

Our Heart♥
Our Historic Tomorrow♥

Draft - September 2020





Acknowledgments

Thank you to all participants in the planning process. Your time, technical expertise, and guidance was critical to the development of the Downtown Sapulpa Master Plan.

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Section 1

Our Historic Tomorrow

Section 1 lays out the vision for downtown Sapulpa's robust future, discusses the guiding principles that are integrated into the Plan's recommendations, and answers why this Plan was necessary, how the Plan was developed, and what the planning process looked like.



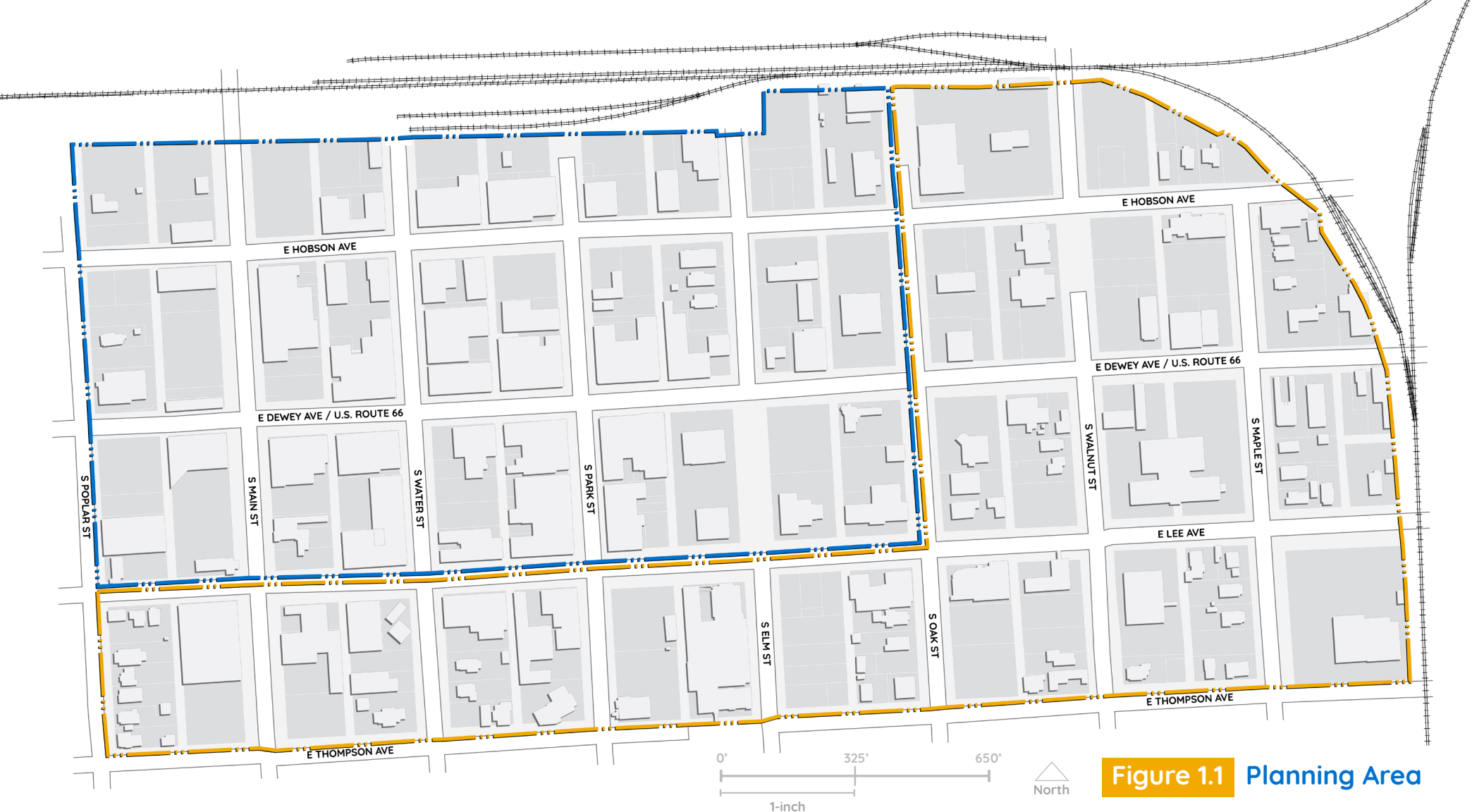
The Downtown Sapulpa Master Plan (Plan) is an articulation of the community leaders' goals for downtown Sapulpa over the next 10-20 years. During the past 12 months, the downtown planning process has engaged residents, business owners, and property owners through a variety of engagement exercises and 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!





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.

Figure 1.1 Planning Area

- Downtown Core
- Downtown Transition Area

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 six sections, detailed as follows.

Section 1 – Our Historic Tomorrow. This section presents an introduction to the Plan, including the Plan's purpose and timeline. Additionally, this section sets forth the vision for the downtown Sapulpa within 10-20 years. Guiding principles are provided to further clarify the vision; they are the critical building blocks that must be achieved.

Section 2 – The Path to Tomorrow / Land Use and Development Plan. This section identifies the preferred and appropriate land uses and development areas throughout downtown.

