

CLAREMORE 2040

SPECIAL DISTRICTS PLAN

Downtown District
Historic Route 66 District
West Bend | University District
Will Rogers Corridor District

Adopted June 3, 2019



Acknowledgments



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Thanks also to ...

Individual residents, business owners, property owners and others who contributed their insights and ideas to Claremore's special districts planning process.

Executive Summary



Introduction

During the latter part of 2017, Kendig Keast Collaborative (KKC), Community Planners, Ricker | Cunningham (RC), Real Estate Economists and Community Strategists, and Wallace Engineering, Planners, Designers and Engineers, collectively the Consultant Team¹, were retained by the City of Claremore, Oklahoma (herein referred to as the "City") to assist with preparation of two resource documents. The first one, an update to the City's comprehensive plan, titled "Claremore 2040," was adopted in March 2019. The second was this Claremore Special Districts Plan, adopted in June 2019, which relied on significant elements of the comprehensive plan, yet takes a deeper look at conditions within four distinct geographies of the community including – West Bend | University District, Will Rogers Corridor District, Downtown District and Historic Route 66 District.

As a policy document and addendum to the comprehensive plan, this Special Districts Plan should be used to guide decisions regarding growth and development. As a strategic document, it should be used to prioritize capital expenditures and inform community and economic development efforts to position properties within the districts for public and private investment.

District Boundaries

The City's leaders, in commissioning this plan, recognized that redevelopment and infill development in established areas can be infinitely more challenging than greenfield development, or development on the fringe of a community. Whereas properties on the edge of communities tend to be less encumbered by constraints such as aging and insufficient infrastructure, fragmented ownership, and narrow lot depths, they often necessitate less intervention or assistance from potential public or institutional partner organizations. For this reason, and given the limited ability of a communitywide plan such as Claremore 2040 to adequately address the myriad of conditions facing properties in these locations, they identified the necessity for a study and plan that provided them with an understanding of conditions with the potential to derail desired outcomes, along with recommendations regarding the best way to mitigate or eliminate their impact.

While a substantial portion of development within the city is located along either a mature commercial corridor or within a conventional neighborhood, a committee of representatives appointed by local officials, together with City staff, identified four priority areas to be the subject of this report. Each one was considered to be largely representative of similar places in other parts of the community, and therefore, appropriate locations to illustrate opportunities for investment and the various means with which the City could employ its resources to advance stated goals and objectives. The four areas that are the subject of this plan include the following:

West Bend | University District – The West Bend | University District is generally bound by Blue Starr Drive on the north, Moore Street on the east, East Highway 20 on the south, and the grounds of Rogers State University on the west. Major uses anchoring the area include the Will Rogers Museum and Memorial, Rogers State University, Expo | City Recreation Center and Indian Hospital.

Will Rogers Corridor District – The Will Rogers Corridor District is generally bound by properties fronting the roadway south of the West 4th Street alignment on the north, North JM Davis Boulevard on the east, properties fronting the roadway north of west Oklahoma Street on the south, and Moore Street on the west. Land uses which dominate the area include a range of free-standing and inline commercial operators, both highway- and community-serving, along with auto-oriented businesses, large-scale regional destinations, and institutional uses buffering established residential neighborhoods from the roadway.

Downtown District – The Downtown District is generally bound by 12th Street on the north, Lavira Avenue on the east, 1st Street on the south, and Missouri Avenue on the west. Land uses and significant features in the area include governmental facilities, highway-serving commercial uses, Burlington Northern and Union Pacific rail lines, Claremore's largest inventory of historic buildings, and its oldest residential neighborhood.

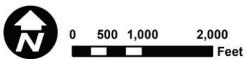
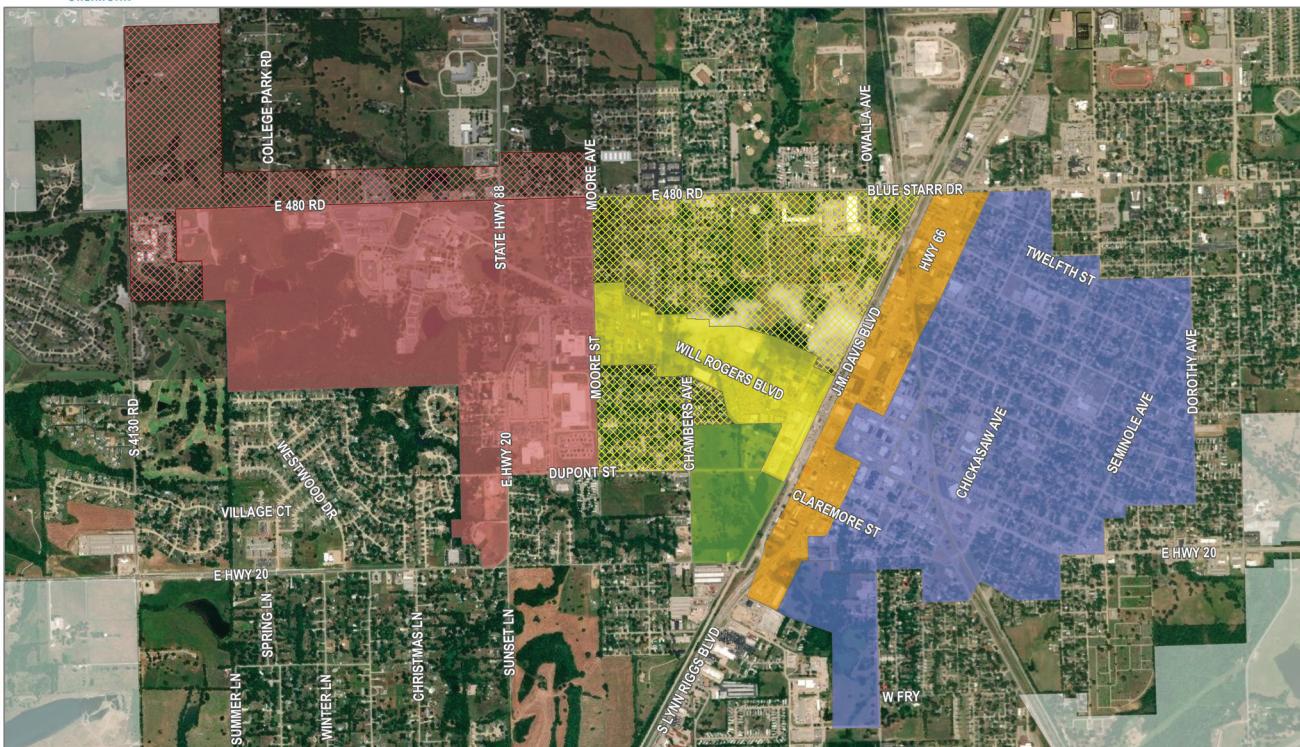
Historic Route 66 District – The Historic Route 66 District is generally bound by Blue Starr Drive on the north, the location where South Lynn Riggs Boulevard (Route 66) intersects with North JM Davis Boulevard on the south, and all parcels located between these two roadways. Significant attributes of the District are reflective of its storied past as the "Mother Road," connecting points between Illinois and California. A

¹ Working in parallel to this effort, and contributing to its contents, was Velocity Group, a Bentonville, Arkansas-based consulting practice of professionals that specialize in placemaking. Specific recommendations advanced by Velocity Group are sourced within this plan and presented in full in Appendix 2, Experience Design and Sub-District Plan Recommendations, of this plan document.

Consolidated Special Districts Map



Districts Map Claremore, Oklahoma



SOURCE: Claremore, Oklahoma
Date: Saturday, March 30, 2019

- Area of Influence
- Area of Influence
- Future Park Space (within Will Rogers Corridor)
- Will Rogers Corridor
- Downtown District
- University West Bend District
- Historic 66 District



mix of commercial and industrial uses are co-located, some promoting the "66" name and others simply catering to travelers passing through and to Claremore and eastern Oklahoma.

Participation and Input

In addition to technical analyses, qualitative input was solicited from stakeholders and interested parties through a variety of means including individual interviews with business and property owners, small group meetings with members of various advocacy groups, regularly scheduled meetings with the project technical advisory group, public forums including open houses, and one-on-one discussions with representatives of the City, as well

as the finance, development and design communities. As specialists in their respective fields who are familiar with the community and special districts within it, their input and participation were considered essential to this effort.

Shared goals among the participants included a desire for an enhanced physical realm, stronger vehicular and non-vehicular connections and accommodations (bicycle and pedestrian), and a greater diversity of commercial stores and restaurants. Target audiences for new and more diverse uses include students and instructors from Rogers State University, professionals and entrepreneurs choosing the less urban lifestyle of Claremore over Tulsa, and young families and retirees. Several expressed an understanding of Claremore's strategic position within 30 minutes of the greater Tulsa market, yet its

autonomous business base, and thought it could be more effectively promoted to individuals and businesses seeking its recreational amenities, bucolic setting, and historic authenticity.

Existing Conditions

The district areas and their existing patterns of development, while not atypical of other “second-tier” communities of a similar size and distance from a major metropolitan area, are impacted by conditions, both visible and non-visible, which continue to influence investment decisions. Among the most pervasive are those related to deficiencies in infrastructure, presence of waterways that are both amenities and potential threats to properties, abundance of natural and man-made recreational resources, and an inventory of traditional housing product types serving a fairly narrow spectrum of residents. Capital improvements that will be necessary to mitigate physical challenges and foster a climate of desired private investment include: stronger connections, both vehicular and non-vehicular; more, yet smaller public and open spaces; and roadway enhancements that soften and cool transportation corridors. Policy and regulating resources that will be essential to ensure greater contiguity in the character and quality of the built environment include: amendments to existing development and building codes, neighborhood and commercial designs standards, and a supportive environment for redevelopment, separate and apart from new development in other locations.

Market Opportunities

Market analyses associated with an area-wide strategic planning assignment such as this are essential whereas they serve to provide a “reality check” for conceptual planning recommendations, and an independent “story” to tell potential investor audiences. Based on those analyses, there are varying degrees of support within the trade area serving uses in the city and specific district areas, for several major land uses. With attainable capture rates ranging from 10 percent to 40 percent of the region’s growth and development, actual investment levels will be dictated by numerous factors including the desire of property owners, collective vision, early and ongoing successes, and the City’s willingness to proactively and continually tell its “investment story” to possible partners and the community at-large.

Ideally, a mix of uses will be configured in a variety of formats in an effort to combine experiences,

minimize vehicular trips, and create concentrations of activity. When effectively integrated, these types of developments, individually and collectively, frequently yield higher property values. In addition, rather than addressing market needs with solitary uses, multiple projects co-located tend to become destinations and draw interest from a larger trade area.

Special District Plans

Acknowledging that it will take many years and multiple actions by a host of advocates to realize redevelopment in the districts, the experience of other communities that have advanced similar initiatives has shown that a successful approach needs to include both district-wide and catalyst project-specific activities. To this end, the recommendations presented here are both general and specific, and have applicability in multiple locations. Further, proposed amenities and enhancements to the public realm include those that will unify uses, connect centers of activity, and improve the aesthetic appeal. Projects with the potential to both demonstrate support within the market for untested product types, and catalyze private investment, include both capital expenditures and private developments. Project concepts identified within the districts include:

Brady Street Commercial – located within the West Bend | University District, this concept would include one or more retail centers fronting Brady Street supported by surface parking facilities, made possible by a reconfiguration of the Claremore Expo and Recreation Center properties, and would put more public land into productive use for the generation of revenue to support these and other community venues.

Cottage Housing – located in established neighborhoods within the West Bend | University and/or Downtown Districts, this concept would feature an alternative ownership residential product with a central courtyard, alley-loaded garages and shared open space; a low-maintenance product ideally targeted to the lifestyle of young singles and families, and empty nesters needing less space and more value.

Boutique Hotel – located in the Downtown District, this concept would feature an urban infill boutique hotel with fewer than 50 rooms and surface parking, and be owned locally or by a regional partnership group. It could be a new development, but would more likely be an adaptive reuse, making its history part of the appeal.

Brewery | Community Space – located in the Downtown District, this concept could include both an onsite brewing operation and brew pub restaurant, with supporting employment incubator or community meeting space and surface parking, and either be owned locally or by a regional brewing company.

Artist Live | Work – located in the Downtown District, this concept would be an adaptive reuse of an existing structure, with living and working spaces fully integrated and marketed to artists, and supported by surface parking. Potential owner operators could be local, or a demonstration project of the nationally-recognized Art Space, Inc. based in Minneapolis.

Implementation

The strategic approach for revitalizing the districts is based on the experience of other communities that have demonstrated — private investment follows public commitment. For this reason, a primary objective of this plan is to “leverage” community resources, amenities and improvements in a manner that most effectively encourages private development while minimizing risk and enhancing returns. While the public sector’s “return” may be more obviously reflected in the later phases of this effort, its involvement in the early phases will be essential. **Based on an analysis of existing property conditions in the four districts, there is support for an estimated \$38 million in private investment, assuming a public sector contribution of approximately \$7.3 million in public investment to mitigate adverse conditions, resulting in an average return of approximately 5.2 percent to the community.**

The strategy for advancing revitalization within these strategic areas is based on an awareness of existing conditions, desired outcomes, and market and economic realities. Major components of the approach include **Guidelines** for land use and improvement decisions, clarification of **Roles and Responsibilities** among partner entities, and actionable **Initiatives**, both special district-wide and catalyst project-specific. To this end, this plan puts forth recommendations that will improve shared spaces and the physical framework of the districts, as well as advance specific private investment proposals that demonstrate market support and consistency with desired outcomes.

Levels of redevelopment interest realized in each of the districts will depend on numerous projects, programs and policies that effectively “ready the environment for investment.” Key to advancement of

redevelopment projects will be ongoing resolution by the City and its partners of situations that threaten desired development or dilute their collective efforts. A priority in the early phases of this revitalization endeavor will be advancement of the priority initiatives, while priorities in the later phases will shift toward enhanced communication with stakeholders and local officials regarding accomplishments achieved (benchmarks), challenges outstanding and the necessity for sustained support and public commitment to the vision.

While this Special Districts Plan is intended to inform and guide future growth in four targeted areas over the near- and long-term, it is a policy document. Therefore, the only way to protect the expressed objectives and advance desired improvements is to ensure alignment among relevant City regulatory resources and commit, long-term, to making decisions consistent with the Guidelines offered. The Guidelines are intended to “represent a broad philosophy that can direct the organization throughout its life in all circumstances, irrespective of changes in its goals, strategies, type of work, or the top management filter for decisions at all levels.” The Guidelines include:

GUIDELINES

1. The City will maintain a proactive and sustained attitude about the necessity for, and value of, balanced growth in all segments of the community.
2. The vision for the special districts will be reflected in City growth management policies and capital expenditures.
3. Standards of development in the special districts will be established and made consistent with the visionary concepts and catalyzing developments, while also protecting existing investors.
4. Capital projects will be creative, phased, and strategically located to improve the public realm, mitigate physical challenges and enhance property values.
5. The City, together with its partner organizations, will lead early investment activity in the districts, and private stakeholders will participate in maintaining and promoting shared spaces.
6. While the City’s controlling documents (policy, regulatory, other) are being updated to align with this Special Districts Plan and its intentions, interim variances should be afforded those projects deemed consistent with stated objectives.

CITY'S ROLE

The City's principal responsibility as it relates to this Special Districts Plan is to provide guidance and support for initiatives that will most effectively "ready the environment for investment" within the identified areas. In order to do this successfully, the City must first accept that its competitive position will depend on a significant repositioning (both real and perceived) and participation by multiple groups. In addition, it will be essential that regulatory tools and processes are restructured, and that leadership recognize the economic challenges inherent in the desired development concepts. Finally, the City will need to be flexible, with both active and passive responsibilities, depending on conditions within each district and the capacity of its partner organizations to lead certain efforts. Regardless of whether the City leads or supports specific activities, as the largest investor in the community, its commitment has to be to the vision.

community vision, Claremore is highly likely to reach its goals sooner rather than later, and continue to be the type of community that supports both young and old, traditional and extraordinary, artist and entrepreneur.

Conclusion

The districts, with a mix of both new and established businesses and industries, are collectively a formidable economic engine that currently contribute to the community, but whose position could be diminished without adequate attention and resources. The success of this effort will depend on the delivery of high-quality, consistently operated and maintained business environments, devoid of obstacles, and supported by the public. To this end, this Special Districts Plan is intended to inform how the resources of both the City and its partners are prioritized to ensure redevelopment is accomplished, while also balancing private and community investment objectives.

Whereas the districts have many property owners, achieving desired outcomes will be highly dependent on the partner entities' willingness and ability to employ the right combination of policies, incentives and regulations to inform and guide investment. Beyond its uses, success will depend on a commitment to quality over quantity as reflected in a unified program of signs, gathering places, and landscaping; along with appropriate transitions between uses, access to natural amenities, and improvements at a suitable scale.

Experience has shown that publicly-initiated redevelopment efforts such as this one are accomplished in multiple phases, and often over several years. The authors of this report expect the same within Claremore's special districts; however, based on past performance and its commitment to the recently stated and adopted

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Section 1: Introduction



During the latter part of 2017, Kendig Keast Collaborative (KKC), Community Planners, Ricker | Cunningham (RC), Real Estate Economists and Community Strategists, and Wallace Engineering, Planners, Designers and Engineers, collectively the Consultant Team, were retained by the City of Claremore, Oklahoma (herein referred to as the “City”) to assist with preparation of an update to their existing comprehensive plan previously prepared in 2006 (referred to herein as “Claremore 2040” and the “Comprehensive Plan”) and this Claremore 2040 Special Districts Plan (referred to as the “Special Districts Plan”, “Districts Plan” and the “Plan”). Working in parallel to this effort, and contributing to its contents, was Velocity Group, a Bentonville, Arkansas-based consulting practice of professionals that specialize in placemaking. Specific recommendations advanced by Velocity Group are sourced throughout the Plan and in the Districts Implementation Matrix presented in the Appendix. Also presented in the Appendix is a resource document provided by Velocity Group to the City.

The Claremore 2040 Special Districts Plan will serve as an addendum to the 2040 Comprehensive Plan and strategic resource for community leaders. Whereas it grew out of the comprehensive planning effort, it both relied on, and benefited from, related analyses and outreach events. Attributes of this Plan that differentiate it from Claremore 2040 include more detailed discussions regarding prevailing conditions in targeted investment areas (herein referred to as the “Districts”, “Special Districts” and “Special District Areas”), as well as area-wide and project-specific implementation initiatives.

Special District Areas

Four distinct geographies within the Claremore community are the subject of this Plan. They include the West Bend | University District, Will Rogers Corridor District, Downtown District and Historic Route 66 District. The purpose of this effort was to understand circumstances within each of the areas that either hinder or support property investment and reinvestment, inform decisions regarding growth and development within their boundaries, and offer guidance about priority capital projects necessary to catalyze community and economic development efforts, including positioning properties for public and private investment.

As one of eight “top priorities” identified in Claremore 2040, “special area focused planning” has been recognized by the City’s leaders as essential to advancement of the community’s vision to be an “economically resilient community with a diverse, yet stable economic base.”

Top 8 Priorities

Claremore 2040 Comprehensive Plan

1. Housing is the linchpin of Claremore’s future
2. Where to grow
3. Attention to Claremore’s physical plant
4. Enhancing mobility and safety
5. Building on a strong economic base
6. An even more livable Claremore

7. Beyond citywide planning to special area focus

8. New and improved implementation tools to advance priorities

They also understand that redevelopment and infill development in established areas can be infinitely more difficult than greenfield development or development on the fringe of the community, where properties tend to be less encumbered by constraints such as aging and insufficient infrastructure, fragmented ownership, and narrow lot depths. As such, they directed preparation of this strategic planning document.

Approach and Methodology

The approach used to ensure delivery of a truly strategic resource for the community involved multiple steps ranging from detailed analyses of: conditions impacting investment decisions, both public and private; local and regional real estate markets and industry trends; existing policy and regulatory documents that inform the character and quality of product designs; planned initiatives; and economic solutions for market-supportable projects with the potential to catalyze desired development. These quantifiable analyses were supplemented by qualitative discussions with a range of stakeholder audiences including: property and business owners; lender groups; local officials; professional planners; developers and builders; and institutional representatives. A major element of this document are

strategies for furthering the defined district development concepts by creating an environment attractive to private sector investment interests.

Participation and Input

While city-initiated, multiple individuals and organizations participated in both the comprehensive and special districts planning processes, many of which will likely be engaged in advancing the objectives of both initiatives. Venues and platforms where stakeholder input was solicited during the 15+ month planning processes include those described below.

ADVISORY COMMITTEE MEETINGS

Comprehensive Plan Advisory Committee (CPAC) is the committee that guided both planning processes, received and reviewed monthly updates from the planning team, and offered opinions regarding the viability of various concept proposals, priority initiatives, and investment challenges. As specialists in their respective fields, and familiarity with the district areas and community at-large, they played an essential role in ensuring the recommendations presented herein are contextually relevant.

OPEN HOUSES

Open houses, hosted by the City and facilitated by members of the planning team, were held throughout the process in the special district areas. Meeting notices were sent to property and business owners and published on various platforms, and members of CPAC, City Council and Planning Commission, along with representatives of key stakeholder organizations were invited. During these forums, potential investment and reinvestment concepts were presented and input solicited regarding the role each of the Special Districts should play in the larger community.

ONE-ON-ONE INTERVIEWS

Members of the planning team conducted confidential in-person and telephone interviews with property owners, developers, lenders and other stakeholders regarding past and ongoing efforts to position and promote the community and strategic initiatives to residential and business interests, locally and regionally. The purpose of these discussions was to understand recurring obstacles and pervasive perceptions, as well as share market knowledge and explore potential partnerships.

CLIENT AND CONSULTANT TEAM CALLS

Planning team calls were conducted periodically during the planning process so that progress could be monitored and information shared about on-going occurrences in the community (planned and proposed projects). City representatives hosted the calls, while members of the planning team provided the agendas.

CITY LEADERSHIP UPDATES AND OTHER PRESENTATIONS

City management was provided with project updates by staff, while members of the planning team presented key findings to various boards and commissions in the Special District areas. CPAC members were selected based on their unique perspectives and roles in high-profile positions and organizations, making them conduits for dissemination of information resulting from the process.

Summary of Input

Within all of the forums, input received suggested alignment within the community regarding the necessity to better position properties within the Special Districts for ongoing economic activity. Widely held goals included: capital improvements that both optimize and enhance the physical realm; more and safe accommodations (bicycle and pedestrian) for non-vehicular mobility along major roadways; a variety of connections between concentrations of residents, businesses and centers of activity; and greater participation by institutional and corporate citizens in growing the profile of the community and improving its environs. Additionally, participants expressed recognition that, while each of the Districts is a locally recognized “business address,” they do not have the regional recognition they could have were efforts made to establish cohesive physical, regulatory, marketing and promotion programs for each one. Finally, they expressed appreciation for both planning efforts and the desire to improve conditions, while also maintaining supportive environments for existing businesses and industries.

Report Format

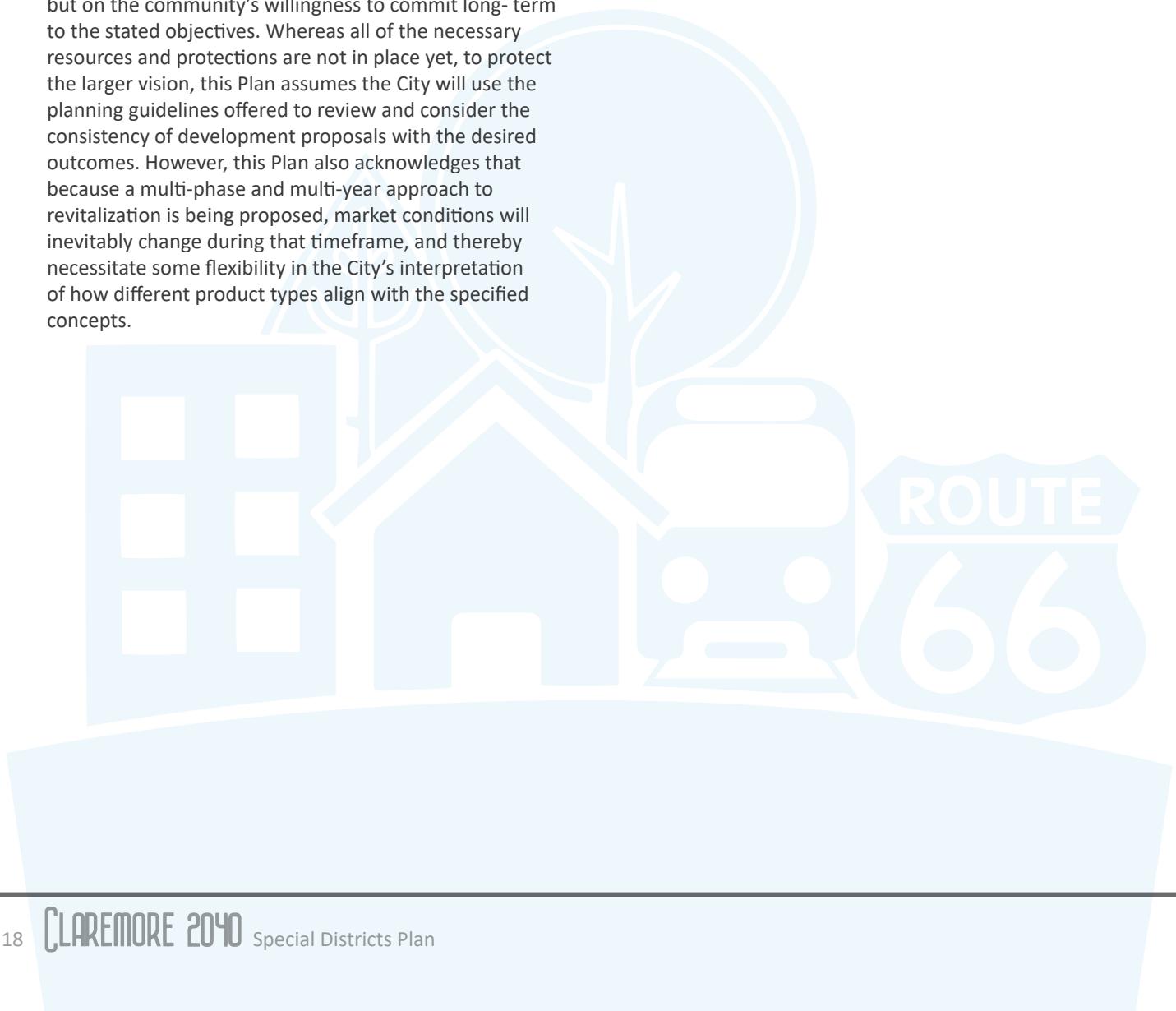
This Claremore 2040 Special Districts Plan is divided into the following four sections: Introduction, Future City, Special District Plans, and Implementation. These sections include data, analyses, findings and recommendations, all of which may be used to promote the community and targeted investment areas that are the subject

of this resource document. Supplements to this Plan are a series of reports which offer additional detail regarding the findings and recommendations, along with materials which can be used by the partner advocacy entities to promote opportunities for development and redevelopment prospects.

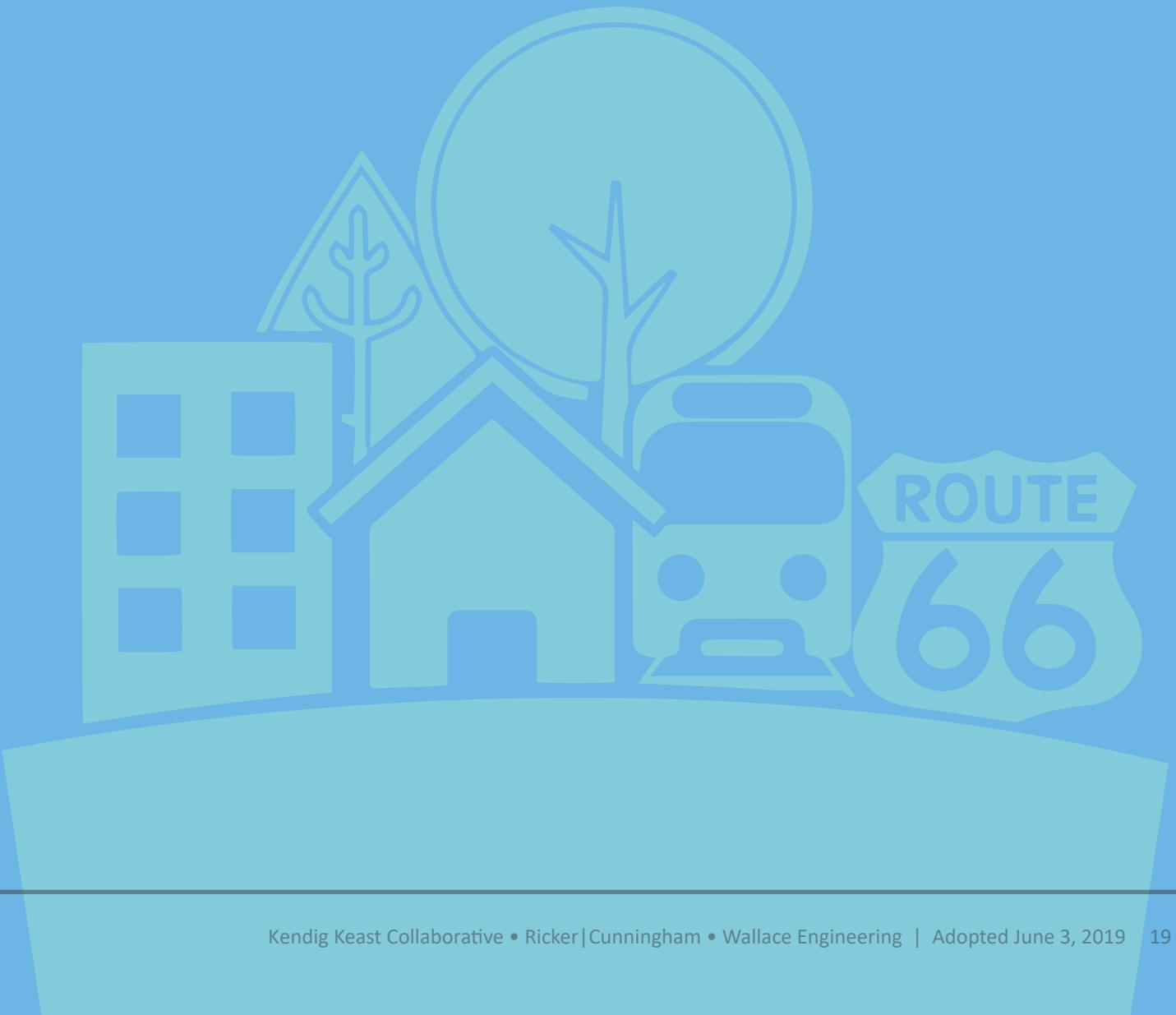
Conclusion

This Claremore 2040 Special Districts Plan has been prepared to confirm the visionary intentions expressed herein and advance objectives related to infill and redevelopment, fiscal balance and livability. The recommendations provided should be used to prioritize expenditures on capital improvements (both functional and aesthetic), and demonstrate the economic benefit of the public's participation.

The ability of the City and Special Districts to capture an enhanced market share of future investment will be largely based not only on continued growth in the region, but on the community's willingness to commit long-term to the stated objectives. Whereas all of the necessary resources and protections are not in place yet, to protect the larger vision, this Plan assumes the City will use the planning guidelines offered to review and consider the consistency of development proposals with the desired outcomes. However, this Plan also acknowledges that because a multi-phase and multi-year approach to revitalization is being proposed, market conditions will inevitably change during that timeframe, and thereby necessitate some flexibility in the City's interpretation of how different product types align with the specified concepts.



Section 2: Future City



As explained in the newly completed Claremore 2040 plan, The Future City narrative focuses on Claremore as it intends to be in the years ahead. It expresses the community's aspirations in the context of topic areas (Land Use and Development, Transportation, Growth Capacity, Economic Development, and Recreation and Amenities) that are central to its physical growth and development. Many of the findings and recommendations presented in that document, as well as this one, were based on an understanding of several key indicators highlighted in the discussion below.

In order for desired growth expressed in area-wide and district-specific planning initiatives to be realized, it must be informed by an awareness of market realities and sound decision-making. In this context, the market analysis provides a "reality check" for conceptual planning, ensures that recommendations are grounded in market and economic reality, sets the stage for implementation, and provides an accurate and independent "story" to tell potential development and investor audiences.

Market Overview

The approach to any analysis of market conditions, whether for private development purposes or to inform a communitywide planning initiative, while largely predicated on the basic principles of supply and demand, must also include a multifaceted review of issues which could potentially present obstacles to investment. In order to accurately plan for growth among different land uses and product types in a community, there needs to be a realistic understanding of whether or not they can be feasibly delivered to the market. A project's feasibility is dependent on multiple factors including: market demand; available financing; regulatory compliance; site capacity; and political support. The absence of any of these could preclude a project from moving forward.

To this end, major components of the work that informed Claremore 2040 and this Special Districts Plan, involved: investigation of current and anticipated real estate industry trends and their applicability to the district areas; review of demographic and psychographic characteristics that represent the primary market for existing and future uses; examination of operating conditions among potentially competitive projects across all of the use categories; quantification of demand by land use and product type; and identification of improvement costs, revenues and timing, along with their potential economic impact. With a thorough understanding of these, representatives of the planning team engaged

in discussions with private sector entities considering investment in the districts, in an effort to "ground-truth" the findings resulting from this work, as well as incorporate a comprehensive understanding of project feasibility and development challenges.

Real Estate Industry Trends

"The key to the next few years is to expand horizons, market by market, property type by property type."

Urban Land Institute (ULI),
Emerging Trends in Real Estate, 2018

Understanding current and anticipated trends in real estate development and the conditions that drive them, are essential for any long-term civic planning initiative. With this information, communities like Claremore will be better able to plan for appropriate levels of capital investment, and work more effectively with their "delivery system"¹ to ensure product types mirror the preferences of local consumers. To this end, several imminent and ongoing trends will impact development and influence the character of place types and centers of investment activity. This Plan and the initiatives identified to advance its objectives are intended to provide a path toward development that is uniquely Claremore, reflecting its past and supporting its desired future.

The real estate industry, like the energy, finance and technology industries, is often characterized as a series of cycles, each one driven by a variety of "moving parts" such as: availability of capital for investment; supply conditions; demographic and social preferences; local policies and regulations; and capacity of individual markets to accommodate development. Its complexity, and their inability to control impactful outside forces, has historically led many in the industry to take a more commodity-driven approach to investment and development. In other words, they have relied too heavily on internal drivers they could influence, rather than spending equal time considering the preferences of their consumers, much less the sustainability of their products. Post Great Recession, many have begun to adopt an increasingly "outward looking" approach, with greater attention and more deliberate efforts to deliver uses in formats that more closely reflect what employees,

¹ The term "delivery system", as used in this context, refers to developers, home builders, lenders and others involved in delivering real estate products to the market.

residents, and consumers desire from the environments where they work, live and shop.

“With no obvious ‘storms’ on the horizon, many real estate investors and developers are taking this opportunity to think about real estate as more than a commodity. They are experiencing a growing appreciation for the need to create products that reflect the needs and desires of its consumers.”

Urban Land Institute (ULI),
Emerging Trends in Real Estate, 2018

GENERATIONAL PRIORITIES

Much has been written about the working and living priorities of Millennials, among the most noteworthy being the fact that 67 percent of Millennials believe they will be in a new job in a new city within five years of starting their current one. This characteristic is seen by many individuals in other generational groups as a lack of commitment or attachment to an area. At odds with this perception is the fact that Millennials are credited with making today's society more mindful of the environment and value of community assets such as historic structures, community gathering places, and natural and man-made open spaces.

The generation that follows the Millennials is Generation Z, which is considered somewhat similar to Millennials with regard to social sensitivity, but differs in ways that could test current transformations in real estate. Having observed the impact economic conditions have had on Millennials' ability to live independent of their parents, acquire and pay off student loans, and find fulfillment in their careers, appears to be manifesting in a cohort that seeks order, structure and predictability. This group could either tamp down current forces that are reshaping space or drive adaptations in a new direction. In terms of their influence on retail development, most industry experts believe they, like their predecessors, will continue to prefer experience and social interaction.

“Generation Z will seek salary and benefits more than ‘making a difference’ in their jobs, a moniker of most Millennials.”

Urban Land Institute (ULI),
Emerging Trends in Real Estate, 2018

BOOMERS' NEW REALITY

By 2030, 75.5 million Americans will be over the age of 65. While much has been written about their impact on the labor force, health care, and retirement benefits, little has been discussed about their impact on real estate. At one time, because Baby Boomers possessed the majority of the country's disposable income, they were thought to be well on their way to retiring by the age of 55. This presumption was disproven during the latter part of the last decade when lending and banking practices devastated the earnings and savings of individuals in this group and others, and their ongoing presence in the workplace may have caused some property owners to delay adapting their properties for the emerging workforce. The “hangover affect” of the Great Recession will likely continue to affect retirement rates among the youngest Boomers who are approaching 60, but so too will advances in technology that make it possible to work remotely, while staying connected.

These realities have caused Boomers to adjust their lifestyles in ways such as a pursuit for maintenance-free communities, given the need to spend more hours working, and less time for leisure, as they need to rebuild their retirement resources. While the necessities of this group alone were enough for developers to risk adapting existing commodity designs, similar desires by Gen Xers and some Millennials have gotten their attention, explaining the rise in town center, lifestyle center and mixed-use developments.

On the front end of this choice is a desire for smaller houses. While the pace with which smaller products are being delivered is different in every market, there is a growing concern in nearly every community regarding the ability of homeowners to sell over-sized and over-priced homes in suburban locations. A residential broker interviewed for the Emerging Trends publication was reported as saying, “Boomers bought and now price their homes based on size. Gen Xers and Millennials buy based on the qualities of the house.” Understanding these preferences is critical for communities so as to avoid overbuilding a product for which there is no future market.

SECONDARY MARKETS

The cyclical nature of real estate is both a curse and a blessing. The curse, which often results in overbuilding, is often realized first, by lenders, then developers, and then consumers. The blessing, which is perspective, while realized second, often occurs to representatives

of the delivery system in a similar order. Following the Great Recession, Real Capital Analytics CPPI, a national analytics group that predicts real estate activity, reported that activity and the value of assets in primary markets started returning to pre-Recession levels in early 2014. Comparatively, using these same matrices, secondary markets like Tulsa, San Antonio, and Salt Lake City, did not realize their recovery until early 2016. Additionally, while activity in primary markets has accelerated, albeit at rates more modest than in previous decades, activity in secondary markets has remained steady.

While Claremore is obviously a smaller submarket within the larger Tulsa Metro Area, given its location on the fringe and proximity to smaller markets in rural areas, it has the potential to position and market itself as a secondary location within a primary market.

CHANGING FACE OF RETAIL

An accepted adage in the real estate industry is, "Retail changes its face every seven years." Among several current trends are — increasing obsolescence among many existing formats and a desire by the largest age cohorts for "main-street" shopping experiences. Commercial industry representatives are reportedly reconsidering both their on-line and on-street presence. They are working to understand how technology and intimacy can co-exist, and what should become of existing inventories that support neither. Whereas their planning will eventually evolve into product development, forward thinking communities that value a retail presence will create or encourage environments that support an industry that will never cease to change.

"Consumers' devices remain on even while their owners are shopping in the store."

Urban Land Institute (ULI),
Emerging Trends in Real Estate, 2018

Demographic and Psychographic Trends

The economic and demographic characteristics of a market can serve as indicators of economic health, and the potential success of development and redevelopment efforts. Whereas this Plan is attempting to position certain districts within the city for a range of different product types, each one able to draw from a different area of influence, key attributes were analyzed for

multiple geographies, specifically the city of Claremore and Rogers County. Major findings from this work that were considered when defining the district concepts and identifying potential private development opportunities include:

- Over the last 6 years, the city of Claremore has grown at a slightly slower rate than that of Rogers County (the County).
- The city's average household size is smaller than the county's and not surprisingly, the city has higher shares of nonfamily households, one- and two-person households and renter-occupied households.
- The city's age profile skews similar to the county, with a slightly higher share of persons age 65 and over. The city, however, has a lower median age than the county.
- The percentage of college-educated residents in Claremore is comparable to that of the county.
- Household incomes in the city are significantly lower than the county.
- The city's ethnic profile is similar to the county's, with only 10% of residents identifying as a race other than Caucasian.

PSYCHOGRAPHIC CHARACTERISTICS

Psychographics is a term used to describe the characteristics of people and neighborhoods which, instead of being purely demographic, speak more to attitudes, interests, opinions and lifestyle preferences. Tapestry (ESRI) is a leading system for categorizing day- and night-time populations into one of 67 distinct lifestyle segments based on these factors. Many commercial retail developers rely on psychographics to measure a market's depth for certain consumer preferences and propensity to spend across select retail categories. Similarly, a growing number of residential developers are interested in an area's psychographic profile because it can serve to eliminate some of the uncertainty associated with delivering unproven product types to a market.

Tapestry organizes households into "LifeMode groups," or segments that share common preferences regarding where and how they live, and "Urbanization groups" that indicate the geographic location where they reside within a community. The largest Tapestry segments in the city of Claremore and Trade Area (or Rogers County) are summarized in **Table 1**, along with a breakdown of LifeMode and Urbanization groups. For the identified segments, a figure for total households, percent of total

households and ratio of households compared to U.S. averages is provided.

Psychographic characteristics among the largest groups in both geographies appear to suggest significant support for middle-income housing products, including smaller single family detached homes, attached ownership products including townhomes, rowhouses, and paired units, and both affordable and market-rate rental units. Further, a sizable share of residents within the Trade Area appear to prefer renting rather than owning.

TRADE AREA DEFINITION

Analyses of supply and demand summarized here focused on identifying market opportunities within a primary trade area that is generally representative of multiple land uses. A trade area is defined as the area from which a project(s) or area will draw the majority of its residents (housing), patrons (retail) and employees (office)—the area that will likely be a source of competition and demand. The boundaries of a trade area are often irregular as they are influenced by conditions

Table 1. City and Trade Area Psychographic Overview

City of Claremore			
Tapestry Segment	2017 Households	% of Total Households	U.S. Index=100*
Traditional Living	2,078	27.2%	1,397
Small Town Simplicity	1,111	14.5%	776
Rustbelt Traditions	956	12.5%	566
Bright Young Professionals	849	11.1%	497
Midlife Constants	616	8.1%	323
Total Above Segments	5,610	73.3%	--

Rogers County			
Tapestry Segment	2017 Households	% of Total Households	U.S. Index=100*
Green Acres	7,096	20.7%	651
Salt of the Earth	4,975	14.5%	505
Southern Satellites	4,382	12.8%	409
Middleburg	2,888	8.4%	296
Soccer Moms	2,682	7.8%	273
Total Above Segments	22,023	64.4%	--

LifeMode Group			
LifeMode Group	2017 Households	% of Total Households	U.S. Index=100*
Hometown	3,189	41.7%	673
GenXurban	1,999	26.1%	229
Cozy Country Living	996	13.0%	108
Middle Ground	849	11.1%	102
Family Landscapes	601	7.9%	106
Total Above Groups	7,634	99.8%	--

Urbanization Group			
Urbanization Group	2017 Households	% of Total Households	U.S. Index=100*
Semirural	2,292	30.0%	321
Metro Cities	2,078	27.2%	149
Urban Periphery	1,805	23.6%	140
Suburban Periphery	1,043	13.6%	43
Rural	433	5.7%	34
Total Above Groups	7,651	100.0%	--
Total Trade Area	7,651	100.0%	--

* Indicates concentration of this segment relative to U.S. average. A segment index of 200 would mean that this group contains 2 times the concentration of households compared to the average U.S. neighborhood.

Source: ESRI and Ricker | Cunningham.

Rogers County			
LifeMode Group	2017 Households	% of Total Households	U.S. Index=100*
Cozy Country Living	12,757	37.3%	311
Family Landscapes	5,570	16.3%	219
Rustic Outposts	5,214	15.2%	185
Hometown	4,009	11.7%	189
GenXurban	3,656	10.7%	94
Total Above Groups	31,206	91.2%	--

Urbanization Group			
Urbanization Group	2017 Households	% of Total Households	U.S. Index=100*
Rural	17,285	50.5%	301
Suburban Periphery	7,082	20.7%	65
Semirural	5,195	15.2%	163
Metro Cities	2,388	7.0%	38
Urban Periphery	2,261	6.6%	39
Total Above Groups	34,211	100.0%	--
Total Trade Area	34,211	100.0%	--

such as: physical barriers; concentrations of potentially competitive projects; proximity to population and employment groups; zoning; and select market factors, along with drive times, spending and commuting patterns. Based on evaluation of these factors, Rogers County was determined to be a representative geography for all of the major land use groups including residential, retail, office and industrial.²

PRODUCT DEMAND

An analysis of project performance among different real estate products within the market, as well as competitive projects within a trade area, can provide an indication of whether a property or area may be ready for new development and/or redevelopment. It can also help to identify potential gaps and niches that new development and redevelopment could fill. In order to quantify levels of demand, given the city's competitive position and prevailing market conditions, estimates were prepared and potential market share assigned. The information which follows presents a summary of this work by major land use category.

Residential

Over the last six years, the city of Claremore and Rogers County accounted for 1.4% and 12.7%, respectively, of total residential permits issued in the greater Tulsa Metro

² The primary trade area is considered to be the first market from which sales (in the case of retail uses) will be derived, but not the only market. For every land use and product type, there are also secondary and tertiary markets that will support them. For instance, tourism-related commercial operators on Historic 66 will not only rely on local sales, but sales from drive-by traffic, and visitors to the city. As the feasibility of new investment and reinvestment projects is evaluated, customized trade areas should be defined and investigated.

Area. However, the city and county shares of single family attached units were 20.6% and 16.9%, indicating that the city and county are capturing higher average shares of housing products other than single family. While these attached ownership units were the same product type (duplexes), an analysis of the lifestyle preferences discussed in the Tapestry segments indicates there is demand for much greater variety of alternative products, both ownership and rental.

Multi-family construction in the city and county has been modest over the same time period. According to the 2015 Claremore Area Housing Demand Study conducted by CDS Market Research, there were 24 apartment complexes in Roger County totaling 1,892 units. Of this total, 10 complexes of 1,220 units were market-rate apartments, the majority of which were built between 1970 and 2000. The overall occupancy rate for these projects was 97% and average monthly rental rates were nearly \$0.90 per square foot, both rates higher than the overall Tulsa Metro Area. *Note: A five percent vacancy rate is considered to reflect a market operating at equilibrium since there is assumed to be a sufficient number of units to allow for choice and mobility.*

The 2018 base of 34,400 households in the Trade Area is expected to grow by approximately 2.1% annually, increasing to approximately 42,300 households by 2028, or an additional 7,900 units. Applying a 1% factor for vacancy, turnover, demolition and a modest amount of second-home purchase activity, would result in an adjusted 10-year demand for approximately 8,000 units — 1,900 rental units and 6,100 ownership units. This breakdown is somewhat based on past housing trends, but also influenced by lifestyle preferences, and

Table 2. Trade Area Building Permit Activity

Unit Type	2013	2014	2015	2016	2017	2018	Total	Annual Average	% of Metro Area
City of Claremore									
Single Family Detached	19	24	44	13	48	47	195	33	1.1%
Single Family Attached (2-4 units)	14	6	30	44	24	16	134	22	20.6%
Multi-Family (5+ units)	0	0	0	0	0	0	0	0	0.0%
Total Units	33	30	74	57	72	63	329	55	1.4%
Rogers County (Unincorporated)									
Single Family Detached	400	456	478	468	428	500	2,730	455	15.2%
Single Family Attached (2-4 units)	8	16	20	40	22	4	110	18	16.9%
Multi-Family (5+ units)	0	24	0	0	9	18	51	9	1.2%
Total Units	408	496	498	508	459	522	2,891	482	12.7%
Tulsa Metro Area									
Single Family Detached	3,008	3,022	2,885	3,036	3,160	2,840	17,951	2,992	100.0%
Single Family Attached (2-4 units)	101	172	154	122	48	54	651	109	100.0%
Multi-Family (5+ units)	616	1,339	735	594	436	518	4,238	706	100.0%
Total Units	3,725	4,533	3,774	3,752	3,644	3,412	22,840	3,807	100.0%

Source: U.S. Census Bureau and Ricker | Cunningham.

knowledge that the city, through this planning initiative, is interested in directing growth to targeted investment areas including the special districts. Since these areas are fairly compact with established building patterns, they are more likely to support a denser housing product form.

