redevelopment and revitalization through public and private investment designed to improve economic prosperity by creating a vibrant mixed-use urban environment that leverages off its status as a historic district, stock of historic buildings, and presence along Historic Route 66. Below are some key strategies that the City of Sapulpa can implement to encourage reinvestment and revitalization of the Planning Area.

Streetscape Improvements

Two 2020 Sapulpa General Obligation Bond propositions are designed to assist in the revitalization of Sapulpa’s downtown. Proposition 1 for Streets and Bridges allocates \$5.15 million for the Downtown Master Plan Improvements. Streetscape improvements could include public funding for streets, street signs, streetlights, parking spaces, landscaping, street furniture, and public art.

As part of the planned streetscape improvements to downtown, National Park Service street signs should be installed that assist in identifying the historic district and improve the recognition and awareness of Sapulpa’s history. Safety concerns can be addressed by improving lighting and widening sidewalks.

Economic Incentives and Business Assistance

Proposition 4 for Economic Development provides \$4.0 million to offer incentives, purchase property, and attract new businesses, restaurants, and industries to Sapulpa. This economic development initiative should focus on supporting small businesses and encouraging entrepreneurship. Potential economic incentives could include revolving loan funds, property tax abatement, and tax increment financing. Additional education and use of historic tax credits should be encouraged as a means to restoring derelict historic properties and adaptive re-use of upper floor commercial space.

It will be important for the Planning Area to encourage the development of entrepreneurs and home-grown businesses. Business assistance programs could include workshops for downtown merchants on topics such as merchandising and marketing techniques as well as technical assistance for entrepreneurs and property owners on subjects such as writing a business plan, making loan applications, and using computers for business. Establish a business retention and expansion program for downtown Sapulpa.

Increased Emphasis on Heritage and Cultural Tourism

Some communities are using historic preservation to help rejuvenate their downtowns. The Downtown Core can foster heritage and cultural tourism by leveraging off the assets of the designated historic district and presence of Historic Route 66. Related attractions are needed to attract these tourists. In establishing a heritage tourism market in the Downtown Core, a boutique hotel should also be a priority.

Downtown Design Guidelines

The City could create downtown design guidelines to promote mixed-use development and reinvestment in downtown that contributes to the existing historic fabric and character. The design guidelines could address the architectural detailing, construction materials, design principles for adaptive reuse and infill construction, signage, integrating multiple transportation modes into the existing streets, parking design and placement, lighting, street trees, and street furniture.

Establish a Branded Downtown District

Currently, no sit-down restaurants, themes bars, or entertainment venues operate in downtown Sapulpa resulting in no evening activity. Downtowns that offer a new, exciting district – even if it’s just a small area of a couple of blocks – provide residents with a reason to check out what is going on in the center of their community. A major upside of this strategy is that it can help to turn around the perceptions of downtowns. An excellent example of a branded entertainment district is The Rose District in downtown Broken Arrow.

Given the building stock, ample parking, and availability of vacant land, Hobson Avenue east of Main Street is an ideal location to establish a branded downtown entertainment district.

Create Destination Attractions

The most successful downtowns have several major functions (employment, residential, entertainment, shopping, etc.). A key ingredient for creating a diverse downtown is to have major destinations that draw people for reasons other than employment.

The Planning Area currently lacks a destination attraction(s) and community gathering place that generates a large and consistent visitation. An initial objective of the revitalization of the Downtown Core is to attract more people that enhances the prospects of supporting increased sales for existing businesses and improvement the climate for attracting new businesses and residents.

One method of increasing pedestrian activity in the Downtown Core is to create a family-friendly destination attraction and community gathering place of sufficient size to program a wide variety of events and activities. The community attraction should house such permanent facilities as a farmer’s market, top-notch playground, performance stage, and eating and drinking establishment.

Increase the Downtown Core Housing Stock

Over the past decade a trend has emerged for downtown living in both small suburban communities and the downtown cores of large urban areas. Young adults through empty nesters are attracted to downtown living and convenient access to dining, entertainment, culture, and sporting events. The influx of urbanites helps activate the street life and extend the hours of activity.