Section 3 – The 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 4 – The 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 5 – The Path to Tomorrow / Economic Development and Vibrancy. This section presents the economic state of downtown Sapulpa, how to attract downtown investment, and secure existing building stock.

Section 6 – Strategic Implementation. This section presents specific actions to achieve the recommendations of the previous sections.

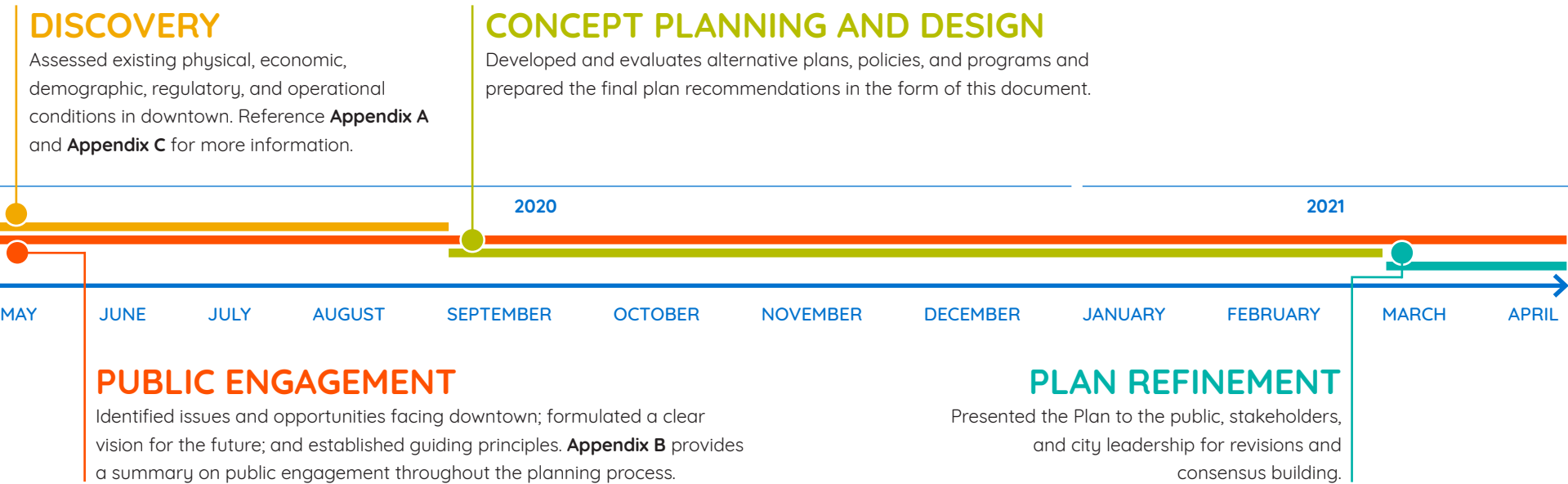
(Appendix A) Downtown Yesterday and Today This section describes the history and current state of downtown, including details on existing plans and studies, current and forecast demographic factors, market potential, and physical, natural, and regulatory conditions.

(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.



Vision section to be included in future submittal

Guiding principles section to be included in future submittal

Section 2 *The Path to Tomorrow*

Land Use and Development

xxx



Section 2 to be included in future submittal

Section 3 *The Path to Tomorrow*

Urban Design, Aesthetics, and Street Life

XXX



Section 3 to be included in future submittal

Section 4 *The Path to Tomorrow*

Transportation and Parking

XXX



Section 4 to be included in future submittal

Section 5 *The Path to Tomorrow*

Economic Development and Vibrancy

XXX



Section 5 to be included in future submittal

Section 6 *The Path to Tomorrow*

Strategic Implementation

XXX



Section 6 to be included in future submittal

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.