Among the gross total of units for which there is demand, assumptions regarding the number of households income-qualified for certain price points suggests a moderate increase in more affluent households able to afford a more expensive product than currently exists in the market. The analysis also showed that detached homes represent approximately 75 percent of all ownership demand, or 4,500 units, with the balance desiring attached products (condominium, townhome, rowhome, loft, patio home, etc.).

While condominium-type construction has largely been adversely impacted by the mortgage lending crisis of the last decade, and overbuilding in recent years, the low-maintenance and pedestrian-friendly aspects of attached housing developments in general are expected to grow, increasing their share of ownership demand. Products with potential in the local market include loft condominiums in the upper floors of mixed-use buildings, townhomes and rowhomes, and cottage products which share a central courtyard. All of these could be accommodated on underutilized parcels within the districts or other areas of the community. As with attached ownership housing, rental units could include spaces within older buildings adapted for this use, loft space over commercial development, and new developments ranging from 20 to 30 units, or as many as 50 or more.

Retail

Demand for retail space (including restaurant, entertainment, service, etc.) is determined by levels of retail expenditures by consumers in a trade area including — dollars spent outside the trade area by residents which could potentially be recaptured (“leakage”), and those generated by new households which will move into the trade area. Calculations of both revealed support from dollars lost for stores in the following retail categories: Furniture and Home Furnishings; Building Materials and Garden Equipment; Clothing and Accessories; Sporting Goods, Hobby, Books, and Music; General Merchandise; and Miscellaneous Stores. Categories with a surplus, whereby supply exceeds demand, include: Electronics and Appliances; Food and Beverage (grocery stores); Health and Personal Care; and Foodservice and Drinking Places.

Based on an analysis of spending resulting in leakage and projected growth, approximately \$88.9 million in retail spending outside the trade area could support an additional 248,400 square feet of space. New spending of \$167.7 million in retail spending by new households could support additional space, the combined total of which equals demand for nearly 670,000 square feet of commercial space in the Trade Area over the next 10 years.

Employment

Demand for employment space (primarily office or industrial) is driven by expansions among existing business in the market and emergence (or relocation) of new ones. The indicator used to quantify demand for various employment product types is employee growth adjusted for penetration rates by industry group. At a sustained employment growth rate of 1.3%, Rogers County could see an increase of 920 new office employees over the next 10 years, and 1,400 new industrial employees. Space necessary to accommodate these individuals could total approximately 281,500 square feet of office space and 694,400 square feet of new industrial space over the same period.

CLAREMORE MARKET SHARE

A number of factors influence an area's ability to capture growth and new development dollars. These can be categorized as top-down, bottom-up, external and other forces, some of which the public sector can control, and others they cannot. Examples of top-down considerations include: demand for certain land uses; demographic and psychographic conditions which support certain product types; untapped market niches (product voids); and competitive inventory (both existing and potential). Examples of bottom-up considerations include: capacity of the community and individual parcels to accommodate market-supported product types; vision and desire for certain uses and product types; size and configuration of parcels, parcel ownership (public and private), and owner investment objectives; and zoning (and other regulations) and encroachments such as easements. External considerations might include: the willingness and ability of the delivery system to provide desired product types; financial markets and availability of capital with reasonable financing terms; and other forces beyond those currently in the market (e.g., migration to community by persons who do not represent the existing profile of residents and consumers). Considerations that do not necessarily fall into one of these groups include political interest in promoting the community and

properties within it and public support for a long-term vision.

Based on the market analysis summarized here, and presented in **Table 3** below, there are varying degrees of support within the Trade Area and city for the major land uses presented. Ideally, within the districts, a mix of uses will be configured in a variety of formats in an effort to combine experiences, minimize vehicular trips, and create concentrations of activity. When effectively integrated, these types of developments, individually and collectively, frequently yield higher property values. In addition, rather

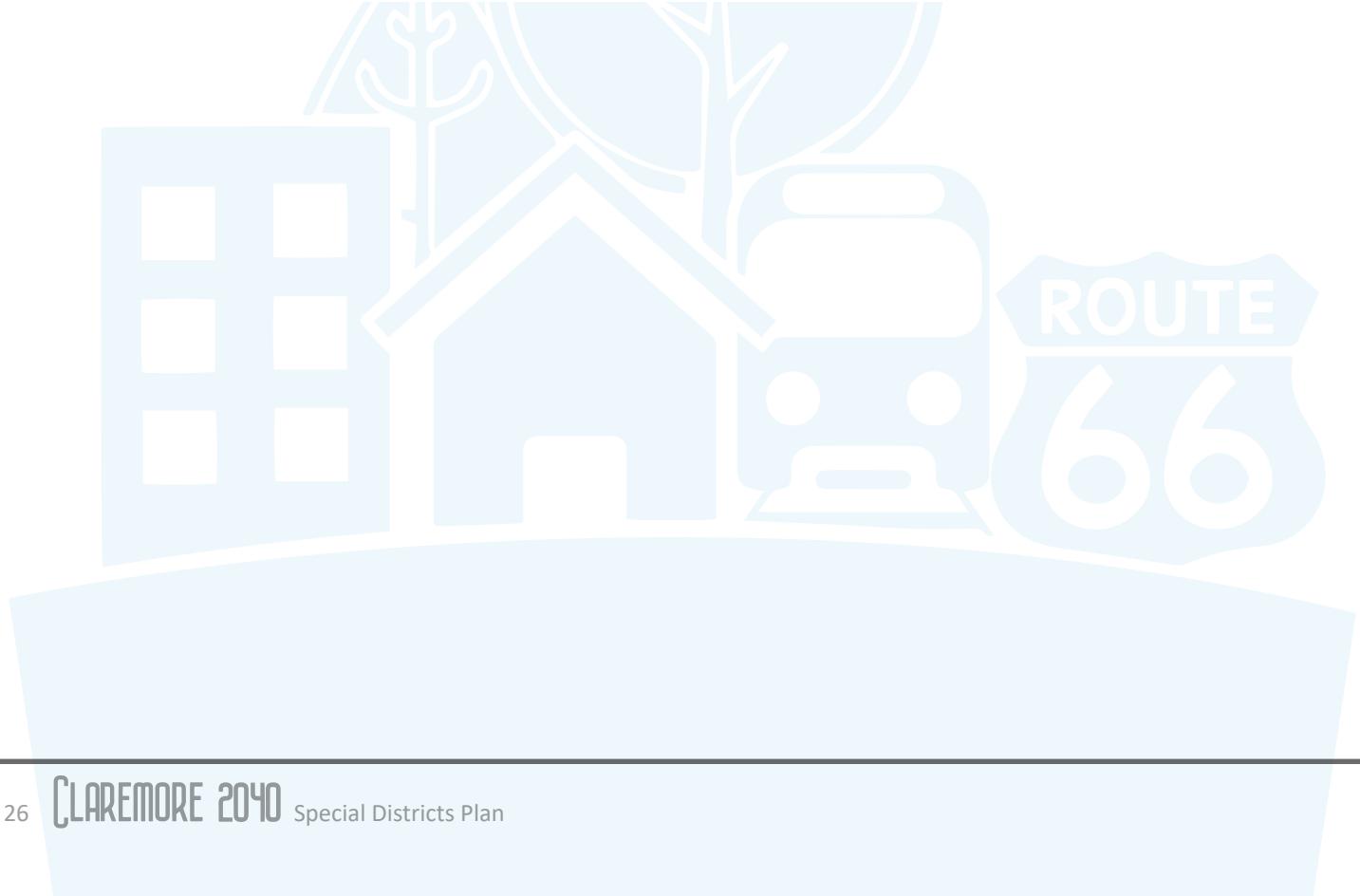
than addressing market needs with solitary uses, multiple products co-located tend to become destinations and draw interest from a larger trade area.

The City is well-positioned to compete for market share with attainable capture rates ranging from 10% to 40% depending on the product type. Actual investment levels realized will be dictated by numerous factors, among them the desire of property owners, collective vision, early and ongoing successes, and the city's willingness to proactively and continually tell its "investment story" to possible partners and the community at-large.

Table 3, Claremore Market Demand Summary

Land Use Type	Trade Area Demand (2018 to 2028)	City of Claremore			
		Market Share		Absorption (Units/Sq Ft)	
		Low	High	Low	High
Residential (Units):					
Single Family Detached	4,500	10%	15%	450	675
Single Family Attached	1,500	15%	20%	225	300
Rental Apartments	1,400	15%	20%	210	280
Residential Subtotal	7,400			885	1,255
Non-Residential (Sq Ft):					
Retail/Service/Restaurant	669,300	20%	30%	133,860	200,790
Office	281,500	30%	40%	84,450	112,600
Industrial	694,400	30%	40%	208,320	277,760
Non-Residential Subtotal	1,645,200			426,630	591,150

Source: Ricker | Cunningham.



Section 3: Special District Plans

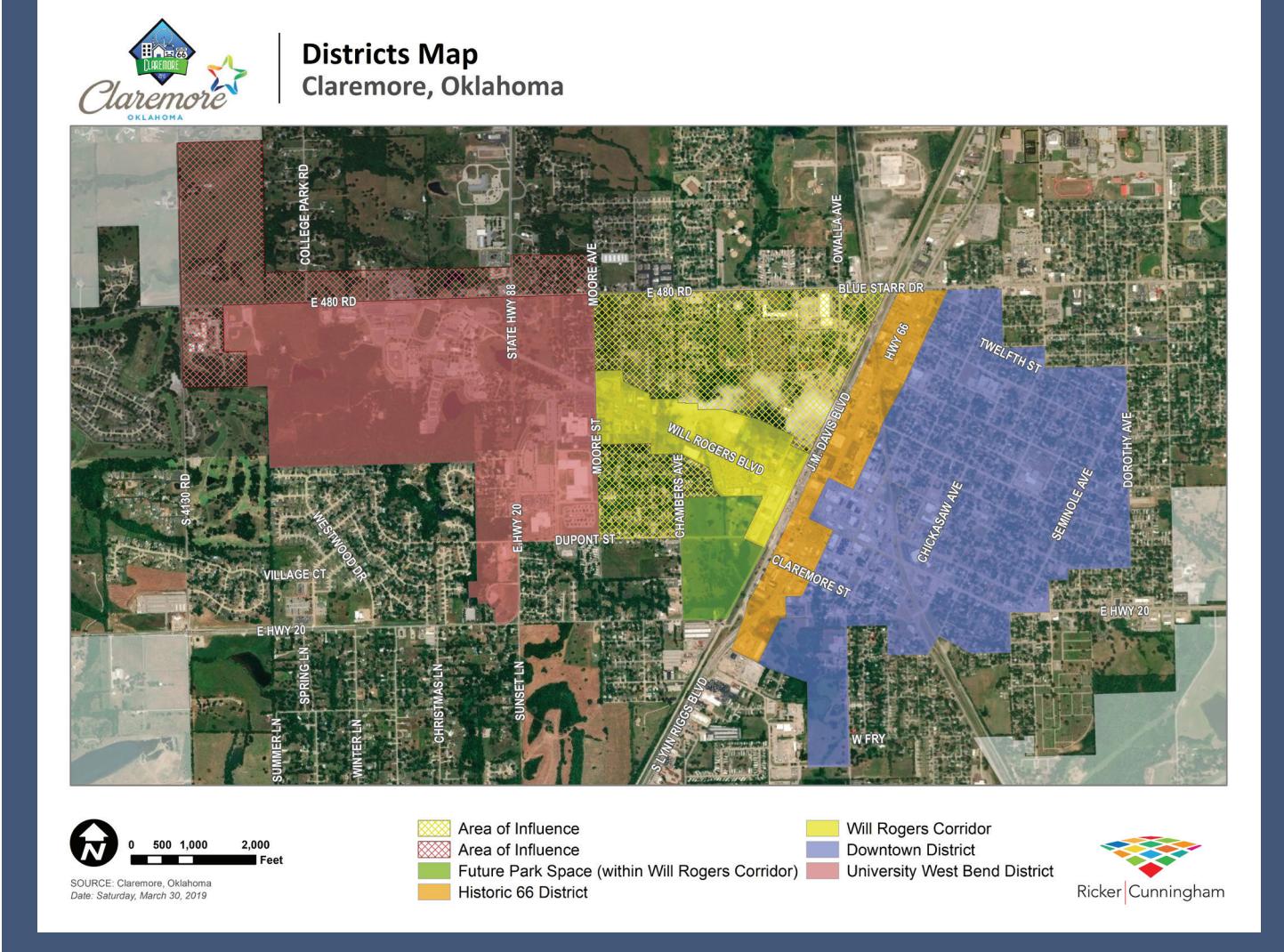


While much of Claremore is already improved, there remain pockets of opportunity for new development, as well as numerous locations that are significantly underutilized, and still others that require reinvestment and a new identity. In keeping with the Priority Initiatives identified in Claremore 2040, the “umbrella” plan for this Special Districts Plan, the city has recognized the importance of focusing attention on those places in the community where development and change will be essential in order to deliver the future this community desires.

The information that follows provides an overview of four “special districts” within the city that are at various phases of their evolution. These include: West Bend I University; Will Rogers Corridor; Downtown; and Historic

Route 66 Districts. Their locations are illustrated in the map below. In addition to a discussion regarding existing conditions, also presented is a vision statement for how the districts would ideally evolve over the near- and long-term, where connections may be made between new investment and existing and planned community assets, and identification of development opportunities with potential for private investment, and strategies for repositioning these areas into economic engines for the city. Within these locations, and until appropriate protections in the form of regulations and standards can be established, the planning principles presented in the following section should be used to inform requests for zoning, subdivision and site design within these targeted geographies.

Consolidated Special Districts Map



Plan Elements

CONCEPT STATEMENT (VISION)

The **concept statement** offers a narrative characterization of each district once revitalized, with an emphasis on how people will use spaces within its boundaries and for what purposes.

DEVELOPMENT CONCEPT

The **development concept** describes enhancements and land uses desired in the respective districts. It reflects market-supportable opportunities which can capitalize on the areas' prevailing character, transportation framework and infrastructure capacity. These concepts were developed with consideration of the built form, existing community assets, findings from the existing city assessment and future city analysis, along with input received during the various public engagements.

ALIGNING PRINCIPLES

Aligning principles are an organizing structure used by Velocity Group that helps align and prioritize multiple strategies within generally approved guidelines.

DISTRICT MAP

The **district map** illustrates the location and boundaries of the respective special district and corresponding influence area. Influence areas are also used by Velocity Group to show locations outside the planning boundaries which need additional attention as they have influence on, and are influenced by, activity within the district.

DISTRICT DESCRIPTION

The **district description** provides an overview of conditions within the district including physical characteristics such as number of parcels, acreage, property utilization, building age, boundaries, land uses and major anchors and zoning, along with parcel ownership.

CATALYZING INITIATIVES

A **catalyzing initiative** may be a project, program, policy or recommendation with the potential to have a positive impact on properties and catalyze investment in an area. Catalyzing programs, policies and recommendations were identified as necessary or appropriate initiatives essential for successful revitalization of the respective districts,

Definition of CATALYST

1. A substance that enables a chemical reaction to proceed at a usually faster rate or under different conditions (as at a lower temperature) than otherwise possible.
2. An agent that provokes or speeds significant change or action. That waterway became the catalyst of the area's industrialization.
 - Public and Private
 - Projects, Programs, Policies
 - Site-Specific or Floating
 - Demonstration Projects
 - Education Programs

and properties within them, in a manner consistent with expressed objectives.

Among the projects identified, some are private development projects, while others include coordinated public improvements and marketing strategies. All of the catalyst initiatives were vetted for the following:

1. Capacity of specific sites, and the districts as a whole, to physically and competitively accommodate the development concept;
2. Level of local or regional market support for specific components;
3. Financial feasibility (of private development projects) and magnitude of any economic gap; and
4. Barriers to investment so that actions could be identified to mitigate or overcome them.

All of the district-specific initiatives presented below, along with several non-district specific initiatives, are summarized in a matrix in the Appendix. They include recommendations advanced by members of the Consultant Team and Velocity Group.

PRIVATE DEVELOPMENT CATALYST PROJECT AND ILLUSTRATION

A **private development catalyst project** represents a real estate product that is market-supportable, consistent with expressed objectives, and context-sensitive for the proposed environment, which might be site-specific or

a “floating concept” with potential for development in multiple locations. Whereas no formal commitments have been made or financing secured, these catalyst project concepts should be considered prototypical, and as such, should be interpreted with a certain level of flexibility. However, while only possible, there is value in understanding their feasibility and applicability in the Claremore market. Private sector stakeholders with an interest in developing one or more projects in a district will be able to use this work to understand their viability, as well as the availability and impact of potential incentives and other public resources. The analyses completed were intended to serve as due diligence for financiers and a guide for public officials when prioritizing capital expenditures.

The **catalyst project illustration** shows a private development project within a certain physical context or location within the district. It is intended to provide a visual representation of size, surroundings, associated enhancements and possible connections to area uses and improvements.

The **catalyst project development economics** illustrate how the proposed development program might perform, given current market conditions. Quantification of an economic “gap” associated with the project is shown, as well as potential public sector mechanisms required to help fill the “gap”.



West Bend | University District Plan

Concept Statement

The West Bend | University District will be a place where residents, students, visitors and leaders go to learn, live, play and remember the best of Claremore's past and its possibilities for the future.



Image of Preparatory Hall on the campus of Rogers State University.

Development Concept

The intent of the West Bend | University District Plan is to establish a regulatory, policy, design, and capital investment framework for the area that ensures future development: is consistent with established quality levels in the area; incorporates uses that support existing anchors including Rogers State University, Claremore Expo and Recreation Center, Will Rogers Memorial Museum, and Claremore Indian Hospital; and offers complementary, rather than competitive, commercial and entertainment offerings to those found in the Downtown District. A major element of the concept is reconfiguration of certain public and institutional uses in an effort to make more efficient use of community assets and leverage private investment that can generate additional revenues for the City. The development concept does not specify whether the City should retain ownership or sell the potential development pads, but does suggest they consider: type of development entity, their lender's experience with ground leases, proposed development product types, and long-term plan for adjacent city-owned properties and facilities.

Aligning Principles

Collaborate:

- Focus planning effort on shared experience between all entities in the area, including Rogers State University, Expo Center, Indian Hospital, Will Rogers Memorial Museum and private developments.

Town and Gown Alignment:

- The City and Rogers State University working in tandem toward shared goals | vision which strengthens the community, students and University.

Connectivity:

- Improve connections between districts and surrounding neighborhoods, with particular focus on Brady Street connections for pedestrian and bicyclists to and around the district.

Targeted Recruitment:

- Recruit and retain businesses that are desirable to a broad mix of patrons – student to professionals.

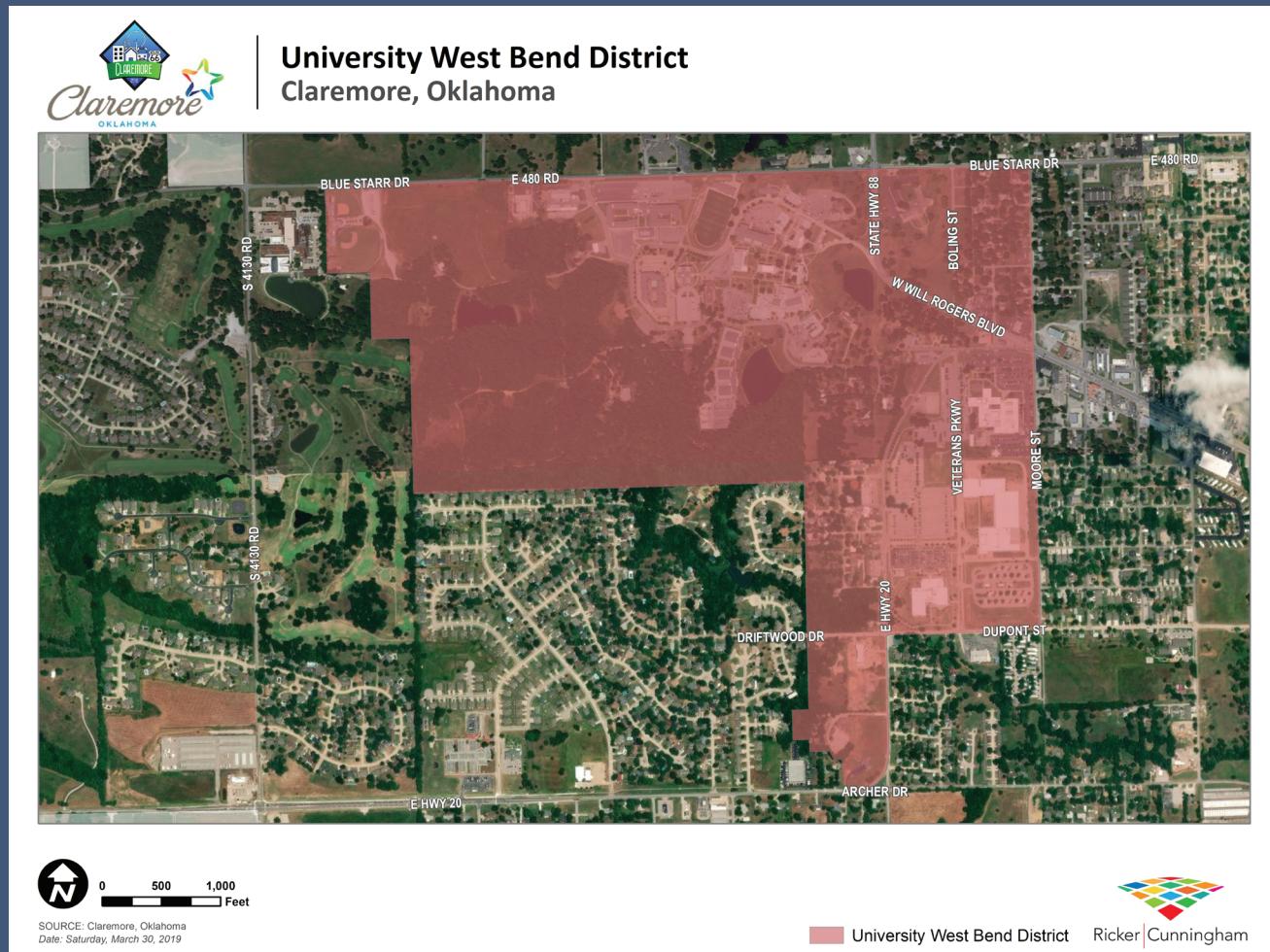
Densify:

- New development designed with buildings along front lot lines and shared parking arrangements.

Source: Velocity Group.

District Map

Figure 1: University | West Bend District



District Description

Number of Parcels

103 parcels

Acres

585.1 acres

Utilization

74%, or high level of utilization, although with significant tracts of under-developed sites

Building Age

70% constructed after 1970

Boundaries

Generally, Blue Starr Drive on the north; Moore Street on the east; Rogers State University on the west; East Highway 20 on the south.

Uses

This district has four existing anchors – the Will Rogers Museum and Memorial, the Rogers State University (RSU) campus; the Expo/Super Recreation Center and Indian Hospital. The District contains significant open space and land owned by the University in the west and significant areas of older housing in the south and east, much of which is appropriate for redevelopment.

Zoning

Mix of AG (Agriculture General District), RS-2 (Residential Single Family Medium Density District), RS-3 (Residential Single Family High Density District), CH (Commercial High Intensity District), CG (Commercial General District) and RM-1 (Residential Multi-family Low Density)

Ownership

Less than 2% out-of-state owners, over 70% Claremore owners

Catalyzing District Initiatives

Note: Pictures presented in this discussion represent the character of improvements desired in the District.

PARTNERSHIPS

- Use the same branding specialist to assist the community, and particularly stakeholders in the West Bend | University District, in determining an appropriate brand, and developing materials that communicate the same.
- Promote restaurants, retail and entertainment uses consistent with the development concept, and unique from similar offerings in the Downtown District including: coffee shops, delis, bakeries, small eateries, pre-prepared meals, book stores, apparel stores | boutiques, local service retail (dry cleaners, salon, etc.), and local service office (medical, dental, real estate, finance, insurance, etc.).
- Align priority initiatives of District with those of Rogers State University in terms of ways and locations to accommodate housing, classrooms, and amenities.



CAPITAL INVESTMENTS

- Implement detention and floodplain improvements that incorporate park, open space and trail connection opportunities.
- Develop and design systems that provide shared amenities, while also solving individual site-specific challenges.
- Capitalize on opportunities to activate drainage and detention areas, minimize the amount of impervious surface areas, and incorporate water elements.
- Identify and incorporate temporary solutions for safety barriers to protect cyclists.
- Complete trail and other connections between major activity generators including Rogers State University, the Expo Center, Brady Street commercial operators, and other service uses.

REGULATIONS AND STANDARDS

- Evaluate the benefits of a Planned Development Zoning designation for the area that effectively streamlines approval of projects in the District, thereby shortening the timeframe for entitlements and reducing project carrying costs for the developer / builder.

ORGANIZATIONAL PROGRAMS

- Determine an appropriate organizational structure to monitor implementation initiatives within established neighborhoods surrounding the University; have them serve as a liaison to the organization (as yet undetermined) charged with monitoring revitalization of the District.

PLANNING, POLICY AND POLITICAL SUPPORT

- Partner with CIEDA, the University, and Chamber to investigate opportunities for creation of a business incubator that advances programs offered at the University, and fosters entrepreneurial development.
- Prepare a “master plan” of region-serving destination facilities in the District – Indian Hospital, Claremore Expo and Recreation Center – in an effort to identify opportunities for shared public improvements, phased building expansion, relocation of certain facilities, and incorporation of private uses.
- Establish a policy to transition as much public property to private development as is feasible, in order to ensure resources are available to enhance and maintain institutional anchors including the Expo, public spaces and subsequent programming.

PRIVATE DEVELOPMENT CATALYST PROJECTS

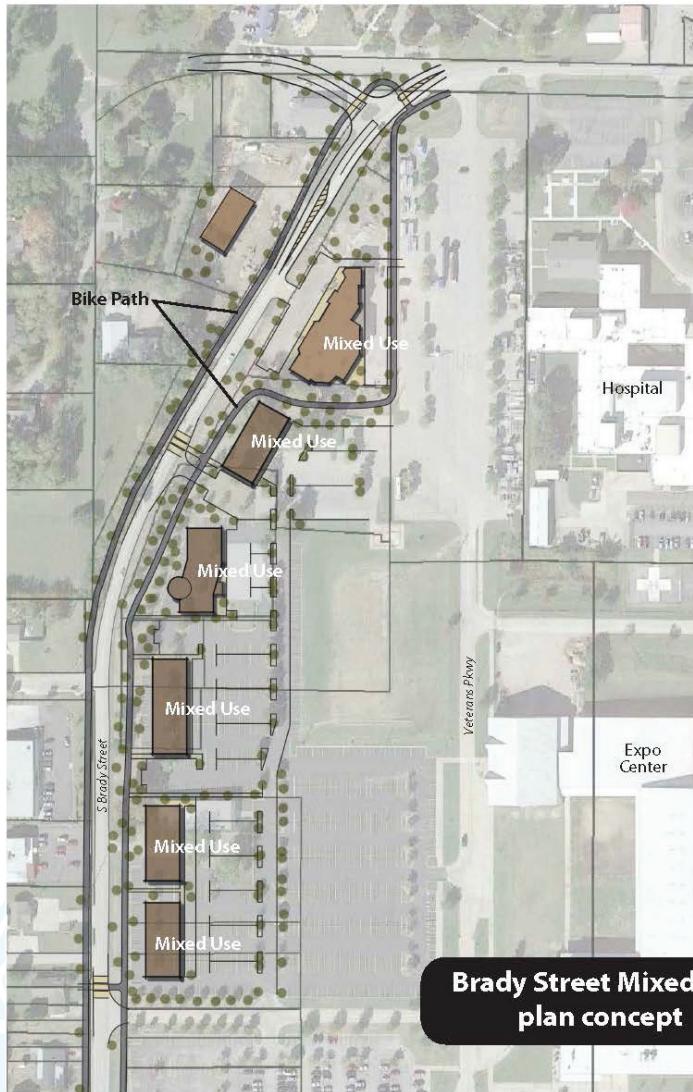
Brady Street Commercial - retail center fronting Brady Street and supported by surface parking facilities made possible by a reconfiguration of the Claremore Expo and Recreation Center and adjacent properties, and reconstruction of existing venues on- and off-site.

Note: Given similar developments actively occurring along the Brady Street corridor, this concept should be timed to avoid competing with existing space, and rather continue the trend of street-fronting retail space.

In the context of revitalizing the West Bend University District, the value of this concept is in reframing the role of the Expo Center in the minds of area residents, business leaders and institutional partners with regard to its current configuration, potential for relocation of certain functions, and the introduction of different venues within its ground. In addition, the concept demonstrates ways in which the Expo Center could catalyze private investment on surrounding properties, making them revenue-generators for the City.



Brady Street Commercial Illustrations



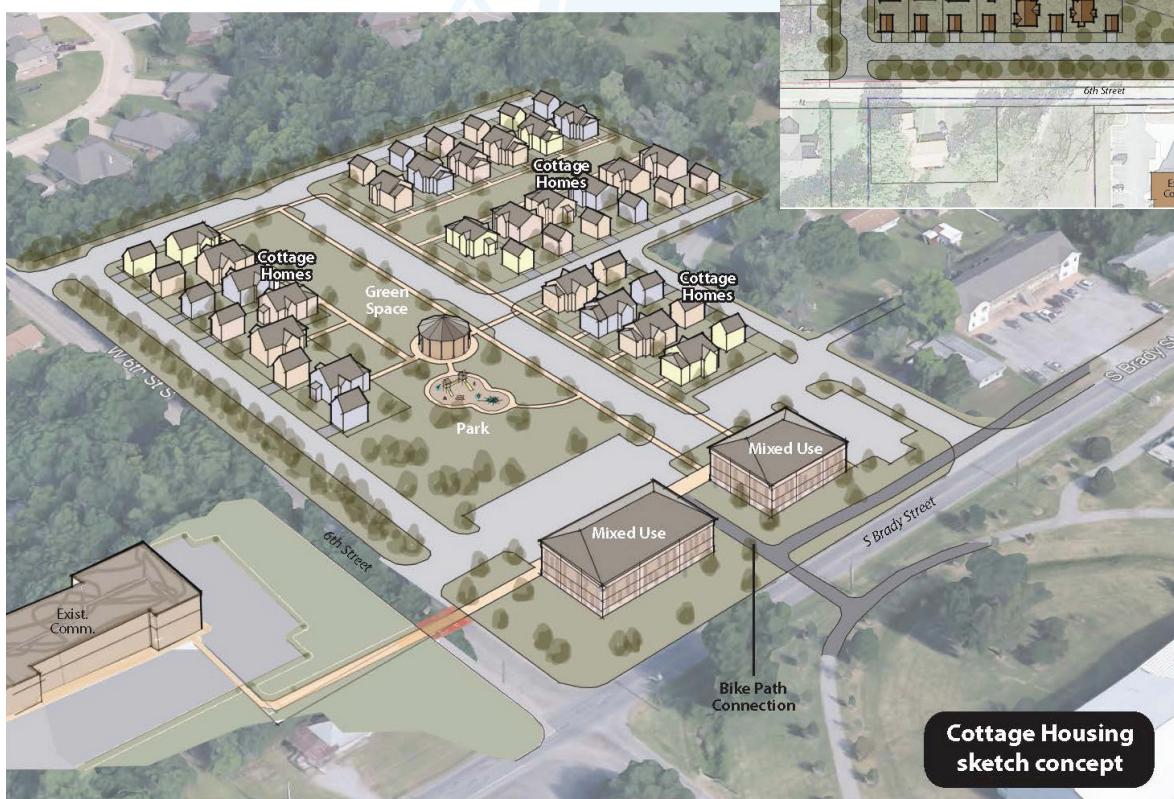
Brady Street Commercial Development Economics

Development Program			Assumption Factors	
	Units/Spaces	Square Feet		
Retail/Restaurant		15,000		
Employment		0		
Residential (Rental)	0	0	800 SF/Unit	
Residential (For-Sale)	0	0	1,800 SF/Unit	
Gross Floor Area		15,000		
Project Land Area		43,560	1.0 Acres	
Floor Area Ratio		34%		
Surface Parking	75	24,000	320 SF/Space	
Structured Parking	0	0	320 SF/Space	
Estimated Project Value (Stabilized Yr)				
Total Retail/Restaurant Rentable SF		15,000	100% Bldg. Efficiency Ratio	
Rent/SF*		\$16.50		
Total Employment Rentable SF		0	95% Bldg. Efficiency Ratio	
Rent/SF*		\$18.00		
Total Residential Rentable SF		0	85% Bldg. Efficiency Ratio	
Rent/SF		\$15.00	\$1.25 Monthly Rent/SF	
Total Parking Spaces (Structured)		0		
Rent/Space		\$600	\$50 Monthly Rent/Space	
Gross Income		\$247,500		
Occupancy		95%		
Effective Gross Income		\$235,125		
Operating Costs		\$7,500	\$0.50 \$/SF (Wtd. Avg. All Uses)	
Net Operating Income		\$227,625		
Capitalization Rate		7.5%		
Project Value -- Retail/Employment/Rental Hsg		\$3,035,000		
Total Housing Units		0		
Sales Price/Unit (Wtd Avg)		\$200,000		
Gross Revenue		\$0		
Less Marketing Costs		\$0	7% % of Sales	
Net Sale Proceeds		\$0		
Project Value -- For-Sale Housing		\$0		
Total Project Value		\$3,035,000		
* Rents based on triple net lease.				
Development Cost Estimate				
Property Purchase (Acquisition/Demolition)		\$348,480	\$8.00	\$/SF Land
On-Site Improvements (Surface Parking)		\$187,500	\$2,500	\$/Space
On-Site Improvements (Structured Parking)		\$0	\$15,000	\$/Space
Site Development/Infrastructure		\$217,800	\$5.00	\$/SF
Building Construction (Hard Costs)		\$1,687,500	\$113	\$/SF (Wtd. Avg. All Uses)
Construction Contingency		\$104,640	5%	% of Construction Costs
Soft Costs (% of Hard Costs)		\$313,920	15%	% of Hard Costs
Developer Profit		\$285,984	10%	% of Total Costs
Total Project Cost		\$3,145,824	\$209.72	\$/SF
Development Economic Summary				
Total Project Value		\$3,035,000		
Total Project Cost		\$3,145,824		
Project Margin/"Gap"		(\$110,824)		
% Project Margin/"Gap"		-4%		
Potential Contributions to "Gap":				
Land Acquisition/Writedown		\$174,240	50%	of Land Cost
Site Improvements Contribution		\$0	0%	of Total Site Costs
Supportable Property Tax TIF (25 Years)		\$0	0.000000	Total Property Tax Rate
Supportable Sales Tax TIF (25 Years)		\$0	0%	of Local Sales Tax
Development Fee Waivers		\$0		
Federal/State/Local Grants		\$0		
Streamlined Development Approval Process		\$0		
Tax Credit Equity (LIHTC, Historic, New Market)		\$0		
Total Contributions to "Gap"		\$174,240		

Source: Kendig Keast Collaborative and Ricker | Cunningham.

Cottage Housing Illustrations

Cottage Housing - alternative ownership residential concept with a central courtyard, alley loaded garages, and shared open spaces.



Cottage Housing Development Economics

Development Program			Assumption Factors	
	Units/Spaces	Square Feet		
Retail/Restaurant		0		
Employment		0		
Residential (Rental)	36	28,800	800 SF/Unit	
Residential (For-Sale)	24	43,200	1,800 SF/Unit	
Gross Floor Area		72,000		
Project Land Area		152,460	3.5 Acres	
Floor Area Ratio		47%		
Surface Parking	102	32,640	320 SF/Space	
Structured Parking	0	0	320 SF/Space	
Estimated Project Value (Stabilized Yr)				
Total Retail/Restaurant Rentable SF		0	95% Bldg. Efficiency Ratio	
Rent/SF*		\$20.00		
Total Employment Rentable SF		0	95% Bldg. Efficiency Ratio	
Rent/SF*		\$18.00		
Total Residential Rentable SF		25,920	90% Bldg. Efficiency Ratio	
Rent/SF		\$15.60	\$1.30 Monthly Rent/SF	
Total Parking Spaces (Structured)		0		
Rent/Space		\$600	\$50 Monthly Rent/Space	
Gross Income		\$404,352		
Occupancy		95%		
Effective Gross Income		\$384,134		
Operating Costs		\$126,720	\$4.40 \$/SF (Wtd. Avg. All Uses)	
Net Operating Income		\$257,414		
Capitalization Rate		7.0%		
Project Value -- Retail/Employment/Rental Hsg		\$3,677,349		
Total Housing Units		24		
Sales Price/Unit (Wtd Avg)		\$225,000		
Gross Revenue		\$5,400,000		
Less Marketing Costs		(\$378,000)	7% % of Sales	
Net Sale Proceeds		\$5,022,000		
Project Value -- For-Sale Housing		\$5,022,000		
Total Project Value		\$8,699,349		
* Rents based on triple net lease.				
Development Cost Estimate				
Property Purchase (Acquisition/Demolition)		\$914,760	\$6.00 \$/SF Land	
On-Site Improvements (Surface Parking)		\$255,000	\$2,500 \$/Space	
On-Site Improvements (Structured Parking)		\$0	\$15,000 \$/Space	
Site Development/Infrastructure		\$609,840	\$4.00 \$/SF	
Building Construction (Hard Costs)		\$7,660,800	\$106 \$/SF (Wtd. Avg. All Uses)	
Construction Contingency		\$426,282	5% % of Construction Costs	
Soft Costs (% of Hard Costs)		\$852,564	10% % of Hard Costs	
Developer Profit		\$1,071,925	10% % of Total Costs	
Total Project Cost		\$11,791,171	\$163.77 \$/SF	
Development Economic Summary				
Total Project Value		\$8,699,349		
Total Project Cost		\$11,791,171		
Project Margin/"Gap"		(\$3,091,822)		
% Project Margin/"Gap"		-26%		
Potential Contributions to "Gap":				
Land Acquisition/Writedown		\$686,070	75% of Land Cost	
Site Improvements Contribution		\$648,630	75% of Total Site Costs	
Supportable Property Tax TIF (25 Years)		\$1,800,000	0.092400 Total Property Tax Rate	
Supportable Sales Tax TIF (25 Years)		\$0	0% % of Local Sales Tax	
Development Fee Waivers		\$0		
Federal/State/Local Grants		\$0		
Streamlined Development Approval Process		\$0		
Tax Credit Equity (LIHTC, Historic, New Market)		\$0		
Total Contributions to "Gap"		\$3,134,700		

Source: Kendig Keast Collaborative and Ricker | Cunningham.

Will Rogers Corridor District Plan

Concept Statement

The Will Rogers Corridor District will be the place residents, students, and visitors go to find commercial goods and services, dining opportunities, and employment; while moving within and through the community.



Image of the Historic Hammett House restaurant on Will Rogers Boulevard.

Development Concept

The Will Rogers Boulevard Corridor (Highway 88) can best be described as a mature transportation corridor, with a range of commercial, service, and institutional uses, anchored by regional destination venues. The overall development pattern is of a modest scale, and suffers from conditions often associated with roadways under the oversight of a state entity, such as frequent curb cuts, minimal landscaping, front-loaded parking, pole signs, and few accommodations for non-vehicular mobility.

The intent of the Will Rogers Corridor District Plan is to revitalize this critical roadway that serves as a primary gateway to the community by: improving its overall appearance; encouraging multiple modes of transportation; diversifying uses with a greater emphasis on resident- and student-serving businesses; making more efficient use of land; and enhancing its aesthetic appeal while solving regional infrastructure challenges through state-of-the-art solutions.

Aligning Principles

Focused Implementation:

- Cultivate fiscally sustainable, cohesive economic development and unified regulations in partnership with property owners and businesses along Will Rogers Avenue.

Foster Connectivity:

- Integrate multimodal elements into Will Rogers Blvd. and surrounding local streets to connect Rogers State University, downtown and the community, and incorporate creek side trail systems to connect neighborhoods, Will Rogers Corridor, and southern edge park.

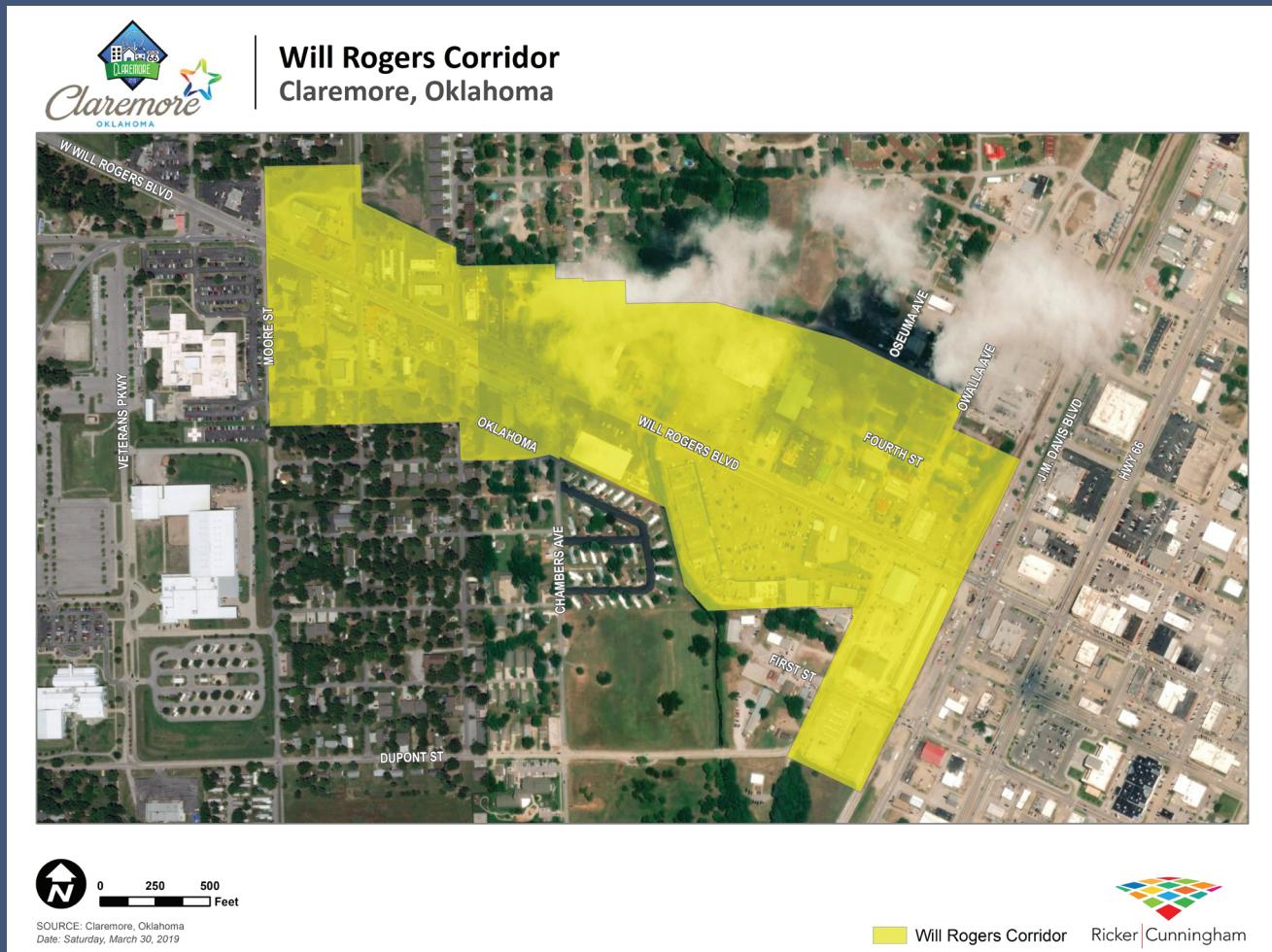
Enhance Aesthetics:

- Create development standards that increase curb appeal (promote parking behind buildings, monument signs, façade standards) and focus city resources towards aesthetic investments in the public realm.

Source: Velocity Group.

District Map

Figure 2: Will Rogers Corridor District



District Description

Number of Parcels

89 parcels

Acres

324.8 acres

Utilization

64%, or modest level of utilization, with significant tracts of under-developed sites

Building Age

65% constructed after 1970

Boundaries

Generally, Moore Street on the west; No. JM Davis Boulevard on the east; properties fronting the roadway south of the West 4th Street alignment on the north; and properties fronting the roadway north of West Oklahoma Street on the south.

Uses

Range of free-standing and inline commercial operators, highway-and community-serving; along with service uses, auto-oriented businesses; large-scale regional destinations; and institutional uses with established residential neighborhoods beyond the corridor.

Zoning

Primarily CH (Commercial High Intensity) and CG (Commercial General)

Ownership

9% out-of-state owners, over 55% Claremore owners

Catalyzing District Initiatives

Note: Pictures presented in this discussion represent the character of improvements desired in the District.

PARTNERSHIPS

- Work with local historians and preservationists to understand the history of the corridor, and any remnants of its history that could be capitalized on in future marketing and promotion programs.
- Support efforts by the Indian Hospital to expand their existing facilities; potentially participate in assembling properties that could be traded to facilitate their efforts; encourage alternative parking solutions including valet parking.
- Work with the owners of the NeMar Shopping Center to understand support for different tenant types and to encourage repositioning the center and attracting a more diverse mix able to meet the needs of a broader resident and visitor profile.



CAPITAL INVESTMENTS

- Ensure that future capital investments contribute to the desired character of the roadway and its economic vibrancy.
- Create detention, flood plain and drainage and trail improvements, particularly along waterways, that connect surrounding neighborhoods, pedestrian and bike corridors, as well as incorporate park, open space and trail connection opportunities.
- Develop and design systems that provide shared amenities, while also solving individual site-specific challenges.
- Capitalize on opportunities to activate drainage and detention areas, minimize the amount of impervious surface areas, and incorporate water elements.

- Promote and foster development of an environment which accommodates vehicles, pedestrians and bicycles such as limited curbcuts, property assemblages and multi-use projects.
- Identify and incorporate temporary (potentially permanent) solutions for safety barriers to protect cyclists.
- Identify locations for bike share, and bicycle parking facilities.

FINANCIAL RESOURCES

- Publicly finance and maintain early capital investments, but monitor market conditions to determine the appropriate timing for a self-funding entity (i.e., Business Improvement District (BID)) to be established and take over these activities.
- Identify and apply for additional funding for infrastructure and place-making enhancements through grants and other mechanisms.

REGULATIONS AND STANDARDS

- Leverage the roadway's unique role, gateway location, and role connection to and between regional destinations (museums, Rogers State, Indian Hospital, Expo Center) and Downtown District, while elevating and unifying its disparate parts.
- Work with local historians and preservationists to understand the history of the corridor, and any remnants of its history that could be capitalized on.
- If historic elements exist, and assuming a Historic Preservation Commission is seated (as per the non-district specific recommendation), work with them to identify valued landmarks in the corridor and preserve, protect and incorporate them into wayfinding and public space improvements.
- Ensure building codes do not preclude the use of cutting-edge solutions and alternative materials in solving infrastructure deficiencies.
- Establish a Corridor Overlay Zone consistent with the design standards (mentioned previously) that decreases the amount of impervious surface area, allows for public art installations in exchange for reduced landscaping requirements, phases out pole signs in favor of monument signs, and incorporates lessons learned by similar efforts which found that smaller lots encourage corporate stand-alone fast food businesses.



ORGANIZATIONAL PROGRAMS

- Investigate the appropriate organizational entity to direct and monitor near-term implementation initiatives identified for the District.