Downtown Sapulpa’s large stock of vacant upper floor commercial space provides the opportunity to accommodate residential housing units through adaptive reuse. In addition, new construction is viable

on currently underutilized properties. Three potential new residential construction sites include: 1) northeast corner of Main Street and Hobson Avenue; 2) the northeast corner of Walnut Street and Hobson Avenue; and 3) northeast corner of Dewey Avenue and Oak Street. Outside of the Downtown Core within the Transition Area the opportunity exists for new infill residential construction in the form of single-family homes, duplexes, and small townhome developments.

Create Smaller Commercial Spaces

Many of the historic buildings in the Downtown Core are over 100 feet deep, creating large commercial spaces that are difficult for single tenant occupancy. To attract small businesses into the Downtown Core it will be important to create commercial spaces that can be subdivided in increments of approximately 500 to 1,000 square feet. This can be done by subdividing ground floor commercial space in those buildings that abut an alleyway with back suite opening onto the alleyway. This approach will also create small commercial spaces facing onto the street that are more suitable for today’s businesses. Another option is new construction with the commercial space measuring at a depth of 50 feet, allowing for 1,000 square foot sites that can be expanded in increments of 500 square feet.

Improve Walkability of Downtown and Activate Alleyways

Several north-south streets in the downtown area possess considerable right-of-way that could be utilized to widen sidewalks or create walking paths. Alleyways could be designed to promote increased pedestrian activity that link to a walking trail that parallels the railroad track at the north end of downtown.

The north-south alleyways in downtown Sapulpa, particularly north of Dewey Avenue, possess the opportunity to support pedestrian traffic and a unique urban setting for outdoor dining and entertainment

Alley Fair is a community event in downtown Fargo, North Dakota that works to activate and transform the alleyways by bringing together the area’s best food, music, and art. The event’s mission is to “design an environment that encourages guests to rethink urban landscapes.”

Bismarck, North Dakota is also experimenting with ways to activate its alley ways. An art project has been deployed in downtown Bismarck to engage local artists in the creation of an outdoor art gallery along a previously desolate alley in the city’s urban core.

Printers Alley in downtown Nashville was once the home of printing houses, publishers, and other journalistic enterprises. After those industries left the district, the alley transitioned into a nightclub and live music destination. Printers Alley has maintained its gritty urban appeal over the decades and continues to be a unique destination in downtown Nashville.

In 2013, downtown Denver restaurant Rialto Cafe decided to hold an event to celebrate craft beer in the alley behind its restaurant location. It was such a success, that other restaurants and breweries were recruited to participate. Now it’s an annual event that fills “Brewers Alley” to capacity with the sights and sounds of breweries and related attractions.

Downtown Advertising and Promotions Campaign

Create a local advertising and promotions campaign targeting heritage tourism and special events leveraging off historic district designation and Historic Route 66. The campaign should focus on both local and regional markets. Collaboration among downtown merchants for joint promotions should also be encouraged.

Increase Downtown Event Schedule

The goal of increasing downtown Sapulpa’s event schedule is to attract more people downtown, which in turn could improve the business climate. Ongoing public events help drive positive awareness of a city’s downtown. Bringing people downtown on a regular basis, once a week or even just once a month, serves to make citizens aware of the unique amenities that exist in the central part of their community.

Events like a weekly farmers market or a monthly art walk can draw thousands of people downtown on a regular basis. By expanding the event calendar, a wider portion of the community can be exposed to the downtown. These citizens are then more likely to visit downtown for shopping/dining/entertainment on other occasions and are more likely to consider living downtown or perhaps locating their business downtown. An added benefit of these types of events is that they engage local merchants, artists, and entrepreneurs, helping to make them champions for downtown revitalization.

The Downtown Core currently hosts a farmer’s market at a parking lot at the corner of Main Street and Dewey Avenue. A permanent farmer’s market is recommended that could be incorporated into a mixed-use destination attraction. Major annual events hosted in downtown Sapulpa include Route 66 Blowout, Rock the Route, St. Paddy’s on Dewey, Autumn Harvest, and Lights ON! Expanding this list of events would increase downtown’s exposure.

Public-Private Partnerships

Downtown revitalization strategies are highly dependent on upfront public investment to attract private investment and put in place market mechanisms that are responsive to changing needs of businesses and investors. Successful downtown revitalization is a function of joint ventures between the public and private sectors who partner in planning, financing, and implementing revitalization strategies.