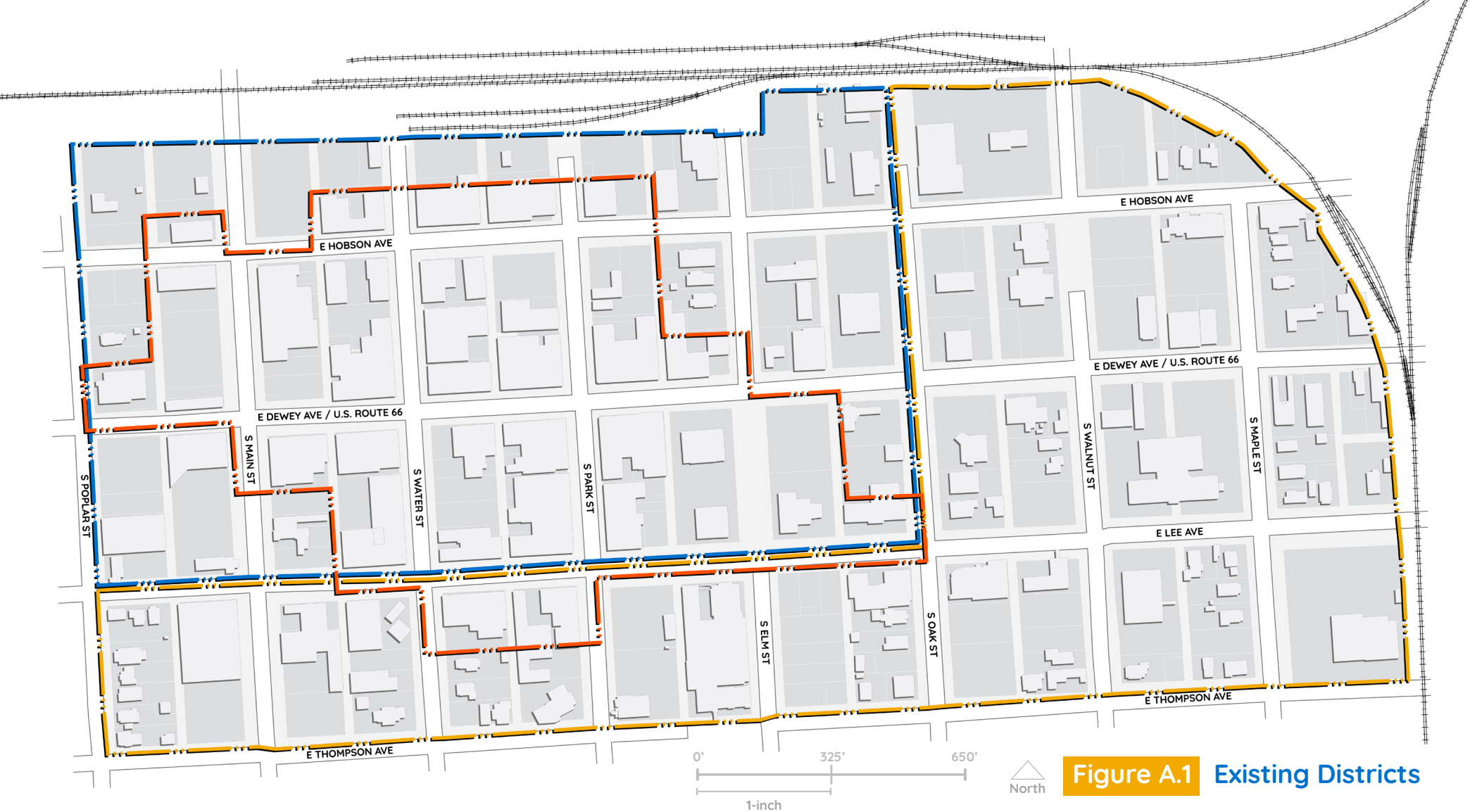
The State Historic Preservation Office identifies and nominates properties, including historic districts, to the NRHP in accordance with National Park Service regulations (36 CFR Part 60). A residential neighborhood, a downtown commercial district, a rural environment, or a concentration of archaeological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





Walter Realty

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



Downtown Sapulpa



Labor Day Parade on Dewey Avenue



Sapulpa High School

The administration building is the former Washington Elementary



The Fair Store

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



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.



Band Stand by Gazebo

Large crowd behind courthouse



Berryhill Building

Constructed in 1909 as Sapulpa's second "skyscraper"



Loraine Hotel

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



Bovaird Supply Co.

(Currently Farmers Feed Lot Store)



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)



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 fenceline.

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.

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,

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 city wide yard sales.
- The **Sapulpa Chamber of Commerce** hosts the annual Christmas parade, as well.



Route 66 Blowout (Sapulpa Main Street)



Jingle Bell Sweepstakes (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.



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



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

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.