PLANNING, POLICY AND POLITICAL SUPPORT

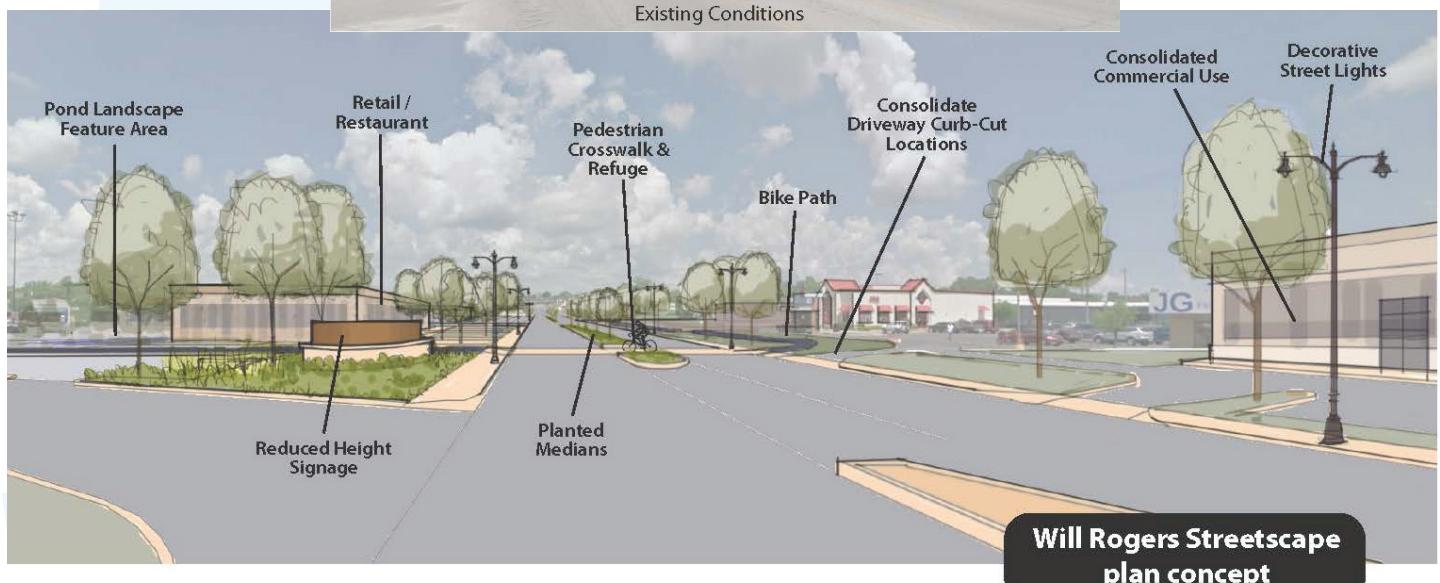
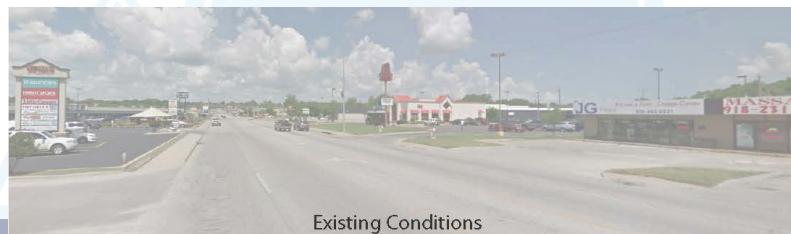
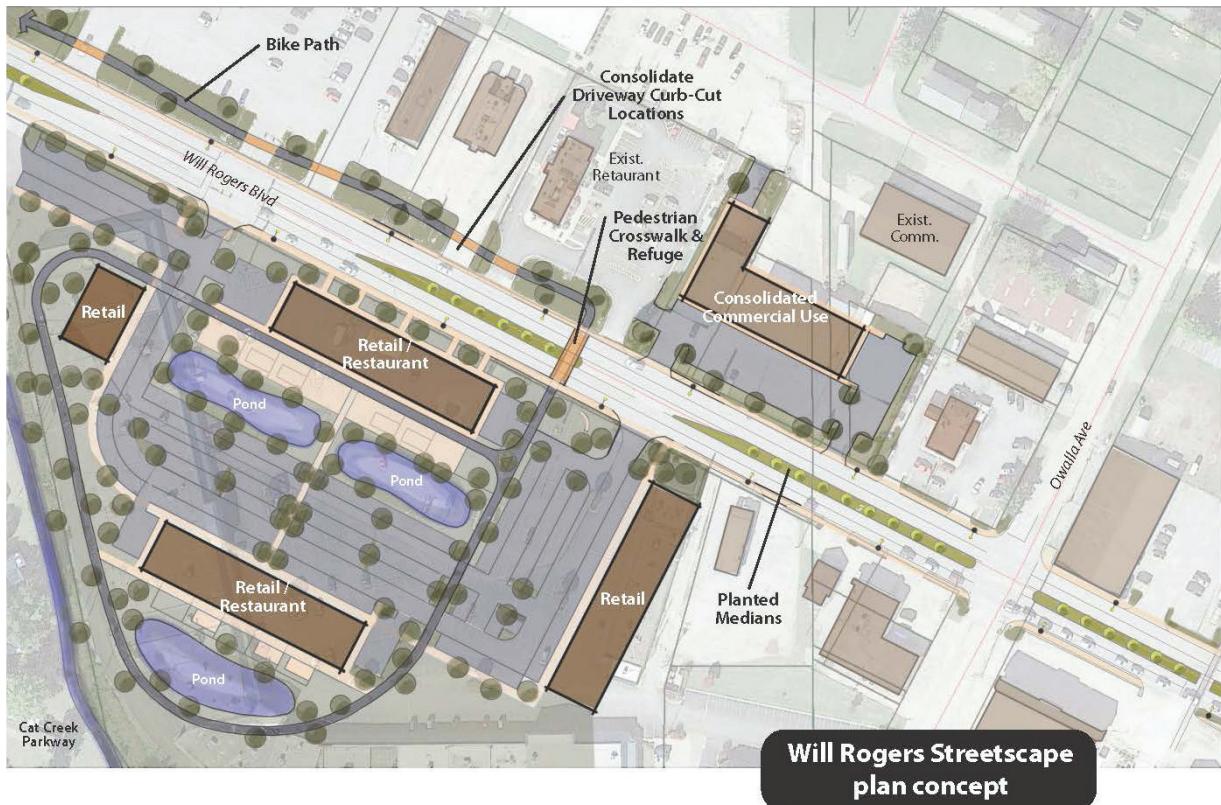
- Implement a wayfinding and flag program for the corridor that promotes both public spaces and private businesses.
- Initiative a flower planting program including hanging flower pots on city street lights within the corridor, and including other strategies to "green" or "soften" and beautify the area and draw attention to businesses; consider a competition and awards event.

LATER PHASES

- Investigate interest in establishing a Business Improvement District (BID) to manage maintenance, improvement and promotion of the District.
- Plan for opportunities to incorporate accommodations for bicycle and pedestrian enhancements and electronic vehicle plug-in stations, as well as consolidated curb cuts, knowing physical changes will not be allowed until authorized by the Oklahoma Department of Transportation (ODOT).



Will Rogers Corridor Illustrations

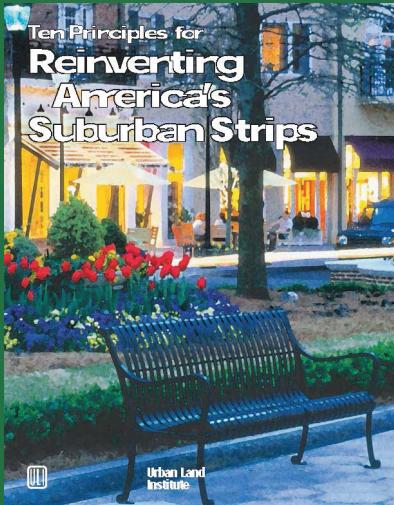


Denver's East Colfax Avenue – Main Street Zoning Study

In order to understand the economic feasibility of select development and redevelopment concepts on the East Colfax corridor several development proformas were prepared which tested the impact of variables including lot size, floor area ratio (FAR), parking ratio and type, use program and land cost. Basic assumptions related to revenue, cost and profitability (estimates of revenue by use, development and operation costs, efficiency ratio, developer profit, etc.), were held constant for each alternative. General conclusions drawn from this analysis showed that smaller lot sizes presented several challenges to development, particularly with respect to parking and density. It was determined that as the lot size increased, there was greater feasibility for parking solutions, density trade-offs and land use programming, making the parcel attractive to a broader developer audience. While there is no specific developer / investor profile for certain lot sizes, experience has shown that the audience for these smaller lots is more often than not individual users such as fast food restaurants, corporate retail tenants and owner / operator retailers, who have the flexibility to

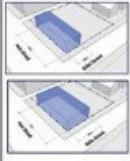
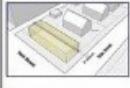
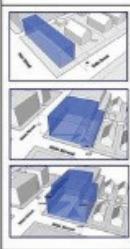
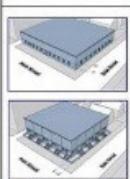
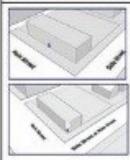
Corridor Lessons Learned

1. Ignite Leadership and Nurture Partnerships
2. Anticipate Evolution
3. Know the Market
4. Prune Back Retail Zoned Land
5. Establish Pulse Nodes of Development
6. Tame the Traffic
7. Create the Place
8. Diversify the Character
9. Eradicate the Ugliness
10. Put Your Money and Regulations Where Your Policy Is



Source: Urban Land Institute and Principles of Ricker I Cunningham.

address parking and density issues. Since the investment and operational profile of these groups tends to be different than a “typical” developer’s, they sometimes have the ability to build at a lower density. They also often have a much longer-term return expectation and may even be part of a larger portfolio of assets, whose return is “blended” with several other properties.

	Building Placement <ul style="list-style-type: none"> Main Street structures must be built to within 1'-6" of the zone lot line 75% of Main Street frontage must be occupied by a building 25% of Side Street frontage must be occupied by a building in Main Street 1 and Main Street 2; 40% of the Side Street frontage must be occupied by a building in Main Street 3
	Setback from residential zones <ul style="list-style-type: none"> Five (5') foot setback required between Main Street and residentially zoned lots
	Location and screening of parking and drive aisles <ul style="list-style-type: none"> Parking lots and drive aisles must be screened by a 30"-38" solid screening device such as a masonry wall or solid evergreen A five (5') foot wide landscape buffer area with a six (6') foot tall solid screening wall (such as a privacy fence) required between a Main Street lot and a residentially zoned lot (this buffer area may displace the required setback)
	Height & upper story setbacks <ul style="list-style-type: none"> Main Street 1 <ul style="list-style-type: none"> Maximum height: 38' (approximately 3 stories) No upper story setback required Main Street 2 <ul style="list-style-type: none"> Maximum height: 65' (approximately 5 stories) Minimum height: 24' Upper story setback: maximum building height must be setback 25' from a zone lot line adjacent to a residentially zoned lot with no structure in excess of 38' (within this setback the maximum building height is 38') Main Street 3 <ul style="list-style-type: none"> Maximum height: 100' (approximately 10 stories) Minimum height: 24' Upper story setback: maximum building height must be setback 25' from a zone lot line adjacent to a residentially zoned lot with no structure in excess of 65' (within this setback the maximum building height is 65')
	Zone of transparency <ul style="list-style-type: none"> 60% of the area between 3.5' and 8.5' above grade must contain windows on the Main Street 25% (MS-1 & MS-2) to 50% (MS-3) of the area between 3.5' and 8.5' above grade must contain windows on the Side Street
	Residential structure exceptions <ul style="list-style-type: none"> Two options exist for structures used solely for residential occupancy <ul style="list-style-type: none"> Option A: The zone of transparency rests between 4' and 10' above grade, 40% of this area must be placed on the Main Street and 25% on the Side Street Option B: the structure may be setback between 5-10' from the property line and the area of the setback must be enclosed by a screening device (certain architectural features or elements may protrude into this setback such as balconies) The exceptions allow the residential structures to have a sense of privacy yet maintain a strong relationship between the building and the activity at street level.
	Entrances <ul style="list-style-type: none"> Primary entrances are required to face Main Streets A primary street facing entrance may be angled on the corner or may be setback no more than 10' from the Main Street property

Downtown District Plan

Concept Statement

The Downtown District will be where the community goes to gather, shop, dine and enjoy.



Image of astronaut Stuart Roosa on a building in Claremore's Downtown District.

Development Concept

The intent of the Downtown District Plan is to revitalize the city's commercial core, which is also its "living room" and premier gathering place for community-hosted events. Redevelopment efforts will be visible along the street, as well as beyond the street and reflected in a more diverse tenant mix. As the Historic Route 66 roadway redevelops as described herein, the portion of downtown located adjacent to the corridor will attract stores with period-relevant vintage products.

Within the District are several blocks of established residences which will serve as a platform to demonstrate new construction of alternative residential product types, and adapted format of existing structures.

Aligning Principles

Expanded Definitions:

- Expanding the downtown district to a full community experience with shopping, dining, workplaces, third places, and neighborhoods that act as an integrated system.
- It is necessary to update public brand and identity of downtown to include larger district.

Designing with Context:

- Development that focuses on form and promotes density.
- General focus on neighborhood repair and enhancement, adaptive reuse, tenant mix and strategic new development to create a bookend effect on Will Rogers Boulevard.

Sense of Place:

- Fostering interesting experiences for visitors and residents.
- Gateway signage and internal wayfinding program.

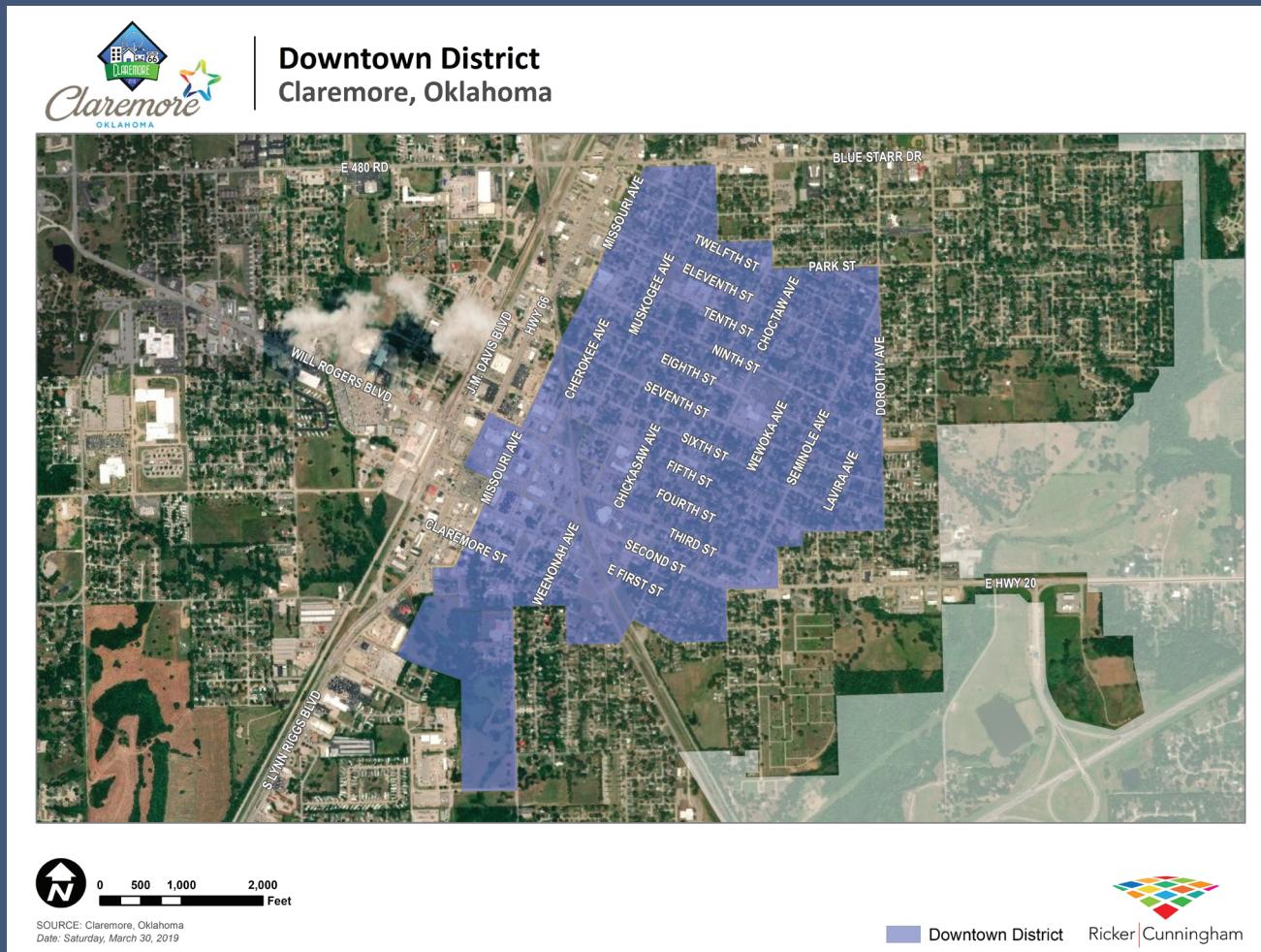
Responsible Governance:

- Establishing the organizational framework and partnership to support the expanded downtown district.

Source: Velocity Group.

District Map

Figure 3: Downtown District



District Description

Number of Parcels

1,110 parcels

Acres

513 acres

Utilization

75%, or high level of utilization, although with significant tracts of under-developed sites

Building Age

18% constructed after 1970

Boundaries

Generally, Missouri Avenue on the west; Dorothy Avenue on the east; 12th Street on the north; and 1st Street on the south.

Uses

A mix of uses (retail, office and residential space) in an urban form (zero setbacks, on-street parking), including: governmental facilities (City Hall, Police and Fire stations and the County Courthouse); State Highways (66, 88 and 20) and their attendant commercial uses; the Burlington Northern and Union Pacific rail lines; the primary intersection in Claremore; the Historic Core (Will Rogers Boulevard); and residential districts which include a range of home sizes and types in a range of conditions.

Zoning

Mix of CBD (Central Business District), CH (Commercial High Intensity District), CG (Commercial General District), and RM-1 (Residential Multi-family Low Density District)

Ownership

Less than 5% out-of-state owners, over 80% Claremore owners

Catalyzing District Initiatives

Note: Pictures presented in this discussion represent the character of improvements desired in the District.

PARTNERSHIPS

- Work with property owners and real estate brokers to understand the benefits of “pop-up” and short-term business opportunities; as well as potential barriers to the same so they can be preemptively mitigated.
- Continue renovating upper stories of buildings in the District to provide an alternative downtown housing product.
- Establish regular communications with existing businesses to understand individual challenges, and opportunities to promote merchandise and services;



balance resources spent on retention and expansion with recruitment.

- Encourage development of criteria that will be used to evaluate possible locations where a new city hall could be developed.
- Promote and encourage repurposing buildings into existing mixed- and multi-use facilities able to accommodate artist live-work spaces.
- Encourage development of alternative housing products along the edges of the established neighborhoods adjacent to the Downtown District.
- Identify vacant parking lots in the District that could potentially be assembled and positioned for private development (i.e., Mission Street and Historic Route 66).
- Prepare a tenant activation plan for buildings along alleyways, including dedication of space for amenity zones (i.e., outdoor dining, accent lighting, etc.).

CAPITAL INVESTMENTS

- Investigate strategies for incorporating public restrooms in the Downtown District.
- Install bike parking facilities throughout downtown and investigate the viability of combining these with a bike share program, collectively in an



effort to attract individuals with different interests to the area and encourage visitors to experience it in a different way.

- Program public spaces including pocket parks, public art platforms, and venues for cultural events (i.e., pedestrian-oriented connection over railroad tracks at East 6th Street and East 7th Street).
- Buffer | screen parking lots with decorative metal fencing and low-maintenance plantings in order to support a consistent pedestrian environment.
- Phase in enhanced lighting improvements on downtown streets and in parking lots, beginning with locations most heavily traveled and moving outward toward the District's edges.



- Install street trees in locations where it is physically and technically feasible, using the latest horticultural best practices and with consideration of available natural lighting and impacts from shade.

FINANCIAL RESOURCES

- Research residential reinvestment incentive programs proven successful at encouraging and rewarding reinvestment in established neighborhoods.
- Establish a façade restoration and improvement program for use by owners of property along key streets (heavily traveled with active ground floors); make matching grants and low interest loans



available using Community Reinvestment Act (CRA) resources.

REGULATIONS AND STANDARDS

- Issue a Request for Business Operators with an interest in establishing a brewery and brew pub, coffee roasters, and other “boutique” business operations.
- Adopt an Historic Preservation Zoning Ordinance in an effort to provide “local and limited protection for historic resources”; investigate interest by property owners in establishing an Historic Preservation Overlay Zone that encompasses properties within the entire Downtown District.
- Within the newly prepared and adopted development regulations, include language regarding restoration and renovation of historically designated and relevant buildings.
- Establish a city program that forgives municipal taxes for anyone willing to acquire, reinvest and reside in a home in an established neighborhood adjacent to the District (i.e., Cedar Rapids).



ORGANIZATIONAL PROGRAMS

- Recruit a new Main Street director, using the findings and recommendations resulting from the

comprehensive and district planning efforts, to inform necessary credentials.

- Determine an appropriate organizational structure to monitor implementation initiatives within established neighborhoods surrounding the Downtown District; have them serve as a liaison to the Main Street organization.
- Support efforts by Main Street groups to determine the appropriate organizational structure to advance the initiatives identified for the District (either adaptation of the existing organization, or creation of a new one).
- Revise the boundaries of the downtown district to allow for identification of individual sub-districts or identity zones, among them an Arts and Cultural Sub-District.
- Allow and encourage busking (informal live music) on downtown sidewalks as a way of activating the streets and supporting local musicians.
- Working with Rogers County Historic Society, and in a later phase of this effort, establish a Preservation Commission to pursue historic preservation investment tax credits and exemptions, along



with state resources available for Certified Local Governments (CLG), for use in preserving and enhancing historic assets, primarily located in the Downtown District.

PLANNING, POLICY AND POLITICAL SUPPORT

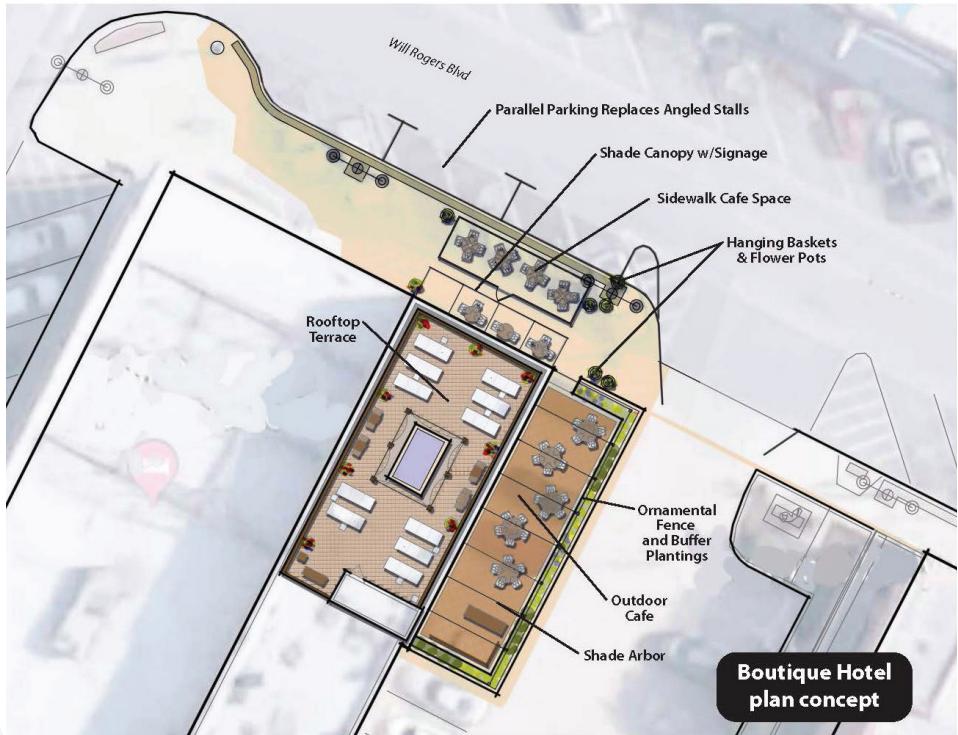
- CIEDA, City, University and Chamber, collectively determine the appropriate organizational entity to lead and monitor implementation of initiatives intended to stabilize surrounding neighborhoods and encourage reinvestment in the housing inventory; in the interim establish an Old Town Neighborhood Task Force.
- Continue the city's established mural program on buildings with large blank sides and less than attractive building walls, as a way of complementing capital improvements and improving the area's aesthetic appeal; partnering with area schools, art programs and cultural committees to solicit designs and pursue funding assistance with materials costs.
- Complete an inventory of available parking spaces, and determine if the District is underserved or overserved by block; prepare a plan for future facilities and in the interim, a management program.



PRIVATE DEVELOPMENT CATALYST PROJECTS

Boutique Hotel - urban infill boutique hotel with fewer than 50 rooms, surface parking, and owned locally or by a regional partnership group.

Boutique Hotel Illustrations



Boutique Hotel Development Economics

Development Program			Assumption Factors
	Units/Spaces	Square Feet	
Retail/Restaurant		6,000	
Employment		0	
Residential (Rental)	0	0	800 SF/Unit
Residential (For-Sale)	0	0	1,800 SF/Unit
Hotel	30	12,000	400 SF/Unit
Gross Floor Area		18,000	
Project Land Area		43,560	1.0 Acres
Floor Area Ratio		41%	
Surface Parking	60	19,200	320 SF/Space
Structured Parking	0	0	320 SF/Space
Estimated Project Value (Stabilized Yr)			
Total Retail/Restaurant Rentable SF	5,700		95% Bldg. Efficiency Ratio
Rent/SF*	\$20.00		
Total Employment Rentable SF	0		95% Bldg. Efficiency Ratio
Rent/SF*	\$18.00		
Total Residential Rentable SF	0		85% Bldg. Efficiency Ratio
Rent/SF	\$15.00		\$1.25 Monthly Rent/SF
Total Parking Spaces (Structured)	0		
Rent/Space	\$600		\$50 Monthly Rent/Space
Gross Income	\$114,000		
Occupancy	95%		
Effective Gross Income	\$108,300		
Operating Costs	\$3,000		
Net Operating Income	\$105,300		\$0.50 \$/SF (Wtd. Avg. All Uses)
Capitalization Rate	8.0%		
Project Value -- Retail/Employment/Rental Hsg	\$1,316,250		
Total Hotel Rooms	30		
Average Daily Rate (ADR)	\$120		
Gross Income	\$1,314,000		
Occupancy Rate	70%		
Effective Gross Income	\$919,800		
Operating Expenses	\$600,000		
Net Operating Income (NOI)	\$319,800		\$20,000 \$/Room
Capitalization Rate	8.5%		
Project Value -- Hotel	\$3,762,353		
Total Project Value		\$5,078,603	
* Rents based on triple net lease.			
Development Cost Estimate			
Property Purchase (Acquisition/Demolition)	\$871,200		\$20.00 \$/SF Land
On-Site Improvements (Surface Parking)	\$150,000		\$2,500 \$/Space
On-Site Improvements (Structured Parking)	\$0		\$15,000 \$/Space
Site Development/Infrastructure	\$217,800		\$5.00 \$/SF
Building Construction (Hard Costs)	\$3,132,000		\$174 \$/SF (Wtd. Avg. All Uses)
Construction Contingency	\$174,990		5% % of Construction Costs
Soft Costs (% of Hard Costs)	\$524,970		15% % of Hard Costs
Developer Profit	\$507,096		10% % of Total Costs
Total Project Cost	\$5,578,056		\$309.89 \$/SF
Development Economic Summary			
Total Project Value		\$5,078,603	
Total Project Cost		\$5,578,056	
Project Margin/"Gap"		(\$499,453)	
% Project Margin/"Gap"		-9%	
Potential Contributions to "Gap":			
Land Acquisition/Writedown	\$0		0% of Land Cost
Site Improvements Contribution	\$0		0% of Total Site Costs
Supportable Property Tax TIF (25 Years)	\$0		0.000000 Total Property Tax Rate
Supportable Sales Tax TIF (25 Years)	\$0		0% % of Local Sales Tax
Development Fee Waivers	\$0		
Federal/State/Local Grants	\$0		
Streamlined Development Approval Process	\$0		
Tax Credit Equity (LIHTC, Historic, New Market)	\$600,000		
Total Contributions to "Gap"		\$600,000	

Source: Kendig Keast Collaborative and Ricker | Cunningham.

Brewery | Community Space - onsite brewing and brew pub restaurant, with supporting employment incubator or community meeting space, surface parking and owned and operated by a local or regional brewing company.

Brewery | Community Space Development Economics

Development Program		Assumption Factors	
	Units/Spaces	Square Feet	
Brewery/Restaurant		30,000	
Employment/Community Space		15,000	
Residential (Rental)	0	0	800 SF/Unit
Residential (For-Sale)	0	0	1,800 SF/Unit
Gross Floor Area		45,000	
Project Land Area		130,680	
Floor Area Ratio		34%	3.0 Acres
Surface Parking	210	67,200	320 SF/Space
Structured Parking	0	0	320 SF/Space
Estimated Project Value (Stabilized Yr)			
Total Brewery/Restaurant Rentable SF		28,500	95% Bldg. Efficiency Ratio
Rent/SF*		\$20.00	
Total Employment/Community Rentable SF		14,250	95% Bldg. Efficiency Ratio
Rent/SF*		\$12.00	
Total Residential Rentable SF		0	85% Bldg. Efficiency Ratio
Rent/SF		\$15.00	\$1.25 Monthly Rent/SF
Total Parking Spaces (Structured)		0	
Rent/Space		\$600	\$50 Monthly Rent/Space
Gross Income		\$741,000	
Occupancy		95%	
Effective Gross Income		\$703,950	
Operating Costs		\$22,500	
Net Operating Income		\$681,450	
Capitalization Rate		8.0%	
Project Value -- Brewery/Community Space		\$8,518,125	
Total Housing Units		0	
Sales Price/Unit (Wtd Avg)		\$200,000	
Gross Revenue		\$0	
Less Marketing Costs		\$0	7% % of Sales
Net Sale Proceeds		\$0	
Project Value -- For-Sale Housing		\$0	
Total Project Value		\$8,518,125	
* Rents based on triple net lease.			
Development Cost Estimate			
Property Purchase (Acquisition/Demolition)		\$2,613,600	\$20.00 \$/SF Land
On-Site Improvements (Surface Parking)		\$525,000	\$2,500 \$/Space
On-Site Improvements (Structured Parking)		\$0	\$15,000 \$/Space
Site Development/Infrastructure		\$653,400	\$5.00 \$/SF
Building Construction (Hard Costs)		\$5,400,000	\$120 \$/SF (Wtd. Avg. All Uses)
Construction Contingency		\$328,920	5% % of Construction Costs
Soft Costs (% of Hard Costs)		\$986,760	15% % of Hard Costs
Developer Profit		\$1,050,768	10% % of Total Costs
Total Project Cost		\$11,558,448	\$256.85 \$/SF
Development Economic Summary			
Total Project Value		\$8,518,125	
Total Project Cost		\$11,558,448	
Project Margin/"Gap"		(\$3,040,323)	
% Project Margin/"Gap"		-26%	
Potential Contributions to "Gap":			
Land Acquisition/Writedown		\$0	0% of Land Cost
Site Improvements Contribution		\$0	0% of Total Site Costs
Supportable Property Tax TIF (25 Years)		\$1,400,000	0.092400 Total Property Tax Rate
Supportable Sales Tax TIF (25 Years)		\$1,700,000	50% % of Local Sales Tax
Development Fee Waivers		\$0	
Federal/State/Local Grants		\$0	
Streamlined Development Approval Process		\$0	
Tax Credit Equity (LIHTC, Historic, New Market)		\$0	
Total Contributions to "Gap"		\$3,100,000	

Source: Kendig Keast Collaborative and Ricker | Cunningham.



Artist Live | Work - adaptive reuse of existing structure, with living and working spaces fully integrated and marketed to artists, surface parking, and possible demonstration project of Art Space, Inc.

Artist Live | Work Development Economics

Development Program			Assumption Factors
	Units/Spaces	Square Feet	
Retail/Restaurant		0	
Employment/Work Space		12,000	
Artist Live/Work (Rental)	30	24,000	800 SF/Unit
Residential (For-Sale)	0	0	1,800 SF/Unit
Gross Floor Area		36,000	
Project Land Area		87,120	2.0 Acres
Floor Area Ratio		41%	
Surface Parking	93	29,760	320 SF/Space
Structured Parking	0	0	320 SF/Space
Estimated Project Value (Stabilized Yr)			
Total Retail/Restaurant Rentable SF		0	95% Bldg. Efficiency Ratio
Rent/SF*		\$20.00	
Total Employment Rentable SF		11,400	95% Bldg. Efficiency Ratio
Rent/SF*		\$18.00	
Total Artist Live/Work Rentable SF		21,600	90% Bldg. Efficiency Ratio
Rent/SF		\$15.60	\$1.30 Monthly Rent/SF
Total Parking Spaces (Structured)		0	
Rent/Space		\$600	\$50 Monthly Rent/Space
Gross Income		\$542,160	
Occupancy		95%	
Effective Gross Income		\$515,052	
Operating Costs		\$111,600	
Net Operating Income		\$403,452	
Capitalization Rate		7.0%	
Project Value -- Retail/Employment/Rental Hsg		\$5,763,600	
Total Housing Units		0	
Sales Price/Unit (Wtd Avg)		\$225,000	
Gross Revenue		\$0	
Less Marketing Costs		\$0	
Net Sale Proceeds		\$0	
Project Value -- For-Sale Housing		\$0	
Total Project Value		\$5,763,600	
* Rents based on triple net lease.			
Development Cost Estimate			
Property Purchase (Acquisition/Demolition)		\$522,720	\$6.00 \$/SF Land
On-Site Improvements (Surface Parking)		\$232,500	\$2,500 \$/Space
On-Site Improvements (Structured Parking)		\$0	\$15,000 \$/Space
Site Development/Infrastructure		\$348,480	\$4.00 \$/SF
Building Construction (Hard Costs)		\$3,647,988	\$101 \$/SF (Wtd. Avg. All Uses)
Construction Contingency		\$211,448	5% % of Construction Costs
Soft Costs (% of Hard Costs)		\$422,897	10% % of Hard Costs
Developer Profit		\$538,603	10% % of Total Costs
Total Project Cost		\$5,924,637	\$164.57 \$/SF
Development Economic Summary			
Total Project Value		\$5,763,600	
Total Project Cost		\$5,924,637	
Project Margin/"Gap"		(\$161,037)	
% Project Margin/"Gap"		-3%	
Potential Contributions to "Gap":			
Land Acquisition/Writedown		\$261,360	50% of Land Cost
Site Improvements Contribution		\$0	0% of Total Site Costs
Supportable Property Tax TIF (25 Years)		\$0	0.000000 Total Property Tax Rate
Supportable Sales Tax TIF (25 Years)		\$0	0% % of Local Sales Tax
Development Fee Waivers		\$0	
Federal/State/Local Grants		\$0	
Streamlined Development Approval Process		\$0	
Tax Credit Equity (LIHTC, Historic, New Market)		\$0	
Total Contributions to "Gap"		\$261,360	

Source: Kendig Keast Collaborative and Ricker | Cunningham.



Historic Route 66 District Plan

Concept Statement

Historic 66 District will be the place visitors experience, stay, and connect their understanding of this diverse roadway and its role in America's past.

Development Concept

For the portion of Route 66 that lies within Claremore, and specifically within the boundaries of the Historic Route 66 District, the local objective will be to work with property and business owners to leverage its unique identity, reposition it as a regional destination, and incorporate physical elements that make visitors reminiscent of the past.

The vision for Route 66, as stated therein, is a vibrant and rich experience for all generations with attractions that build upon the memories of the past, contribute to the present lives of locals and has an ever-evolving appeal that expands into the future.

HISTORY

Route 66, one of the most-traveled highways in the nation, runs more than 2,400 miles from Chicago, IL, to Santa Monica, CA. John Steinbeck, author of the famed book, "The Grapes of Wrath," referred to it as "the Mother Road." Although an important piece of Americana, its rise was followed by its fall when the Interstate Highway System expanded across the western United States. Many of the communities and businesses that had built their commercial and tourism infrastructure along this sometimes-notorious roadway, were devastated by the loss of travelers. Others, however, continued to operate, and did so for several years, albeit less successfully. Although the impact these destructive

Aligning Principles

Tourism Development:

- Provide the Route 66 visitors and locals a true Route 66 experience through themed businesses, activities and capital improvements..

Coordinated Development:

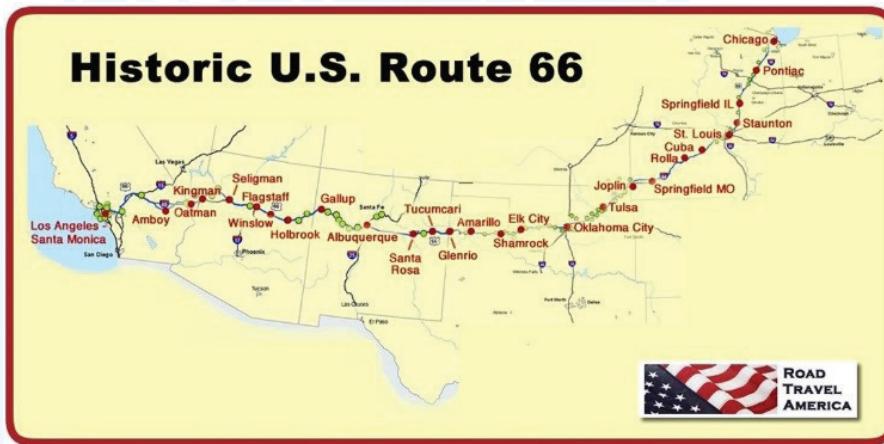
- Shared and coordinated parking, public/private infrastructure investments and regulations that align actions and remove barriers for quality redevelopment.

Economic Corridor:

- Recruit and retain unique image-building business and building typologies that strengthen the brand of the Historic Route 66 and Claremore.

Source: Velocity Group.

turns of events had on its popularity are still visible today; several remnants of quirky businesses and attractions that once dotted this national byway still exist. Further, in recent years, various initiatives have been launched to educate younger generations about Route 66, and protect its legacy. One such effort is pursuit of a National Historic Trail designation for the road, something made possible by passage of a bill to amend the National Trails System Act by the U.S. House of Representatives in 2018. If successful, federal oversight and management of the road will be made available through the National Park Service, improvements including distinctive markings and signage will be installed; and federal funds for preservation, development and promotion will be made available.



District Map

Figure 4: Historic Route 66 District



District Description

Number of Parcels

142 parcels

Acres

94.9 acres

Utilization

58%, or modest level of utilization, with significant tracts of under-developed sites

Building Age

51% constructed after 1970

Boundaries

Blue Starr Road on the north; location where South Lynn Riggs Boulevard (Route 66) intersects with N. JM Davis Boulevard on the south; and all parcels between these two roadways.

Uses

The Hwy 66 Corridor is the primary image-building and revenue-producing corridor running through the central portion of Rogers County, and bisecting the city of Claremore. It serves as the primary access to most of the city's significant commercial and industrial areas; and travels traverses a variety of development conditions from vacant and agricultural land, to Claremore's Core; and connects the community to areas of Catoosa, Verdigris, Foyil and Chelsea.

At this time, Hwy 66 is a vital generator of revenue for the city. Future plans expect it to continue to serve as such, while maintaining its historic roots, particularly in the downtown area. To protect and enhance the corridor's image and economic contribution, land use proposals should reflect the objectives stated in existing policy and regulating documents.

Zoning

Primarily CH (Commercial High Intensity)

Ownership

9% out-of-state owners, over 75% Claremore owners

Catalyzing District Initiatives

Note: Pictures presented in this discussion represent the character of improvements desired in the District.

PARTNERSHIPS

- Issue a Request for Business Operators with an interest in establishing a supper club eatery concept featuring period-relevant food items.
- Integrate the needs of the J.M. Davis Arms and Historical Museum into identification of priority initiatives, including establishing a crosswalk on 6th Street Avenue section.

CAPITAL INVESTMENTS

- Program development of public spaces within the District – pocket parks, public art platforms, and a stage for music events.
- Retain a professional to coordinate with the branding specialist to design a wayfinding and flag program for the Will Rogers Corridor and Historic Route 66 Districts that identifies public spaces and notable features.

FINANCIAL RESOURCES

- Pursue State and Federal Investment Tax Credits for use by private property owners interested in rehabilitating historically-significant and older qualifying buildings.

- Join national and state organizations pursuing revitalization of Route 66, and pursue funding and coordination assistance with redevelopment initiatives; possible organizations include: The Route 66: Road Ahead Partnership, National Park Service, National I State Historic Preservation Offices, Indian Nation Council of Governments, CLG Federal Matching Funds, and World Monuments Fund (supported by American Express).

REGULATIONS AND STANDARDS

- Apply for designation as a Certified Local Government (CLG) in order to receive State Historic Preservation Office (SHPO) assistance in protecting and promoting relevant properties and districts, accessing federal matching funds for development of a local preservation program, and participating in the National Register of Historic Places nomination process.

Note: There are currently 12 CLGs in Oklahoma.



- Consider establishing an Overlay Zone consistent with the desired design theme that allows for public art installations, and encourages era-relevant signs (until an Historic Sign Ordinance can be implemented).
- Investigate the feasibility of establishing an Historic Sign Ordinance which promotes the use of “animation,” “neon,” and era-appropriate materials that promote the District’s vintage character.
- Following completion of some portion of the initiatives listed, apply for recognition by the State Historic Preservation office through their Shirk Memorial Award for Historic Preservation and Citation of Merit.
- Establish an annual Historic Route 66 10K event that begins at the southern extent of the District, ends at the Will Rogers Museum, and includes relevant historic sites along the course.

ORGANIZATIONAL PROGRAMS

- Coordinate with Claremore Main Street to encourage businesses in the Downtown District, particularly those located in the 500 block of West Will Rogers Boulevard, to carry Route 66 goods and services.

- Work with the Chamber of Commerce to foster development of businesses that cater to Route 66 travelers.

Note: According to a report by the Rutgers Center for Urban Policy Research, spending by Route 66 travelers ranges from \$1,500 to \$2,000, with the largest expenses associated with lodging, eating / drinking, and direct travel-related trip outlays (for airfare, auto / RV rental, and gasoline and oil).



- Leverage existing promotional efforts, expanding their reach to include entities such as the Travel Channel, and promote themed businesses within the District (i.e., Restaurants on Route 66).



PLANNING, POLICY AND POLITICAL SUPPORT

- Leverage existing promotion efforts, expanding their reach to include entities such as the Travel Channel, and promote themed businesses within the District (i.e., Restaurants on Route 66).



LATER PHASES

- Following completion of some portion of the initiatives listed above, apply for recognition by the State Historic Preservation office through their Shirk Memorial Award for Historic Preservation and Citation of Merit.
- Investigate interest in establishing a Business Improvement District (BID) to manage maintenance, improvement and promotion of the District. BIDs are a public / private partnership in which property owners pay a special assessment for supplemental services associated with the maintenance, development, and promotion of their commercial district.

National Examples of Similar Efforts



The **Route 66: The Road Ahead Partnership** is a coalition of organizational leaders and representative stakeholders of Route 66 from throughout the country. Their mission is to revitalize and sustain Route 66 as a national icon and international destination, for the benefit of all Route 66 communities, travelers, and businesses/attractions, through collaborative partnerships focused on promotion, preservation, research and education.



© www.historic66.com

The **Route 66 Action Plan** was prepared by the



City of Albuquerque in 2014. Albuquerque contains the longest intact stretch of the original Route 66 highway in an urbanized area. In conjunctions with their community comprehensive planning effort, the city decided to establish a plan for the 15 miles of roadway located within its municipal limits. Its objective was to inform future capital investments, enhance and celebrate the road, and foster economic development activity.

ROUTE 66 RV'S

LOCATIONS

NORTH STORE
10035 S. Hwy 66
Claremore, OK 74019
5 mi N of Claremore

SOUTH STORE
20477 S. Hwy 66
Claremore, OK 74019
5 mi N of I-44 on I-44

918-283-7567 • Route66Rv's.com • Mon-Fri 8:30am-5pm Sat 8am-5pm
New & Used • Rentals • Service • Online Parts Store

Snacks, Treats & Fresh Pecans Year Round

ROUTE 66 SODA FOUNTAIN, GIFTS, DELI
Salvadora Mission
Jellies, Jams & Candies
Seasonings & Salads

26677 S Hwy 66 • Claremore, OK
888-732-2663 • 918-264-1024 • 66Nut.com

Salvadora Mission
4th & Chickasaw • 918-342-1127 • RCHS1.org

Attributed by Claremore's two railroads, John M. Baples brought his family to Indian Territory in 1901. By 1902, Baples started building his castle-like mansion. The Baples home, an example of the 1900s unique Prairie-style residence, now has four towers, one on each corner. A porch on the north side provided cover for the guest carriages as they arrived for gala parties. Today, you can tour the home, shop in the gift shop and dine in the tea room.

Hours/Admission: Tues-Sat, 10:00 am - 2:00 pm
Admission by voluntary contribution

Totem Pole Park
4 mi west of Claremore on SH 28-A, Foyl
918-342-1127 • RCHS1.org

Ed Galloway's Totem Pole Park, Foyl, OK
The Totem Pole Park features a 90 foot totem pole containing over 200 carved Native American emblems and symbols. It towers over a nine acre park featuring one of Oklahoma's largest collections of Indian artifacts. Listed on the National Register of Historic Places, it claims the title of World's Largest Totem Pole and is a popular stop along Historic Route 66.

Hours/Admission: Daily during daylight hours
Gift Shop/Museum: Tues-Sat, 12:00 pm - 5:00 pm
Free Admission
Sun, 11:00 am - 5:00 pm

Jim Galloway's Totem Pole Park, Foyl, OK
On your journey to Claremore, stop by Totem Pole Park, north of Claremore in Foyl on Historic Route 66. It is the largest and oldest example of folk art in Oklahoma.

999 DAVIS ARMS & HISTORICAL MUSEUM, CLAREMORE, OK
The Jim Davis Gun Museum is located on the original stretch of Route 66 in Claremore. Explore an amazing collection of World War I posters, antique firearms, a historical culture with exhibits with pieces owned by notorious criminals like Pretty Boy Floyd and Baby Face Nelson, and much more.

Will Rogers Memorial Museum, Claremore, OK
Come and explore the inspiring life of Oklahoma statesman Will Rogers at the beautiful museum in Claremore.

The Nut House, Claremore, OK
Just south of Claremore on Route 66 is The Nut House, a great unique stop for travelers with Nutty in Oklahoma snacks, treats, Route 66 memorabilia, fresh pecans, great lunch from Hot Mama's Deli, and much more.

The Blue Whale, Claremore, OK
The Blue Whale is a roadside Route 66 attraction in Claremore, just south of



Fiscal Impact of Catalyst Projects

The strategic approach for revitalizing the districts is based on the experience of other communities that confirms — private investment follows public commitment. For this reason, a primary objective of this Plan is to “leverage” community resources, amenities and improvements, in a manner that most effectively encourages private development. While the public sector’s direct “return on investment” is often realized in the later phases of these types of initiatives, they will begin to see fiscal benefits associated with these investments. The following analysis demonstrates the magnitude of those impacts and methodology used to quantify them.

Table 4, Catalyst Project Development Summary

Land Use Type	Claremore District Catalyst Projects
Residential (units)	
Residential (Rental)	66
Residential (For-Sale)	24
Nonresidential (sq ft)	
Retail/Restaurant	51,000
Office/Employment	27,000

Table 5, Catalyst Project Revenue Summary

Product Type	Total Development	Development Value
Residential (Rental)	66	\$4,950,000
Residential (For-Sale)	24	\$5,400,000
Retail/Restaurant	51,000	\$10,200,000
Office/Employment	27,000	\$4,050,000
		\$24,600,000

Values based on:

Residential (Rental)	\$75,000	per Unit
Residential (For-Sale)	\$225,000	per Unit
Retail/Restaurant	\$200	per Sq Ft
Office/Employment	\$150	per Sq Ft

Product Type	Taxable Value @ Buildout	Property Tax Revenue
Residential (Rental)	\$4,950,000	\$50,312
Residential (For-Sale)	\$5,400,000	\$54,886
Retail	\$10,200,000	\$103,673
Office/Employment	\$4,050,000	\$41,164
	Property Tax*	\$250,034
	Sales Tax**	\$382,500
	Total Tax Revenues	\$632,534
	Other Revenues ***	\$21,490
	Total Revenues	\$654,024

* based on City .09240 property tax rate.