Public sector investment in infrastructure works with private investment in buildings, hotels, transportation, and shopping developments. Often public sector investment is required to acquire, clear and develop sites, and subsidize or offer tax incentives to attract private sector investment.

Business Incubators and Co-Working Spaces

A major challenge for small businesses is having sufficient operating capital to make it through the first year or so. Even the most successful businesses are often not profitable in the beginning. Small startups may not last long enough to reach their potential. One way to mitigate this challenge is by starting business incubators. These programs can remove or lower the businesses’ occupancy expenses. The City governments and local economic development agencies can work with building owners to accommodate these startups, who can become permanent rent-paying occupants in downtown if they are successful.

A recent trend for more office-oriented business startups (as opposed to retail) is co-working. Co-working spaces can be well-suited for older vacant buildings and are similar to incubators in that they lower the space rental and overhead expenses for these small businesses.

A good example of co-work space is Block 22 in downtown Pittsburg, Kansas. Developed through a partnership between Pittsburg State University, the City of Pittsburg, and the Vecino Group, Block 22 transformed four historic buildings at 4th and Broadway into an entrepreneurial epicenter. Block 22 now offers over 16,000 square feet of co-work and business incubator space, meeting rooms and conference space, ground floor retail space, and student housing. The City of Pittsburg committed \$1.5 million in funding from its Revolving Loan Fund, Pittsburg State University committed \$1 million in fundraising, and the Vecino Group secured \$10.05 million in tax credits. The remaining balance of \$5.4

million took the form of a loan assumed by the Vecino Group and will be paid through a long-term lease agreement with Pittsburg State University.

Pop-up and Temporary Businesses

The Downtown Core has a large inventory of vacant ground floor commercial space that adversely effects public perception and reduces pedestrian traffic, retail sales, and the viability of attracting businesses. One low cost solution is to encourage property owners to accommodate “pop-up” businesses, which might be startups or just secondary locations of existing businesses. These pop-up businesses can occupy empty commercial spaces or vacant lots during “happy hour” times, weekends, or holidays. Concurrent, small scale events can include concerts, food truck gatherings, or wine/beer tastings, and craft/farmers’ markets. Any leftover empty spaces can feature passive attractions by local artists or student projects from nearby schools. While some existing businesses may feel uneasy at first about the new competition, the increased traffic downtown will benefit all—potentially leading to new private investment and new longer-term tenants.

Real Estate Demand Projections

Commercial space and residential housing unit demand was forecast for Sapulpa and the Downtown Core through the year 2040. Market forces driving future demand for commercial space and housing include the growth in employment, population, and income along with trends in average space per employee, household size, and household composition.

By 2040, the City of Sapulpa’s population is forecast to increase by approximately 4,950 residents. This increase in population is forecast to generate additional retail sales capable of supporting approximately 359,000 to 384,000 square feet of occupied retail space through 2040.

Office-related job growth through 2040 in Sapulpa is projected to support the absorption of approximately 52,000 to 95,000 square feet of both owner-occupied and speculative office space.

Through 2040, new housing demand in Sapulpa is forecast at 1,500 to 1,700 new occupied dwelling units. Owner-occupied housing demand is estimated at 975 to 1,105 dwelling units with renter-occupied demand estimated at 252 to 595 dwelling units.

**Forecast Retail, Office, and Residential Demand
Sapulpa, Oklahoma; 2020 to 2040**

	Growth Populatio n	2020-2040		Net Gain	
		Jobs	Low	High	
Retail	4,950		359,000 SF	384,000 SF	
Office		170 - 330	52,000 SF	95,000 SF	
Housing	4,950		1,500 Units	1,700 Units	
Owner-Occupied			975 Units	1,105 Units	
Renter-Occupied			525 Units	595 Units	

The demand through 2040 for commercial and residential space in Sapulpa’s Downtown Core was based on the current inventory of vacant space in existing buildings and the availability of developable land.