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

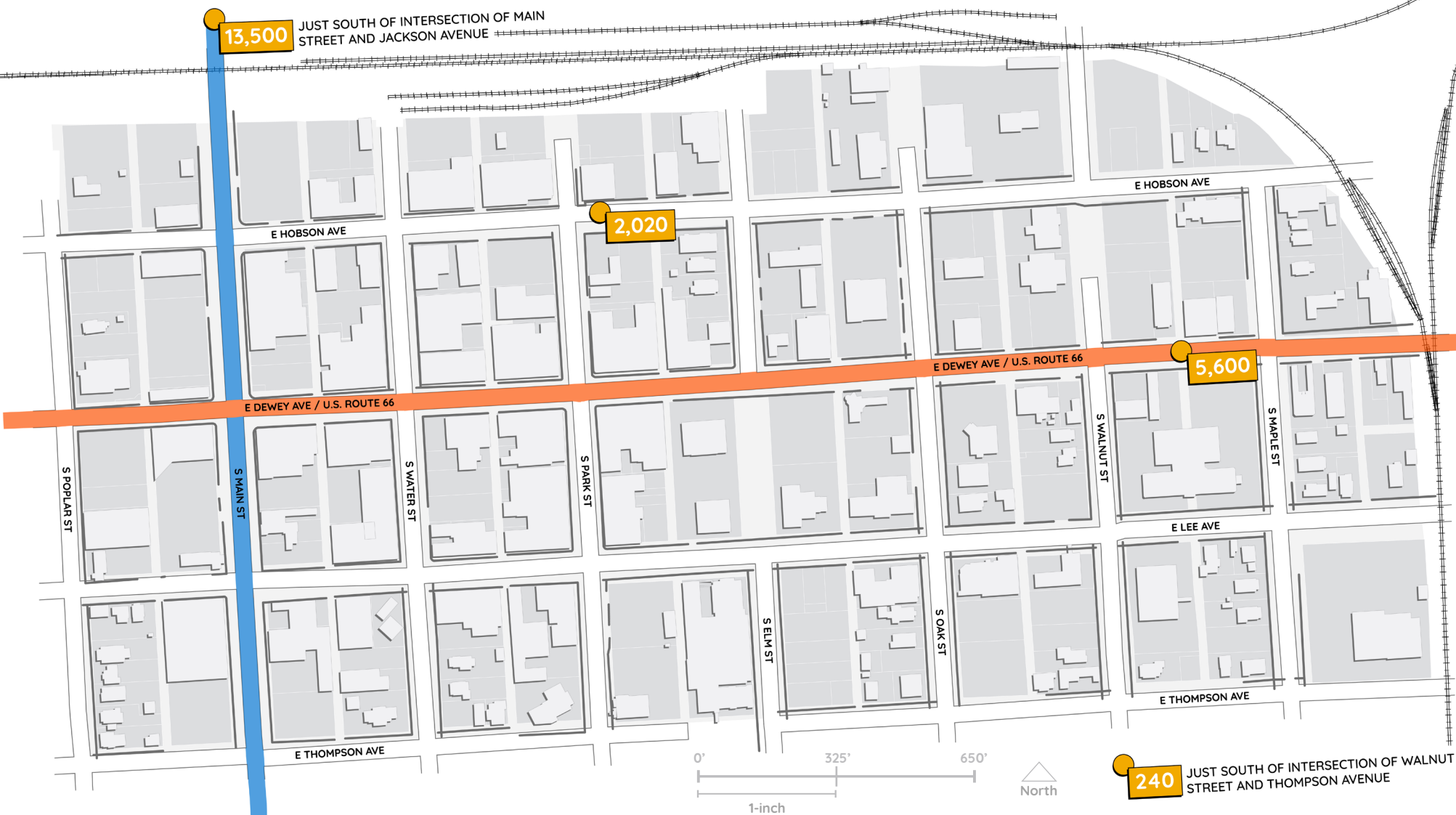
Pedestrian Facilities

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.





Average Annual Daily Traffic

● Traffic Count Site

Network

▬ Sidewalk

▬ U.S. Route 66

▬ U.S. Route 75

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



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.



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.

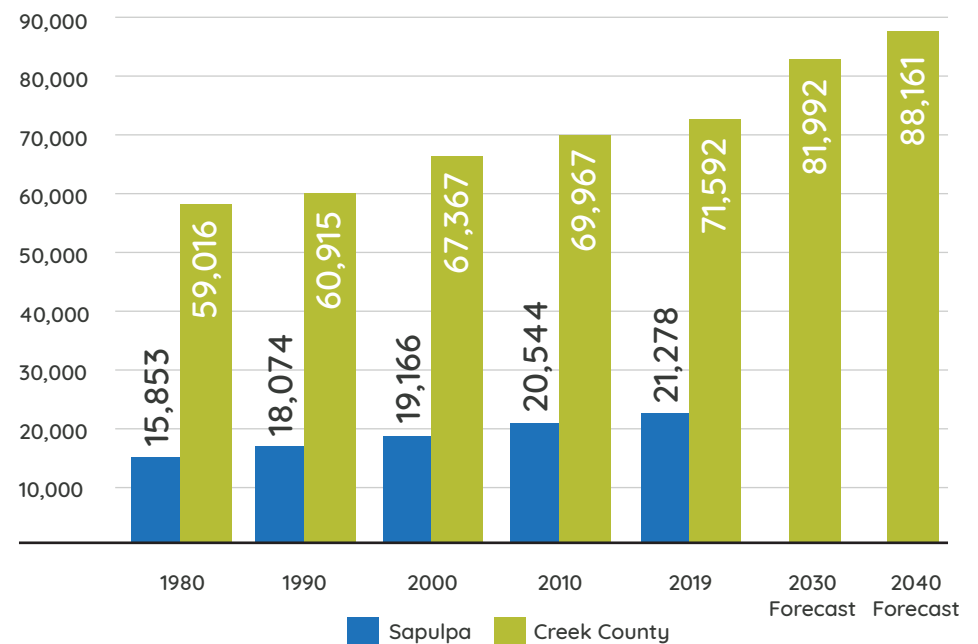
Note: Sources for the following data include the U.S. Census Bureau, American Community Survey, and U.S. Department of Labor.