** sales tax based on retail sales of \$250 per square foot and 3.0% retail sales tax rate

***based on 2018-19 general fund revenues from permits, fees, licenses, fines, etc. — per capita of \$51.

Table 6, Catalyst Project Service Population Summary

Job Type	Claremore District Catalyst Projects
Residents	159
Retail Employees	128
Office Employees	135
Total	422

Resident estimates based on:

Residential (Rental) 1.5 Household Size
 Residential (For-Sale) 2.5 Household Size

Employment estimates based on:

Retail/Restaurant 400 Sq Ft per Employee
 Office/Employment 200 Sq Ft per Employee

Table 7, Catalyst Project Fiscal Summary

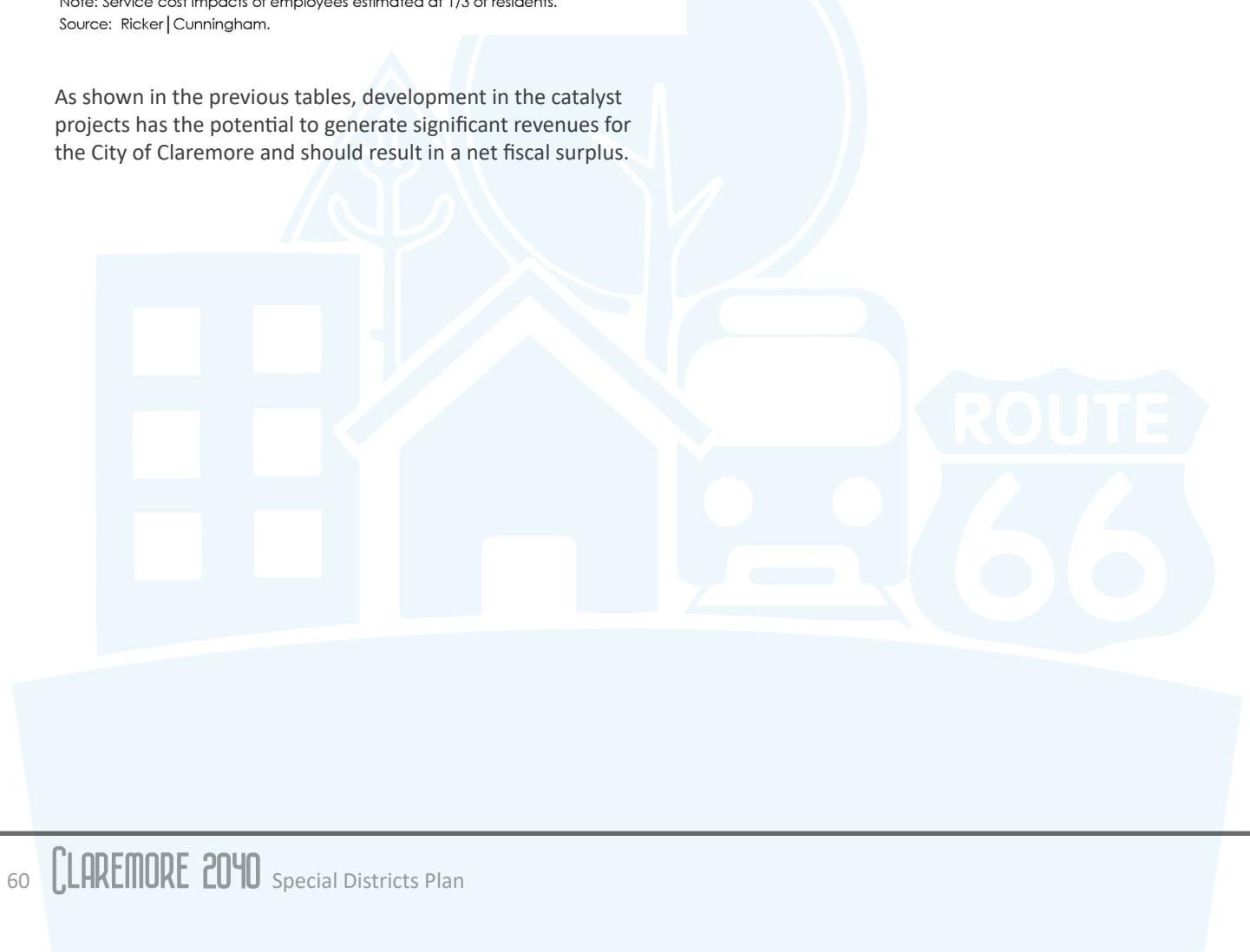
Product Type	Claremore District Catalyst Projects	
	Residents / Employees	Annual Service Costs*
Residents	159	\$167,487
Retail Employees	128	\$44,768
Office Employees	135	\$47,402
	Total Service Costs	\$259,657
	Total Revenues	\$654,024
	Total Surplus/Deficit	\$394,367
	% Surplus/Deficit	152%

*based on 2018-19 general fund expenditures and debt service per capita of \$1,053.

Note: Service cost impacts of employees estimated at 1/3 of residents.

Source: Ricker | Cunningham.

As shown in the previous tables, development in the catalyst projects has the potential to generate significant revenues for the City of Claremore and should result in a net fiscal surplus.



Section 4: Implementation



The strategy for advancing revitalization of Claremore's special districts is based on an awareness of investment challenges, market opportunities and desired outcomes. To this end, major components of the approach presented as follows include **Guidelines** for land use and improvement decisions, clarification of **Roles and Responsibilities** among partner entities, and actionable **Initiatives**, both Special District-wide and Catalyst Project-Specific.

The experience of communities that have advanced similar redevelopment programs has shown that it takes many years and multiple actions to execute the range of directives necessary to realize sustained investment. Those experiences have also confirmed that the approach needs to include both area-wide and project-specific activities. To that end, this Plan puts forth recommendations that will improve shared spaces and the physical framework of the districts, as well as advance specific private investment proposals that demonstrate market support and consistency with desired outcomes.

Levels of redevelopment interest realized in each of the districts will depend on numerous projects, programs and policies that effectively "ready the environment for investment." Key to advancement of redevelopment projects will be ongoing resolution by the city and its partners of situations that threaten desired development or dilute their collective efforts. A priority in the early phases of this revitalization endeavor will be advancement of the priority initiatives presented in the following discussion, while priorities in the later phases will shift towards enhanced communication with stakeholders and local officials regarding accomplishments achieved (benchmarks), challenges outstanding and the necessity for sustained support and public commitment to the vision.

While investigations completed during preparation of this plan determined the special districts were well-positioned to compete for market share among the identified real estate and business types, actual investment activity will be largely dictated by factors including the physical capacity of sites to accommodate desired development, have property owners willing to invest and advance the objectives stated herein, and effectiveness of the participating organizations to strategically prioritize limited resources.

Planning Guidelines

The first major component of the strategy for transforming the targeted study areas into vibrant

economic districts are a set of planning guidelines. Whereas a critical objective of this Plan is to guide growth and inform growth policies, success will necessitate alignment among the city's controlling documents and sound decision-making by its elected and appointed leaders. Until consistency can be assured and officials be made aware, the following principles are offered to ensure the vision for each district remain intact and identified outcomes remain achievable. In the context of this planning effort, they have served as a foundation for specific policy, land use and implementation recommendations.

Guiding Principles ...

Are defined as representing a broad philosophy that guides an organization throughout its life, in all circumstances, irrespective of changes in its goals, strategies, type of work or top management. They serve as filters for decisions at all levels of the organization.

- The city will maintain a proactive and sustained attitude about the necessity for, and value of, balanced growth in all segments of the community.
- The vision for the special districts will be reflected in city growth management policies and capital expenditures.
- Standards of development in the special districts will be established and made consistent with the visionary concepts and catalyzing developments, while also protecting existing investors.
- Capital projects will be creative, phased, and strategically located to improve the public realm, mitigate physical challenges and enhance property values.
- The city, together with its partner organizations, will lead early investment activity in the districts, and private stakeholders will participate in maintaining and promoting shared spaces.
- While the city's controlling documents (policy, regulatory, other) are being updated to align with this Special Districts Plan and its intentions, interim variances should be afforded those projects deemed consistent with stated objectives.

Roles and Responsibilities

The second major component of the strategy for transforming the targeted study areas into vibrant

economic districts is clarification of partner roles and responsibilities. Implementation of this Claremore Special Districts Plan will require not only a unified vision among city officials, their partners and the community at-large, but supportive policies and regulations for desired investment in strategic opportunity areas. Other roles the city will fill, along with their advocacy partners, are described as follows.

City of Claremore – The city's principal responsibility as it relates to this Special Districts Plan is to provide guidance and support for initiatives that will most effectively "ready the environment for investment" within the identified areas. In order to do this successfully, the city must first accept that their competitive position will depend on a significant repositioning (both real and perceived) and participation by multiple groups. In addition, it will be essential that regulatory tools and processes are restructured, and that leadership recognize the economic challenges inherent in the desired development concepts. Finally, the city will need to be flexible, with both active and passive responsibilities, depending on conditions within each district and the capacity of their partner organizations to lead certain efforts. Regardless of whether the city leads or supports specific activities, as the largest investor in the community, their commitment has to be to the vision.

Public Sector Commitment

The city will act as the "master developer of improvements" in Downtown and as such, will lead the financing and construction of infrastructure and enhancements to effectively position key parcels for investment and expedite building development.

Claremore Industrial and Economic Development Authority (CIEDA), with regional support from the Northeast Oklahoma Regional Alliance (NORA), is the city's agent for advancing economic initiatives. As a quasi-public organization, it has greater flexibility with real estate transactions and offers direct access to a variety of financing mechanisms. As such, they are the obvious entity to lead early and ongoing initiatives to acquire and position properties for investment. There are numerous advantages to the private sector when property can be acquired from or through an intermediary entity, among them lower carrying costs, less uncertainty, an expedited development timeline, greater access to monetary incentives and potentially better financing terms.

In addition to property acquisition, CIEDA may be the preferred entity to provide oversight and act as the lead on development and business requests, and as such, be the principal provider of "gap" financing (for meritorious projects). Possible financing source which might be used individually and in different combinations include: grant and bond revenues; low or no interest loans; potential future district revenues; Tax Increment Financing (TIF); and other existing economic development program dollars.

Claremore Main Street (Downtown Claremore) and Downtown Claremore Merchant Association are the organizational entities that assume responsibility for the day-to-day health of the Downtown District. To this end, they will continue to support the management and marketing of properties in this area, as well as public spaces and programmatic offerings. While additional support could be provided by representative government, advocacy and regional economic development organizations, Downtown Claremore will hold and maintain the vision for revitalization of this district.

Claremore Area Chamber of Commerce - is the city's principal promoter. Since consistent messaging will be critical, a carefully designed and consistently administered marketing program should be an early actionable item, to be preferably led by the Chamber. Individuals and organizations that support and encourage investment will need to coordinate their marketing efforts, and ideally, establish common goals and objectives along with consistent policies and practices. The Chamber should also be the "point person" for private interest requests for assistance with marketing of properties to developers and user groups (either on their behalf or in partnership). Finally, the Claremore Chamber should be positioned to provide support to CIEDA with issuing developer requests, retaining brokers and attracting private sector entities through advancing community-wide initiatives.

Additional partner organizations that will inevitably fill a range of supportive roles include:

- **Claremore Collective**
- **Rogers County**
- **Rogers County Historical Society**
- **Rogers State University (RSU)**
- **Cherokee Nation and Indian Nations Council of Governments (INCOG)**
- **Private Stakeholders**

Implementation Initiatives

Following identification of the vision for the community came the challenge of outlining a strategy that protects that vision, while remaining realistic about changing market conditions and near-term fiscal responsibilities. Webster's Dictionary defines implementation as "a means for accomplishing an end" or "an action to put into effect". As explained throughout the planning process and reiterated here, no single action will advance the initiatives described herein. Rather, repositioning portions of the community, and in so doing, redefining these places in the minds of property owners and investors, will be dependent on a series of actions designed to capitalize on market opportunities and overcome investment barriers. Key to successful implementation will be the continued identification and implementation of actions, both district-wide and project-specific, in order to catalyze investment. Actions identified to accomplish this end include projects, programs and policies, that once implemented, will better position strategic opportunity areas to advance the community's vision.

As explained previously, actions for change need to be both district-wide and catalyst project-specific. Presented below are a series of initiatives within both of these categories that may be implemented near- (within the next 24 months), mid- (within the next 2 to 5 years), and long-term (beyond the first five years of the program). A detailed implementation matrix for all of the districts can be found in the Appendix. They were identified based on an understanding of investment opportunities and challenges. The latter are described below, along with a series of solutions or priorities to minimize project risk and foster ongoing investment. These are preceded by several key initiatives outlined in Claremore 2040 that align with the recommendations presented here.

CATEGORIES OF ACTIVITY

With their diverse mix of both new and established businesses, the special districts could individually and collectively be a formidable economic engine within the city. However, their success in this regard will depend on the delivery of high-quality and consistently operated investment environments that are devoid of obstacles and publicly supported. To this end, this Districts Plan, along with the recommendations that follow, are intended to assist the city in directing and prioritizing its resources. The latter were developed with consideration of both public and private sector interests, as well as an understanding of strategies necessary to overcome potential threats, while also capitalizing on identified opportunities.

Key Initiatives

Claremore 2040 Comprehensive Plan

1. Implement capital projects (master drainage plan)
2. Update ordinances and standards
3. Pursue state resources to match local funding
4. Continue sidewalk improvements
5. Continue to pursue grade-separated railway crossing
6. Formalize plans for capital improvements (Capital Improvement Plan (CIP))
7. Investigate regional solutions for infrastructure projects
8. Complete electric service rate study
9. Complete multi-purpose trail network
10. Update Parks and Recreation Master Plan

Whereas a core underpinning of Claremore's approach to encouraging redevelopment in the identified special districts is encouraging and protecting private investment, the discussion begins with an explanation of regulating tools necessary to foster desired outcomes. Also presented is an examination of development standards and their role in elevating market perceptions and catalyzing private investment. This narrative is followed by explanations of other categories of implementation, including those identified in Claremore 2040, along with corresponding priority initiatives.

Partnerships

Logic and experience have shown that no one entity has the resources or expertise to advance a redevelopment initiative unto itself. The public sector, with the longest-term interest in the community, has the responsibility of providing an environment for investment able to capitalize on opportunities and be devoid of obstacles. They do this by providing public services, shared amenities, an attractive setting and a viable economy. However, these things are only possible if private development occurs that increases taxable revenues. Thus, we have the

adage, "Which comes first, the chicken or the egg?" when both are necessary in order for anything to happen. The answer is finding other partners that can bring their own resources, experiences, and perspectives.

Private decisions to develop are broadly influenced by market demand, the cost and availability of financing, physical capacity, the desire of an area to accommodate growth and the ability to secure necessary regulatory approvals without undue delay. In addition to "readying the environment for investment", public entities and their advocacy partners, particularly in the context of redevelopment initiatives, have to also be prepared to "tell their investment story". They cannot afford to wait for individuals and entities to discover them.

Two of the most significant obstacles to redevelopment are a lack of market awareness and perceptions that are grounded in inaccuracies. Heightened access to multiple sources of information, available online and in print, have left many economic development professionals with more informed and misinformed business and developer prospects. While most available data is at least partially correct, if published without appropriate context, it can lead to similar dire outcomes. An important early initiative will be to evaluate published information about the Claremore market, discern fact from fiction and customize the message to attract the right partners. What follows are several priority non-district specific partnership-related initiatives that will be essential in order to establish an environment that fosters desired development.

1. Establish a property acquisition program within CIEDA whereby resources are available to acquire, assemble and position strategically located properties in the district for advancement of developments by private entities that are consistent with the identified development concepts.
2. Memorialize criteria by which properties with potential to support catalyst projects may be screened.
3. Use the criteria (referenced above) to identify those properties with favorable attributes relative to their ability to host market-supportable catalyst (or demonstration) projects; acquire, entitle and position each one for investment; consider demolishing obsolete structures or cleaning up brownfield properties; investigate the viability of selling properties at a discounted price, offering a ground lease, or taking a preferred return at a later time to assist with project feasibility.

4. Identifying properties within the Special Districts which may lend themselves to either short-term or interim development or business opportunities.
5. Retain a specialist in "place identity branding" to assist in developing a messaging program to communicate the city's commitment to ongoing revitalization and repositioning of the Special Districts, communicating through a variety of platforms including Instagram, Twitter, Facebook, email, newspaper and newsletters, radio and others in order to reach a broad audience; share this information with representatives of all relevant advocacy entities to ensure consistent messaging.

Capital Investments

Physical improvements, public or private, roadway or building, are all signs that a community is moving forward and making progress. Since a significant obstacle to development in established areas is inadequate infrastructure, investment activity in these locations tends to lag behind that in other parts of the community where properties are often served by new infrastructure. Infrastructure and utility inadequacies, and expenses associated with mitigating these deficiencies, are two of the most expensive project-related costs and therefore one of the biggest threats to a project's economic feasibility. Public participation in financing these types of improvements can also be difficult to obtain, whereas many elected officials think it is fiscally inefficient to repair aging infrastructure, rather than build new in areas more likely to attract larger developments. In reality, and as reported by multiple expert sources, municipalities actually realize a higher return on investment from participation in redevelopment, rather than new development projects, and redevelopment projects have a more significant impact on property values among adjacent owners than do new development projects.

Another condition that drives up project costs in developed areas are structures constructed in a manner that makes them unable to accommodate current business formats. Like the infrastructure that serves them, many are aging and, in some cases, obsolete. Further, and particularly relevant within commercial corridors, most were designed with the automobile in mind, resulting in a development form that does not support both vehicular and non-vehicular mobility. Additional early initiatives recommended here are a combination of capital expenditures to enhance shared facilities and accommodations, and investment in pre-approved (entitled) adaptive solutions for several building types.

These can be made available either at no charge or at a reduced price. Additional priorities include investment in public improvements necessary to stabilize and protect existing investment, as well as attract new investment. What follows are several non-district specific capital initiatives essential to establishing an environment that fosters desired development.

1. Inventory infrastructure constraints and other issues, within each of the Districts, and prioritize projects, quantify costs and research financing options.
2. Establish a multi-year Capital Improvement Plan (CIP), with investments in the Districts a priority in the early years.
3. Promote pedestrian environments in appropriate locations in the Districts, using a range of strategies including minimizing curb cuts, encouraging property assemblages, requiring a consistent building edge, and advancing demonstration projects.
4. Ensure that future capital investments are context sensitive, while also serving to demonstrate state-of-the-art solutions for regional infrastructure deficiencies.
5. Complete non-vehicular connections between adjacent neighborhoods in the Districts, to centers of activity and commercial concentrations.
6. Complete phased sidewalk improvement program in the Downtown District, as well as along Brady Street and Will Rogers Boulevard, encouraging space for an amenity zone (in appropriate locations) and compliant with Americans with Disabilities Act (ADA) standards.
7. Retain a professional to coordinate with the branding specialist to design a wayfinding and flag program for the Will Rogers Corridor and Historic Route 66 Districts that identifies public spaces and notable features.
8. Install continuous bike facilities and accommodations (i.e., lanes, sharrows, etc.) throughout the Districts, as a means of creating multiple types of connections between users and uses.

Financial Resources

Comprehensive and area-specific planning initiatives such as this one come at a time when demands on local government are high and resources limited. Despite the obvious challenges this scenario presents, the continual repositioning of neighborhoods, districts and corridors within communities is essential for economic equality and sustained growth. Whereas

the responsibility for promoting new investment in a community has historically been borne by the public sector and their quasi-governmental partners, so too should be the responsibility for assisting with economic "gaps" among catalyzing projects. Project costs in infill and established settings are frequently higher, while early project revenues are typically lower, thereby necessitating offsetting contributions by a variety entities and numerous sources. Despite disproportionately higher public participation, long-term returns associated with redevelopment projects are nearly always among the highest in the community.

An early and ongoing initiative of this Plan will be the provision of multiple resources to finance public improvements and facilitate the delivery of meritorious private projects to the market. Whereas experience has shown that no one project, or source of revenue, will be sufficient to complete an area's transformation, the public sector should attempt to provide the broadest possible range of resources possible, both monetary and non-monetary, with the greatest potential to favorably impact a project's feasibility. Examples include: site acquisition and property value write-downs; building and facade improvement grants and low interest loans; start-up capital; loan pools; and public dollars (i.e., Opportunity Zone, Community Development Block Grant (CDBG), along with state and regional redevelopment programs. What follows are several priority non-district specific funding-related initiatives that will be essential in order to establish an environment that fosters desired development.

1. Establish a practice and / or policy of requiring developers submit a project proforma with a request for financial assistance, illustrating the magnitude of any "gap" due to insufficient revenues and extraordinary expenses along with the city's return on investment for its participation.
2. Assemble a range of mechanisms with a financial benefit to private sector developers, that can be used to "close" economic "gaps" including: property acquisition and sale price write-down, public sector contribution to on-site and or off-site improvements, additional and expanded Tax Increment Financing (TIF) areas, sales tax rebates, Opportunity Zone benefits (tax advantages), streamlined entitlement processes, New Market and Historic Tax Credits, and Community Development Block Grant (CDBG) dollars.
3. Use these resources (referenced above) to offset the cost of bringing buildings "up to code" or in compliance with adopted building standards.

4. Conduct training seminars to inform local and regional development and building groups about available financing mechanisms (i.e., Opportunity Zones, Tax Increment Financing (TIF)), regulatory changes, and market opportunities.
5. Meet with representatives of local and regional banks and solicit their interest in establishing various innovative programs including: a grant / low-interest loan pool (using Community Reinvestment Act (CRA) dollars), patient capital project financing, linked deposits, public guarantees and debt subordination, and others that could be used to match private dollars and finance enhanced landscaping, façade improvements, public art installations and other beautification efforts.
6. While meeting with lender representatives (as per the recommendation above), engage them in understanding the catalyst development concepts identified in the Special Districts Plan and begin audits of internal due diligence and underwriting protocols for product types and projects untested in the local market.
7. Work with regional economic development groups in encouraging and supporting expansion of Community Development Financial Institutions (CDFIs) and designation of existing institutions as CDFIs to promote lending in the Districts.
8. Pursue federal funding programs for predevelopment and development assistance such as Economic Development Administration (EDA) and Community Development Block Grants (CDBG) and loans, Housing and Urban Development (HUD) dollars including as HOME and HIP funds for new construction and rehabilitation projects.
9. Conduct a comparative investigation of impact fee charges among other communities in Oklahoma and consider establishing a similar program in Claremore.
10. Solicit corporate sponsorship and participation in financing the enhancements, amenities and programs identified in this Special Districts Plan.

Regulations and Standards

While this Special Districts Plan will be of paramount importance as the guide for future growth within the boundaries of the specific geographies identified herein, it is a policy document. Unto itself, it cannot ensure that the identified objectives will be protected over the long-term. Those assurances will only be available with the adoption of regulations which reflect the unique circumstances observed and identified in each district and

support the development concepts articulated. Ideally, planning proposals for these areas will be administered by specialists who understand these environments. In addition, local leaders will establish both new development and redevelopment policies that can be advanced in parallel, rather than in competition with each other, among them growth management practices that balance the efforts of both.

In addition to redevelopment-oriented regulations, this Plan recommends adoption of design standards (and "pattern books") for the Special District areas. The experience of many, if not most, communities involved in similar initiatives has shown that a higher standard of development is essential in areas targeted for reinvestment and that they should be calibrated to support desired uses and reflect intended outcomes. In addition, if employed during the early phases of the redevelopment effort, and determined to have a financial impact that renders desirable projects financially infeasible, off-setting resources (incentives) should be made available to fill economic "gaps". If established during a later phase, it is likely that market conditions will have reached a state of equilibrium wherein project revenues should be sufficient to cover this type of project cost. What follows are several priority non-district specific regulatory initiatives that will be essential in order to establish an environment that fosters desired development.

1. Conduct an audit of all regulating resources to identify and mitigate potential obstacles to implementation of catalyzing projects, and amend as necessary to include language tailored to redevelopment projects in established areas.
2. Prepare and implement a "complete streets" plan, following design principles defined by the American Planning Association (APA) and employing appropriate modifications based on prevailing conditions within certain geographies.
3. Develop "pattern books" or residential design standards for established neighborhoods, including those surrounding the Downtown and West Bend | University Districts, in an effort to inform investment in shared spaces and home modifications, ensuring they will appropriately accommodate new infill developments potentially including: paired, rowhouse, cottage homes, and others, while establishing | maintaining a traditional gridded street format.
4. Access political and community support for a Nuisance Property and Abandoned Building Remediation Loan Program.

5. Partner with the Incremental Development Alliance to conduct developer training workshops regarding how to use the new code and "pattern zone models".
6. Institute a streamlined development review and approval process for projects located in the Special Districts, involving personnel from key departments to serve as liaisons between the applicant and decision makers.
7. Establish project thresholds (i.e., square feet, value, modification vs. new construction, etc.), whereby smaller projects will be guaranteed a response within a defined period of time.
8. Establish guidelines or standards for each of the Districts, to ensure consistency in design, quality, character and theme, as properties develop and redevelop.

"Local authorities must be willing to see high-quality urban (and architectural) design as a component of development strategies, including those which are conservation-led. Achieving this may require better publicity to be given to contemporary urban design success stories – nationally and particularly locally."

Commission for Architecture and the Built Environment, London

Organizational Programs

Organizational participation in revitalization programs can be significantly beneficial, as long as there is a shared understanding of roles and responsibilities. They become less effective, and in some instances become an obstacle, when they lack coordination and oversight. Whereas Claremore has a significant number of community-based organizations, early initiatives should include an organizational audit, to ensure there are neither too many, nor too few, and those charged with specific tasks have the resources and authority to carry them out. When there are too many entities, either appointed and created, funded or unfunded, with or without specific controls and powers, they can collectively threaten the success of the program. Efforts can become diluted and duplication is inevitable. It is also highly likely that disagreements will arise with regard to how specific issues are addressed and resources expended. Conversely, when there are too few entities who can act as advocates and assist with addressing the multiplicity of efforts necessary to

establish a productive environment for investment, lead organizations can become fatigued and eventually deplete their resources. An organizational audit should involve identification of all groups and organizations with a role in community activities, understanding their jurisdictional boundaries, clarifying their roles and responsibilities, investigating their sources of funding, and ensuring their authorized powers allow them to carry out specific activities. Every participant in the implementation process needs to understand their role, purpose, resources and objectives. What follows are several priority non-district specific organizational initiatives that will be essential in order to establish an environment that fosters desired development.

1. Work with the advocacy entities to educate existing property owners and commercial brokers about market support for different tenant types and business opportunities.
2. Host monthly or quarterly luncheons regarding the status of ongoing development projects and public-led efforts to improve the investment climate for private development.
3. Conduct an audit of existing advocacy entities involved in implementation of this Special Districts Plan in order to clarify roles and responsibilities and ensure there is neither duplication of efforts or actions left unaddressed.

Planning, Policy and Political Support

As acknowledged above, local governments have the largest and longest-term interest and responsibility in ensuring a community's economic sustainability. Therefore, the city will need to have a visible presence and provide ongoing and sustained public support for projects which meet the community's objectives for the special district areas. Together, the city and its partners will need to provide leadership and participate in advancing economically-challenged, yet desirable projects, by any means possible and practical. Not only does the city have the legal responsibility to address many of the implementation components of this redevelopment plan, but they are also the logical link to local, regional, state and federal sources of funding. If used strategically, these and other resources could be used to leverage a heightened amount of early participation, while also catalyzing sustained levels of ongoing private investment.

In addition to directing resources, the city will need to establish a foundation of supportive policies that express its ongoing commitment to redevelopment and balanced growth, and that they intend to do this through strategic

partnerships. What follows are several priority non-district specific policy initiatives that will be essential in order to establish an environment that fosters desired development.

1. Support private investment development projects, including those presented in this Special Districts Plan, that are consistent with the expressed vision and which serve to "prove up" market support for alternative building forms and product types.
2. Prepare and adopt a Claremore Incentive Policy, along with criteria for evaluating and identifying meritorious projects, as well as providing some form of participation.
3. Continually (annually) recommit to sustained support for recommendations presented in the Special Districts Plan and related initiatives presented in Claremore 2040, along with revitalization in general, and do so through ongoing alignment of all policy, regulating and monetary documents.
4. Implement a city policy that expresses its ongoing commitment to redevelopment within the Special Districts, balanced growth management policies, and strategic partnerships.
5. Lead community education efforts regarding ongoing commitments to the Special Districts program; communicate through a variety of platforms including: Instagram, Twitter, Facebook, email, newspaper and newsletters, radio and others in order to ensure the messaging is shared with a broad spectrum of local and regional residents, stakeholders and industry groups.
6. Establish a property acquisition program within CIEDA whereby resources are available to acquire, assemble and position strategically located properties in the district for advancement of developments by private entities that are consistent with the identified development concepts.
7. If necessary, (as per action referenced above) establish a Development Corporation able to acquire, assemble and position properties without the limitations public sector entities might be subject to.
8. Balance the city's involvement in the revitalization initiatives by ensuring advocacy entities are empowered to advance certain recommendations and resources are leveraged.
9. Retain an architect to develop site plans and design concepts for desired product types and pre-entitle them to reduce time spent on project reviews.
10. Establish a public art program, with works produced locally, regionally and nationally, to complement streetscape enhancements; construct permanent platforms; periodically rotate works throughout the Districts.

One Final Note

While the City started with the special districts in furtherance of their commitment to optimizing their development potential, knowledge gained during the planning process can be used to inform efforts in other parts of the community. Whereas properties in infill locations, compared to those on the fringe or in greenfield settings, share many of the same physical constraints, they can benefit from several of the same resources and remedies. A valuable byproduct of strategic planning initiatives such as this one is their ability to foster a greater understanding of the challenges faced by both the public and private sectors in advancing community objectives. When there is a greater understanding of both the risks and rewards for all players in these efforts, there is often a heightened level of empathy, and ultimately, a shared commitment to pursue solutions that are equitable for both parties.

As expressed multiple times throughout the planning process, and reiterated here, private investment follows public commitment, making leveraging public resources and encouraging private investment a principal objective of this publicly-led revitalization endeavor. Whereas the first few developments in these types of environments almost always suffer from economic gaps resulting from inequities between project costs and revenues, public sector involvement is essential. Municipal participation can make a project financially feasible, cause the value of properties located adjacent to catalyst developments to rise, minimize lender and developer risk, and send a visible message of their commitment to all sectors of the community. While public sector entities may not realize a healthy (direct) return in the early stages of these efforts, they will experience significant near-term indirect benefits, and sizable direct returns over the mid- to long-term.

Table 8, Private Development Projects Economic Analysis Summary

Project Indicator	Catalyst Project Concepts				
	Catalyst #1: Brady Street Retail	Catalyst #2: Boutique Hotel	Catalyst #3: Brewery / Community Space	Catalyst #4: New Urban Housing	Catalyst #5: Artist Live/Work
Private Sector Investment					
Development Sq Ft:					
Project Land Area (Acres)	1.0	1.0	3.0	3.5	2.0
Retail/Restaurant	15,000	6,000	30,000	0	0
Office/Employment	0	0	15,000	0	12,000
Residential (Rental)	0	0	0	28,800	24,000
Residential (For-Sale)	0	0	0	43,200	0
Total Private Development	15,000	6,000	45,000	72,000	36,000
Floor Area Ratio					
	34%	41%	34%	47%	41%
Total Project Value (@ Build-Out)	\$3,035,000	\$5,078,603	\$8,518,125	\$8,699,349	\$5,763,600
Total Project Costs (@ Build-Out)	\$3,145,824	\$5,578,056	\$11,558,448	\$11,791,171	\$5,924,637
Project Margin/(Gap)	(\$110,824)	(\$499,453)	(\$3,040,323)	(\$3,091,822)	(\$161,037)
Project Margin/(Gap) %	-4%	-9%	-26%	-26%	-3%
Potential Contributions to Gap					
Land Acquisition/Writedown	\$174,240	\$0	\$0	\$686,070	\$261,360
Site Improvements Contribution	\$0	\$0	\$0	\$648,630	\$0
Supportable Property Tax TIF (25 Years)	\$0	\$0	\$1,400,000	\$1,800,000	\$0
Supportable Sales Tax TIF (25 Years)	\$0	\$0	\$1,700,000	\$0	\$0
Development Fee Waivers	\$0	\$0	\$0	\$0	\$0
Federal/State/Local Grants	\$0	\$0	\$0	\$0	\$0
Streamlined Development Approval Process	\$0	\$0	\$0	\$0	\$0
Tax Credit Equity (LIHTC, Historic, New Market)	\$0	\$600,000	\$0	\$0	\$0
Total Contributions to Gap	\$174,240	\$600,000	\$3,100,000	\$3,134,700	\$261,360

Source: Kendig Keast Collaborative and Ricker | Cunningham.

Among the private development catalyst projects presented previously, and summarized below, they collectively have the potential to generate approximately \$38 million in new private investment. The public investment required to "fill" possible economic gaps could range between \$7 million and \$7.5 million, resulting in an overall leverage ratio of over 5:1, or over \$5 spent by the private sector for every \$1 spent by the public sector.

Table 9, Private Development Projects Leverage Ratio Summary

Catalyst Project	Total Private Investment	Total Public Investment*	Leverage Ratio**
Catalyst #1: Brady Street Retail	\$3,150,000	\$170,000	18.5
Catalyst #2: Boutique Hotel	\$5,580,000	\$600,000	9.3
Catalyst #3: Brewery / Community Space	\$11,560,000	\$3,100,000	3.7
Catalyst #4: New Urban Housing	\$11,790,000	\$3,130,000	3.8
Catalyst #5: Artist Live/Work	\$5,920,000	\$260,000	22.8
Totals	\$38,000,000	\$7,260,000	5.2

* Reflects both "direct" and "indirect" public investment.

** Reflects amount of private investment generated for every \$1 dollar in public investment.

*** Reflects potential increase in property value rather than value of new investment.

Source: Kendig Keast Collaborative and Ricker | Cunningham.

Public sector decisions regarding participation should be based on several factors ranging from life | safety concerns to growing a supportive economic development infrastructure, but so too should they be informed by a commitment to level the investment "playing field" and pursue solutions that equitably balance the risk and return of all of the involved entities, including the community at-large.

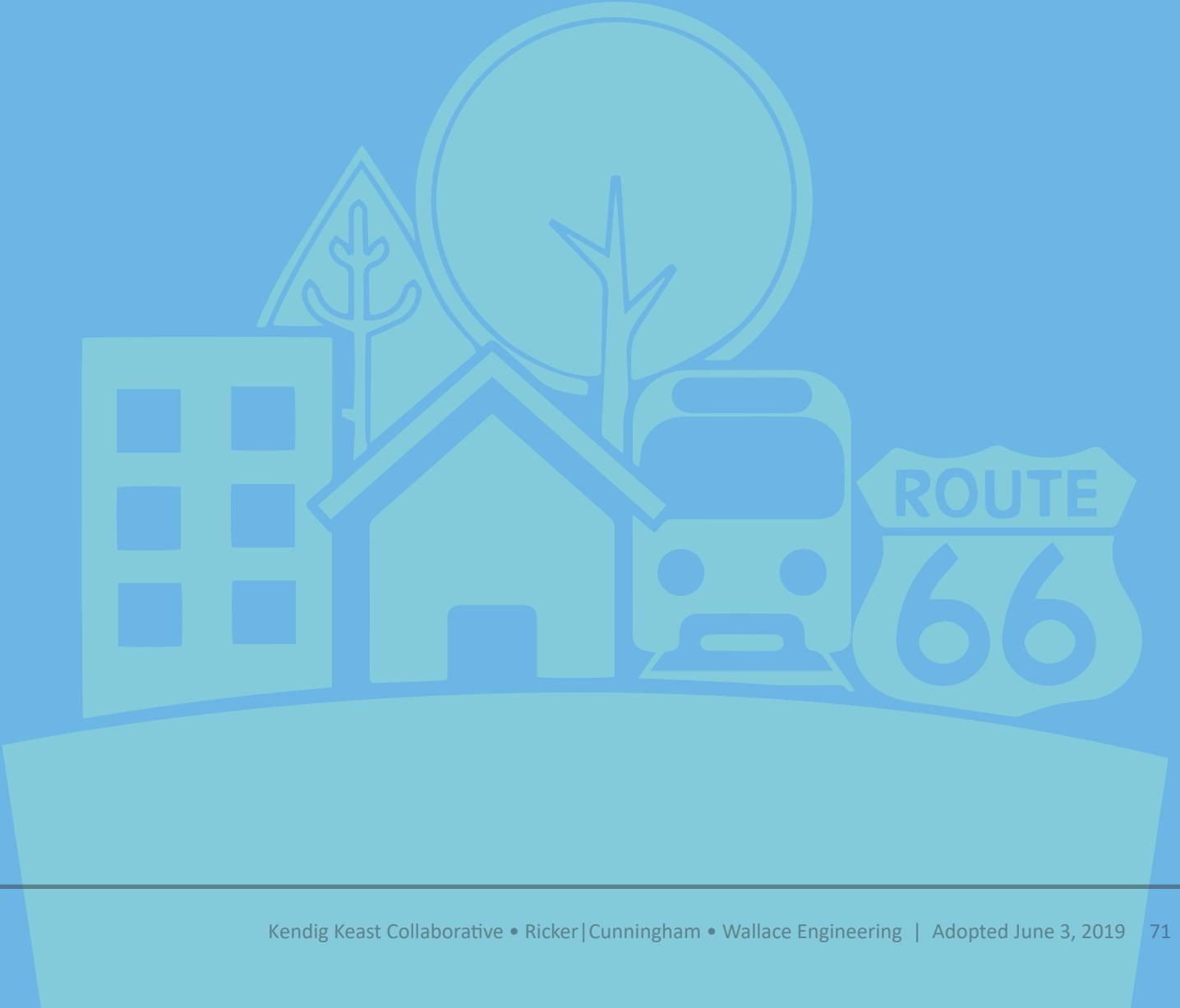
Appendices

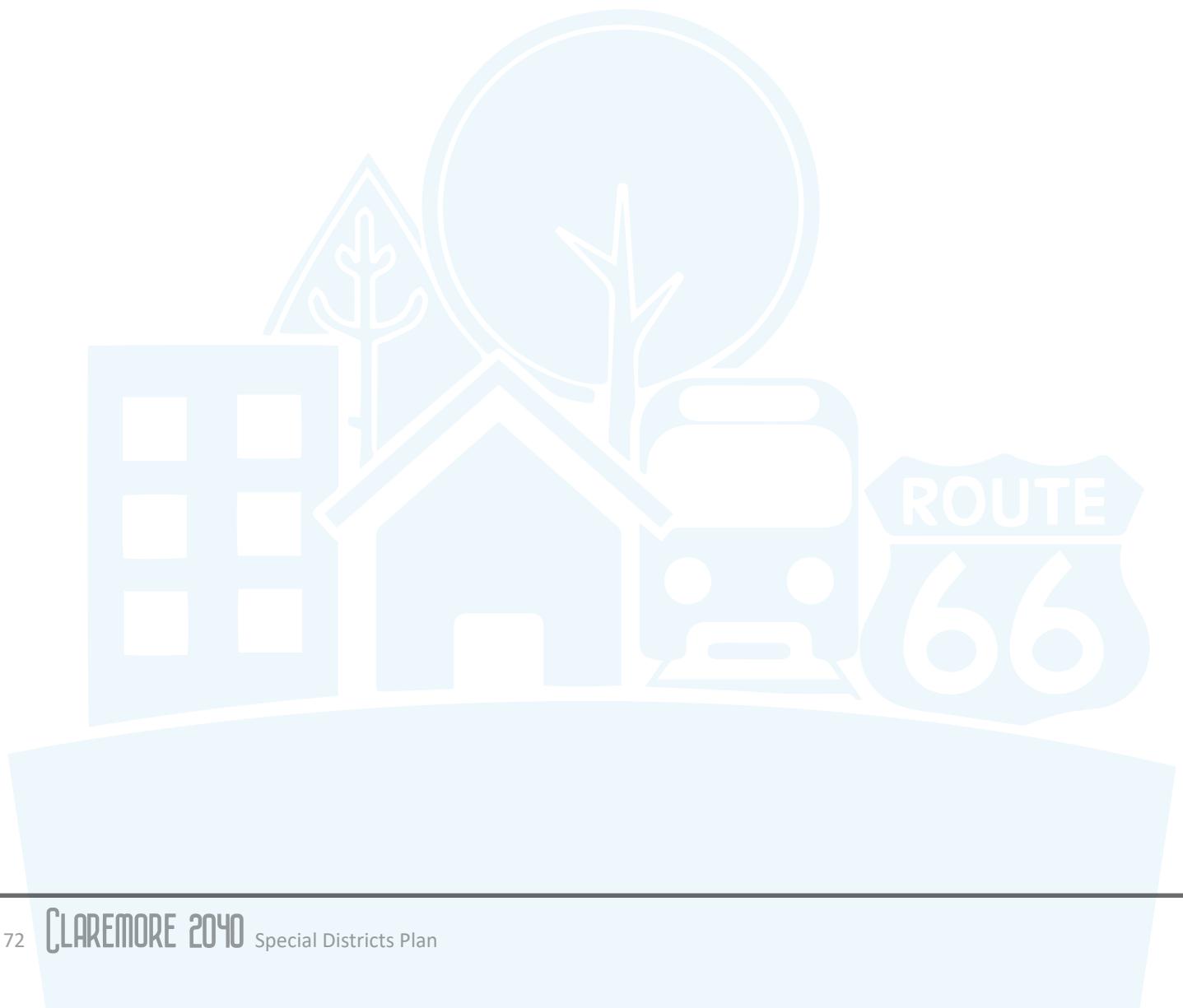
APPENDIX 1: Glossary of Terms

APPENDIX 2: Psychographic Tapestry Segment Profiles

APPENDIX 3: Velocity Group –
Experience Design and Sub-District Plan Recommendations

APPENDIX 4: Districts Implementation Matrix





Appendix 1

Glossary of Terms





The definitions that follow are for terms used in this plan and in the context of community planning.

Adaptive Reuse

The process of adapting old structures for new purposes in an effort to prolong the life and usefulness of a building by retaining all or most of the structural system, and as much elements possible such as cladding, glass, and interior partitions.

Advocacy Entity

Organization or group willing to partner with other organizations and groups to promote a certain cause, or support and deliver a product or service.

Age Cohorts

Group of people born within a defined timeframe who are around the same age. Age cohorts that are currently affecting real estate development throughout the U.S. include:

Baby Boomers

Born 1946-1964

Gen X

Born 1965-1976

Gen Y (Millennials)

Born 1977-1995

Gen Z (Centennials)

Born 1996 and after

Aligning Principles

An organizing structure used by Velocity Group that helps align and prioritize multiple strategies within generally approved guidelines.

Amenity Zone

Portion of the public right-of-way, typically adjacent to the sidewalk, but outside the pedestrian walking area, including streetscape elements, landscaping, and street trees. Amenity zones are more often seen in higher density, pedestrian-oriented areas such as retail or mixed-use developments.

Americans with Disabilities Act (ADA)

Civil rights law, enacted in 1990, that prohibits discrimination against individuals with disabilities in all areas of public life, including jobs, schools, transportation,

and all public and private places that are open to the general public. The purpose of the law is to make sure that people with disabilities have the same rights and opportunities as everyone else.

American Planning Association (APA)

Largest membership organization of professional planners and planning resources available. The American Planning Association "provides leadership in the development of vital communities for all by advocating excellence in planning, promoting education and resident empowerment, and providing our members with the tools and support necessary to ethically meet the challenges of growth and change."

Artist Live-Work Space

Space specifically for artists to live and/or work. It is often located in places where sound and noise is tolerated, and real estate is comparatively affordable.

Attached Housing

Variety of residential product types which share some combination of walls, ceilings or floors with another unit. They may be owned or rented, and often require a higher density of residential zoning than SFD Single Family Detached. Examples include: condominiums, townhomes, rowhouses, and lofts.

Bike Facilities (including Parking)

Space and improvements where bicyclists can ride and be protected from vehicles and pedestrians including lanes and sharrows within roadways; and where bicycles can be parked, sheltered or stored such as racks and covered lots.

Bike Share Program

An innovative transportation program, ideal for short distance point-to-point trips providing users the ability to pick up a bicycle at any self-serve bike-station and return it to any other bike station located within the system's service area.

Boutique Business

Relatively small firm that provides a limited range of (usually) specialized goods or services, sometimes, but not necessarily at premium prices; and often located in a small and more intimate commercial setting.

Boutique Hotel

Small lodging property which typically has between 10 and 100 rooms, and located in a unique setting with upscale accommodations and individualized unique selling points.

Brownfield Properties

Contaminated former industrial and commercial lands comprising a portion of sites that could be redeveloped.

Buffer or Screen

Materials used to separate (visibly and physically) either people or vehicles from land uses or different land uses from each other (i.e., decorative metal fencing, trees, landscaping, other).

Building Typologies

Study and documentation of a set of buildings which have similarities in their type of function or form.

Capital Project

Project or investment that either completes, improves or maintains a public asset including infrastructure and utilities; either new construction, or expansion, renovation, or replacement of an existing facility or facilities.

Catalyzing Initiatives

Project, program, policy or recommendation with the potential to have a positive impact on properties and catalyze investment in an area; including private development projects, coordinated public improvements and marketing strategies.

Certified Local Governments (CLG)

In Oklahoma, under the Certified Local Governments (CLG) program, local governments that enforce appropriate historic preservation zoning ordinances are delegated certain State Historic Preservation Office (SHPO) responsibilities, and correspondingly receive federal matching funds for development of their local preservation program, and participate in the National Register of Historic Places nomination process.

Claremore 2040

City's Comprehensive Plan update adopted by the Claremore City Council in March 2019.

Claremore Area Chamber of Commerce

Claremore's principal promoter to outside business interests and visitors.

Claremore Industrial and Economic Development Authority (CIEDA)

City's agent for advancing economic initiatives, supported by the Northeast Oklahoma Regional Alliance (NORA).

Claremore Main Street (Downtown Claremore) and Downtown Claremore Merchant Association

Organizational entities that assume responsibility for the day-to-day health of the Downtown District.

Commodity-Driven Approach (to Development)

Whereas a commodity is any homogenous good traded in bulk on an exchange, a commodity-driven approach to development relies more on quantity than quality, as well as internal drivers within the organization, as opposed to external forces. Profits are driven by the volume of sales of a similar product, rather than the quality or value of a product to its targeted consumer group.

Community Development Block Grant (CDBG)

One of the longest-running programs of the U.S. Department of Housing and Urban Development (HUD) that funds local community development activities with the stated goal of providing affordable housing, anti-poverty programs, and infrastructure development.

Community Development Financial Institutions (CDFI)

Community development financial institutions (CDFIs) are private financial institutions that are 100 percent dedicated to delivering responsible, affordable lending to help low-income, low-wealth, and other disadvantaged people and communities join the economic mainstream.

Community Reinvestment Act (CRA)

Federal law enacted in 1977 and intended to encourage depository institutions to help meet the credit needs of low- and moderate-income neighborhoods. The CRA requires federal regulators to assess how well each bank or thrift fulfills its obligations to these communities; and their score is used to evaluate applications for future approval of bank mergers, charters, acquisitions, branch openings, and deposit facilities.

Complete Streets

Roadways designed and operated to enable safe access for all users, including pedestrians, bicyclists, motorists and transit riders of all ages and abilities. Complete Streets make it easier for pedestrians and bicyclists to cross, walk and move within and through an area.

Concept Statement (Vision)

Narrative characterization of each district once revitalized, with an emphasis on how people will use spaces within its boundaries and for what purposes.

Cottage Housing

Often located in established neighborhoods, cottage homes are an alternative ownership residential product with a central courtyard, alley-loaded garages and shared open space. They are a low-maintenance product ideally targeted to the lifestyle of young singles and families, and empty nesters needing less space and more value.

CPAC

Claremore's Comprehensive Plan Advisory Committee that guided both the comprehensive and special districts planning efforts.

Curbcut

Small ramp built into the curb of a sidewalk to make it easier for people using strollers or wheelchairs to pass from the sidewalk to the street or easier for vehicles to access commercial properties.

Delivery System

Individuals and entities including developers, home builders, lenders and others involved in delivering real estate products to the market.

Demonstration Projects

Project or building (commercial or non-commercial), frequently financed with the participation of the host community where it is located, developed to demonstrate or "prove up" market support and feasibility to potential investment audiences.

Detached Housing

Variety of residential product types which do not share a wall, ceiling or floor with another unit. They may be owner-occupied or rented. Examples include: single family homes, cottages, and zero-lot line houses.

Development Concept

Description of enhancements and land uses desired in a district at buildout, often including a discussion of market-supportable opportunities which can capitalize on the area's prevailing character, transportation framework and infrastructure capacity.

District Description

Narrative description of conditions within a defined geography such as its physical characteristics, number of parcels, acreage, property utilization, building ages, boundaries, land uses and major anchors and zoning, along with parcel ownership.

District Map

District map illustrating its location and boundaries, along with its corresponding influence area.

Due Diligence

Research, analyses and studies completed before a property purchase or acquisition.

Economically Resilient Community

Municipalities and other government units deemed economically resilient based on multiple factors, including their approach to allocating and assigning land uses, and their response to zoning requests. Understanding the connection between a community's land use mix, product inventories, and municipal budget is essential, particularly for communities planning for long-term growth and impacts resulting from their annexation policies and practices.

Economic and Demographic Characteristics

Statistical data about the characteristics of a population, such as the age, gender and income of the people within the population.