The Downtown Core possess vacant space totaling 98,881 square feet of building area. Of the vacant space an estimated 27,298 square feet is on the ground floor with the remaining 71,583 square feet on upper floors. The large inventory of unoccupied upper floor space provides the potential opportunity for accommodate a mix of retail, restaurant, office, and residential uses.

The Downtown Core currently maintains several off-street parking lots, some of which could be redeveloped for commercial and residential use assuming the parking spaces could be recreated either on-site or elsewhere through construction of a parking structure. Existing off-street parking in the Downtown Core includes 157 public spaces and 451 privately-owned spaces.

Three large parking lots totaling 192 parking spaces and 1.77 acres have been identified as potential redevelopment sites, including 100-space lot at the southeast corner of Dewey Avenue and Elm Street, 35-space lot at the southwest corner of Hobson Avenue and Park Street, and 57-space lot north of the northwest corner of Main Street and Dewey Avenue. At a floor-area-ratio of 1.0 to 1.5, these three parking lots could accommodate approximately 77,000 to 115,000 square feet of building area. Ground floor commercial is estimated to account for approximately 40 percent of the buildable space.

The Downtown Core's existing unoccupied commercial space and the three prospective redevelopment sites together total approximately 176,000 to 214,000 square feet of building area. Accounting for a market equilibrium vacancy rate of 7.0 percent, through 2040 net absorption within the Downtown Core is forecast at approximately 37,000 to 55,000 square feet of retail space, 50,000 to 60,000 square feet of office space, and 53 to 65 housing units.

**Forecast Retail, Office, and Residential Demand
Sapulpa Downtown Core; 2020 to 2040**

Land Use	Net Gain	
	Low	High
Retail	37,000 SF	55,000 SF
Office	50,000 SF	60,000 SF
Housing	53 Units	65 Units

Revitalization Opportunities

The principal goal in the revitalization of the Planning Area is to improve its economic prosperity by creating a vibrant mixed-use urban environment that leverages off its status as a designated historic district, stock of historic buildings, and presence along Historic Route 66. This section of the study provides building and land use opportunities for the revitalization of the Downtown Core.

Being officially designated on the National Register of Historic Places provides Sapulpa's downtown with two principal advantages in supporting future revitalization efforts. First, the designation brings with it sense of stature and recognition and can be used as a selling point for economic development and heritage tourism. Second, the tax advantages for property owners who reinvest in their buildings provided by the national and state historic tax credits. Historic tax credits can play an increasing role in the rehabilitation of the Downtown Core's stock of historic buildings, particularly those that are in disrepair.

Downtown Sapulpa currently lacks a major attraction(s) and community gathering place that generates large and consistent visitation. An initial objective of the revitalization of Sapulpa's

Downtown Core is to attract more people that enhances the prospects of supporting increased sales for existing businesses and improvement the climate for attracting new businesses and residents.

One method of increasing pedestrian activity in the Downtown Core is to create a community gathering place of sufficient size to be able to program a wide variety of events and activities. A local example is Guthrie Green located in Tulsa's Art District. This community urban park opened in 2012 on a former industrial site that celebrates the performing arts. Guthrie Green has assisted the Tulsa Arts District to evolve into an entertainment destination offering a variety of retail and service shops, restaurants, bars, clubs, galleries, museums, parks, private businesses, and historic music venues.

Potential sites for a community gathering place in the Downtown Core include the former OG&E property at Hobson Avenue and Walnut Street and the vacant land behind the commercial and industrial buildings on the north side of Hobson Avenue between Water and Elm Streets. Prospective uses for either site include a brewery and restaurant, permanent farmer's market, playground, parking, and a lawn area for use as programmable space. The venue would be ideal for hosting a wide range of events such as fitness classes, recreation road show, live music, movies, food trucks, art and craft shows, lectures, book readings, wine and beer tasting, fund raisers, and major annual events. Both prospective sites offer convenient access to parking with the OG&E property located in proximity to City and County public parking lots. Such a community gathering place could be developed by the city, private developer, or a combination of both.

The alleyways between Dewey and Hobson Avenues possess the opportunity to support a unique urban setting for outdoor dining and entertainment as well as provide a pedestrian link between the two arterial streets. The alleyway between Water and Park Streets has the potential to support a unique urban space and link the businesses on Dewey Avenue with the emerging Hobson Avenue corridor. Design elements and lighting similar to the streetscape improvements to Dewey Avenue could be incorporated into the alleyway to promote connectivity and pedestrian activity.