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

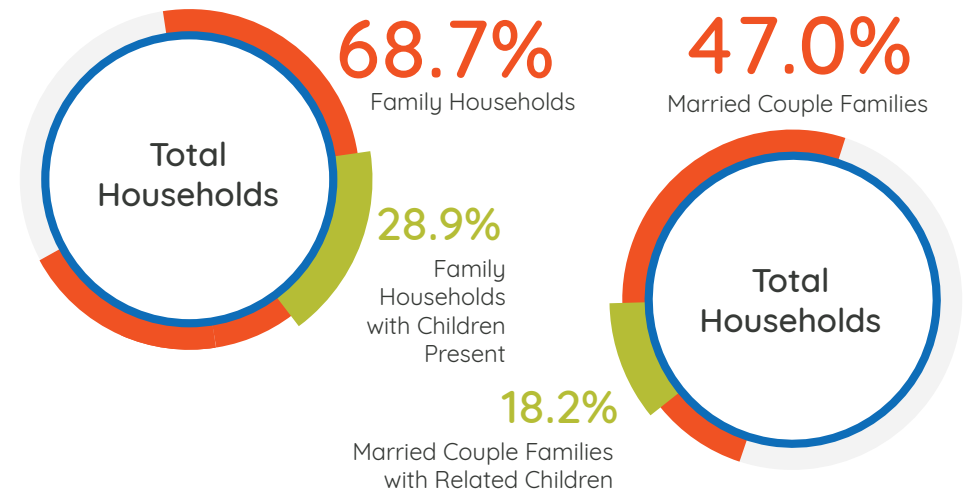
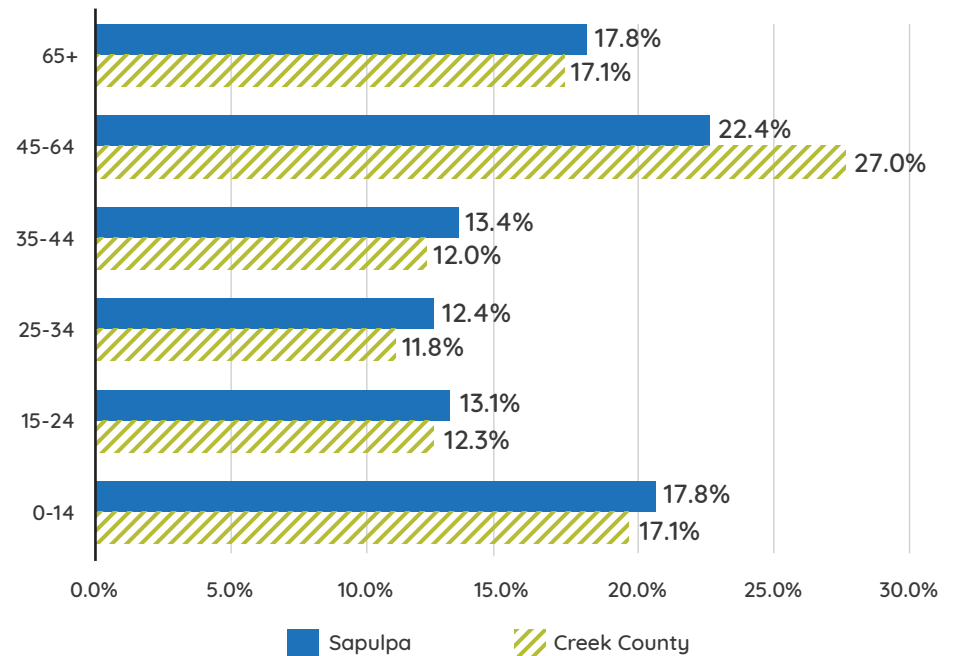


Figure A.10 Population by Age Group (Sapulpa vs. Creek County)



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

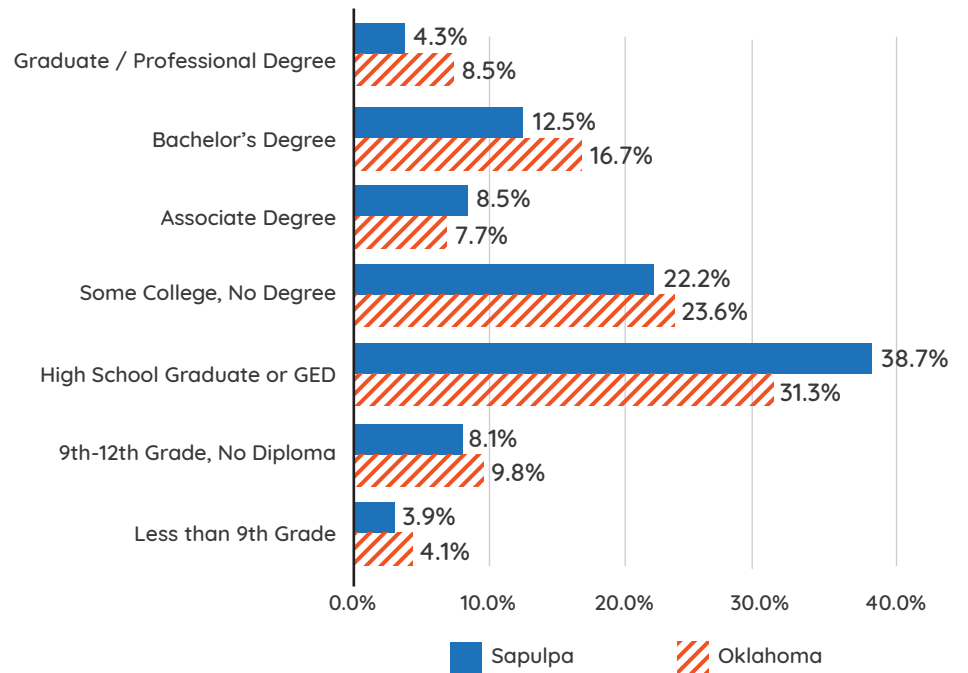
Educational attainment levels of a market area's labor pool are becoming increasingly important in the ability to attract and retain knowledge-based industries as well as the ability to support above average wages. **Figure A.11** provides a comparison of educational attainment levels between the City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