Economic Development Administration (EDA)

Agency in the U.S. Department of Commerce that provides grants and technical assistance to economically distressed communities in order to generate new employment, help retain existing jobs and stimulate industrial and commercial growth through a variety of investment programs.

Economic Impact

Effect of an event or project on the economy in a specified area, ranging from a single neighborhood to an entire

community, and typically including changes in business revenue, business profits, personal wages, and/or jobs.

Encroachment

An intrusion into an area or space that is owned or governed by another individual or entity. Encroachments on properties may be physical, regulatory, political, or social.

Ethnic Profile

A group or category of people who identify with each other, usually on the basis of a presumed common genealogy or ancestry or on similarities such as common language, history, society, culture or nation.

Feasibility (Real Estate Project)

Feasibility is a function of having more supportive than adverse factors. Real estate development feasibility is dependent on multiple factors including: market demand, availability of financing, supportive regulations, site capacity, and political support.

Fiscal Balance

Relationship between a community's revenue-producing land uses and service cost-producing land uses.

Fiscal Impact Analysis

Assessment of a project's or area's impact on municipal revenues and service costs as it builds out over time.

Fragmented Ownership

Presence of multiple property owners in a planning area, oftentimes with conflicting or incongruent investment profiles and priorities.

Fringe

Outer-most part of something. In a community, the fringe is its geographic limit.

Gap Financing

Financing source or mechanism used to "bridge" the difference between revenues or values and expenses.

Generational Groups

See Age Cohorts.

Grade-Separated Railway Crossing

Crossing of a highway and a railroad track at different elevations or levels that separates them and which is created by underpasses and overpasses. A bridge that spans a highway or railroad tracks is considered a grade-separation structure.

Great Recession

Term used to represent the sharp decline in economic activity during the late 2000s, considered the most significant downturn since the Great Depression. The term "Great Recession" applies to both the U.S. recession, officially lasting from December 2007 to June 2009, and the ensuing global recession in 2009.

Green an Area

Use of design and materials, both man-made and natural, for the purpose of softening or beautifying a physical environment.

Greenfield Development

Type of real estate development on land not previously used for residential, commercial or industrial purposes.

Ground-Truth

Act of confirming or verifying information received from a secondary or third party source.

Growth Management

Set of techniques used by government entities to ensure that as a population grows there are services available to meet their needs, natural spaces are protected, housing is attainable, assets are valued, and there is ample space for business to be conducted.

Historic Preservation Overlay Zone

Regulating tool that protects and preserves neighborhoods composed of architecturally and historically significant structures.

Historic Tax Credits

Program of the federal government that encourages private sector investment in the rehabilitation and re-use of historic buildings. Federal tax credit allows program participants to claim 20 percent of eligible improvement expenses against their federal tax liability.

Housing and Urban Development (HUD)

U.S. government agency created in 1965 to support community development and homeownership by improving affordable homeownership opportunities, increasing safe and affordable rental options, reducing chronic homelessness, fighting housing discrimination by ensuring equal opportunity in the rental and purchase markets, and supporting vulnerable populations.

Impervious Surface

Mainly artificial structures such as pavements (roads, sidewalks, driveways and parking lots, as well as industrial areas such as airports, ports and logistics and distribution centers, all of which use considerable paved areas) that are covered by impenetrable materials such as asphalt, concrete, brick and stone.

Incentive Policy

Policy or program of a jurisdiction regarding the distribution of economic development resources for the purpose of inducing or persuading investment and/or reinvestment.

Incubator (Employment)

Office, industrial, or high-tech space usually owned or managed by a local government and intended to provide an economical and supportive environment for new business start-ups. Rental rates are usually below standard market rates, and services and amenities are often shared. Business usually leave or “graduate” from an incubator after reaching a certain volume of business, or after implementing a previously approved and agreed upon business plan.

Infill Development

Development of vacant parcels within a previously built or established area already served by public infrastructure such as transportation, water, wastewater, and other utilities.

Influence Area

Influence areas were used by Velocity Group to show locations outside a district's boundaries which need additional attention as they have influence on, and are influenced by, activity within the district.

Internal Drivers

See Commodity-Driven Approach.

Land Value Write-Down

A property owner — public (City/County), private (developer), or semi-private organization — contributes land to a project at a reduced price. City-acquired property through fee simple transactions and foreclosures are an obvious source for land contributions.

Leakage

Retail leakage occurs when the amount consumers spend on goods outside their primary trade area or market exceeds the amount of reported sales by businesses within the trade area or market.

Leverage Ratio

The level to which public investment encourages new private investment or reinvestment. For example, if a \$5 million public investment in new infrastructure results in the development of a \$25 million mixed-use development, the “leverage ratio” is 5 to 1.

Lifemode Groups

Segments of individuals that share common preferences regarding where and how they live. *Source: ESRI Tapestry.*

Lifestyle Center

Retail shopping center or mixed-used commercial development that combines the traditional retail functions of a shopping mall with leisure amenities oriented towards upscale consumers.

Lifestyle Characteristics

See Psychographics.

Livability

The sum of the factors that collectively represent a community's quality-of-life, including its built and natural environments, economic prosperity, social stability and equity, and educational opportunities; as well as its cultural, entertainment and recreation possibilities.

Loan Pools

Several lending organizations contributing financing to a project or projects, thus sharing risk. An amount of capital pledged by several entities for lending to businesses based on some agreed upon goals or other criteria. Pledges can be in the form of loans, letters of commitment and stock purchases. Pool can be either organized formally or on a case-by-case basis.

Main-Street Experience

The act of acquiring goods and services in a physical environment with attributes similar to a downtown within a small community.

Maintenance-Free Communities

Communities that typically provide a range of services such as lawn care, snow removal, landscaping, lawn irrigation, and driveway resealing. Some communities even maintain all facets of the exterior of homes including exterior maintenance and repair. Retirees and empty nesters are a common target market for Maintenance-Free communities.

Market Niche

A small but profitable segment of a market, suitable for focused attention by a marketer, that is either absent or underserving its target consumers.

Market Share

The amount of something captured within a certain geography (i.e., trade area). In real estate development, it is the number of residential units or non-residential square feet built in a market or submarket, with the balance constructed in another competitive location.

Master Developer

Entity or individual that leads the financing and construction of infrastructure and enhancements in an area for the purpose of leveraging vertical development.

Mixed-Use Development

Pedestrian-friendly development or project that blends two or more residential, commercial, cultural, institutional, and/or industrial uses, typically in a vertical configuration.

Mother Road

Term used for Route 66, one of the most traveled highways in the nation, running more than 2,400 miles from Chicago, IL, to Santa Monica, CA; coined by John Steinbeck, author of the famed book, "The Grapes of Wrath."

Multi-Purpose Trail

Trail or physical improvement that can accommodate a range of mobility options for individuals moving from one location to another without the use of a vehicle.

Multi-Use Development

Similar to Mixed-Use Development, except uses are more typically integrated in a horizontal (side-by-side) rather than vertical configuration.

New Market Tax Credits

Program administered by the U.S. Treasury Department's Community Development Financial Institutions Fund and allocated by local Community Development Entities across the nation to incentivize business and real estate investment in low-income communities by offering a reduction in their federal taxes.

Non-Family Households

Household unit where either one person lives alone in a private dwelling or a group of two or more people share a private dwelling, but who do not constitute a census family.

On-Line Presence

Businesses which sell their goods on the internet.

On-Street Presence

Businesses which sell their goods in a bricks-and-mortar space.

Opportunity Zone

Community investment tool established by Congress in the Tax Cuts and Jobs Act of 2017 to encourage long-term investments in low-income urban and rural communities nationwide.

Organizational Audit

Examination of key attributes of organizations providing a service to individuals and properties in a shared location in an effort to identify any duplication or voids. Characteristics often researched include: their role, jurisdictional boundaries, responsibilities, sources of funding, and authorized powers.

Pattern Book

Compilation of guidelines or standards intended to inform the quality, character and relationship of built improvements, both public and private, in a defined location.

Penetration Rates

Numerical estimate of the impact one indicator has on another, for instance, how many employees in a certain industry will require office versus industrial space.

Placemaking

Multi-faceted approach to the planning, design and management of public spaces that capitalizes on a local community's assets, inspiration and potential; for the purpose of creating shared spaces that promote health, happiness, and well-being.

Place Identity Branding

Activity conducted by trade professionals that involves identifying the most powerful and unique image for a place ("unique value proposition" or "brand position") that can be used to promote its virtues and solicit visitation and investment.

Pocket Park

Also known as a parkette, mini-park, vest-pocket park or vesty park, these are relatively small spaces accessible to the general public where they can gather. They are often created on a single vacant building lot or on small irregular pieces of land.

Pole Sign

Large company sign, typically facing a highway or major road that involves a tall central support and an elevated sign, often with a light pole to ensure the message of the sign can be viewed day or night.

Pop-Up Business

Short-term or temporary business venture. It is an approach used to test a business concept or take advantage of an opportunity that could be a trend or fad with a short "shelf-life" before making a significant investment in real estate or product production.

Portfolio of Assets

Grouping of financial or other assets with a combined and shared value.

Private Development Catalyst Project

Real estate products that collectively represent a project determined to be market-supportable, consistent with expressed objectives, context-sensitive, and possessing the potential to demonstrate viability and catalyze additional investment.

Product Void

See Market Niche.

Property Obsolescence

Real estate property that because of its age, condition or design is deemed functionally obsolete, and possessing features that are outdated, not useful, or misaligned with market preferences and standards.

Psychographics

Characteristics of people and neighborhoods which, instead of being purely demographic, speak to attitudinal interests, opinions and lifestyle preferences.

Public Art Platforms

Location where public art may be planned, executed and staged in the physical domain where it is accessible to everyone.

Public Investment (Direct)

Expenditures by a public sector entity that have a direct impact on properties and businesses in a targeted area, such as investment in infrastructure, utilities and buildings.

Public Investment (Indirect)

Expenditures in projects, programs and policies by a public sector entity with the potential of having a positive and indirect impact on properties and businesses both within and beyond a specific area.

Public Realm

Part or section of a community grouped because of a common public interest or activity such as a roadway, open or public space, or sidewalk environment.

Public Sector Commitment

Any initiative of a public sector entity, visible or non-visible, monetary, regulatory or other that demonstrates its support for the health and well-being of people and property within its jurisdiction.

Redevelopment

Redevelopment involves converting an existing building or property into another use. Ideally, redevelopment aims for a better use of the property and a higher economic return to the community.

Return on Investment

Public sector return on investment is typically realized in the form of fiscal revenues and positive economic impacts resulting from private investment catalyzed by public investment in infrastructure and the provision of economic development incentives.

Sales Tax Rebate

An economic development incentive offered to commercial businesses as an incentive for locating in a certain community. Businesses are rebated or returned a portion of sales taxes collected for the jurisdiction during the sale of goods and services (the latter, if taxable).

Second Home

One-unit property owned by an individual, occupied by the borrower for some portion of the year, and not subject to any timesharing ownership arrangement.

Secondary Markets

Secondary markets are generally mid-sized cities that have begun to experience an uptick in growth, and as a result, begin to capture the attention of real estate developers and investors. These markets are characterized by: steady growth in the local economy, with new jobs and businesses opening up; an emerging tech sector in many cases; an increase in young, educated professionals and families; and a housing market showing steady gains but at lower prices for homebuyers and higher returns for investors. Secondary U.S. markets tend to be those which are not geographically located on either the East or West Coast.

Start-Up Capital

Refers to the money that is required to start a new business, whether for office space, permits, licenses, inventory, product development and manufacturing, marketing or any other expense. Startup capital is also referred to as "seed money."

Streamlined Entitlement Processes

Process required by jurisdictions on owners of property prior to the installation of improvements, infrastructure and buildings.

Streetscape

Natural and built enhancements within and along a street or roadway installed for the purpose improving its visual affect. See Green an Area.

Submarket

Distinct part of a larger market.

Tapestry Segmentation System

Geo-demographic intelligence program offered by ESRI, an international supplier of geographic information system (GIS) software, web GIS and geodatabase management applications, regarding how clusters of people make lifestyle choices. It profiles consumers into 68 distinct market segments in the United States.

Tax Increment Financing (TIF)

Financing mechanism which uses future incremental revenues resulting from private investment within an area, as well as other resources obtained by the managing entity(ies), to fund improvements within the area for the public's benefit.

Tenant Activation Plan

Strategy for attracting and locating tenants in specific locations within a defined geography for the purpose of enhancing sales and creating a critical mass of activity.

Town Center

Walkable development organized around a clearly identifiable and energized public realm where citizens can gather. They are often anchored by retail, dining, and leisure uses; integrated with either residential or employment uses in a vertical format. Over time, they frequently evolve into the densest, most compact, and most diverse part of a community, with strong connections to its surroundings.

Trade Area

An area from which a project or business will draw the majority of its residents, patrons and employees, and the geography within which the majority of their competitors are located.

Underutilization (Property)

Condition whereby something (land) is either vacant or improved at a level or with a use of less value than what is authorized by existing regulations and/or supported by the market.

Underwriting

Practice of an individual or business either considering acquisition of property, or being solicited for funding an acquisition, to determine their "financability" and the potential for risk.

Urbanization Groups

Segments of individuals that share common preferences regarding where they reside in a community. *Source: ESRI Tapestry.*

Variance

Official dispensation or waiver from an established rule or regulation.

Wayfinding

Physical solutions that aid users in their navigation through a physical environment.

Glossary Source: Ricker | Cunningham.





Appendix 2

Psychographic Tapestry Segment Profiles







LifeMode Group: Hometown

Traditional Living

12B

Households: 2,395,200

Average Household Size: 2.51

Median Age: 35.5

Median Household Income: \$39,300

WHO ARE WE?

Residents in this segment live primarily in low-density, settled neighborhoods in the Midwest. The households are a mix of married-couple families and singles. Many families encompass two generations who have lived and worked in the community; their children are likely to follow suit. The manufacturing, retail trade, and health care sectors are the primary sources of employment for these residents. This is a younger market—beginning householders who are juggling the responsibilities of living on their own or a new marriage, while retaining their youthful interests in style and fun.

OUR NEIGHBORHOOD

- Married couples are the dominant household type, but fewer than expected from the younger age profile and fewer with children (Index 79); however, there are higher proportions of single-parent (Index 146) and single-person households (Index 112).
- Average household size is slightly lower at 2.51.
- Homes are primarily single family or duplexes in older neighborhoods, built before 1940 (Index 228).
- Most neighborhoods are located in lower-density urban clusters of metro areas throughout the Midwest and South.
- Average commuting time to work is very short (Index 22).
- Households have one or two vehicles.

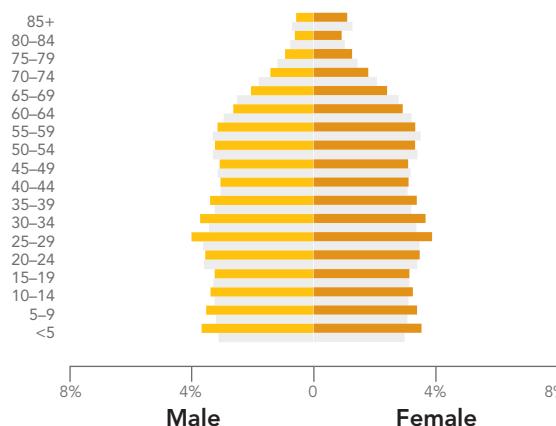
SOCIOECONOMIC TRAITS

- Over 70% have completed high school or some college.
- Unemployment is higher at 7.3% (Index 134); labor force participation is also a bit higher at 63.4%.
- Almost three quarters of households derive income from wages and salaries, augmented by Supplemental Security Income (Index 139) and public assistance (Index 152).
- Cost-conscious consumers that are comfortable with brand loyalty, unless the price is too high.
- Connected and comfortable with the Internet, they are more likely to participate in online gaming or posting pics on social media.
- TV is seen as the most trusted media.

AGE BY SEX (Esri data)

Median Age: 35.5 US: 38.2

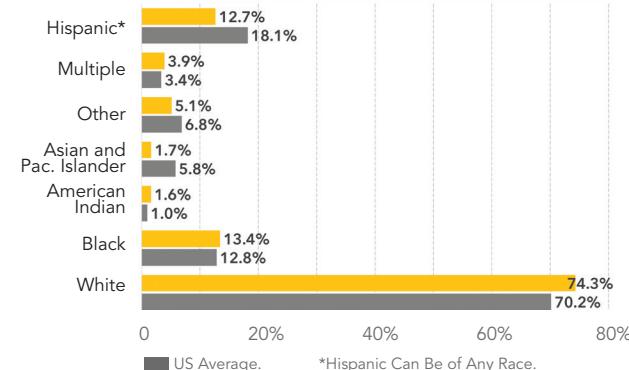
■ Indicates US



RACE AND ETHNICITY (Esri data)

The Diversity Index summarizes racial and ethnic diversity. The index shows the likelihood that two persons, chosen at random from the same area, belong to different race or ethnic groups. The index ranges from 0 (no diversity) to 100 (complete diversity).

Diversity Index: 55.6 US: 64.0



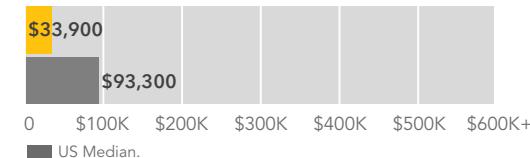
INCOME AND NET WORTH

Net worth measures total household assets (homes, vehicles, investments, etc.) less any debts, secured (e.g., mortgages) or unsecured (credit cards). Household income and net worth are estimated by Esri.

Median Household Income

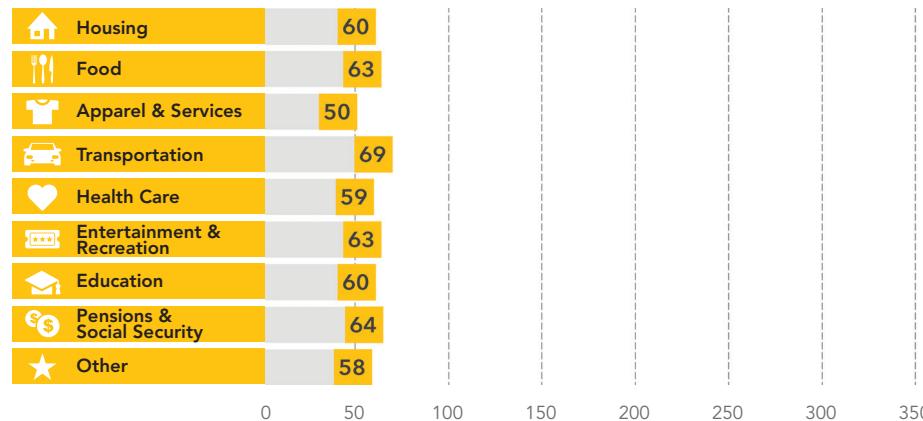


Median Net Worth



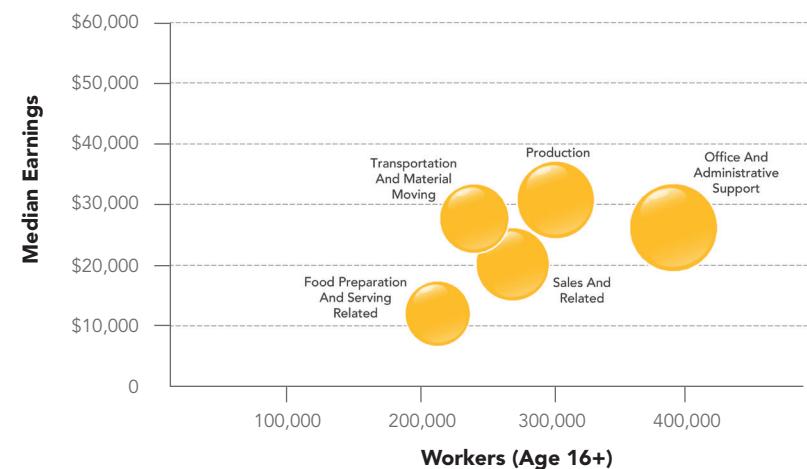
AVERAGE HOUSEHOLD BUDGET INDEX

The index compares the average amount spent in this market's household budgets for housing, food, apparel, etc., to the average amount spent by all US households. An index of 100 is average. An index of 120 shows that average spending by consumers in this market is 20 percent above the national average. Consumer expenditures are estimated by Esri.



OCCUPATION BY EARNINGS

The five occupations with the highest number of workers in the market are displayed by median earnings. Data from the Census Bureau's American Community Survey.





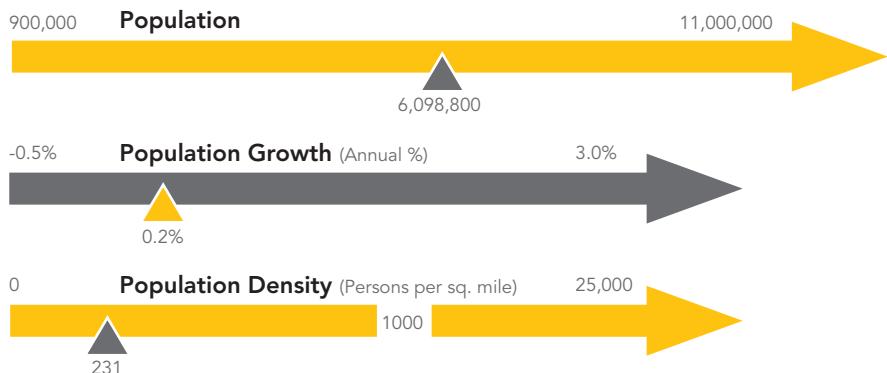
MARKET PROFILE

(Consumer preferences are estimated from data by GfK MRI)

- They shop for groceries at discount stores such as Walmart supercenters; Kmart is also a favorite for apparel and sundry household and personal care products.
- Convenience stores are commonly used for fuel or picking up incidentals like lottery tickets.
- They tend to carry credit card balances, have personal loans, and pay bills in person.
- Half of households have abandoned landlines for cell phones only.
- They watch their favorite channels including ABC Family, CMT, and Game Show Network.
- They're fast food devotees.
- They enjoy outdoor activities such as fishing and taking trips to the zoo.

POPULATION CHARACTERISTICS

Total population, average annual population change since Census 2010, and average density (population per square mile) are displayed for the market relative to the size and change among all Tapestry markets. Data estimated by Esri.



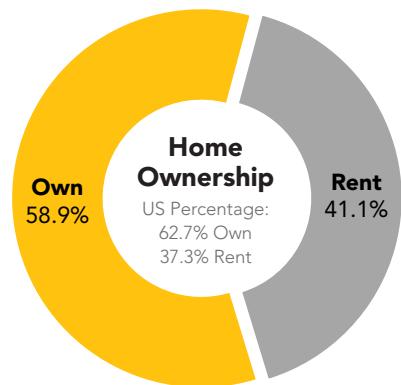
HOUSING

Median home value is displayed for markets that are primarily owner occupied; average rent is shown for renter-occupied markets. Tenure and home value are estimated by Esri. Housing type and average rent are from the Census Bureau's American Community Survey.



Typical Housing:
Single Family

Median Value:
\$83,200
US Median: \$207,300



ESRI INDEXES

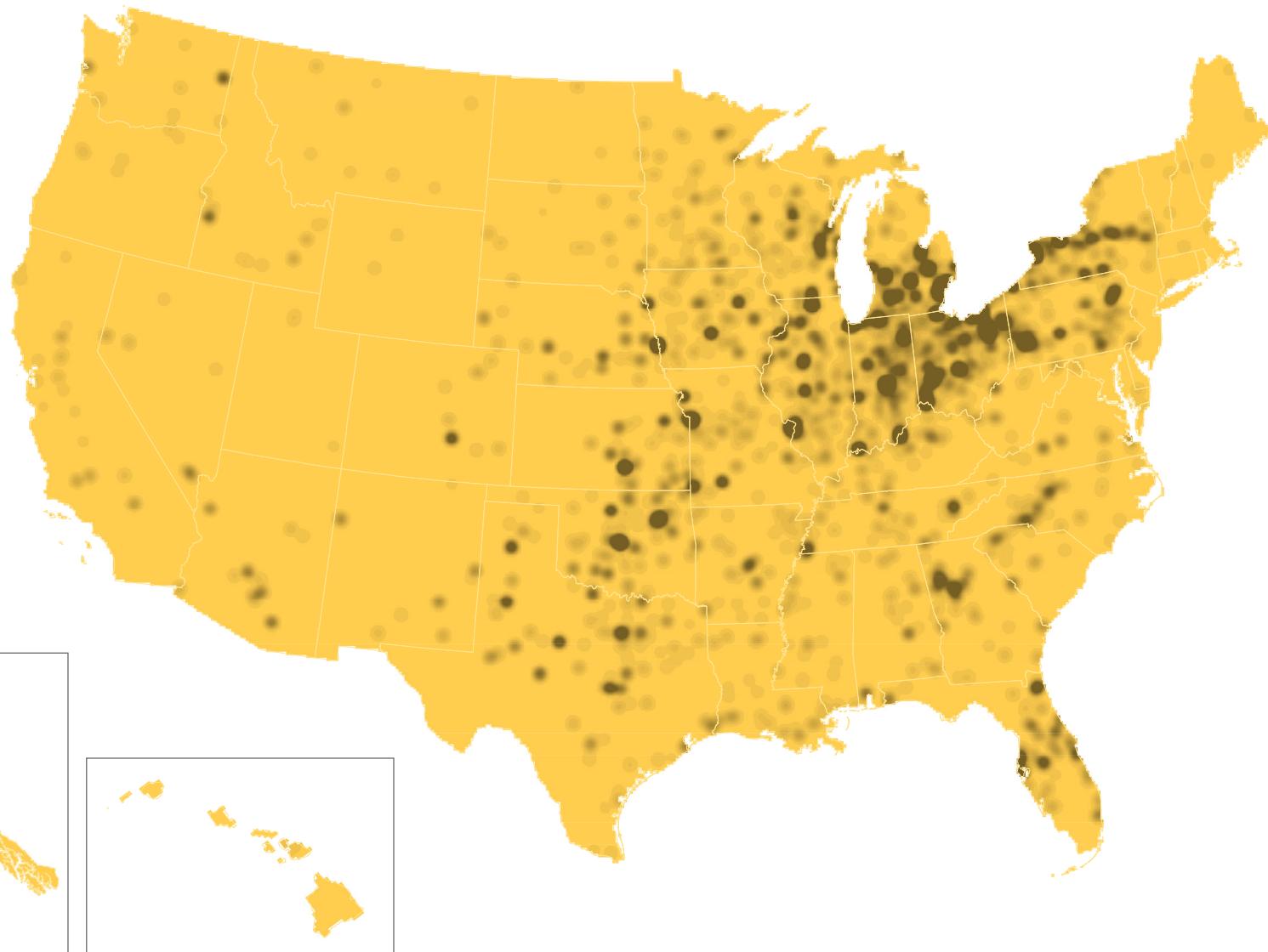
Esri developed three indexes to display average household wealth, socioeconomic status, and housing affordability for the market relative to US standards.



Traditional Living

SEGMENT DENSITY

This map illustrates the density and distribution of the *Traditional Living* Tapestry Segment by households.





LifeMode Group: Hometown

12C

Small Town Simplicity

Households: 2,305,700

Average Household Size: 2.26

Median Age: 40.8

Median Household Income: \$31,500

WHO ARE WE?

Small Town Simplicity includes young families and senior householders that are bound by community ties. The lifestyle is down-to-earth and semirural, with television for entertainment and news, and emphasis on convenience for both young parents and senior citizens. Residents embark on pursuits including online computer games, renting movies, indoor gardening, and rural activities like hunting and fishing. Since 1 in 4 households is below poverty level, residents also keep their finances simple—paying bills in person and avoiding debt.

OUR NEIGHBORHOOD

- They reside in small towns or semirural neighborhoods, mostly outside metropolitan areas.
- Homes are a mix of older single-family houses (61%), apartments, and mobile homes.
- Half of all homes are owner-occupied (Index 79).
- Median home value of \$92,300 is about half the US median.
- Average rent is \$639 (Index 62).
- This is an older market, with half of the householders aged 55 years or older, and predominantly single-person households (Index 139).

SOCIOECONOMIC TRAITS

- Education: 67% with high school diploma or some college.
- Unemployment higher at 7.7% (Index 141).
- Labor force participation lower at 52% (Index 83), which could result from lack of jobs or retirement.
- Income from wages and salaries (Index 83), Social Security (Index 133) or retirement (Index 106), increased by Supplemental Security Income (Index 183).
- Price-conscious consumers that shop accordingly, with coupons at discount centers.
- Connected, but not to the latest or greatest gadgets; keep their landlines.
- Community-orientated residents; more conservative than middle-of-the-road.
- Rely on television or newspapers to stay informed.



LifeMode Group: Hometown

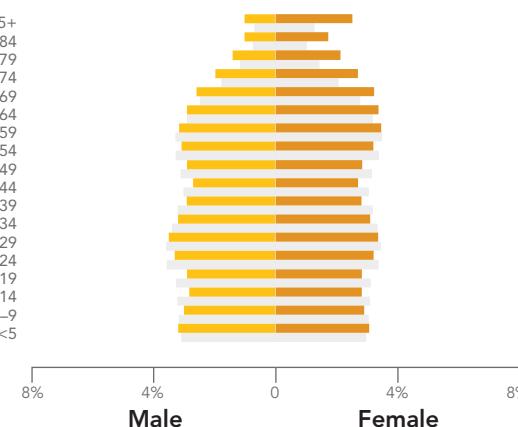
Small Town Simplicity



AGE BY SEX (Esri data)

Median Age: 40.8 US: 38.2

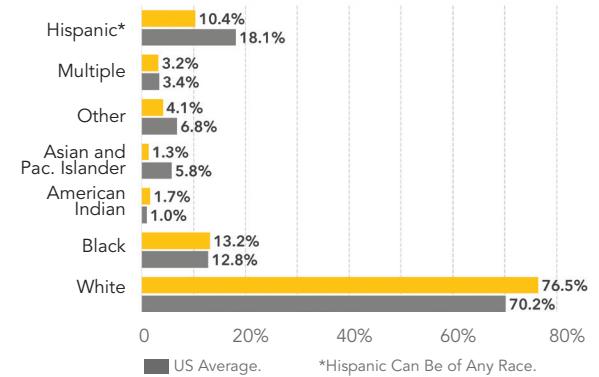
■ Indicates US



RACE AND ETHNICITY (Esri data)

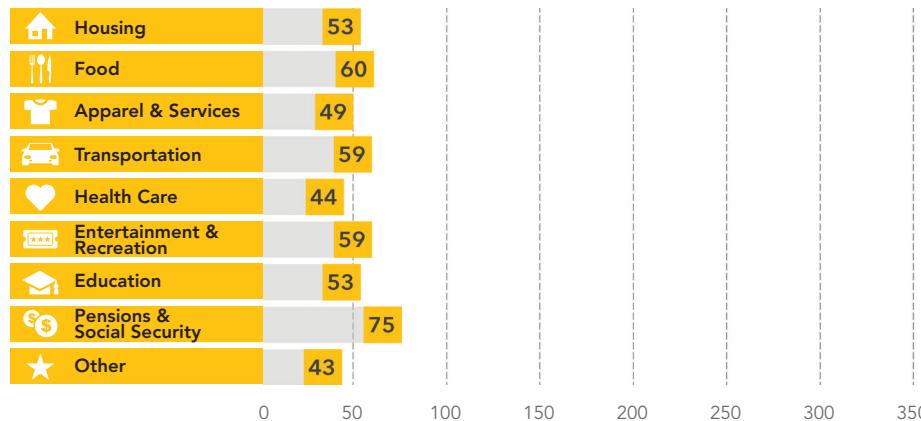
The Diversity Index summarizes racial and ethnic diversity. The index shows the likelihood that two persons, chosen at random from the same area, belong to different race or ethnic groups. The index ranges from 0 (no diversity) to 100 (complete diversity).

Diversity Index: 51.0 US: 64.0



AVERAGE HOUSEHOLD BUDGET INDEX

The index compares the average amount spent in this market's household budgets for housing, food, apparel, etc., to the average amount spent by all US households. An index of 100 is average. An index of 120 shows that average spending by consumers in this market is 20 percent above the national average. Consumer expenditures are estimated by Esri.



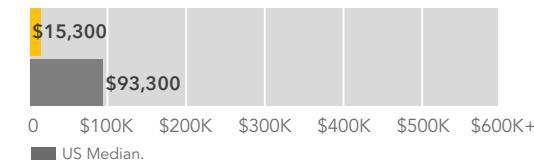
INCOME AND NET WORTH

Net worth measures total household assets (homes, vehicles, investments, etc.) less any debts, secured (e.g., mortgages) or unsecured (credit cards). Household income and net worth are estimated by Esri.

Median Household Income

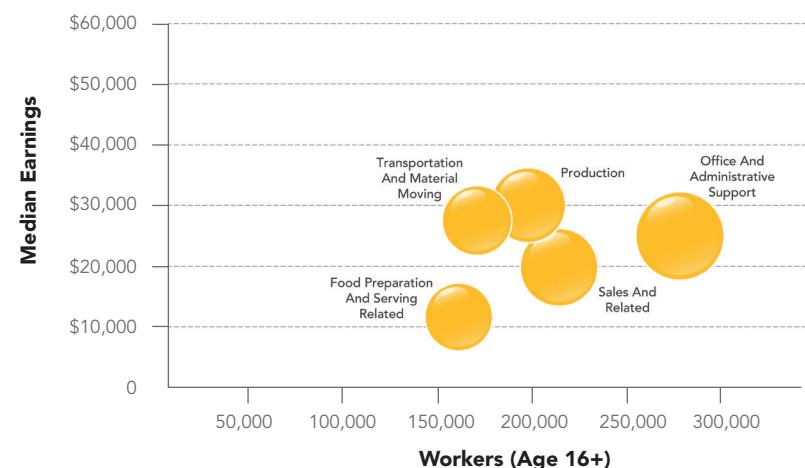


Median Net Worth



OCCUPATION BY EARNINGS

The five occupations with the highest number of workers in the market are displayed by median earnings. Data from the Census Bureau's American Community Survey.



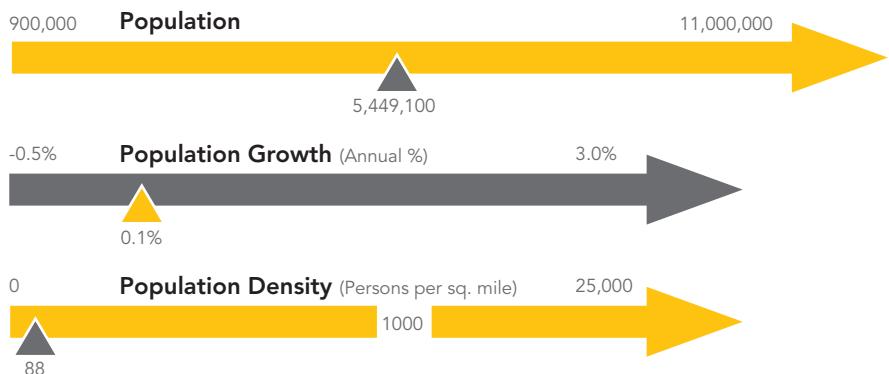
MARKET PROFILE

(Consumer preferences are estimated from data by GfK MRI)

- Small Town Simplicity features a semirural lifestyle, complete with trucks and SUVs (domestic, of course), ATVs, and vegetable gardens.
- Residents enjoy outdoor activities like hunting and fishing as well as watching NASCAR and college football and basketball on TV.
- A large senior population visit doctors and health practitioners regularly.
- However, a largely single population favors convenience over cooking—frozen meals and fast food.
- Home improvement is not a priority, but vehicle maintenance is.

POPULATION CHARACTERISTICS

Total population, average annual population change since Census 2010, and average density (population per square mile) are displayed for the market relative to the size and change among all Tapestry markets. Data estimated by Esri.



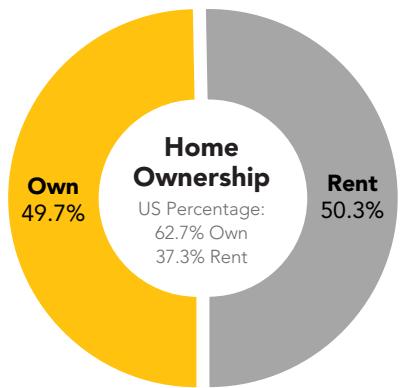
HOUSING

Median home value is displayed for markets that are primarily owner occupied; average rent is shown for renter-occupied markets. Tenure and home value are estimated by Esri. Housing type and average rent are from the Census Bureau's American Community Survey.



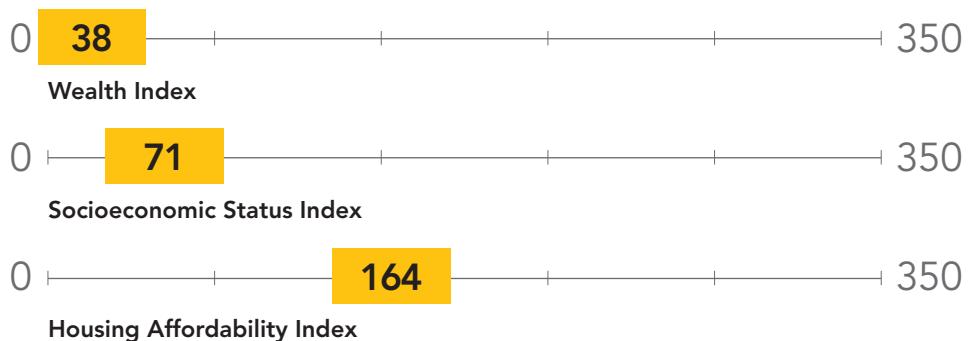
Typical Housing:
Single Family

Median Value:
\$92,300
US Median: \$207,300



ESRI INDEXES

Esri developed three indexes to display average household wealth, socioeconomic status, and housing affordability for the market relative to US standards.





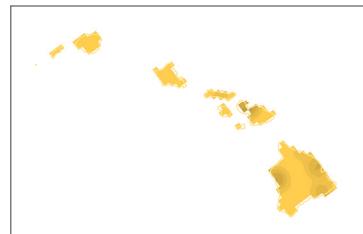
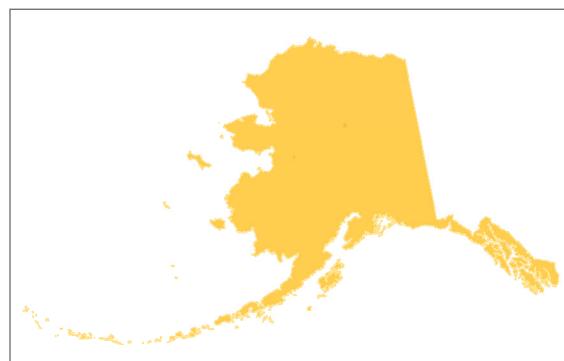
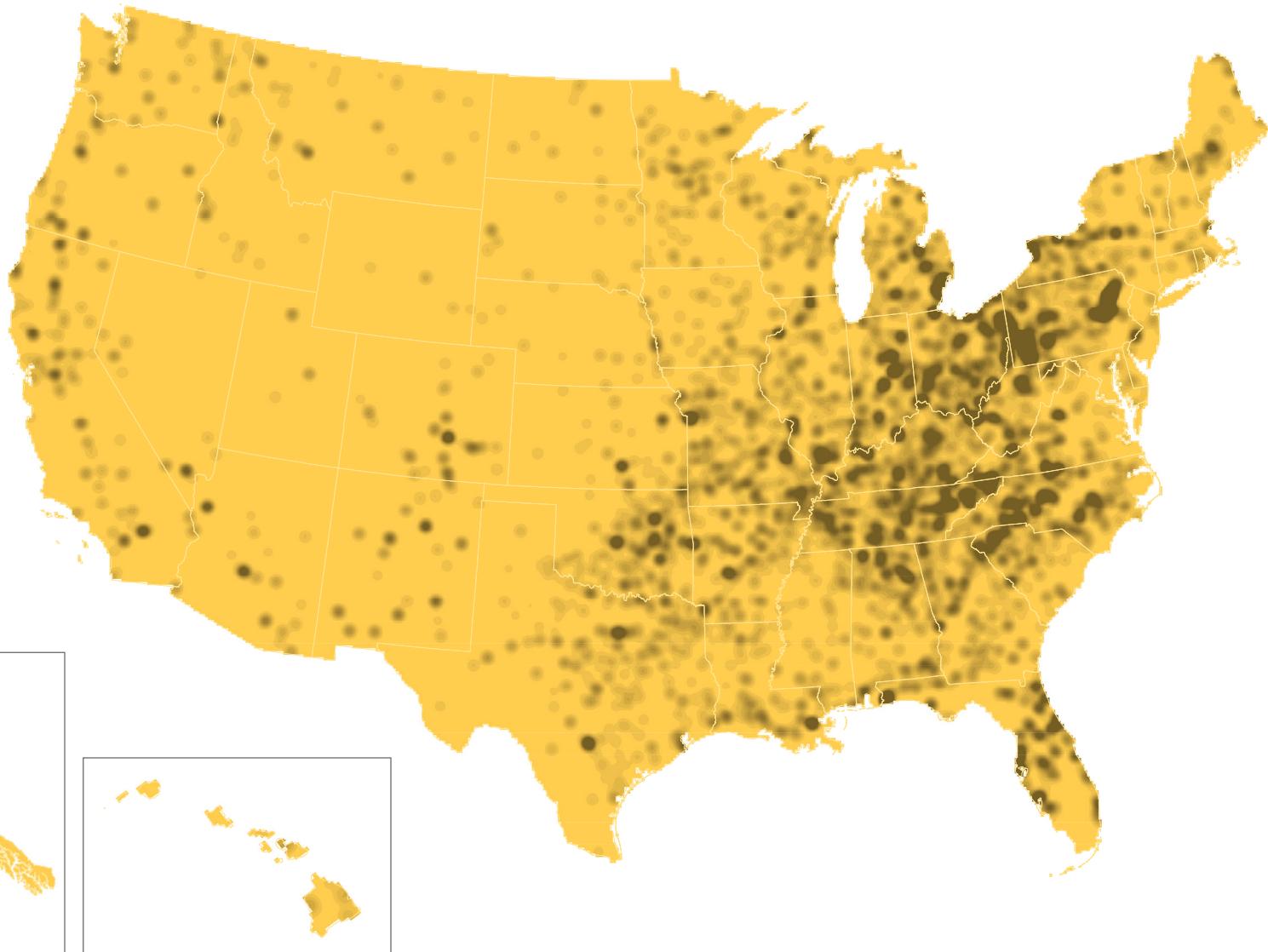
LifeMode Group: Hometown

Small Town Simplicity



SEGMENT DENSITY

This map illustrates the density and distribution of the *Small Town Simplicity* Tapestry Segment by households.



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info@esri.com
esri.com





LifeMode Group: GenXurban

Rustbelt Traditions

5D

Households: 2,716,800

Average Household Size: 2.47

Median Age: 39.0

Median Household Income: \$51,800

WHO ARE WE?

The backbone of older industrial cities in states surrounding the Great Lakes, *Rustbelt Traditions* residents are a mix of married-couple families and singles living in older developments of single-family homes. While varied, the work force is primarily white collar, with a higher concentration of skilled workers in manufacturing, retail trade, and health care. *Rustbelt Traditions* represents a large market of stable, hard-working consumers with modest incomes but an average net worth of nearly \$400,000. Family oriented, they value time spent at home. Most have lived, worked, and played in the same area for years.

OUR NEIGHBORHOOD

- Almost half (46%) of the households are married-couple families, similar to the US (48%), most without children (also similar to the US); the slightly higher proportion of singles (Index 105) reflects the aging of the population.
- Average household size is slightly lower at 2.47.
- They are movers, slightly more mobile than the US population (Index 109), but over 70 percent of house holders moved into their current homes before 2010.
- Most residents live in modest, single-family homes in older neighborhoods built in the 1950s (Index 224).
- Nearly three quarters own their homes; nearly half of households have mortgages.
- A large and growing market, *Rustbelt Traditions* residents are located in the dense urban fringe of metropolitan areas throughout the Midwest and South.
- Most households have 1 to 2 vehicles available.

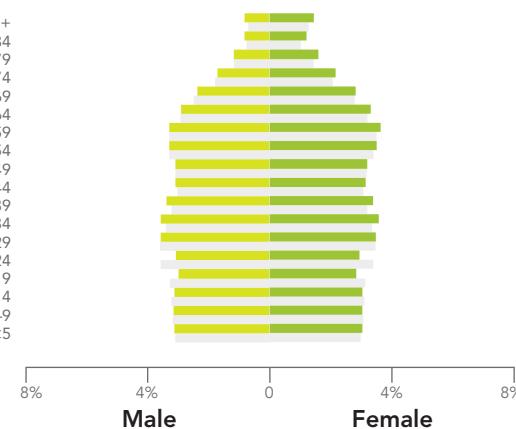
SOCIOECONOMIC TRAITS

- Most have graduated from high school or spent some time at a college or university.
- Unemployment below the US at 5.2%; labor force participation slightly higher than the US at 67%.
- While most income derived from wages and salaries, nearly 31% of households collecting Social Security and nearly 20% drawing income from retirement accounts.
- Family-oriented consumers who value time spent at home.
- Most lived, worked, and played in the same area for years.
- Budget aware shoppers that favor American-made products.
- Read newspapers, especially the Sunday editions.

AGE BY SEX (Esri data)

Median Age: 39.0 US: 38.2

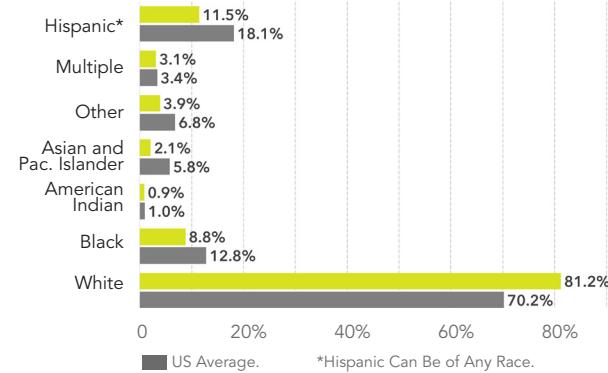
■ Indicates US



RACE AND ETHNICITY (Esri data)

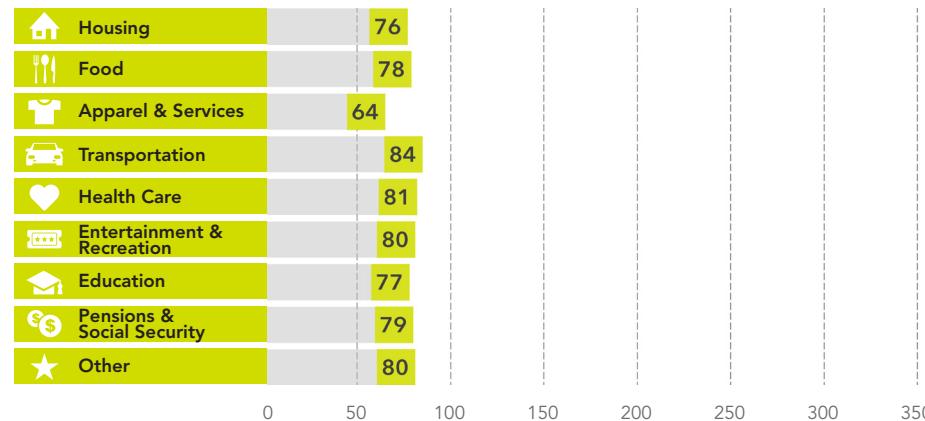
The Diversity Index summarizes racial and ethnic diversity. The index shows the likelihood that two persons, chosen at random from the same area, belong to different race or ethnic groups. The index ranges from 0 (no diversity) to 100 (complete diversity).

Diversity Index: 46.8 US: 64.0



AVERAGE HOUSEHOLD BUDGET INDEX

The index compares the average amount spent in this market's household budgets for housing, food, apparel, etc., to the average amount spent by all US households. An index of 100 is average. An index of 120 shows that average spending by consumers in this market is 20 percent above the national average. Consumer expenditures are estimated by Esri.



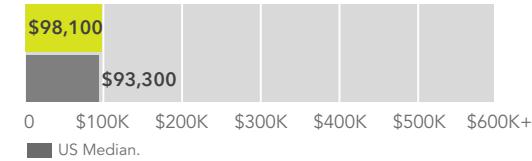
INCOME AND NET WORTH

Net worth measures total household assets (homes, vehicles, investments, etc.) less any debts, secured (e.g., mortgages) or unsecured (credit cards). Household income and net worth are estimated by Esri.