Potential uses for the alleyway include: 1) the eight parking spots on the back of the building at 9 North Water Street could be converted into patio space or a driveway entry for a hotel, 2) the building at 15 North Water Street could be subdivided to create a commercial space facing the alleyway ideal for restaurant use, 3) open up a portion of the building at 110 East Hobson Avenue onto the alleyway, and 4) construct a new commercial building at the west end of the parking lot at the southwest corner of Hobson Avenue and Park Street.

To capitalize on recent and proposed redevelopment activity to the former City Hall at 116 Dewey Avenue the alleyway between Water and Park Streets south of Dewey Avenue could also be improve to promote pedestrian activity an new building construct on the parking lots fronting Water Street. The northern portion of the alleyway could be closed off for traffic with ingress-egress provided through the parking lots. This concept would create the opportunity to accommodate patio seating and new commercial construction.

Hobson Avenue has the potential to evolve into both a professional office corridor and an entertainment district supporting restaurants, drinking places, and entertainment venues. Benefits include ample parking, large stock of historic commercial and industrial buildings, presence of alleys, and the availability of undeveloped land. A unique setting such as outdoor seating or a rooftop location would enhance the customer draw to downtown restaurants and drinking places.

Downtown's status as a designated historic district and location along Historic Route 66 provides the opportunity to foster heritage tourism and lodging demand. A boutique hotel operating in a historic building is best suited to attract heritage tourists. The 4-story building at 9 North Water Street has the potential for conversion into a boutique hotel. Built in 1910, the building has period character and land in the rear off the alley to accommodate either a drive-up hotel entrance or an outdoor seating and dining area. A downtown conference center would assist in generating demand for a larger, branded

hotel. Additional downtown amenities such as restaurants, entertainment, and retail are needed before a boutique or chain hotel is viable.

The presence of approximately 27,000 square feet of ground floor commercial space in downtown Sapulpa affords the opportunity to support additional retail and restaurant establishments while the approximately 71,500 square feet of vacant upper floor space allows for adaptive reuse as professional office space and residential housing. Most of the upper floor vacant space is located within buildings on Dewey Avenue, Hobson Avenue, and South Park Street.

Government buildings and churches are predominant land uses along Lee Avenue. The lack of privately-owned properties may hinder revitalization opportunities.

Long-term plan to construct a municipal parking structure to improve the ability to facilitate the expansion of retail and service businesses as well as the development new mixed-use buildings. Potential sites include the existing surface lots at: 1) southwest corner of Hobson Avenue and Park Street, 2) southeast corner of Dewey Avenue and Elm Street, 3) north of the northwest corner of Main Street and Dewey Avenue, and 4) southeast corner of Hobson Avenue and Oak Street.

In addition to the future occupancy of vacant downtown buildings with retail, office, hotel, and residential uses, prospective development sites have been identified, focusing on surface parking lots, under-utilized properties, and noncontributing structures. These properties would be developed in phases over a long-term time horizon. The most suitable future development sites within or adjacent to Sapulpa's Downtown Core are outlined below.

- 100-space parking lot at the southeast corner of Dewey Avenue and Elm Street
- 35-space parking lot at the southwest corner of Hobson Avenue and Park Street
- 37-space parking lot at the northeast corner of Dewey Avenue and Main Street
- 57-space parking lot on the west side of Main Street north of Dewey Avenue
- 20-space parking lot at the southeast corner of Hobson Avenue and Elm Street
- Car lot at the northeast corner of Main Street and Lee Avenue
- Farm Seed & Seed property at the northeast corner of Main Street and Hobson Avenue
- Commercial property at the southeast corner of Hobson Avenue and Park Street
- Vacant OG&E property at the northeast corner of Hobson Avenue and Oak Street
- Northeast corner of Hobson Avenue and Walnut Street
- Northeast corner of Dewey Avenue and Oak Street

The inventory of parking spaces within those sites identified currently utilized for surface parking would have to be replenished elsewhere downtown. Existing parking lots off Dewey Avenue could support construction of parking structures with first floor commercial space.

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