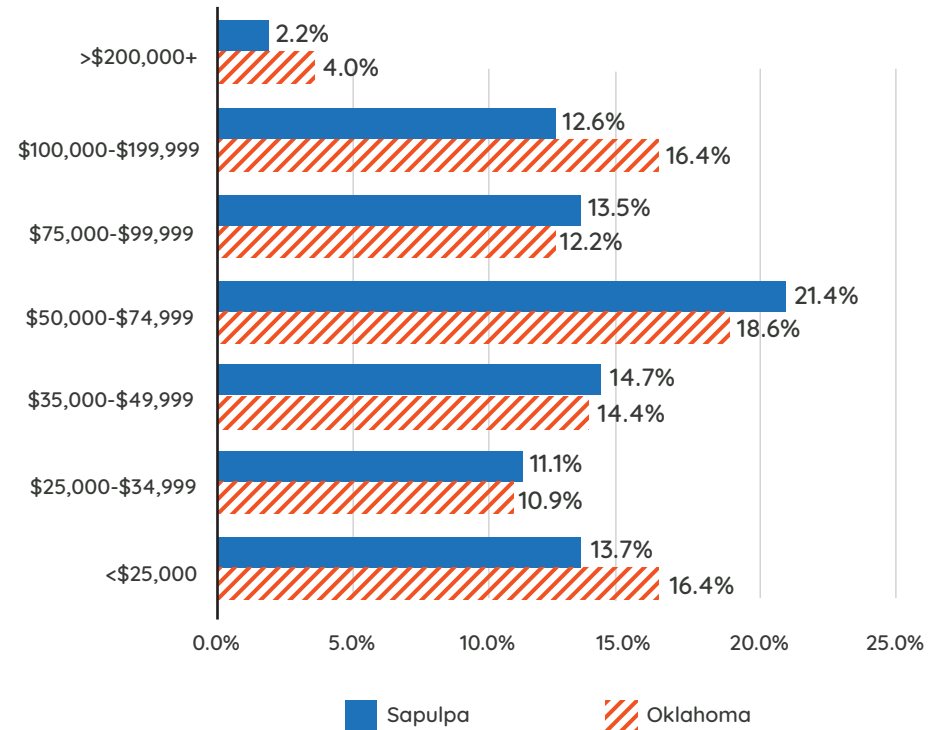
Sapulpa's median household income of \$66,142 compares favorably to \$60,293 for the U.S. and \$51,424 for Oklahoma. Sapulpa supports below average levels of low-income and high-income households, but middle-class incomes of \$50,000 to \$99,999 well exceed the statewide average. Sapulpa's household 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.

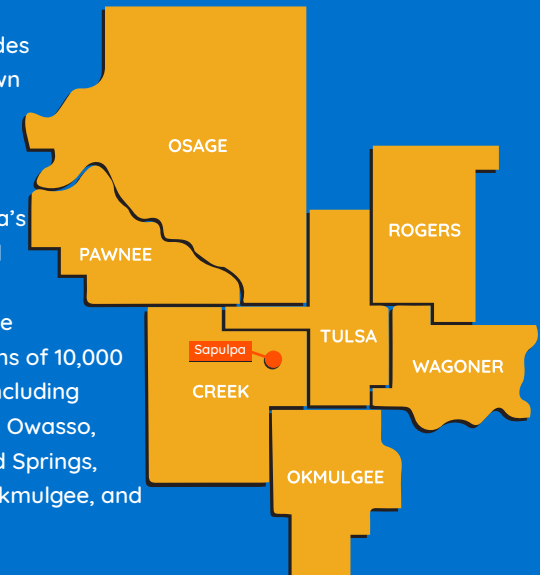


Figure A.13 Employment Trends (Tulsa MSA)