Median Household Income

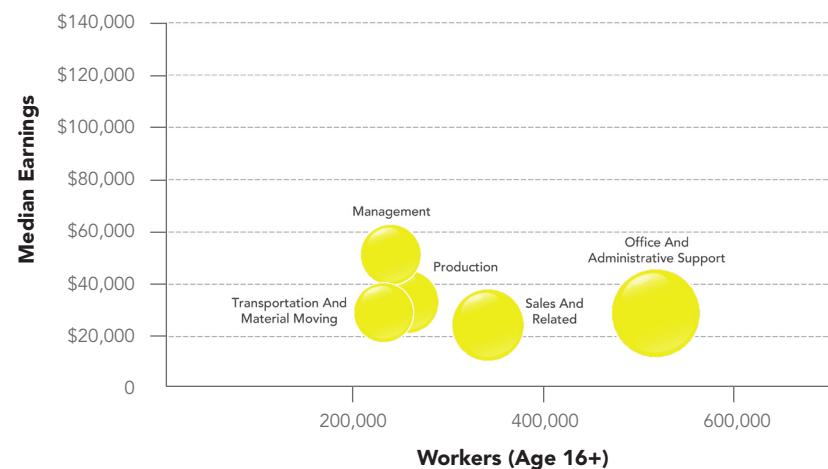


Median Net Worth



OCCUPATION BY EARNINGS

The five occupations with the highest number of workers in the market are displayed by median earnings. Data from the Census Bureau's American Community Survey.



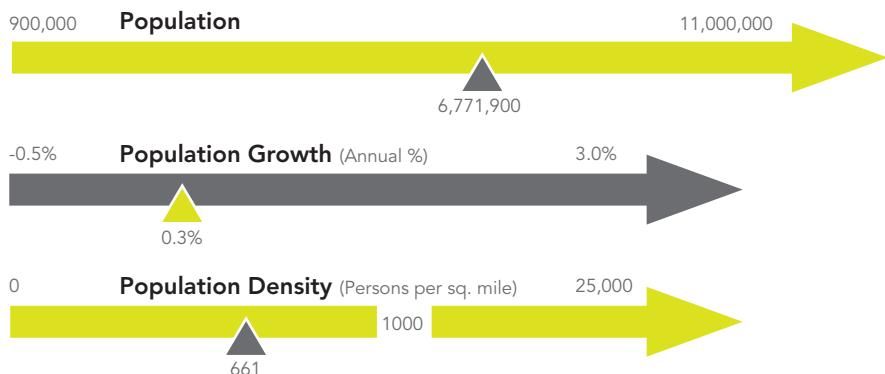
MARKET PROFILE

(Consumer preferences are estimated from data by GfK MRI)

- Residents take advantage of convenience stores for fueling up and picking up incidentals.
- Watching television is a common pastime; many households have more than four TVs.
- Favorite programming ranges from ABC Family Channel, A&E, and TNT to children's shows on Nickelodeon and the Disney Channel.
- Residents are connected; entertainment activities like online gaming dominate their Internet usage.
- Favorite family restaurants include Applebee's, Arby's, and Texas Roadhouse.
- Radio dials are typically tuned to classic rock stations.

POPULATION CHARACTERISTICS

Total population, average annual population change since Census 2010, and average density (population per square mile) are displayed for the market relative to the size and change among all Tapestry markets. Data estimated by Esri.



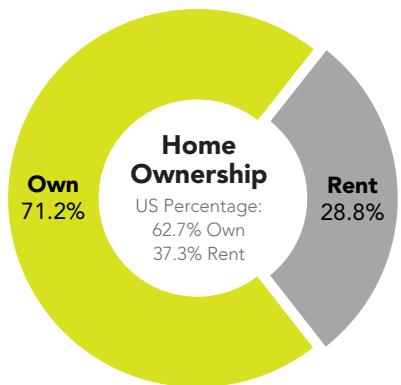
HOUSING

Median home value is displayed for markets that are primarily owner occupied; average rent is shown for renter-occupied markets. Tenure and home value are estimated by Esri. Housing type and average rent are from the Census Bureau's American Community Survey.



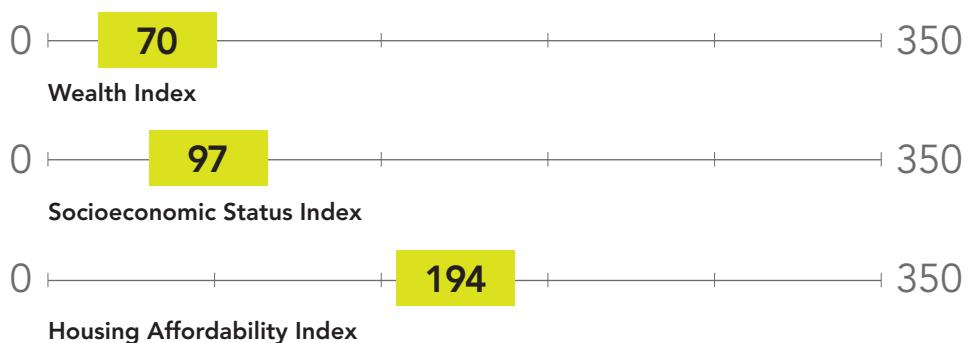
Typical Housing:
Single Family

Median Value:
\$123,400
US Median: \$207,300



ESRI INDEXES

Esri developed three indexes to display average household wealth, socioeconomic status, and housing affordability for the market relative to US standards.



5D

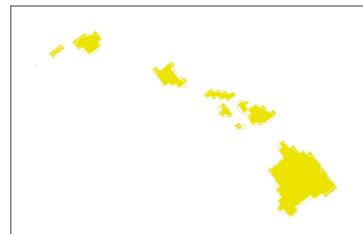
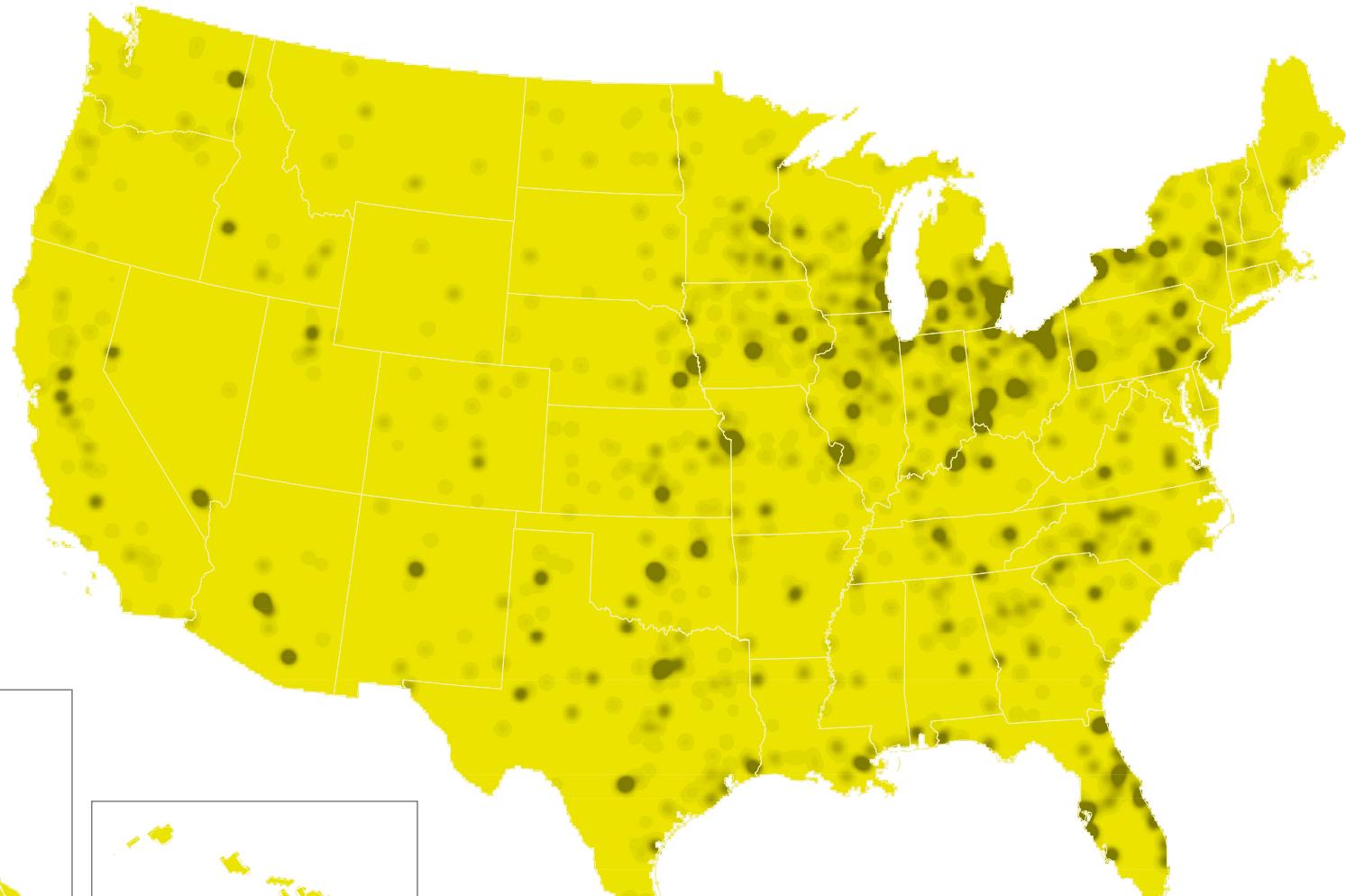
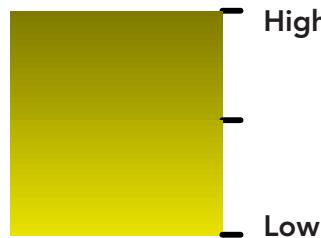
LifeMode Group: GenXurban

Rustbelt Traditions

TAPESTRY
SEGMENTATION
esri.com/tapestry

SEGMENT DENSITY

This map illustrates the density and distribution of the *Rustbelt Traditions* Tapestry Segment by households.



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 **esri**[®]
THE
SCIENCE
OF
WHERE™



LifeMode Group: Middle Ground

Bright Young Professionals

8C

Households: 2,613,000

Average Household Size: 2.40

Median Age: 32.2

Median Household Income: \$50,000

WHO ARE WE?

Bright Young Professionals is a large market, primarily located in urban outskirts of large metropolitan areas. These communities are home to young, educated, working professionals. One out of three householders is under the age of 35. Slightly more diverse couples dominate this market, with more renters than homeowners. More than two-fifths of the households live in single-family homes; over a third live in 5+ unit buildings. Labor force participation is high, generally white-collar work, with a mix of food service and part-time jobs (among the college students). Median household income, median home value, and average rent are close to the US values. Residents of this segment are physically active and up on the latest technology.

OUR NEIGHBORHOOD

- Approximately 56% of the households rent; 44% own their homes.
- Household type is primarily couples, married (or unmarried), with above average concentrations of both single-parent (Index 125) and single-person (Index 115) households.
- Multiunit buildings or row housing make up 55% of the housing stock (row housing (Index 182), buildings with 5–19 units (Index 277)); 44% built 1980–99.
- Average rent is slightly higher than the US (Index 102).
- Lower vacancy rate is at 8.9%.

SOCIOECONOMIC TRAITS

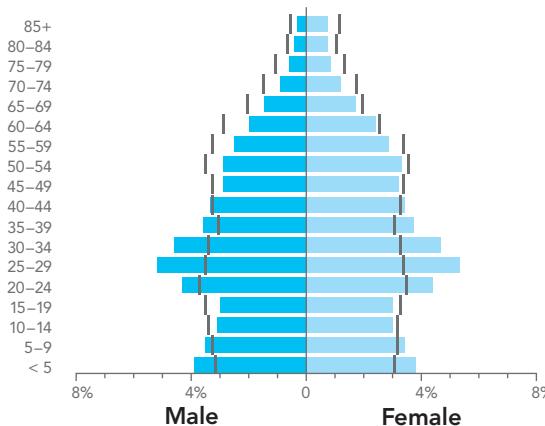
- Education completed: 36% with some college or an associate's degree, 30% with a bachelor's degree or higher. Education in progress is 10% (Index 127).
- Unemployment rate is lower at 7.1%, and labor force participation rate of 73% is higher than the US rate.
- These consumers are up on the latest technology.
- They get most of their information from the Internet.
- Concern about the environment, impacts their purchasing decisions.

Bright Young Professionals

AGE BY SEX (Esri data)

Median Age: 32.2 US: 37.6

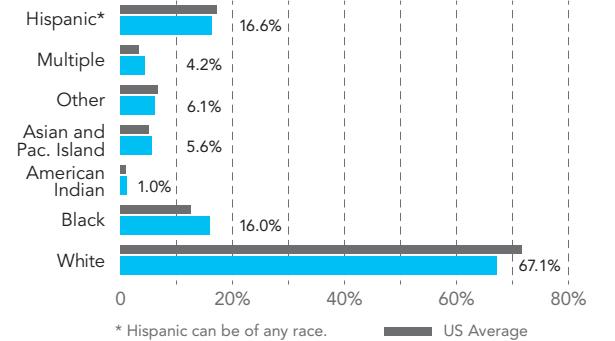
I Indicates US



RACE AND ETHNICITY (Esri data)

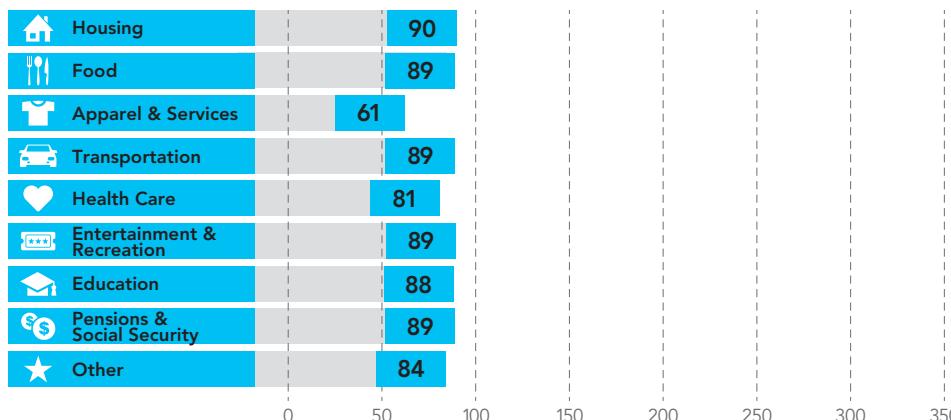
The Diversity Index summarizes racial and ethnic diversity. The index shows the likelihood that two persons, chosen at random from the same area, belong to different race or ethnic groups. The index ranges from 0 (no diversity) to 100 (complete diversity).

Diversity Index: 65.4 US: 62.1



AVERAGE HOUSEHOLD BUDGET INDEX

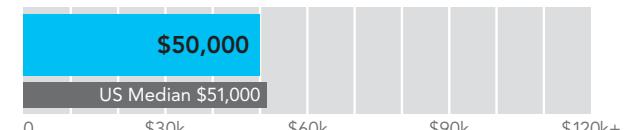
The index compares the average amount spent in this market's household budgets for housing, food, apparel, etc., to the average amount spent by all US households. An index of 100 is average. An index of 120 shows that average spending by consumers in this market is 20 percent above the national average. Consumer expenditures are estimated by Esri.



INCOME AND NET WORTH

Net worth measures total household assets (homes, vehicles, investments, etc.) less any debts, secured (e.g., mortgages) or unsecured (credit cards). Household income and net worth are estimated by Esri.

Median Household Income

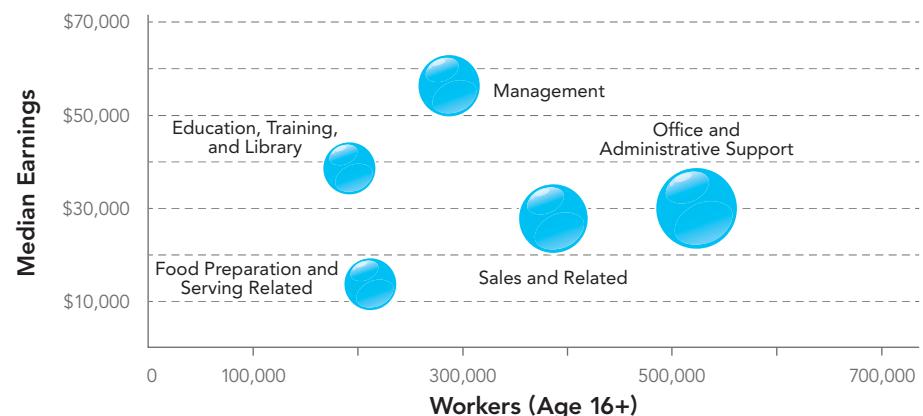


Median Net Worth



OCCUPATION BY EARNINGS

The five occupations with the highest number of workers in the market are displayed by median earnings. Data from the Census Bureau's American Community Survey.



Bright Young Professionals

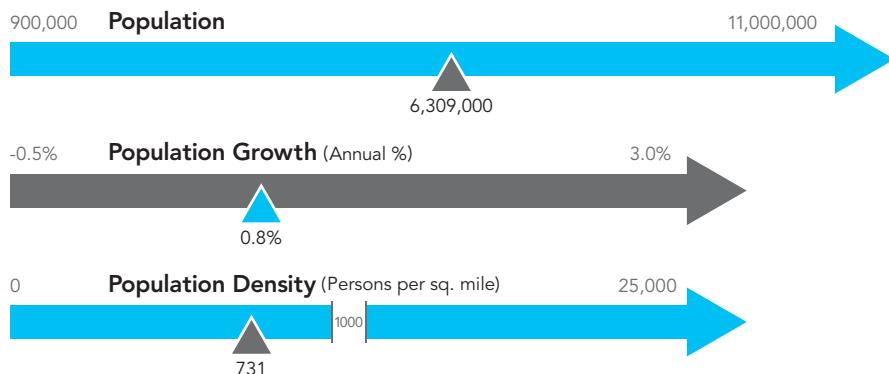
MARKET PROFILE

(Consumer preferences are estimated from data by GfK MRI)

- Own US savings bonds.
- Own newer computers (desktop, laptop, or both), iPods, and 2+ TVs.
- Go online to do banking, access YouTube or Facebook, visit blogs, and play games.
- Use cell phones to text, redeem mobile coupons, listen to music, and check for news and financial information.
- Find leisure going to bars/clubs, attending concerts, going to the zoo, and renting DVDs from Redbox or Netflix.
- Read sports magazines and participate in a variety of sports, including backpacking, basketball, football, bowling, Pilates, weight lifting, and yoga.
- Eat out often at fast-food and family restaurants.

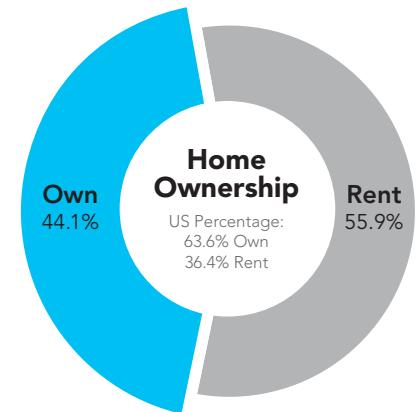
POPULATION CHARACTERISTICS

Total population, average annual population change since Census 2010, and average density (population per square mile) are displayed for the market relative to the size and change among all Tapestry markets. Data estimated by Esri.



HOUSING

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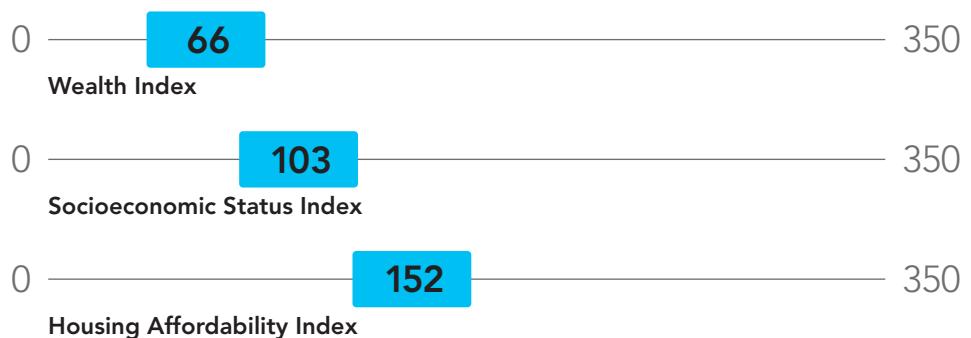


Typical Housing:
Single Family;
Multiunits

Average Rent:
\$1,000
US Average: \$990

ESRI INDEXES

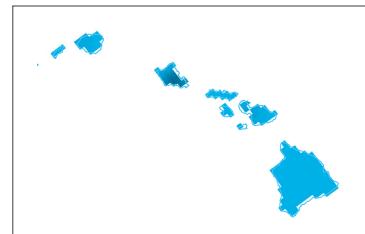
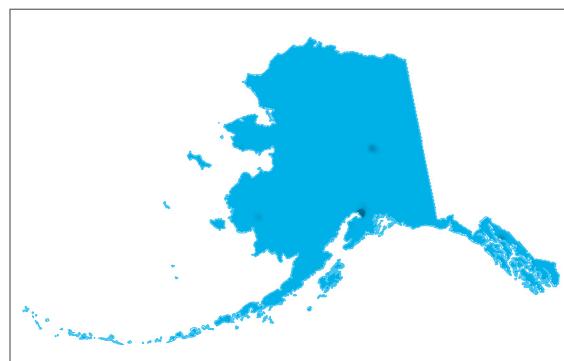
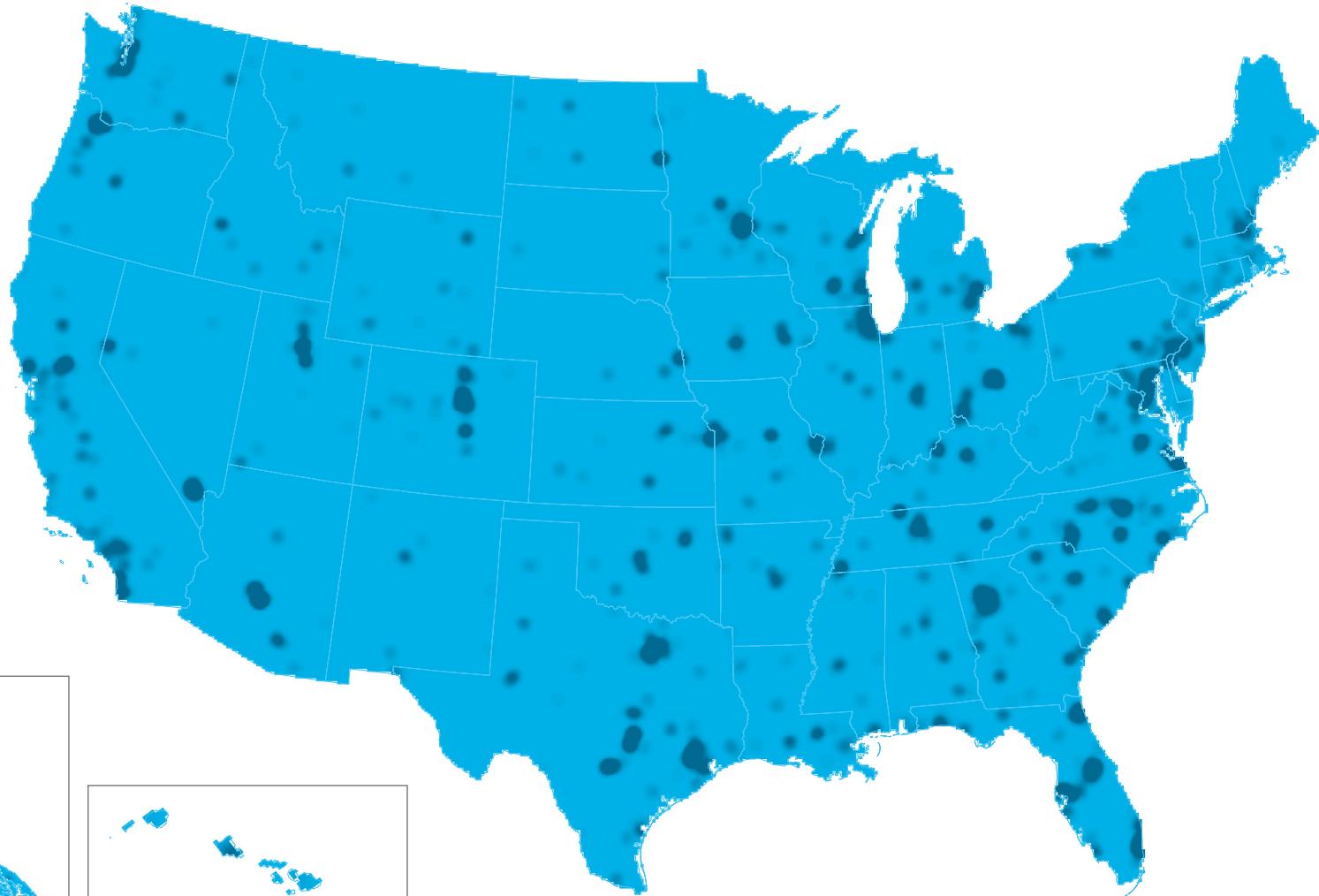
Esri developed three indexes to display average household wealth, socioeconomic status, and housing affordability for the market relative to US standards.



Bright Young Professionals

SEGMENT DENSITY

This map illustrates the density and distribution of the *Bright Young Professionals* Tapestry Segment by households.





LifeMode Group: GenXurban

Midlife Constants

5E

Households: 3,068,400

Average Household Size: 2.31

Median Age: 47.0

Median Household Income: \$53,200

WHO ARE WE?

Midlife Constants residents are seniors, at or approaching retirement, with below average labor force participation and above average net worth. Although located in predominantly metropolitan areas, they live outside the central cities, in smaller communities. Their lifestyle is more country than urban. They are generous, but not spendthrifts.

OUR NEIGHBORHOOD

- Older homes (most built before 1980) found in the suburban periphery of smaller metropolitan markets.
- Primarily married couples, with a growing share of singles.
- Settled neighborhoods with slow rates of change and residents that have lived in the same house for years.
- Single-family homes, less than half still mortgaged, with a median home value of \$154,100 (Index 74).

SOCIOECONOMIC TRAITS

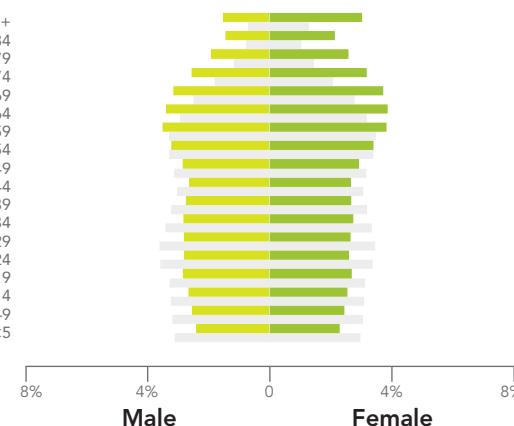
- Education: 63% have a high school diploma or some college.
- Unemployment is lower in this market at 4.7% (Index 86), but so is the labor force participation rate (Index 91).
- Almost 42% of households are receiving Social Security (Index 141); 27% also receive retirement income (Index 149).
- Traditional, not trendy; opt for convenience and comfort, not cutting-edge. Technology has its uses, but the bells and whistles are a bother.
- Attentive to price, but not at the expense of quality, they prefer to buy American and natural products.
- Radio and newspapers are the media of choice (after television).

Midlife Constants

AGE BY SEX (Esri data)

Median Age: 47.0 US: 38.2

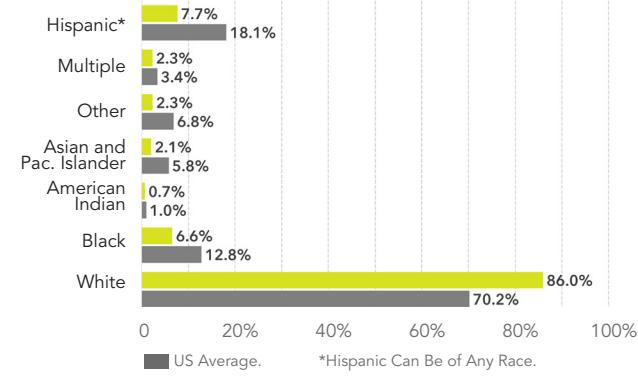
■ Indicates US



RACE AND ETHNICITY (Esri data)

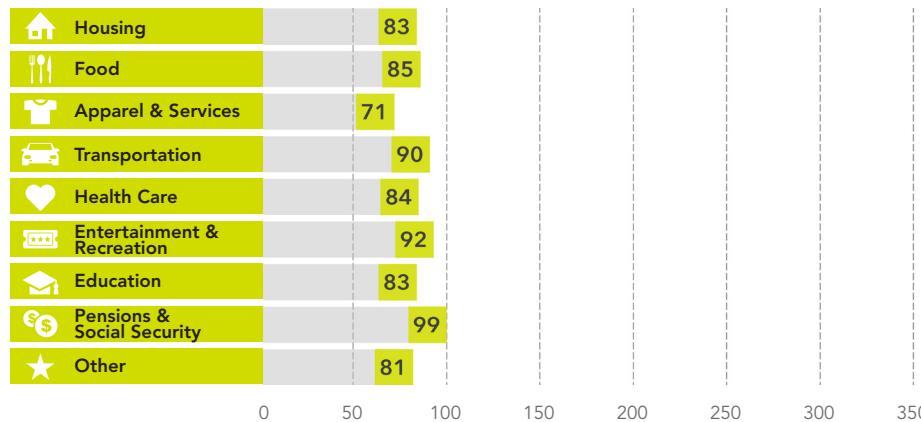
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Diversity Index: 36.2 US: 64.0



AVERAGE HOUSEHOLD BUDGET INDEX

The index compares the average amount spent in this market's household budgets for housing, food, apparel, etc., to the average amount spent by all US households. An index of 100 is average. An index of 120 shows that average spending by consumers in this market is 20 percent above the national average. Consumer expenditures are estimated by Esri.



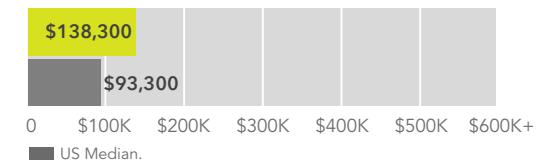
INCOME AND NET WORTH

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Median Household Income

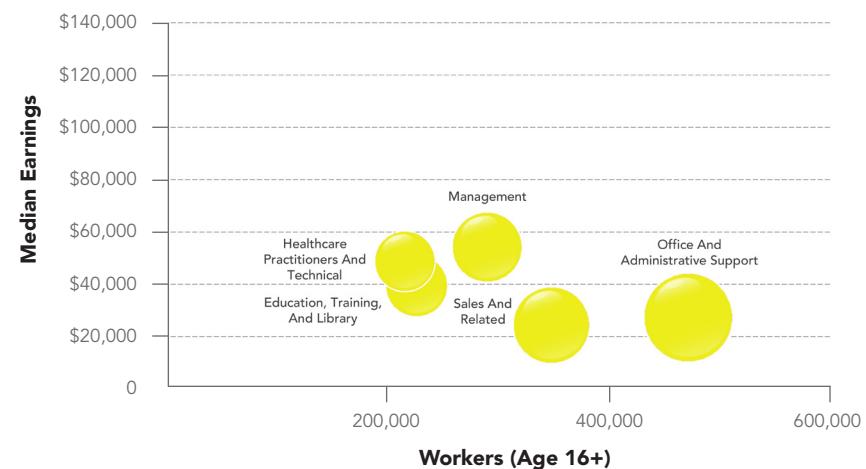


Median Net Worth



OCCUPATION BY EARNINGS

The five occupations with the highest number of workers in the market are displayed by median earnings. Data from the Census Bureau's American Community Survey.



Midlife Constants

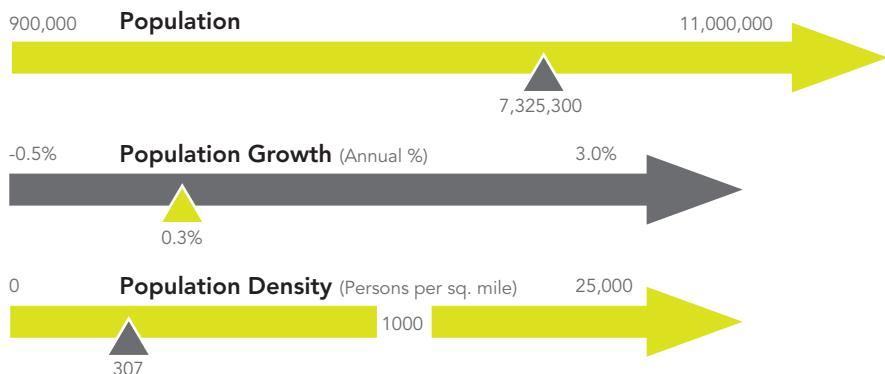
MARKET PROFILE

(Consumer preferences are estimated from data by GfK MRI)

- Prefer practical vehicles like SUVs and trucks (domestic, of course).
- Sociable, church-going residents belonging to fraternal orders, veterans' clubs and charitable organizations and do volunteer work and fund-raising.
- Contribute to arts/cultural, educational, health, and social services organizations.
- DIY homebodies that spend on home improvement and gardening.
- Media preferences: country or movie channels.
- Leisure activities include movies at home, reading, fishing, and golf.

POPULATION CHARACTERISTICS

Total population, average annual population change since Census 2010, and average density (population per square mile) are displayed for the market relative to the size and change among all Tapestry markets. Data estimated by Esri.



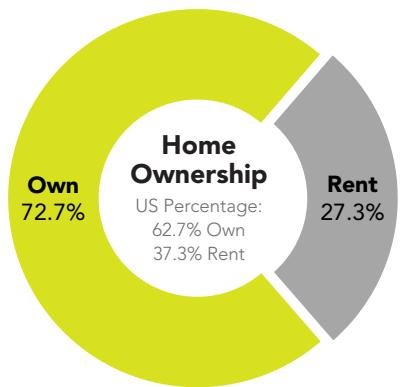
HOUSING

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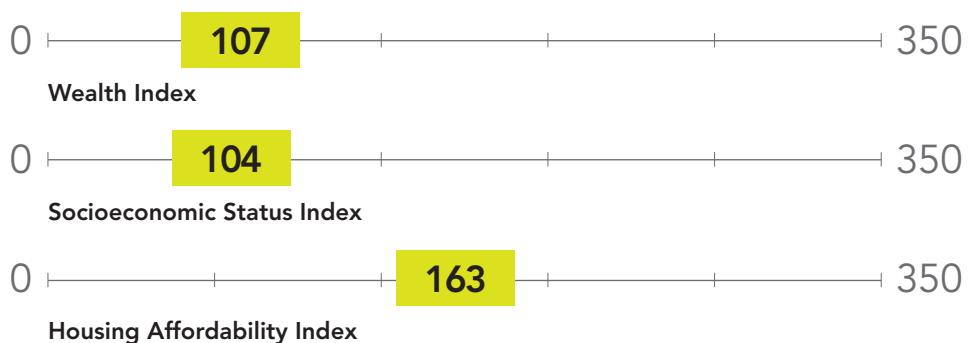
Typical Housing:
Single Family

Median Value:
\$154,100
US Median: \$207,300



ESRI INDEXES

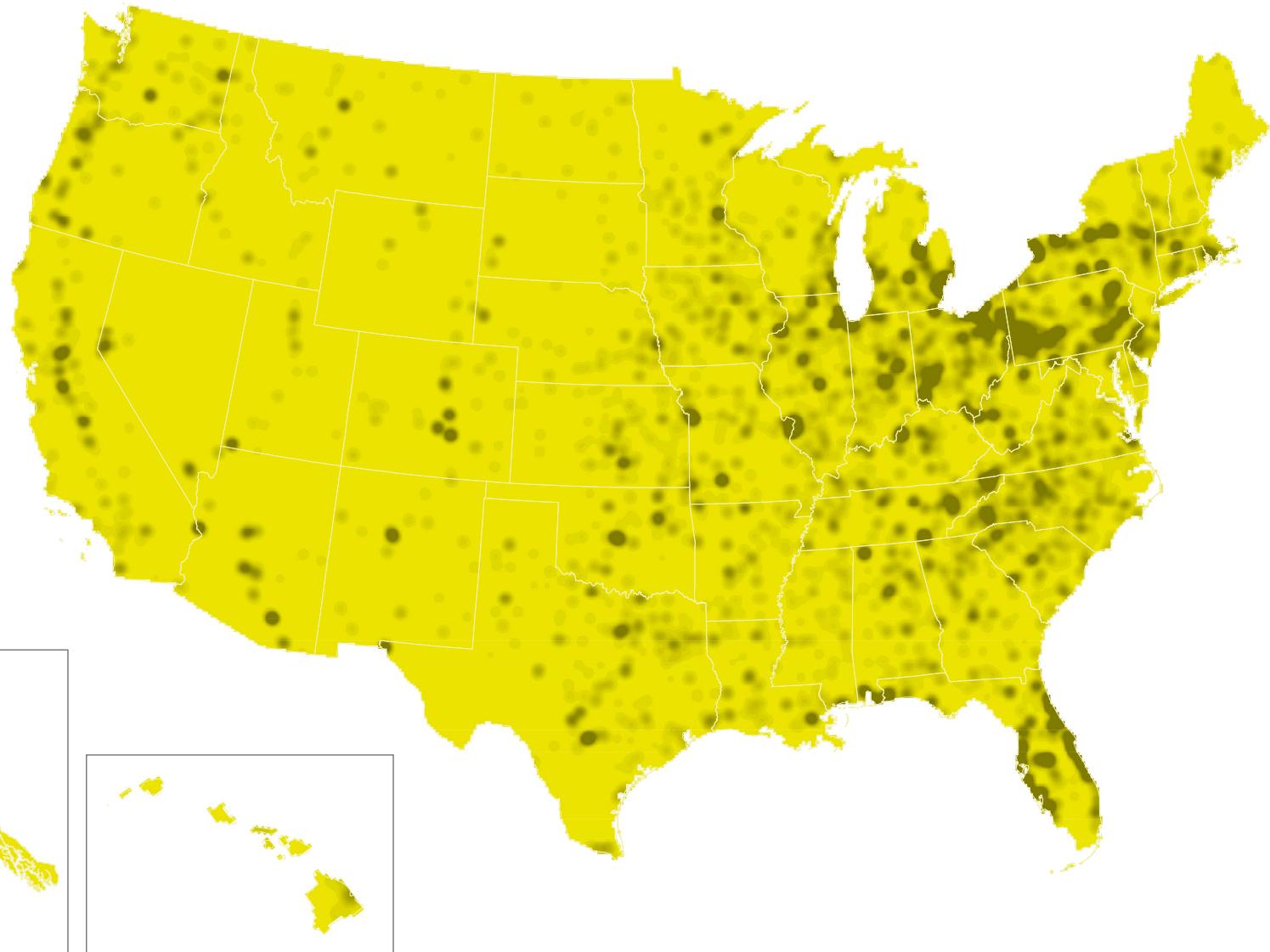
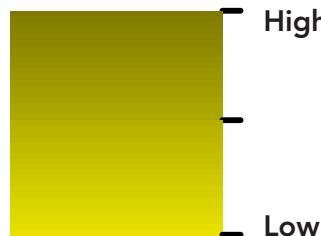
Esri developed three indexes to display average household wealth, socioeconomic status, and housing affordability for the market relative to US standards.



Midlife Constants

SEGMENT DENSITY

This map illustrates the density and distribution of the *Midlife Constants* Tapestry Segment by households.





LifeMode Group: Cozy Country Living

Green Acres

6A

Households: 3,923,400

Average Household Size: 2.70

Median Age: 43.9

Median Household Income: \$76,800

WHO ARE WE?

The Green Acres lifestyle features country living and self-reliance. They are avid do-it-yourselfers, maintaining and remodeling their homes, with all the necessary power tools to accomplish the jobs. Gardening, especially growing vegetables, is also a priority, again with the right tools, tillers, tractors, and riding mowers. Outdoor living also features a variety of sports: hunting and fishing, motorcycling, hiking and camping, and even golf. Self-described conservatives, residents of Green Acres remain pessimistic about the near future yet are heavily invested in it.

OUR NEIGHBORHOOD

- Rural enclaves in metropolitan areas, primarily (not exclusively) older homes with acreage; new housing growth in the past 15 years.
- Single-family, owner-occupied housing, with a median value of \$235,500.
- An older market, primarily married couples, most with no children.

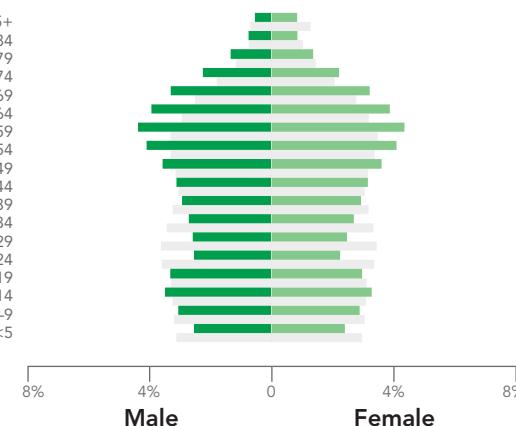
SOCIOECONOMIC TRAITS

- Education: More than 60% are college educated.
- Unemployment is low at 3.8% (Index 70); labor force participation rate is high at 66.8% (Index 107).
- Income is derived not only from wages and salaries but also from self-employment (more than 13% of households), investments (27% of households), and increasingly, from retirement.
- They are cautious consumers with a focus on quality and durability.
- Comfortable with technology, more as a tool than a trend: banking or paying bills online is convenient; but the Internet is not viewed as entertainment.
- Economic outlook is professed as pessimistic, but consumers are comfortable with debt, primarily as home and auto loans, and investments.

AGE BY SEX (Esri data)

Median Age: 43.9 US: 38.2

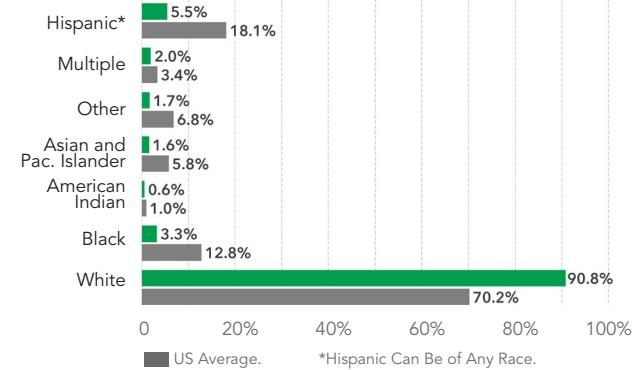
■ Indicates US



RACE AND ETHNICITY (Esri data)

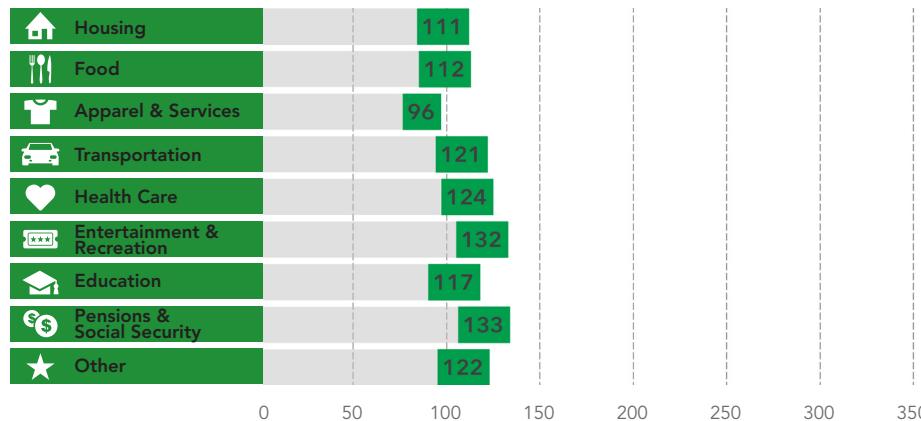
The Diversity Index summarizes racial and ethnic diversity. The index shows the likelihood that two persons, chosen at random from the same area, belong to different race or ethnic groups. The index ranges from 0 (no diversity) to 100 (complete diversity).

Diversity Index: 26.0 US: 64.0



AVERAGE HOUSEHOLD BUDGET INDEX

The index compares the average amount spent in this market's household budgets for housing, food, apparel, etc., to the average amount spent by all US households. An index of 100 is average. An index of 120 shows that average spending by consumers in this market is 20 percent above the national average. Consumer expenditures are estimated by Esri.



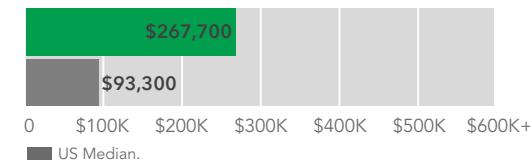
INCOME AND NET WORTH

Net worth measures total household assets (homes, vehicles, investments, etc.) less any debts, secured (e.g., mortgages) or unsecured (credit cards). Household income and net worth are estimated by Esri.

Median Household Income

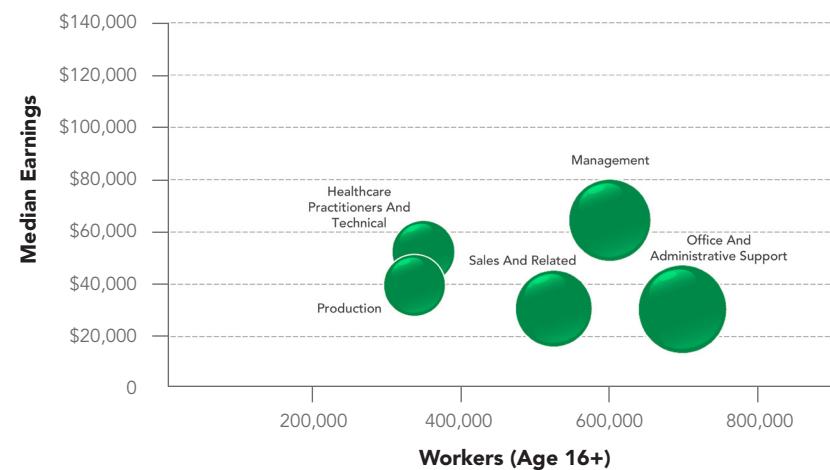


Median Net Worth



OCCUPATION BY EARNINGS

The five occupations with the highest number of workers in the market are displayed by median earnings. Data from the Census Bureau's American Community Survey.



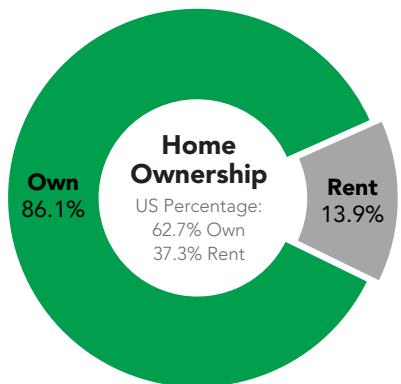
MARKET PROFILE

(Consumer preferences are estimated from data by GfK MRI)

- Purchasing choices reflect *Green Acres*' residents country life, including a variety of vehicles from trucks and SUVs to ATVs and motorcycles, preferably late model.
- Homeowners favor DIY home improvement projects and gardening.
- Media of choice are provided by satellite service, radio, and television, also with an emphasis on country and home and garden.
- Green Acres* residents pursue physical fitness vigorously, from working out on home exercise equipment to playing a variety of sports.
- Residents are active in their communities and a variety of social organizations, from charitable to veterans' clubs.

HOUSING

Median home value is displayed for markets that are primarily owner occupied; average rent is shown for renter-occupied markets. Tenure and home value are estimated by Esri. Housing type and average rent are from the Census Bureau's American Community Survey.

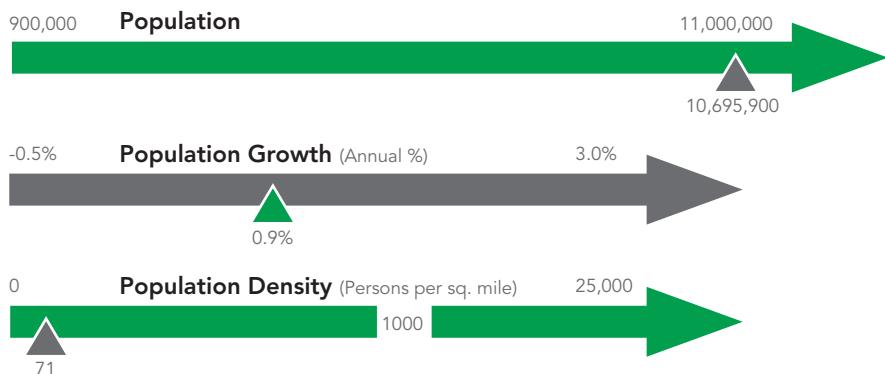


Typical Housing:
Single Family

Median Value:
\$235,500
US Median: \$207,300

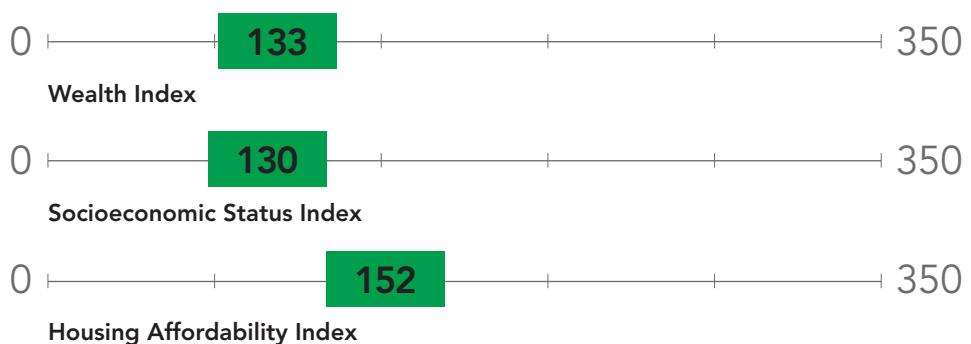
POPULATION CHARACTERISTICS

Total population, average annual population change since Census 2010, and average density (population per square mile) are displayed for the market relative to the size and change among all Tapestry markets. Data estimated by Esri.



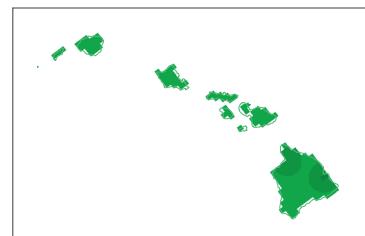
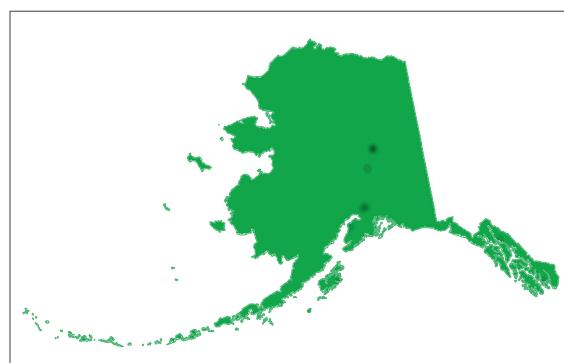
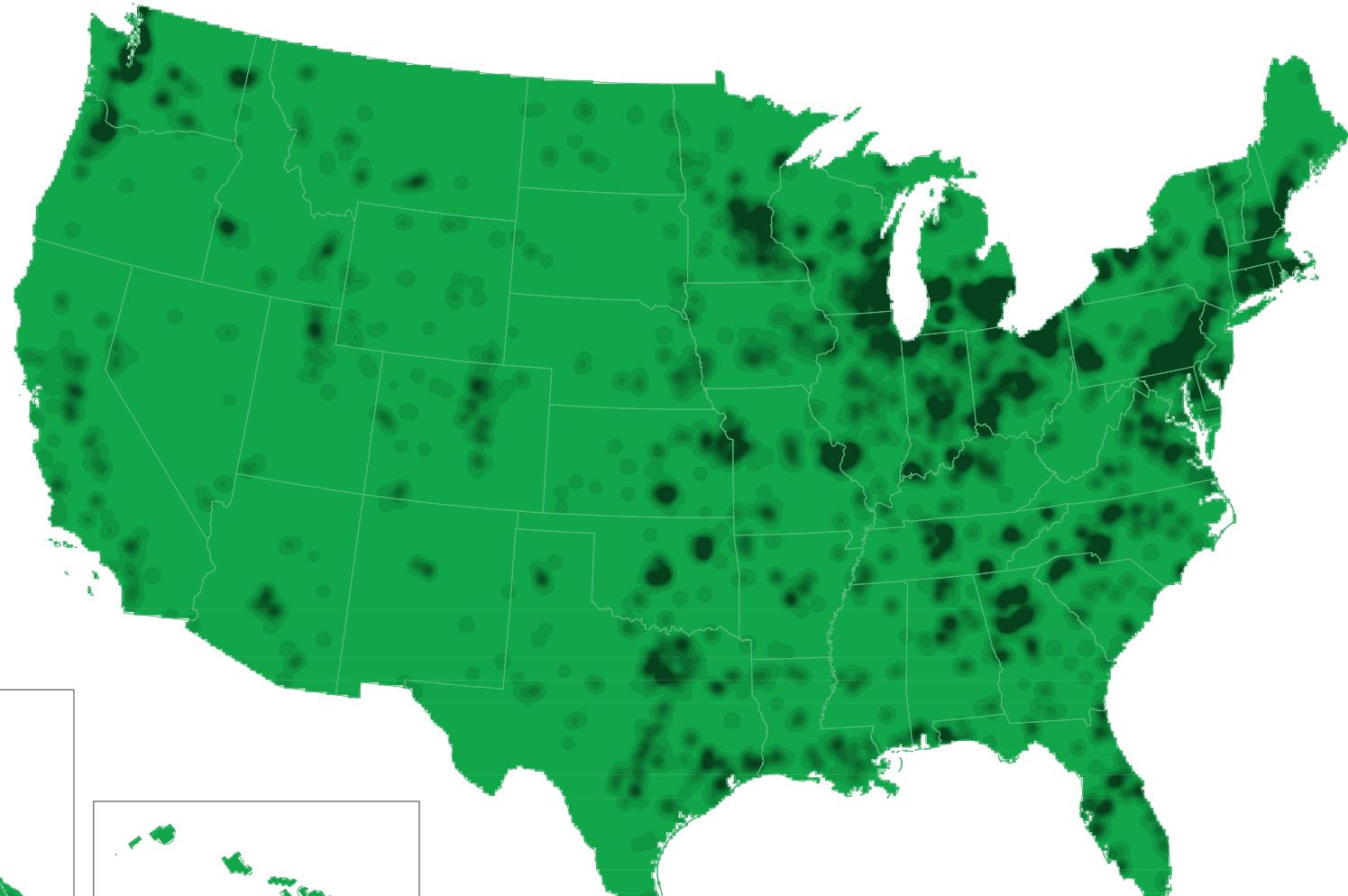
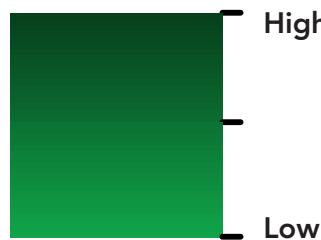
ESRI INDEXES

Esri developed three indexes to display average household wealth, socioeconomic status, and housing affordability for the market relative to US standards.



SEGMENT DENSITY

This map illustrates the density and distribution of the *Green Acres* Tapestry Segment by households.





LifeMode Group: Cozy Country Living

Salt of the Earth

6B

Households: 3,545,800

Average Household Size: 2.59

Median Age: 44.1

Median Household Income: \$56,300

WHO ARE WE?

Salt of the Earth residents are entrenched in their traditional, rural lifestyles. Citizens here are older, and many have grown children that have moved away. They still cherish family time and also tending to their vegetable gardens and preparing homemade meals. Residents embrace the outdoors; they spend most of their free time preparing for their next fishing, boating, or camping trip. The majority has at least a high school diploma or some college education; many have expanded their skill set during their years of employment in the manufacturing and related industries. They may be experts with DIY projects, but the latest technology is not their forte. They use it when absolutely necessary, but seek face-to-face contact in their routine activities.

OUR NEIGHBORHOOD

- This large segment is concentrated in the Midwest, particularly in Ohio, Pennsylvania, and Indiana.
- Due to their rural setting, households own two vehicles to cover their long commutes, often across county boundaries.
- Home ownership rates are very high (Index 133). Single-family homes are affordable, valued at 25 percent less than the national market.
- Nearly two in three households are composed of married couples; less than half have children at home.

SOCIOECONOMIC TRAITS

- Steady employment in construction, manufacturing, and related service industries.
- Completed education: 40% with a high school diploma only.
- Household income just over the national median, while net worth is nearly double the national median.
- Spending time with family their top priority.
- Cost-conscious consumers, loyal to brands they like, with a focus on buying American.
- Last to buy the latest and greatest products.
- Try to eat healthy, tracking the nutrition and ingredients in the food they purchase.



AGE BY SEX (Esri data)

Median Age: 44.1 US: 38.2

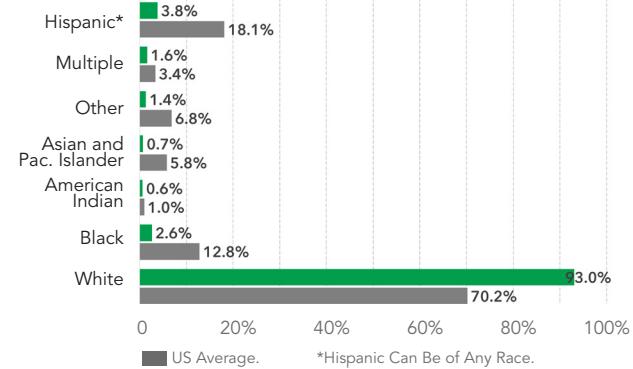
■ Indicates US



RACE AND ETHNICITY (Esri data)

The Diversity Index summarizes racial and ethnic diversity. The index shows the likelihood that two persons, chosen at random from the same area, belong to different race or ethnic groups. The index ranges from 0 (no diversity) to 100 (complete diversity).

Diversity Index: 19.8 US: 64.0



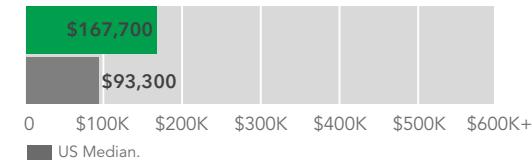
INCOME AND NET WORTH

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Median Household Income

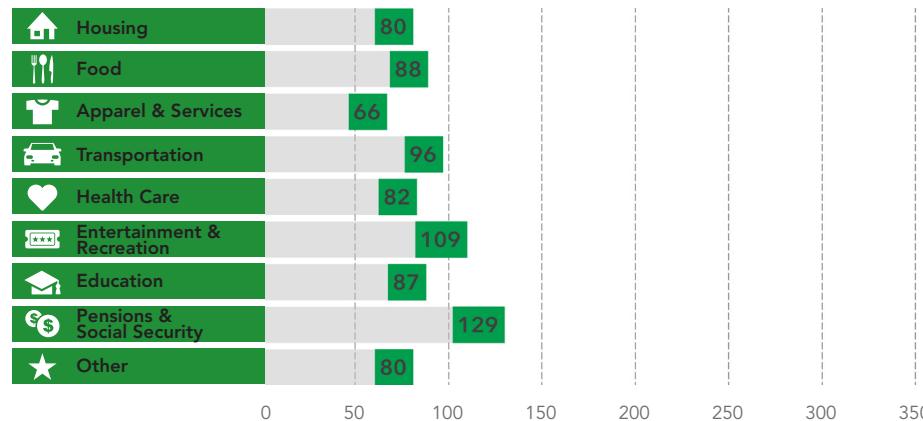


Median Net Worth



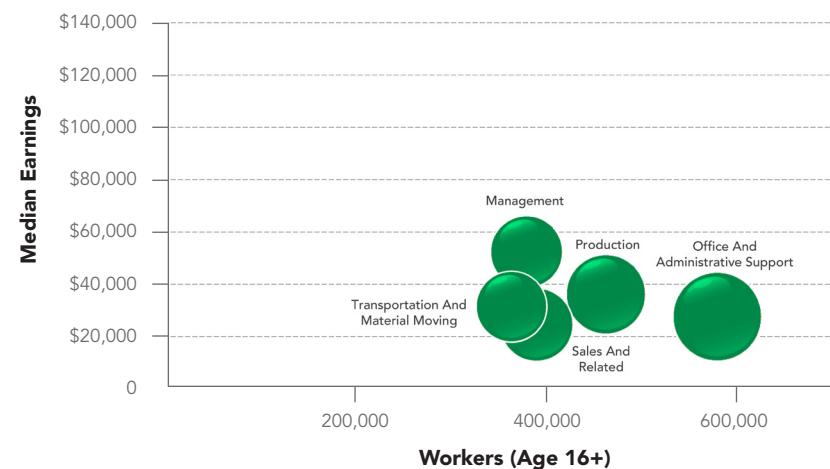
AVERAGE HOUSEHOLD BUDGET INDEX

The index compares the average amount spent in this market's household budgets for housing, food, apparel, etc., to the average amount spent by all US households. An index of 100 is average. An index of 120 shows that average spending by consumers in this market is 20 percent above the national average. Consumer expenditures are estimated by Esri.



OCCUPATION BY EARNINGS

The five occupations with the highest number of workers in the market are displayed by median earnings. Data from the Census Bureau's American Community Survey.



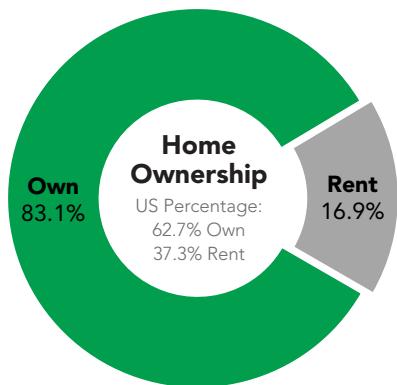
MARKET PROFILE

(Consumer preferences are estimated from data by GfK MRI)

- Outdoor sports and activities, such as fishing, boating, hunting, and overnight camping trips are popular.
- To support their pastimes, truck ownership is high; many also own an ATV.
- They own the equipment to maintain their lawns and tend to their vegetable gardens.
- Residents often tackle home remodeling and improvement jobs themselves.
- Due to their locale, they own satellite dishes, and have access to high speed internet connections like DSL.
- These conservative consumers prefer to conduct their business in person rather than online. They use an agent to purchase insurance.

HOUSING

Median home value is displayed for markets that are primarily owner occupied; average rent is shown for renter-occupied markets. Tenure and home value are estimated by Esri. Housing type and average rent are from the Census Bureau's American Community Survey.

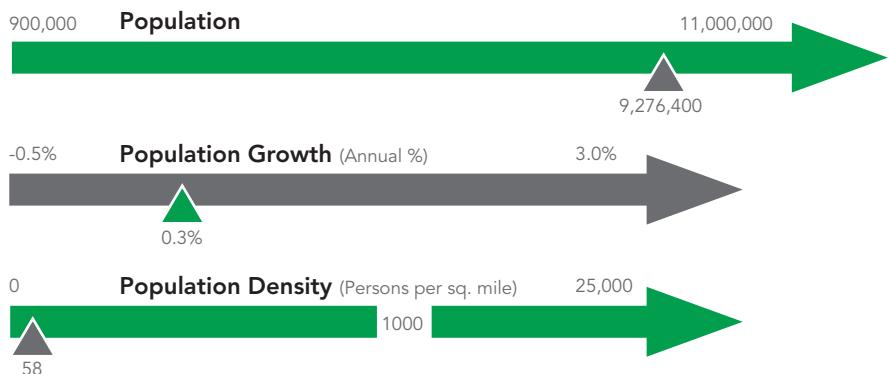


Typical Housing:
 Single Family

Median Value:
 \$154,300
 US Median: \$207,300

POPULATION CHARACTERISTICS

Total population, average annual population change since Census 2010, and average density (population per square mile) are displayed for the market relative to the size and change among all Tapestry markets. Data estimated by Esri.



ESRI INDEXES

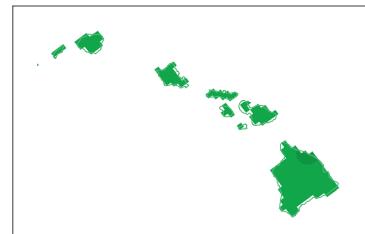
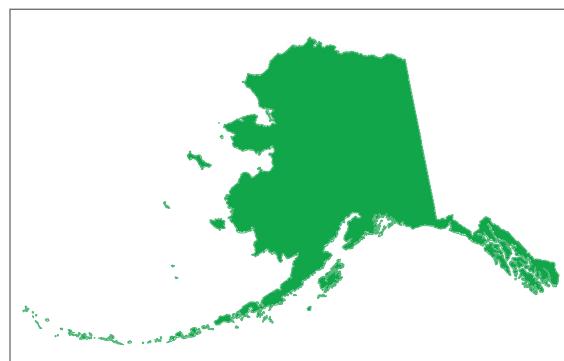
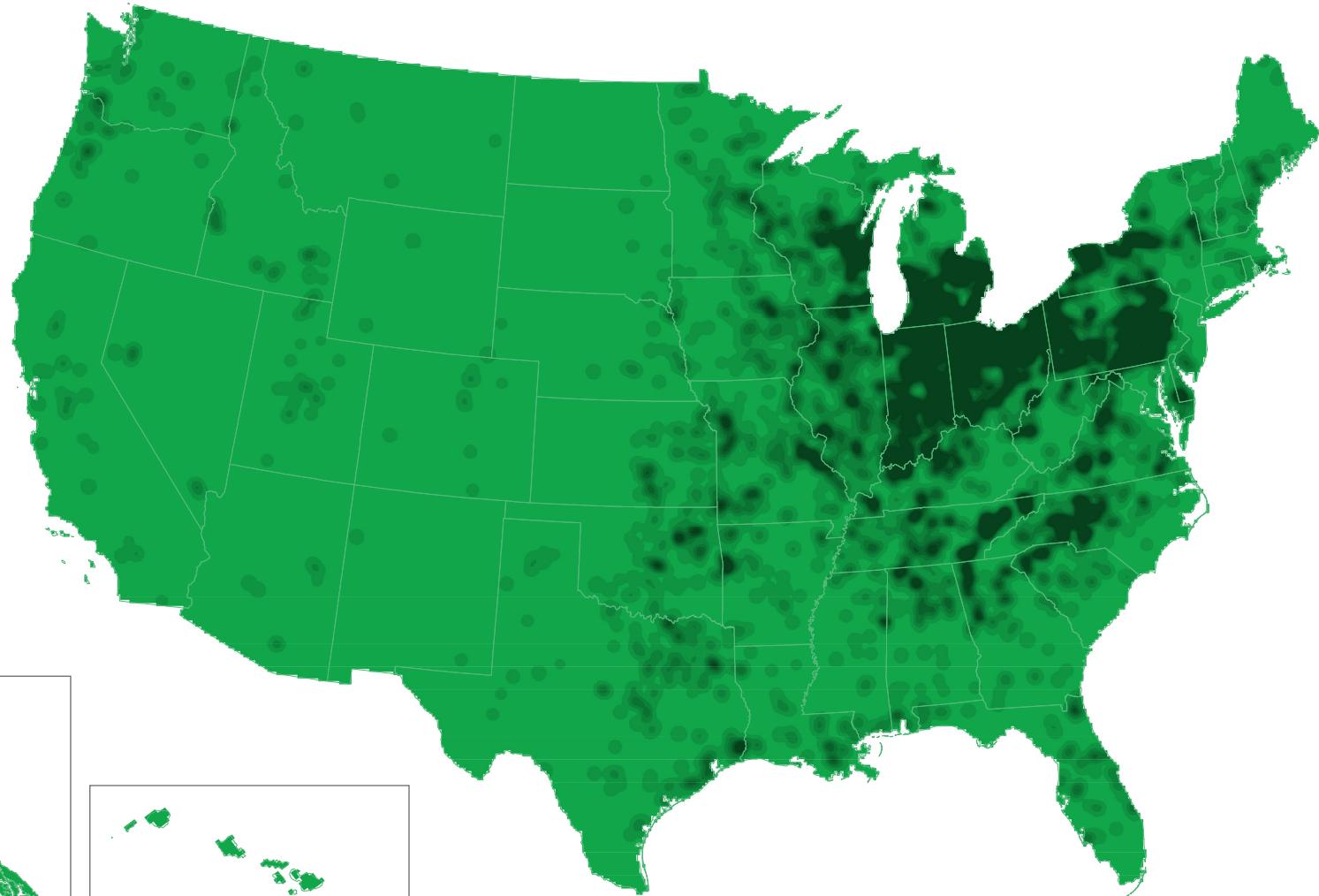
Esri developed three indexes to display average household wealth, socioeconomic status, and housing affordability for the market relative to US standards.





SEGMENT DENSITY

This map illustrates the density and distribution of the *Salt of the Earth* Tapestry Segment by households.





LifeMode Group: Rustic Outposts

Southern Satellites

10A

Households: 3,856,800

Average Household Size: 2.67

Median Age: 40.3

Median Household Income: \$47,800

WHO ARE WE?

Southern Satellites is the second largest market found in rural settlements but within metropolitan areas located primarily in the South. This market is typically nondiverse, slightly older, settled married-couple families, who own their homes. Two-thirds of the homes are single-family structures; almost a third are mobile homes. Median household income and home value are below average. Workers are employed in a variety of industries, such as manufacturing, health care, retail trade, and construction, with higher proportions in mining and agriculture than the US. Residents enjoy country living, preferring outdoor activities and DIY home projects.

OUR NEIGHBORHOOD

- About 78% of households are owned.
- Married couples with no children are the dominant household type, with a number of multigenerational households (Index 112).
- Most are single-family homes (67%), with a number of mobile homes (Index 509).
- Most housing units were built in 1970 or later.
- Most households own 1 or 2 vehicles, but owning 3+ vehicles is common (Index 144).

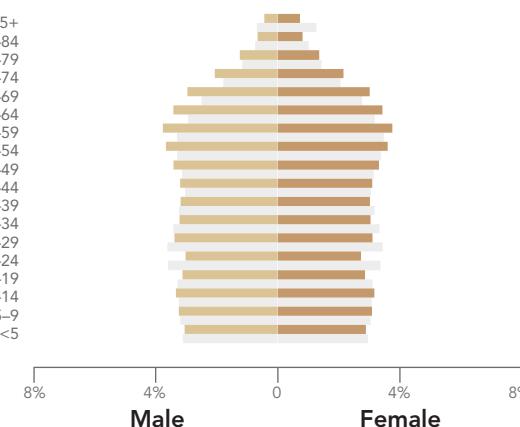
SOCIOECONOMIC TRAITS

- Education: almost 40% have a high school diploma only (Index 140); 45% have college education (Index 73).
- Unemployment rate is 6%, slightly higher than the US rate.
- Labor force participation rate is 59.1%, slightly lower than the US.
- These consumers are more concerned about cost rather than quality or brand loyalty.
- They tend to be somewhat late in adapting to technology.
- They obtain a disproportionate amount of their information from TV, compared to other media.

AGE BY SEX (Esri data)

Median Age: 40.3 US: 38.2

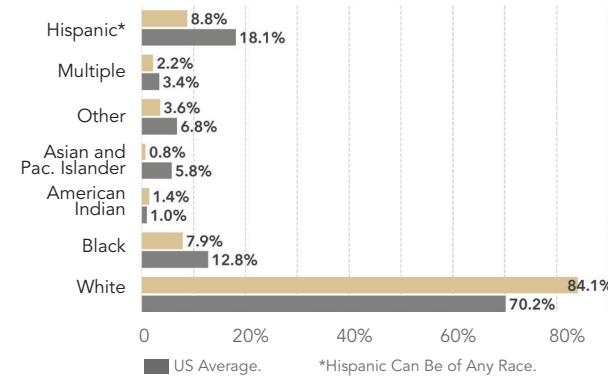
■ Indicates US



RACE AND ETHNICITY (Esri data)

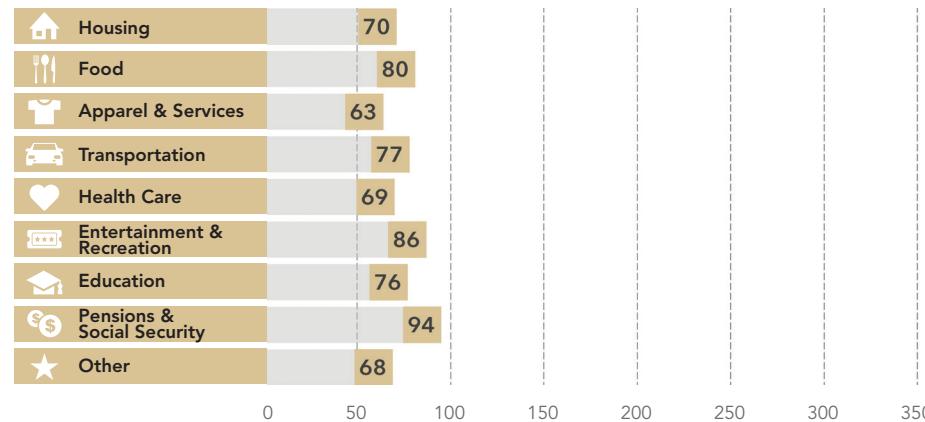
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Diversity Index: 40.1 US: 64.0



AVERAGE HOUSEHOLD BUDGET INDEX

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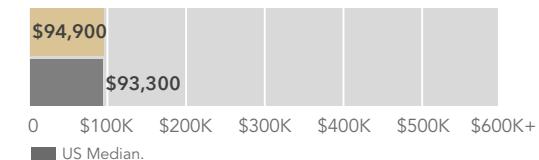
INCOME AND NET WORTH

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Median Household Income

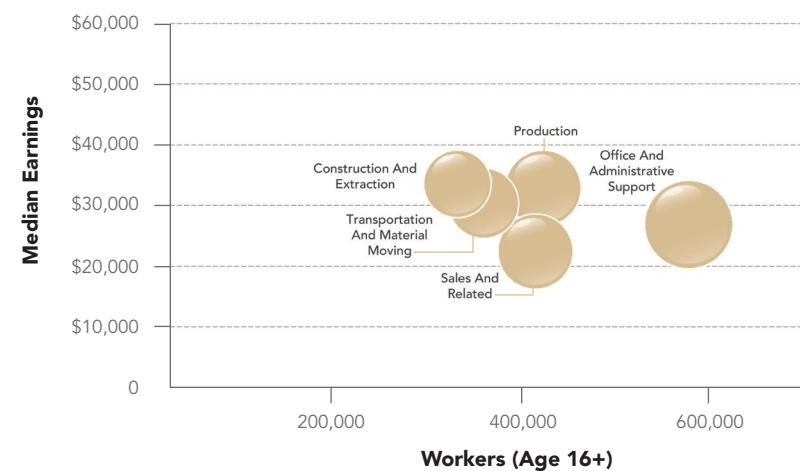


Median Net Worth



OCCUPATION BY EARNINGS

The five occupations with the highest number of workers in the market are displayed by median earnings. Data from the Census Bureau's American Community Survey.



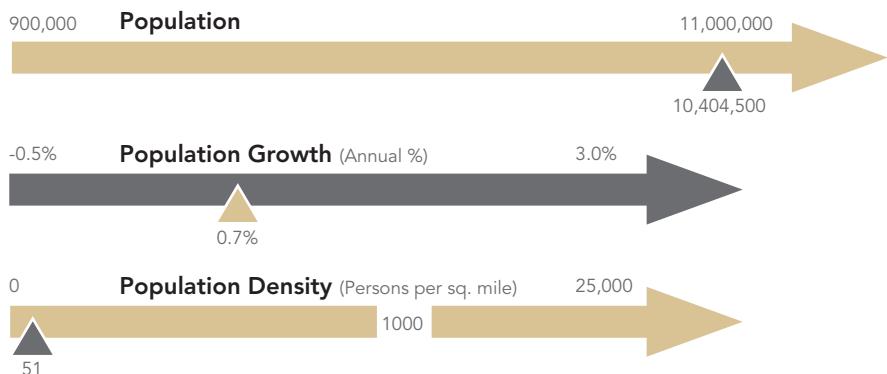
MARKET PROFILE

(Consumer preferences are estimated from data by GfK MRI)

- Usually own a truck; likely to service it themselves.
- Frequent the convenience store, usually to fill up a vehicle with gas.
- Typical household has a satellite dish.
- Work on home improvement and remodeling projects.
- Own a pet, commonly a dog.
- Participate in fishing and hunting.
- Prefer to listen to country music and watch Country Music Television (CMT).
- Read fishing/hunting and home service magazines.
- Partial to eating at low-cost family restaurants and drive-ins.
- Use Walmart for all their shopping needs (groceries, clothing, pharmacy, etc.).

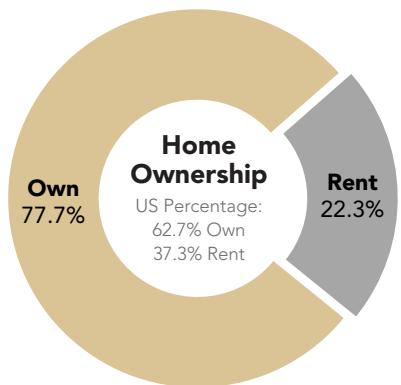
POPULATION CHARACTERISTICS

Total population, average annual population change since Census 2010, and average density (population per square mile) are displayed for the market relative to the size and change among all Tapestry markets. Data estimated by Esri.



HOUSING

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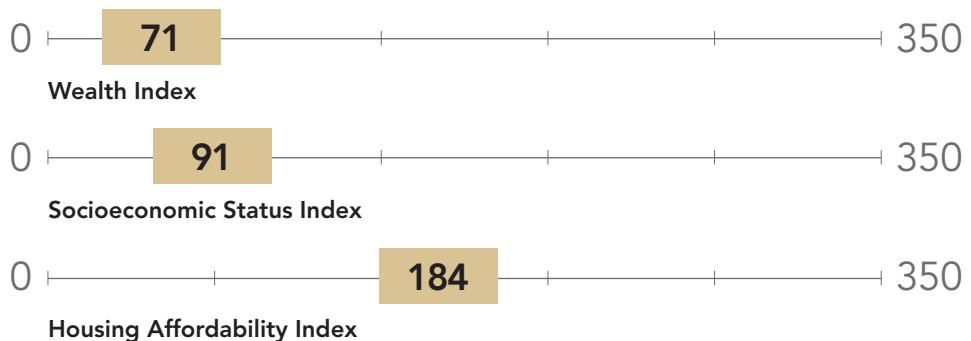


Typical Housing:
 Single Family;
 Mobile Homes

Median Value:
 \$128,500
 US Median: \$207,300

ESRI INDEXES

Esri developed three indexes to display average household wealth, socioeconomic status, and housing affordability for the market relative to US standards.



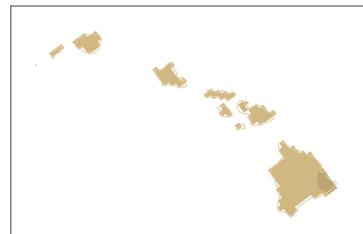
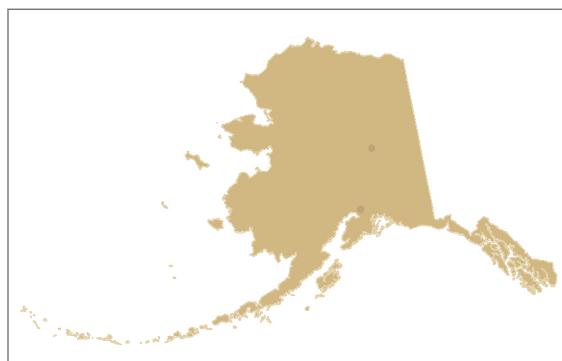
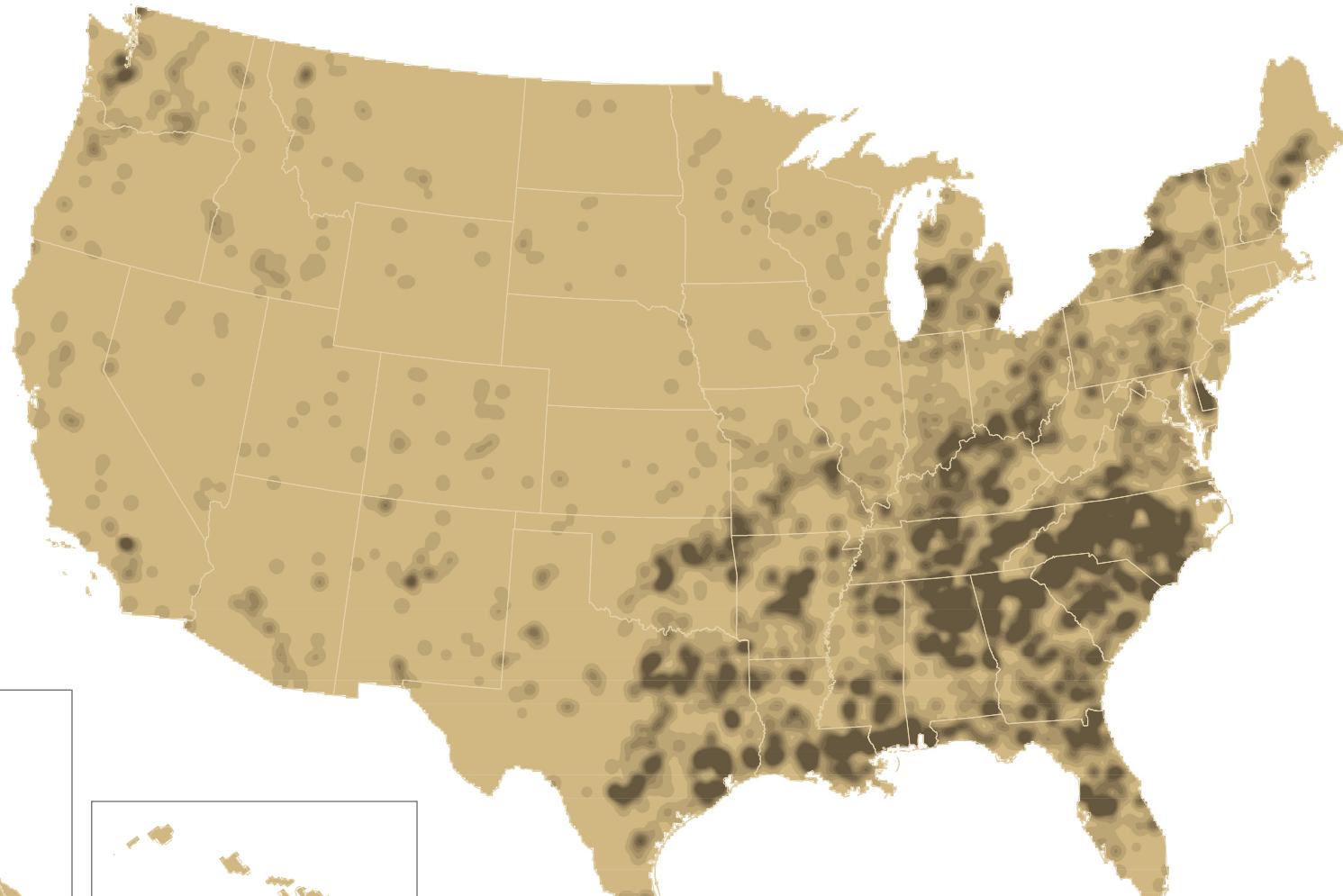
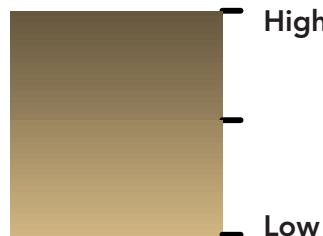
Southern Satellites



TAPESTRY
SEGMENTATION
esri.com/tapestry

SEGMENT DENSITY

This map illustrates the density and distribution of the *Southern Satellites* Tapestry Segment by households.



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LifeMode Group: Family Landscapes

Middleburg

4C

Households: 3,511,200

Average Household Size: 2.75

Median Age: 36.1

Median Household Income: \$59,800

WHO ARE WE?

Middleburg neighborhoods transformed from the easy pace of country living to semirural subdivisions in the last decade, when the housing boom reached out. Residents are conservative, family-oriented consumers. Still more country than rock and roll, they are thrifty but willing to carry some debt and are already investing in their futures. They rely on their smartphones and mobile devices to stay in touch and pride themselves on their expertise. They prefer to buy American and travel in the US. This market is younger but growing in size and assets.

OUR NEIGHBORHOOD

- Semirural locales within metropolitan areas.
- Neighborhoods changed rapidly in the previous decade with the addition of new single-family homes.
- Include a number of mobile homes (Index 150).
- Affordable housing, median value of \$175,000 (Index 84) with a low vacancy rate.
- Young couples, many with children; average household size is 2.75.

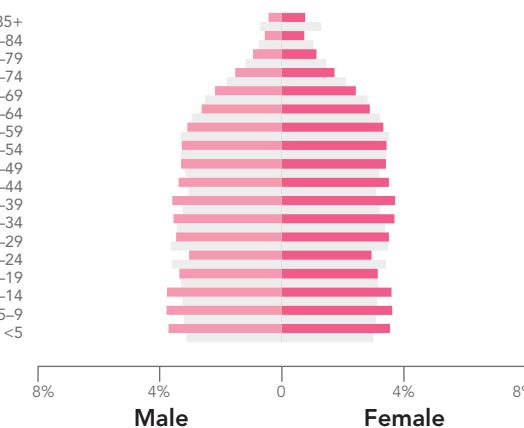
SOCIOECONOMIC TRAITS

- Education: 65% with a high school diploma or some college.
- Unemployment rate lower at 4.7% (Index 86).
- Labor force participation typical of a younger population at 66.7% (Index 107).
- Traditional values are the norm here—faith, country, and family.
- Prefer to buy American and for a good price.
- Comfortable with the latest in technology, for convenience (online banking or saving money on landlines) and entertainment.

AGE BY SEX (Esri data)

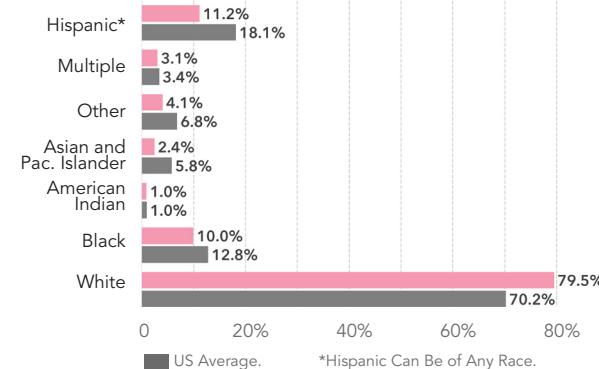
Median Age: 36.1 US: 38.2

■ Indicates US


 RACE AND ETHNICITY (Esri data)

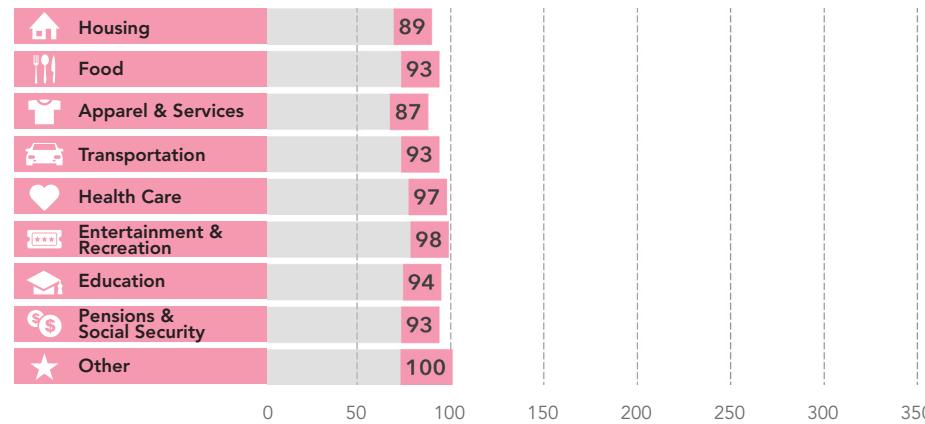
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Diversity Index: 48.5 US: 64.0



AVERAGE HOUSEHOLD BUDGET INDEX

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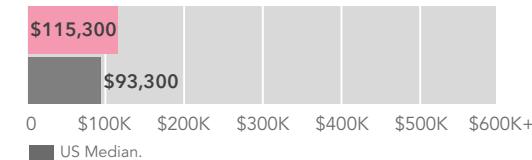
INCOME AND NET WORTH

Net worth measures total household assets (homes, vehicles, investments, etc.) less any debts, secured (e.g., mortgages) or unsecured (credit cards). Household income and net worth are estimated by Esri.

Median Household Income

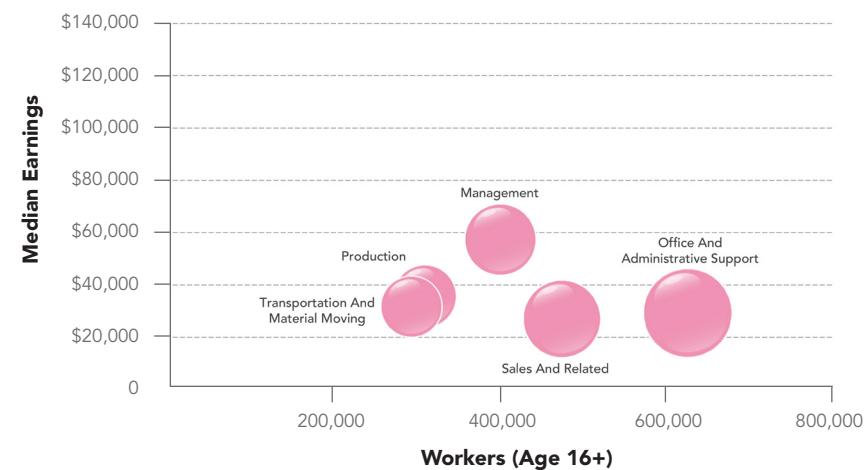


Median Net Worth



OCCUPATION BY EARNINGS

The five occupations with the highest number of workers in the market are displayed by median earnings. Data from the Census Bureau's American Community Survey.



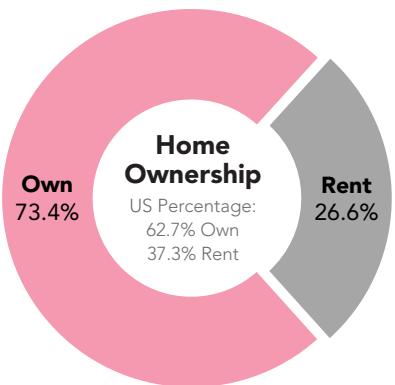
MARKET PROFILE

(Consumer preferences are estimated from data by GfK MRI)

- Residents are partial to domestic vehicles; they like to drive trucks, SUVs, or motorcycles.
- Entertainment is primarily family-oriented, TV and movie rentals or theme parks and family restaurants.
- Spending priorities also focus on family (children's toys and apparel) or home DIY projects.
- Sports include hunting, fishing, bowling, and baseball.
- TV and magazines provide entertainment and information.
- Media preferences include country and Christian channels.

HOUSING

Median home value is displayed for markets that are primarily owner occupied; average rent is shown for renter-occupied markets. Tenure and home value are estimated by Esri. Housing type and average rent are from the Census Bureau's American Community Survey.

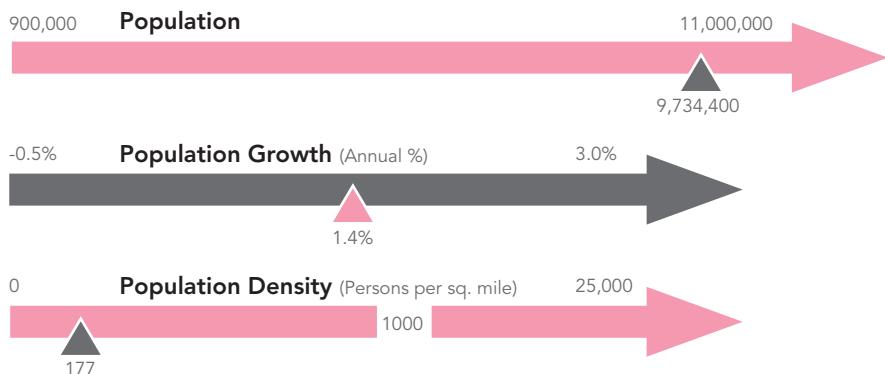


Typical Housing:
 Single Family

Median Value:
 \$175,000
 US Median: \$207,300

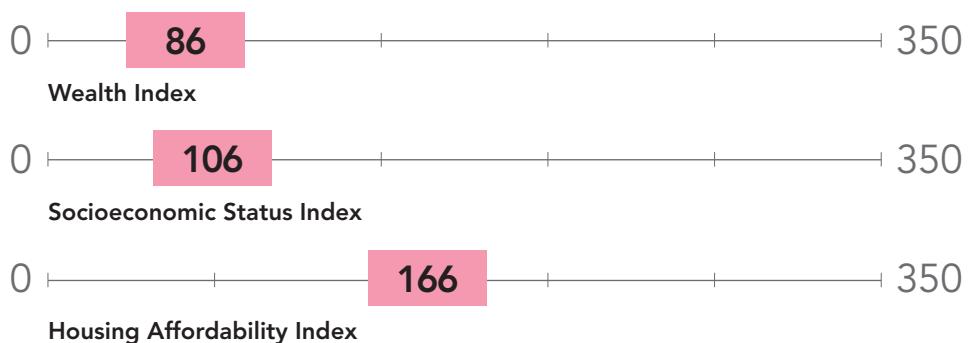
POPULATION CHARACTERISTICS

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ESRI INDEXES

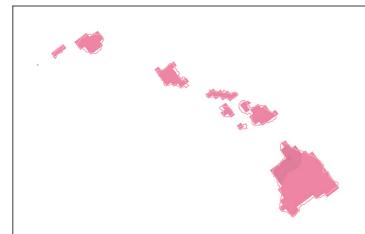
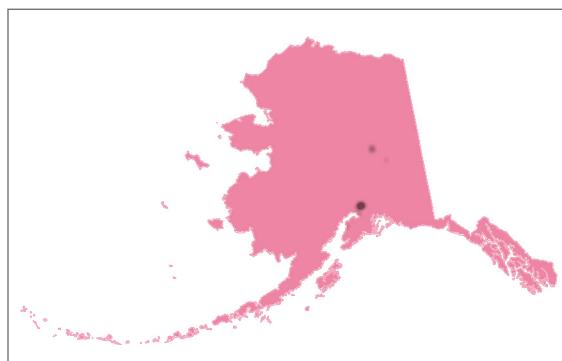
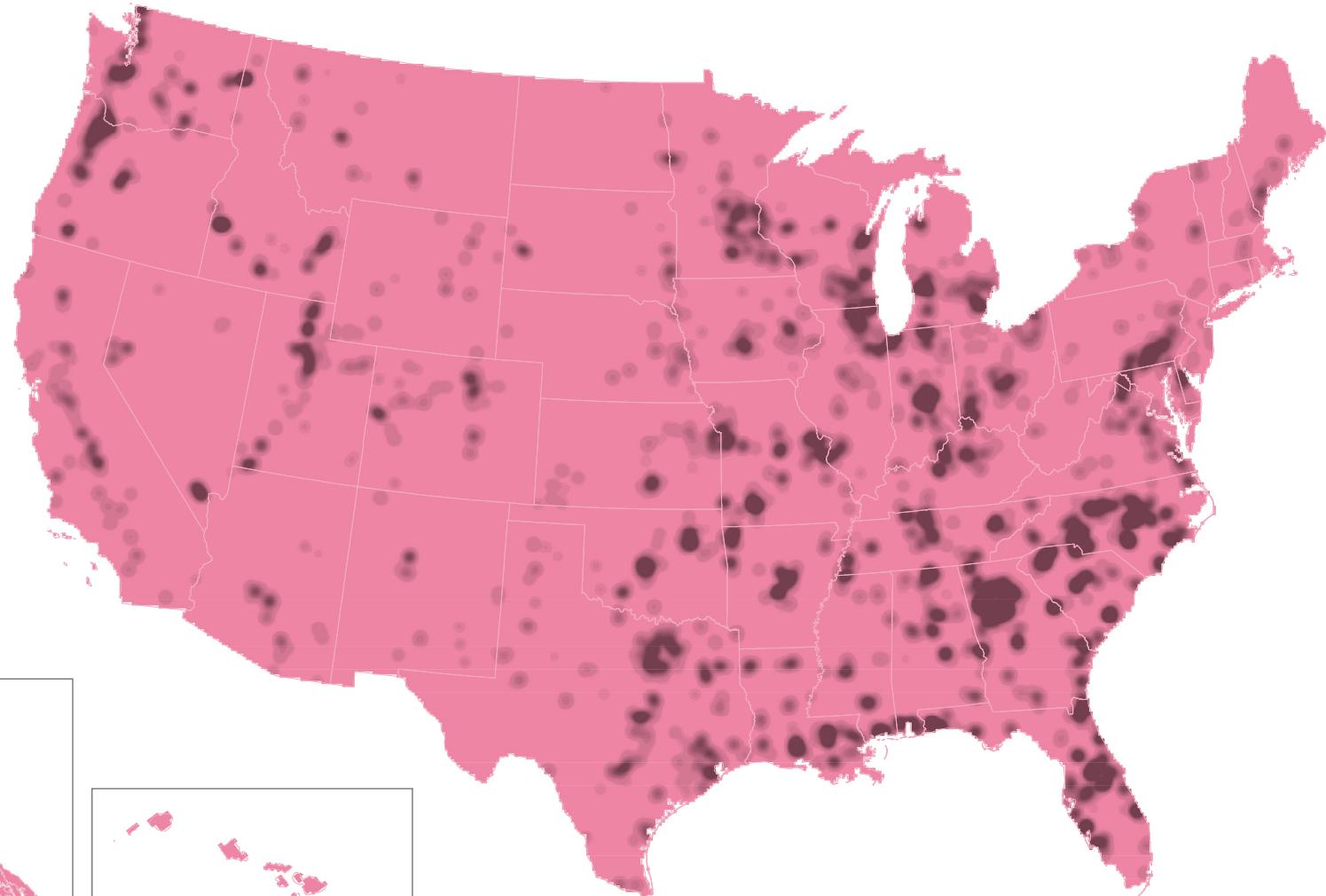
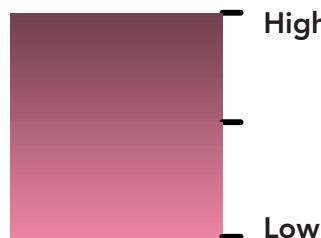
Esri developed three indexes to display average household wealth, socioeconomic status, and housing affordability for the market relative to US standards.