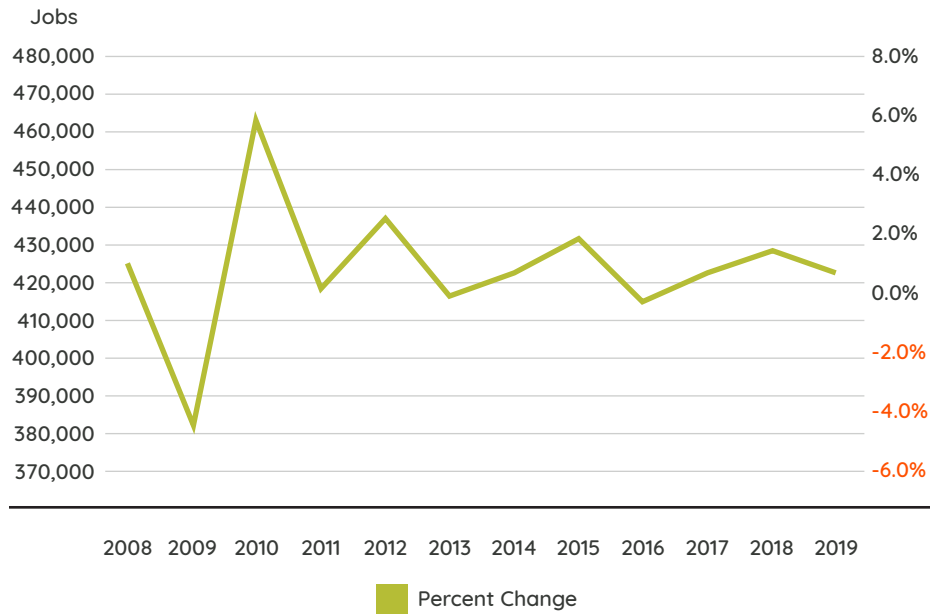
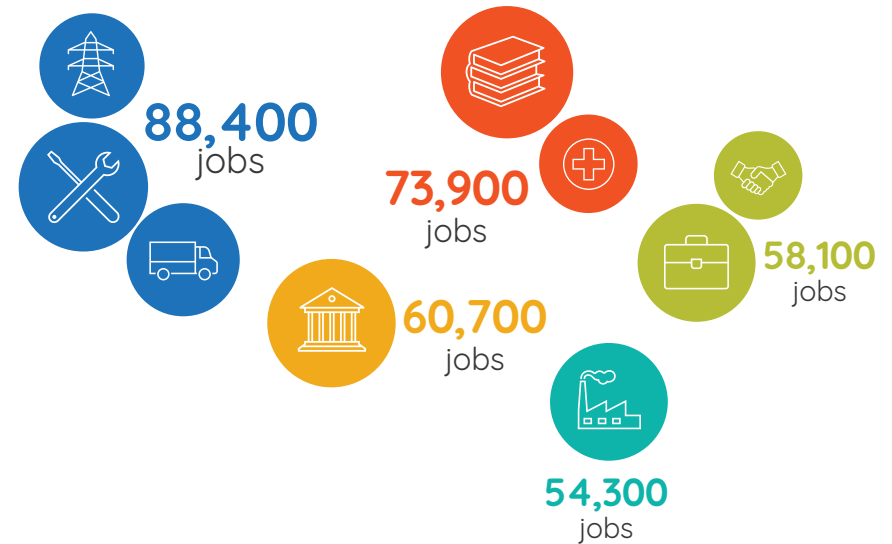


Figure A.14 Employment Growth Rate (State of Oklahoma vs. Tulsa MSA)

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, community engagement was weaved throughout the life of the planning process. Good community 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 charrettes, 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.downtownsapulpa.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.



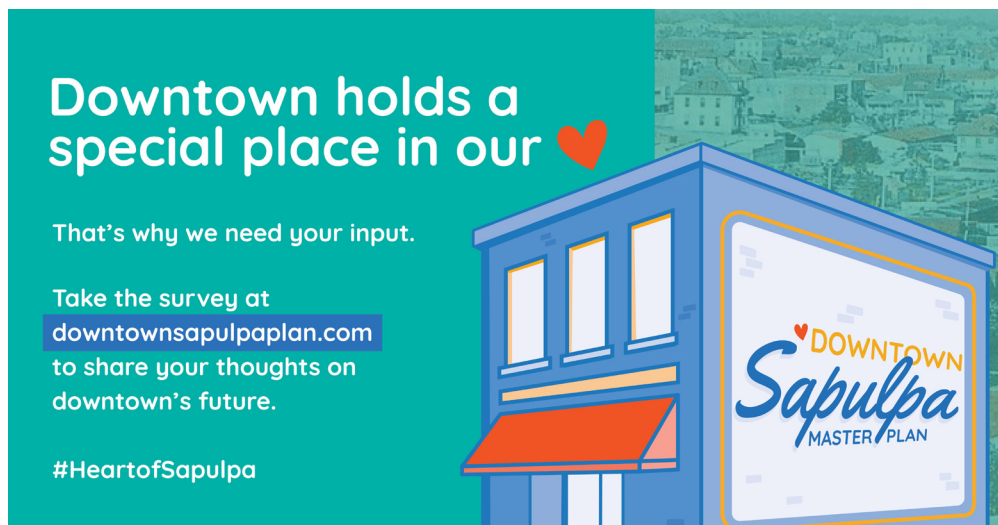
Press Releases

Four 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.

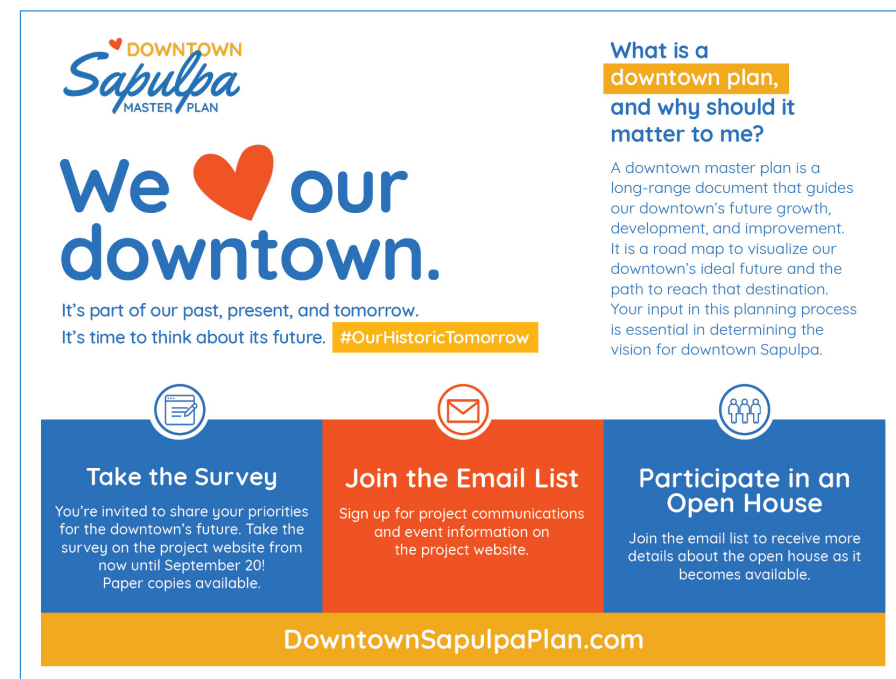


Email Blasts

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.



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.

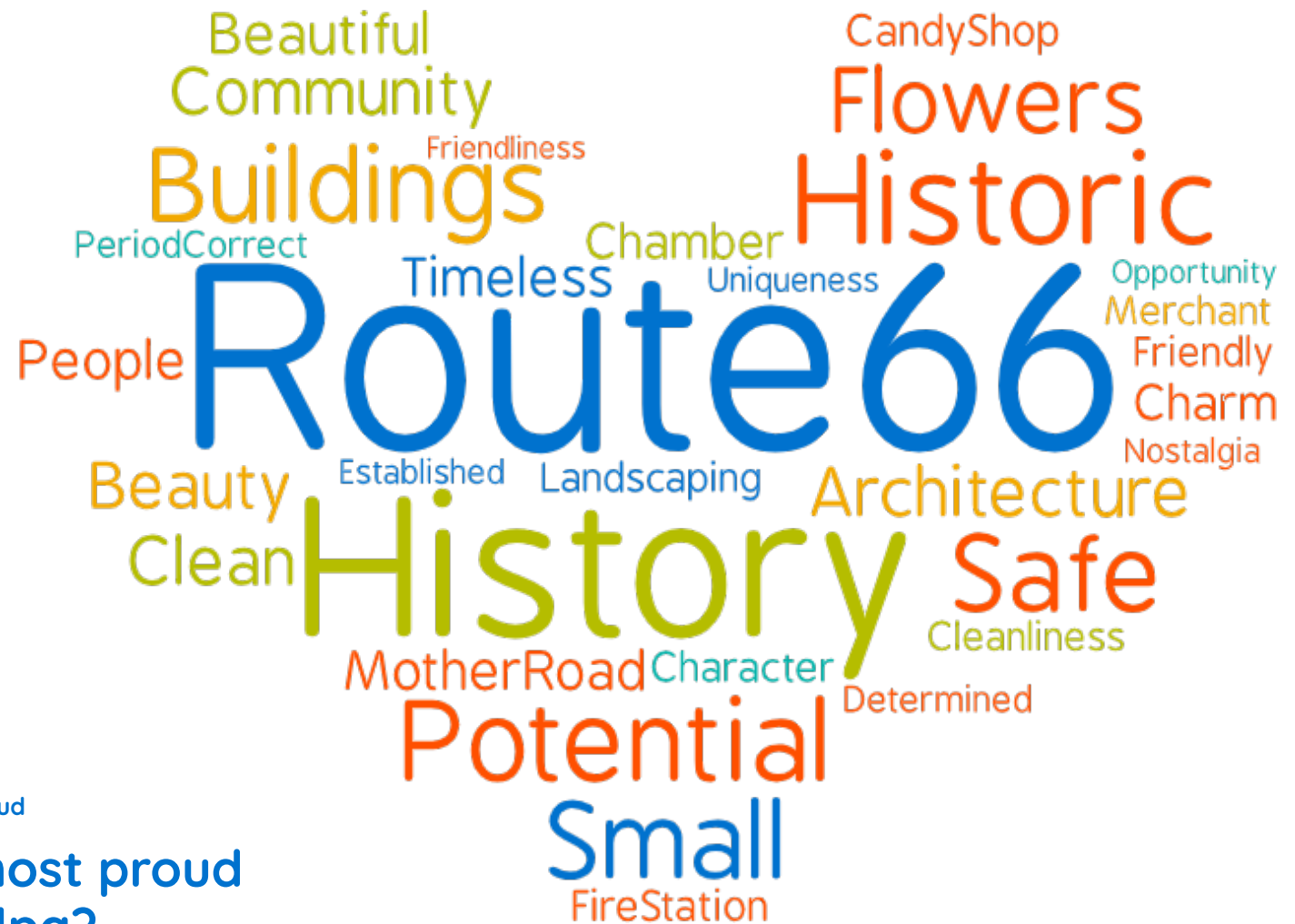


Figure B.1 Visioning workshop word cloud

**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 – food shopping, entertainment, 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
- The tweakers are gone, life is good
- 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

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)

Planning and Design Charrette

XXX

Public Survey

XXX

Public Open Houses

XXX

Complete Appendix B to be included in future submittal

Appendix C

Downtown Market

xxx



Appendix C to be included in future submittal

 DOWNTOWN
Sapulpa
MASTER PLAN