SEGMENT DENSITY

This map illustrates the density and distribution of the *Middleburg* Tapestry Segment by households.





LifeMode Group: Family Landscapes

Soccer Moms

4A

Households: 3,541,300

Average Household Size: 2.97

Median Age: 37.0

Median Household Income: \$90,500

WHO ARE WE?

Soccer Moms is an affluent, family-oriented market with a country flavor. Residents are partial to new housing away from the bustle of the city but close enough to commute to professional job centers. Life in this suburban wilderness offsets the hectic pace of two working parents with growing children. They favor time-saving devices, like banking online or housekeeping services, and family-oriented pursuits.

OUR NEIGHBORHOOD

- Soccer Moms residents prefer the suburban periphery of metropolitan areas.
- Predominantly single family, homes are in newer neighborhoods, 34% built in the 1990s (Index 236), 31% built since 2000.
- Owner-occupied homes have high rate of mortgages at 68% (Index 164), and low rate vacancy at 4%.
- Median home value is \$257,400.
- Most households are married couples with children; average household size is 2.97.
- Most households have 2 or 3 vehicles; long travel time to work including a disproportionate number commuting from a different county (Index 132).

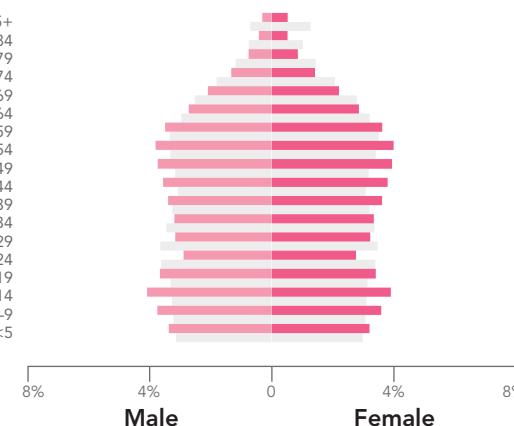
SOCIOECONOMIC TRAITS

- Education: 40.5% college graduates; more than 72% with some college education.
- Low unemployment at 3.8%; high labor force participation rate at 71%; 2 out of 3 households include 2+ workers (Index 124).
- Connected, with a host of wireless devices from iPods to tablets—anything that enables convenience, like banking, paying bills, or even shopping online.
- Well insured and invested in a range of funds, from savings accounts or bonds to stocks.
- Carry a higher level of debt, including first (Index 149) and second mortgages (Index 154) and auto loans (Index 149).

AGE BY SEX (Esri data)

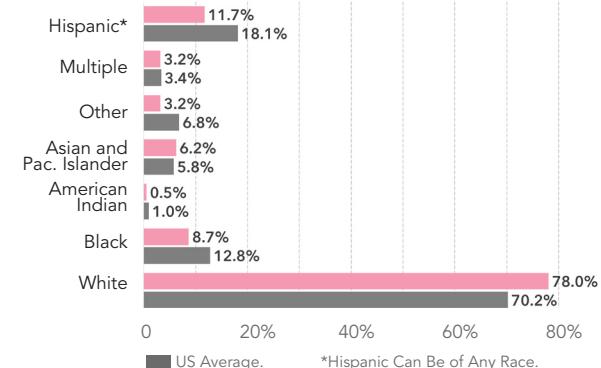
Median Age: 37.0 US: 38.2

■ Indicates US


 RACE AND ETHNICITY (Esri data)

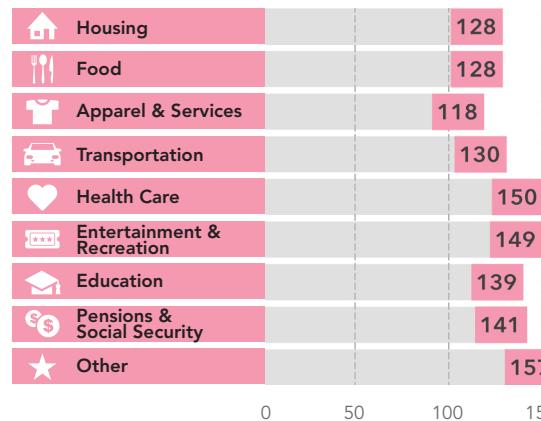
The Diversity Index summarizes racial and ethnic diversity. The index shows the likelihood that two persons, chosen at random from the same area, belong to different race or ethnic groups. The index ranges from 0 (no diversity) to 100 (complete diversity).

Diversity Index: 50.8 US: 64.0



AVERAGE HOUSEHOLD BUDGET INDEX

The index compares the average amount spent in this market's household budgets for housing, food, apparel, etc., to the average amount spent by all US households. An index of 100 is average. An index of 120 shows that average spending by consumers in this market is 20 percent above the national average. Consumer expenditures are estimated by Esri.



INCOME AND NET WORTH

Net worth measures total household assets (homes, vehicles, investments, etc.) less any debts, secured (e.g., mortgages) or unsecured (credit cards). Household income and net worth are estimated by Esri.

Median Household Income

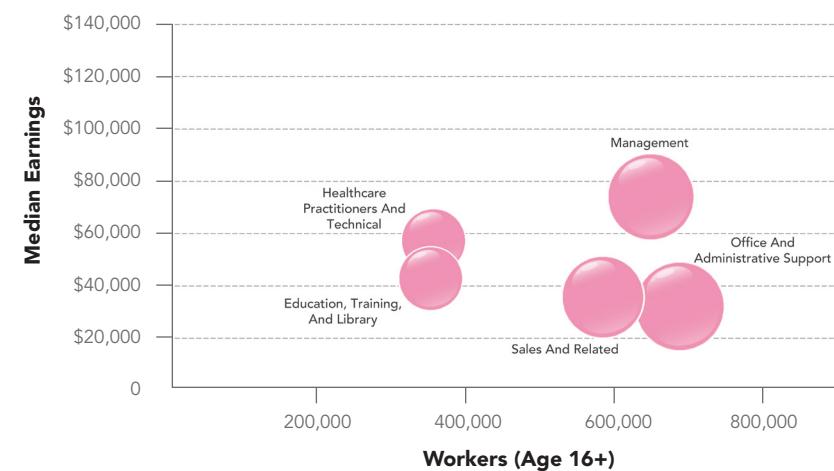


Median Net Worth



OCCUPATION BY EARNINGS

The five occupations with the highest number of workers in the market are displayed by median earnings. Data from the Census Bureau's American Community Survey.



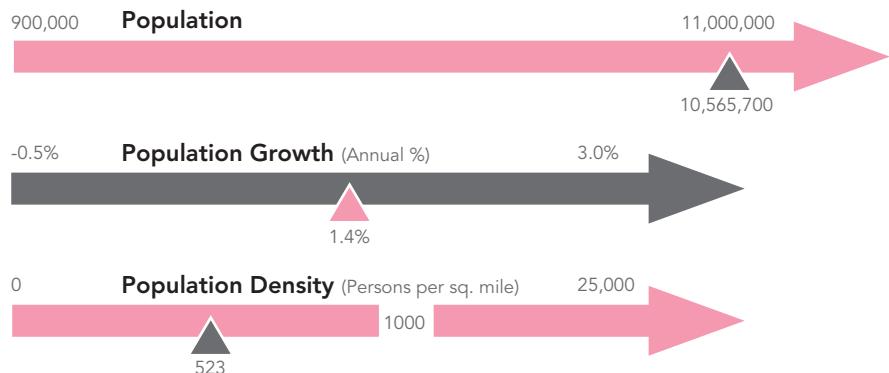
MARKET PROFILE

(Consumer preferences are estimated from data by GfK MRI)

- Most households own at least 2 vehicles; the most popular types are minivans and SUVs.
- Family-oriented purchases and activities dominate, like 4+ televisions (Index 154), movie purchases or rentals, children's apparel and toys, and visits to theme parks or zoos.
- Outdoor activities and sports are characteristic of life in the suburban periphery. They attend sporting events, as well as participate in them like bicycling, jogging, golfing, and boating.
- Home maintenance services are frequently contracted, but these families also like their gardens and own the tools for minor upkeep, like lawn mowers, trimmers, and blowers.

POPULATION CHARACTERISTICS

Total population, average annual population change since Census 2010, and average density (population per square mile) are displayed for the market relative to the size and change among all Tapestry markets. Data estimated by Esri.



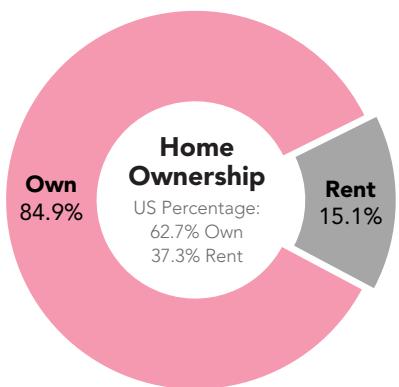
HOUSING

Median home value is displayed for markets that are primarily owner occupied; average rent is shown for renter-occupied markets. Tenure and home value are estimated by Esri. Housing type and average rent are from the Census Bureau's American Community Survey.



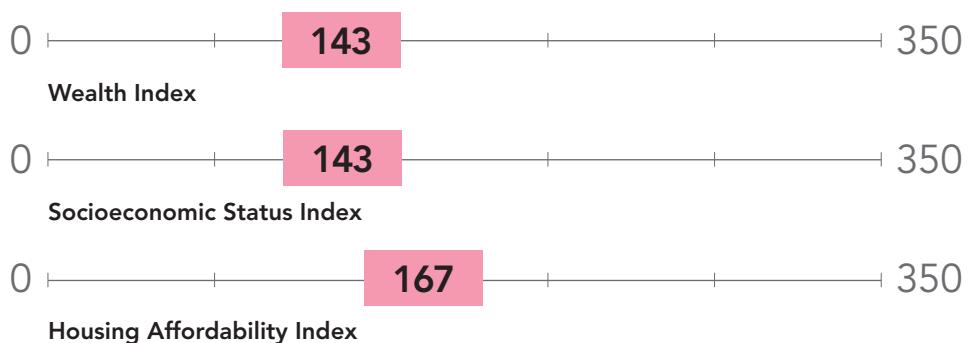
Typical Housing:
 Single Family

Median Value:
 \$257,400
 US Median: \$207,300



ESRI INDEXES

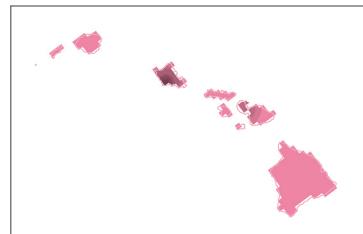
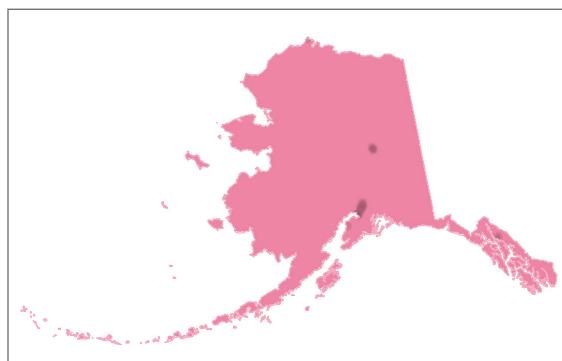
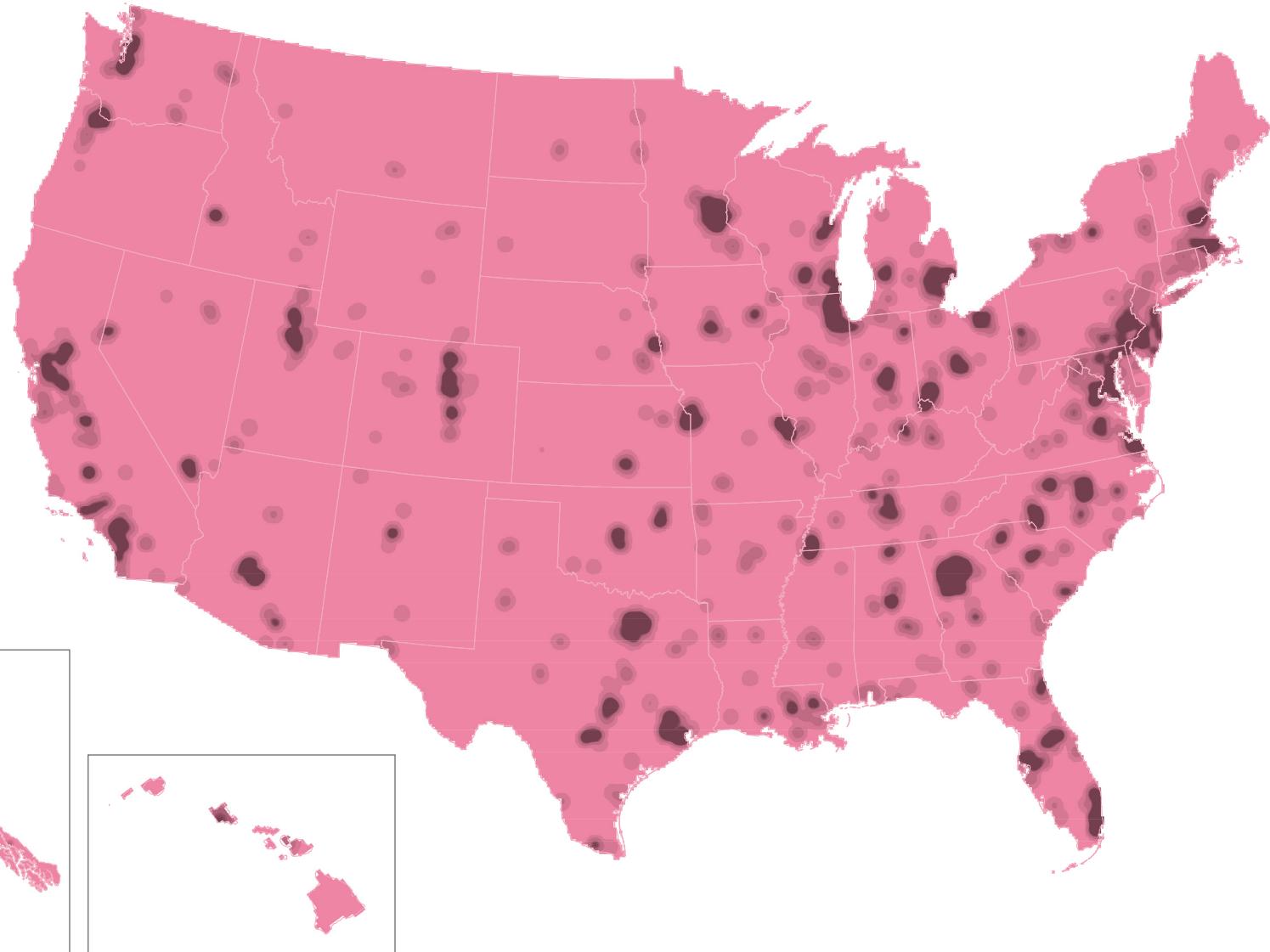
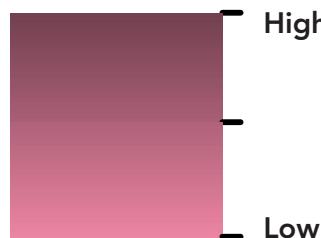
Esri developed three indexes to display average household wealth, socioeconomic status, and housing affordability for the market relative to US standards.





SEGMENT DENSITY

This map illustrates the density and distribution of the *Soccer Moms* Tapestry Segment by households.



Appendix 3

Velocity Group –
Experience Design and Sub-District Plan Recommendations







Claremore, OK

Experience Design and Sub-District Plan



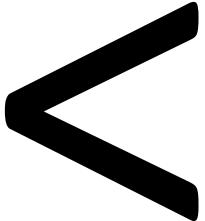


The **Velocity Group** is an experience design firm that helps clients identify and cultivate their unique DNA of Place™, offering practical action steps that integrate existing assets with aspirational vision to focus and align people, investments and ideas.

Place Typologies



An ***Everywhere Community*** fails to establish a unique identity or sense of place by only offering commoditized services that are fixed and fragile.



A ***Somewhere Community*** cultivates a unique experience tethered to a sense of authentic place in which positive value and customer affinity are compounded over time.



The DNA of Place™ identifies the various elements that must be considered as part of cultivating that valuable and unique sense of place or *Somewhere Community*



Safety

- Personal
- Financial
- Physical
- Emotional
- Psychological



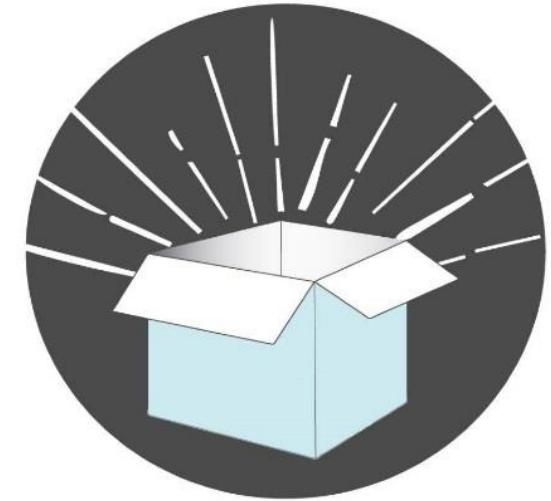
Selection

- Housing
- Education
- Workforce & Talent
- Social Tapestry
- Retail & Culinary
- Diversity
- Experience Tapestry



Service

- Efficiencies
- Quality & Consistency
- Access & Inclusion
- Respect & Trust
- Opportunity



Surprise

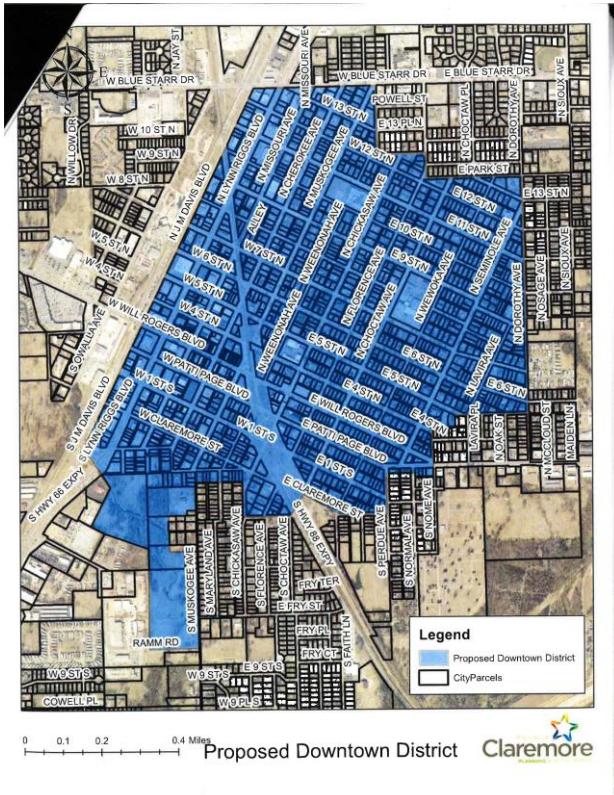
- Playfulness
- Innovation
- Collaboration
- Audaciousness
- Grit
- Authenticity



The Theater of Cool™ approach to placemaking creates a *Somewhere Community* that aligns tested urban design principles, free market economics, retail science, street level activations, customer affinity and shopping psychology, community engagement and broad based local opportunity.

1. Identify the Stage

Identify planning district(s) and the emerging experience sub- districts to help align and focus the power of place.



2. Design the Set

Align the form and function of the built environment with the purposeful experience infrastructure needed to activate the buildings, public spaces, streets, sidewalks and alleys.





3. Place the Props

Utilize retail science, business recruitment and retention strategies and customer personas to guide the placement of the Theater of Cool™ *props* that forward the desired community experience.



Diverse retail



Food Trucks



Signage



Small format grocery



Restaurants



Art in the public realm

4. Launch the Show!

Plan, fuel and launch the necessary activations that generate positive buzz, attract community involvement and grow that vital customer affinity and turn them into the storytellers.



Get people to spend time and just hang out



Invite full participation in the community experience

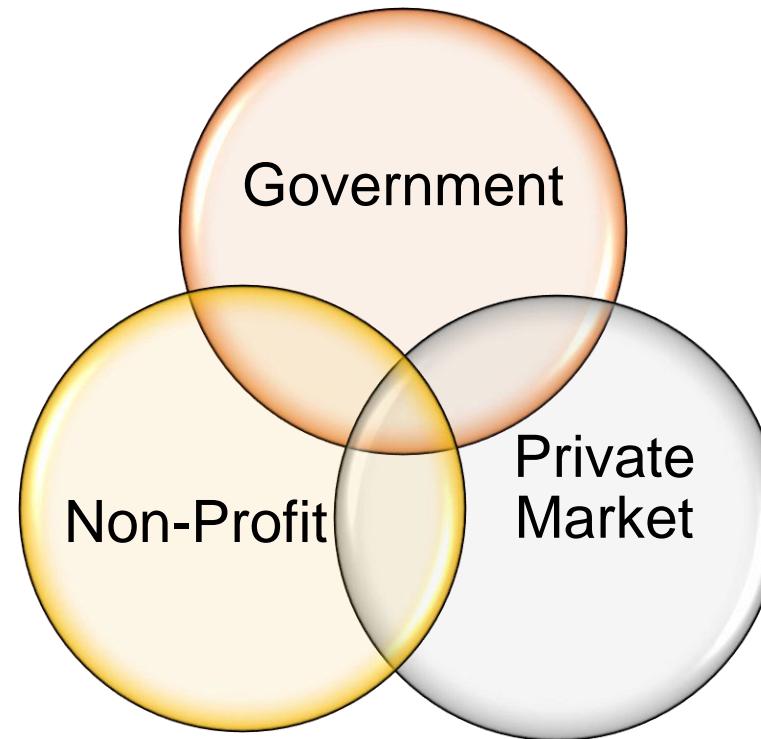


Create opportunities to delight and entertain



Inspire curiosity and discovery

Catalytic Triad



The three realms of the Catalytic Triad – government, non-profit and private market - must work together to develop and implement the vision. Each realm has a definitive role to play.

Government – set the collaborative vision as defined by the community and remove barriers to implementation

Non-Profit – act as the concierge and curator of the vision, ensuring aligning actions between the government and private market sectors

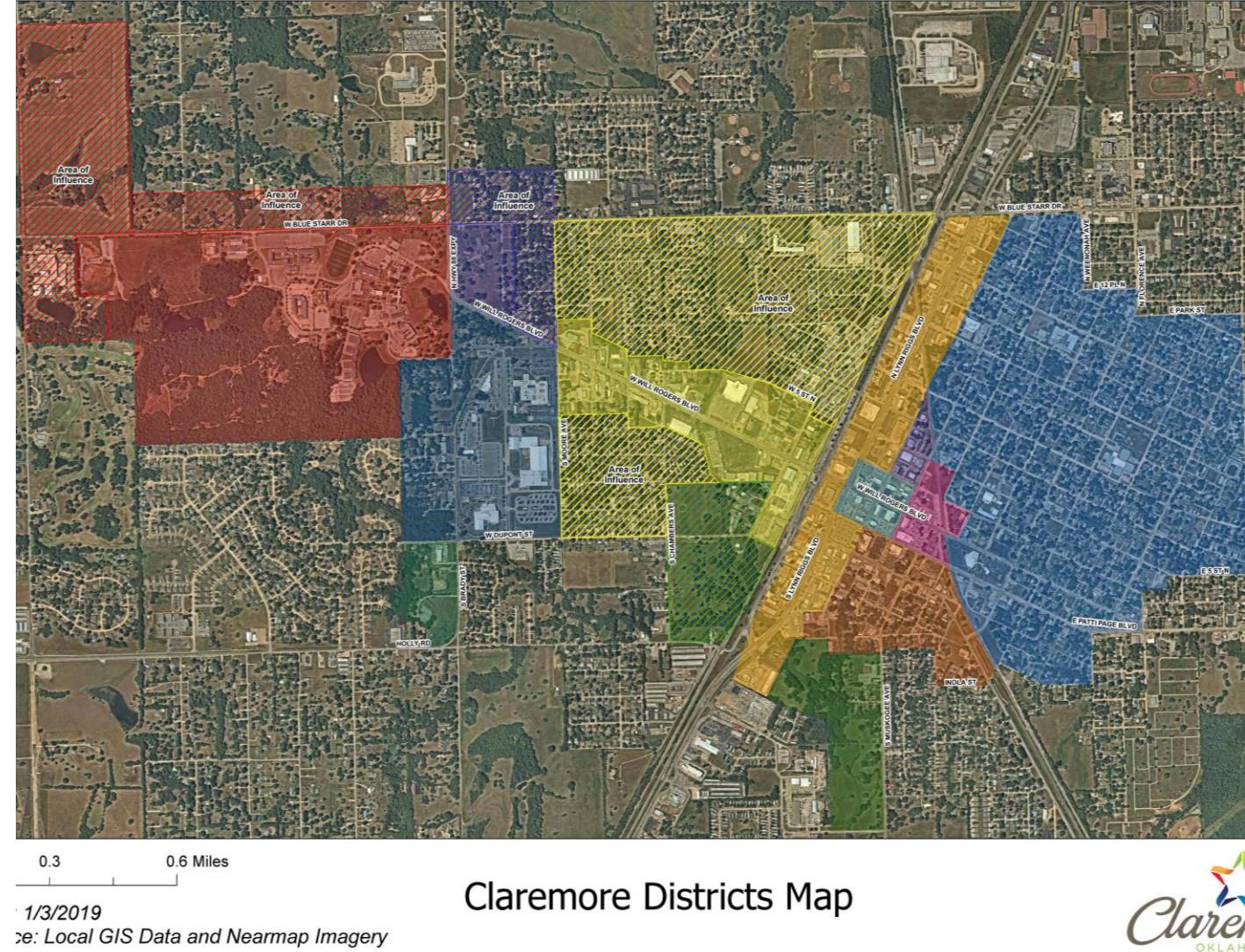
Private Market – fuel the community vision with the discipline and rigor of private capital

Definitions

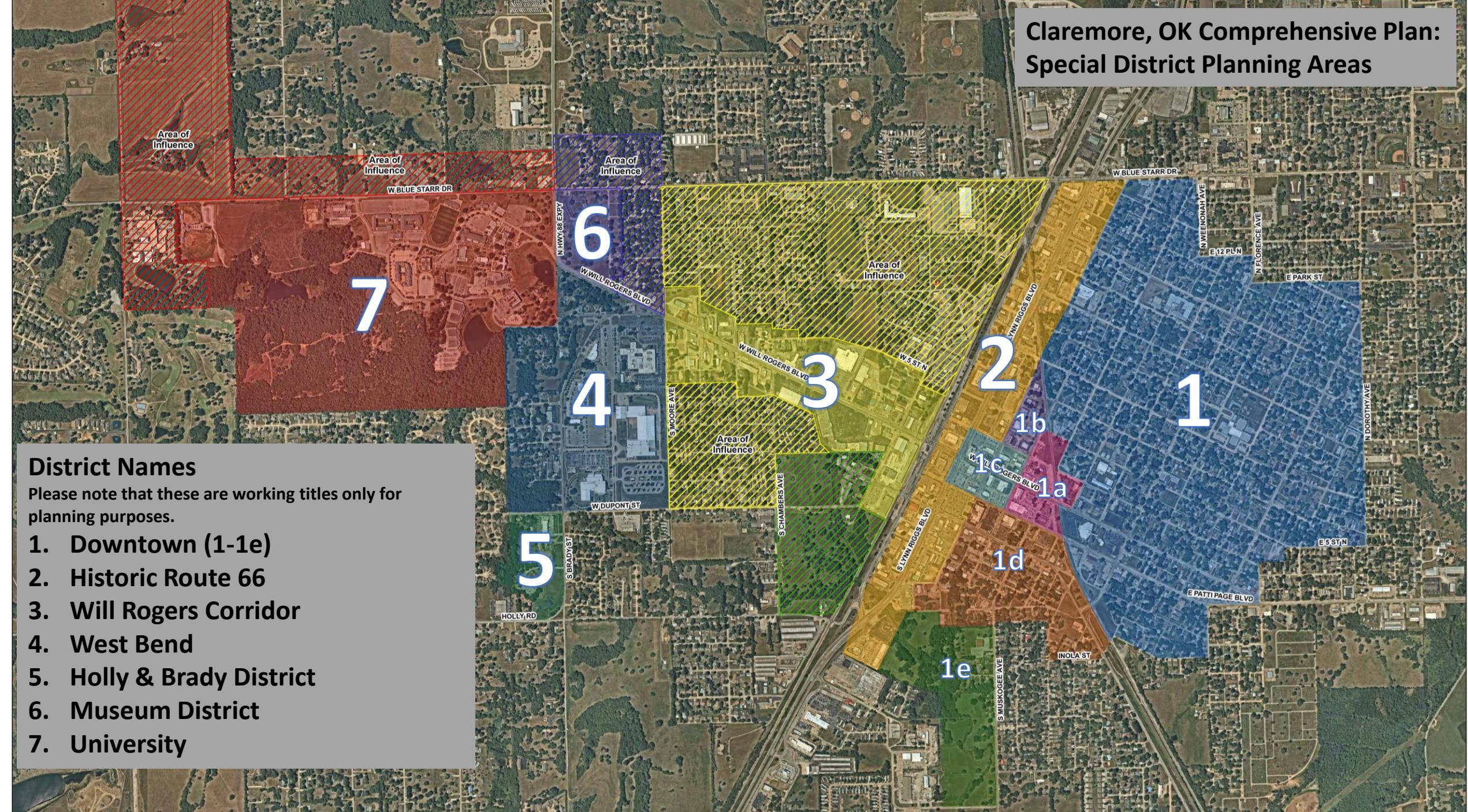
Experience Districts – a focused planning area which incorporates physical, cultural and social realms to align and advance a desired way of living, working and playing while clearly distinguishing the unique personality of an area. Some districts may need additional sub-areas to engage a block|street|building approach due to the immediate top-of-mind emerging experiences

Influence Areas – while not in the core planning area, these areas will need additional attention as they have influence on and are influenced by the adjacent experience district.

Aligning Principles – an organizing structure that helps align and prioritize multiple strategies within generally approved guidelines



Claremore, OK Comprehensive Plan: Special District Planning Areas



District Names

Please note that these are working titles only for planning purposes.

1. **Downtown (1-1e)**
2. **Historic Route 66**
3. **Will Rogers Corridor**
4. **West Bend**
5. **Holly & Brady District**
6. **Museum District**
7. **University**

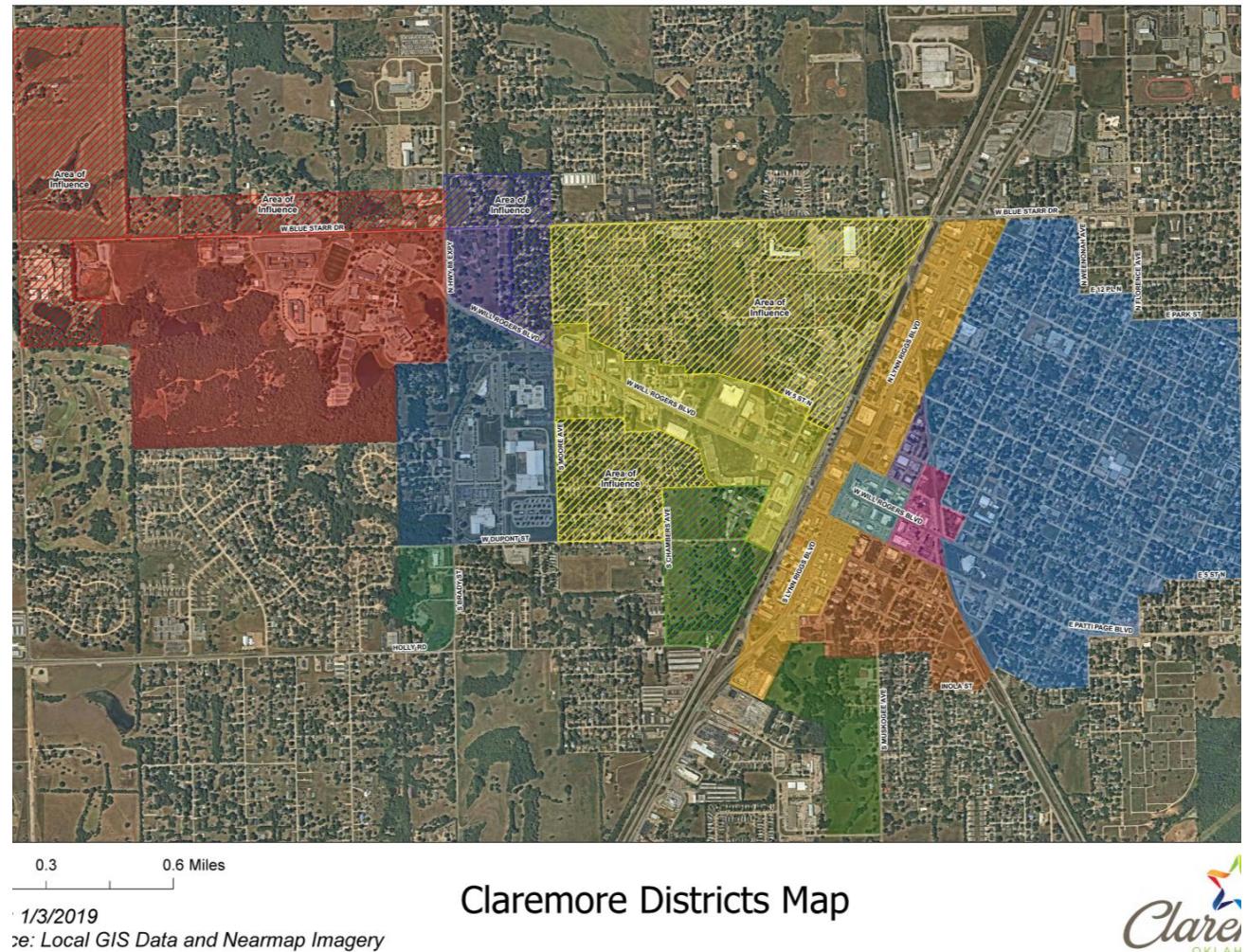
Catalytic Strategies

Comp Plan Catalytic Project Recommendations

- Small – Downtown Twin Oaks hotel project (1-2 years)
- Medium – Parking Lots in N. Missouri District (2-5 years)
- Large – Expo Center property (3-7 years)

City led Catalytic Project Recommendations

- Small – Pattern Zones/New Codes for OT and Will Rogers Corridor Neighborhoods (1-2 years)
- Medium – New park/MOH and City Hall repositioning (2-5 years)
- Large – Expo Center property (3-7 years)



Downtown District: Aligning Principles

EXPANDED DEFINITION: Expanding the downtown district to a full community experience with shopping, dining, workplaces, third places, and neighborhoods that act as an integrated system.

- Update public brand and identity of downtown to include larger district

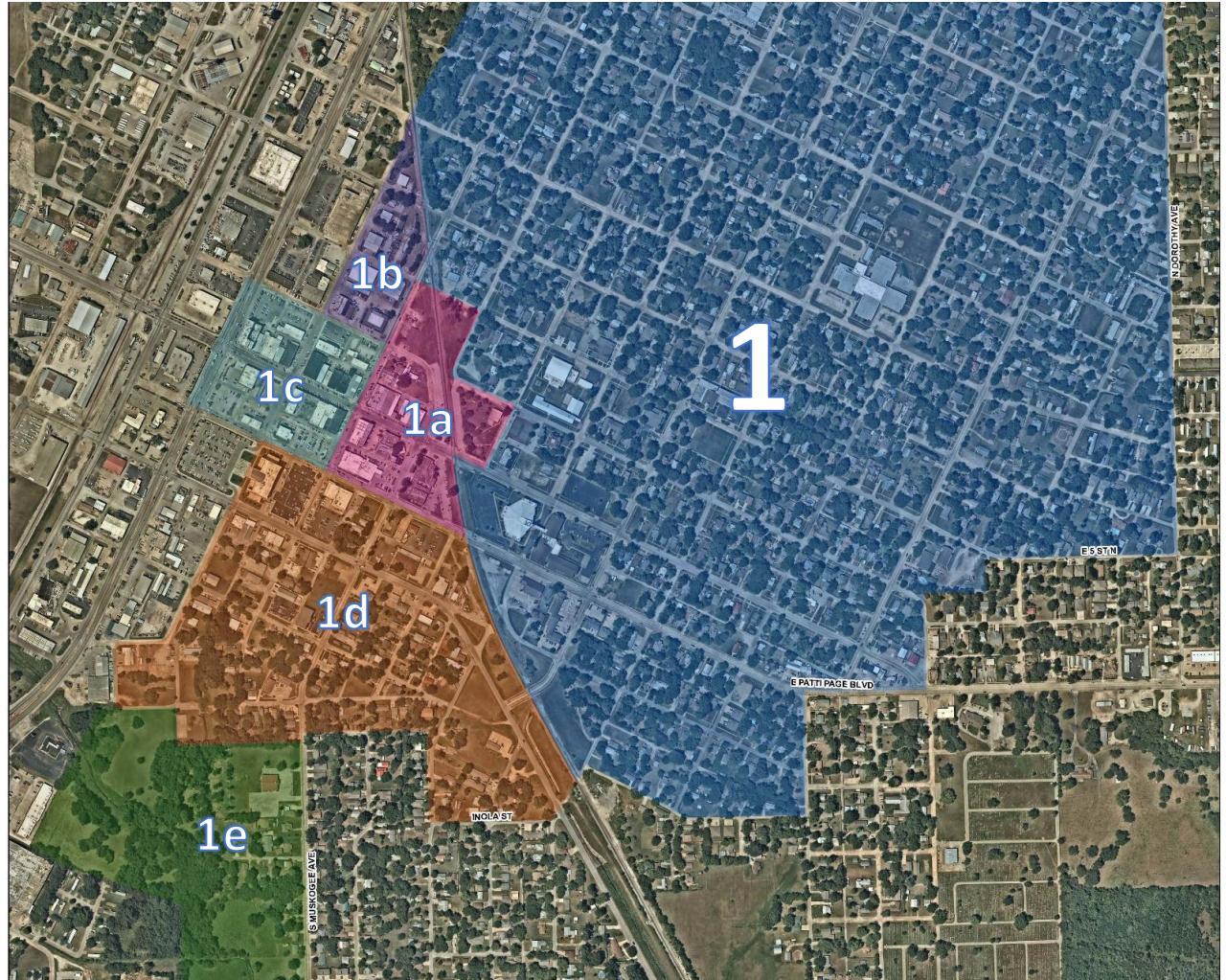
DESIGNING WITH CONTEXT: Development that focuses on form and promotes density.

- General focus on neighborhood repair and enhancement, adaptive reuse, tenant mix and strategic new development to create a bookend effect on Will Rogers Blvd.

SENSE OF PLACE: Fostering interesting experiences for visitors and residents.

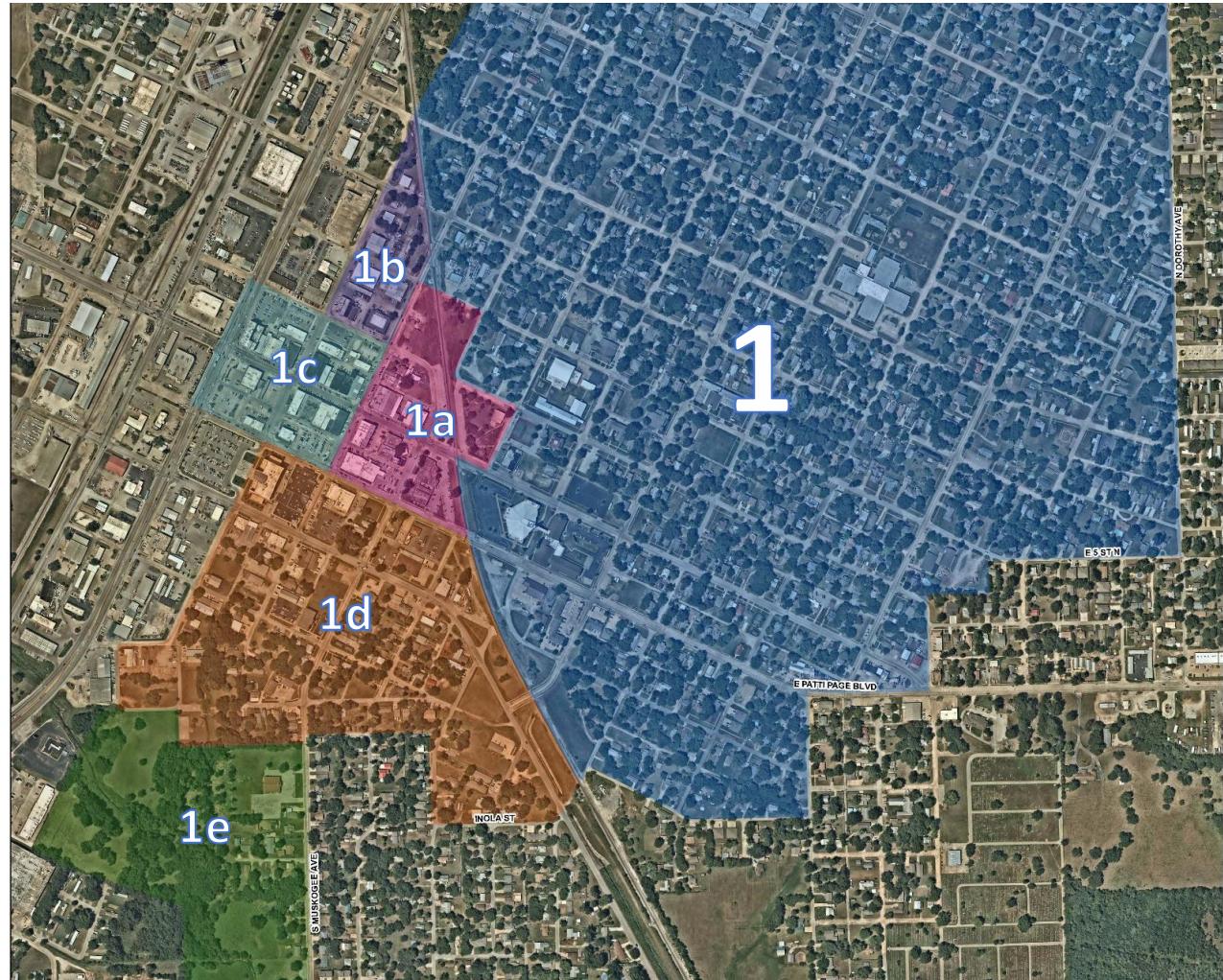
- Gateway signage and internal wayfinding program

RESPONSIBLE GOVERNANCE: Establishing the organizational framework and partnerships to support the expanded downtown district.



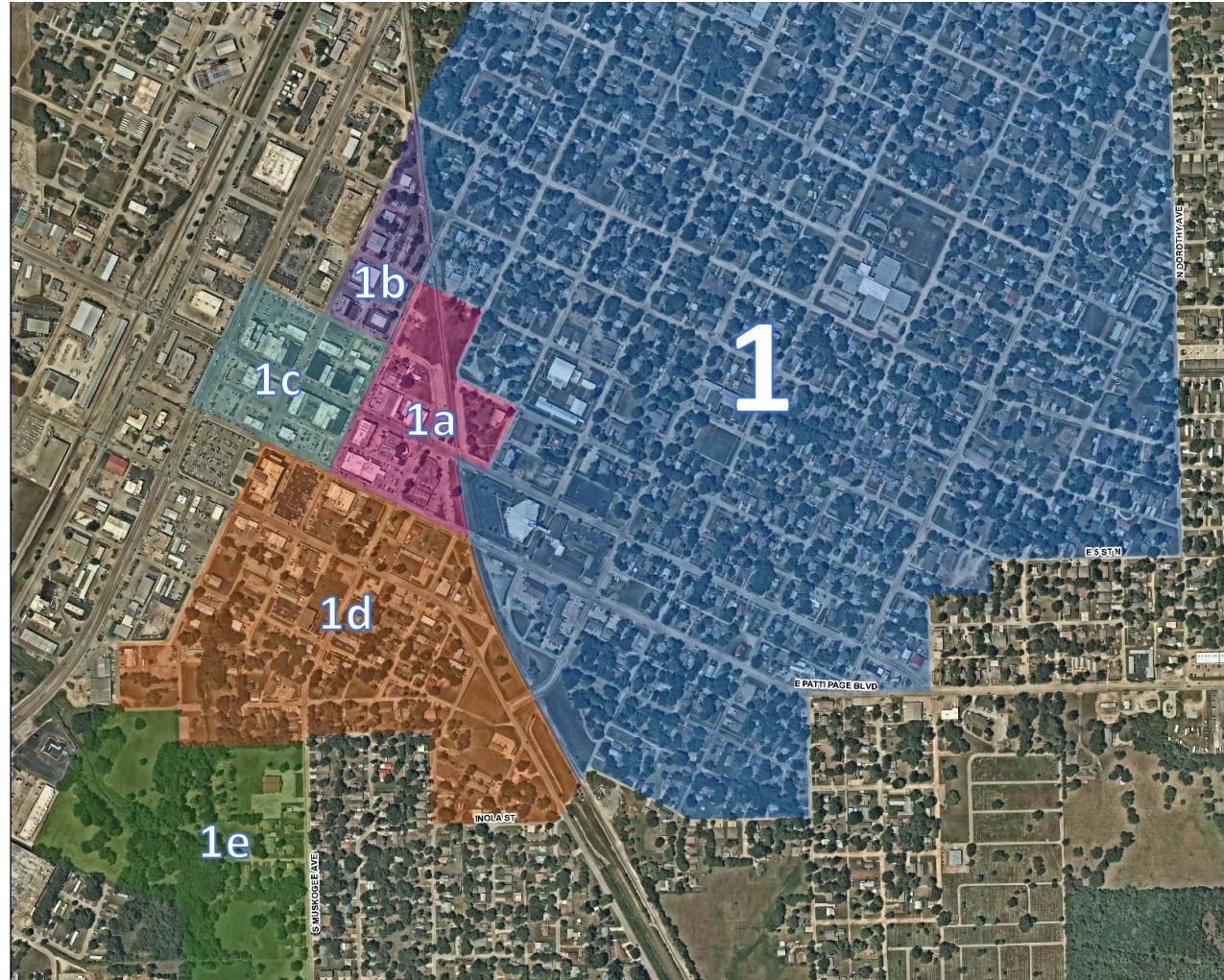
Downtown District: (1) Old Town District

- Develop new code to support development that enhances and retains traditional residential neighborhood building form, function and supporting services when appropriate
- Create Pattern Zone Book to facilitate development of new building stock that conforms with updated code, including staff approval on design for 1-4 unit buildings and 4-12 units
- Partner with the Incremental Development Alliance to conduct developer training workshops, providing the Pattern Zone models as tools
- Negotiate permanent Railroad Park use and maintenance agreement with Museum of History and request land deed from Union Pacific to transfer ownership to City of Claremore
- Create Old Town District Neighborhood Task Force to support initiative



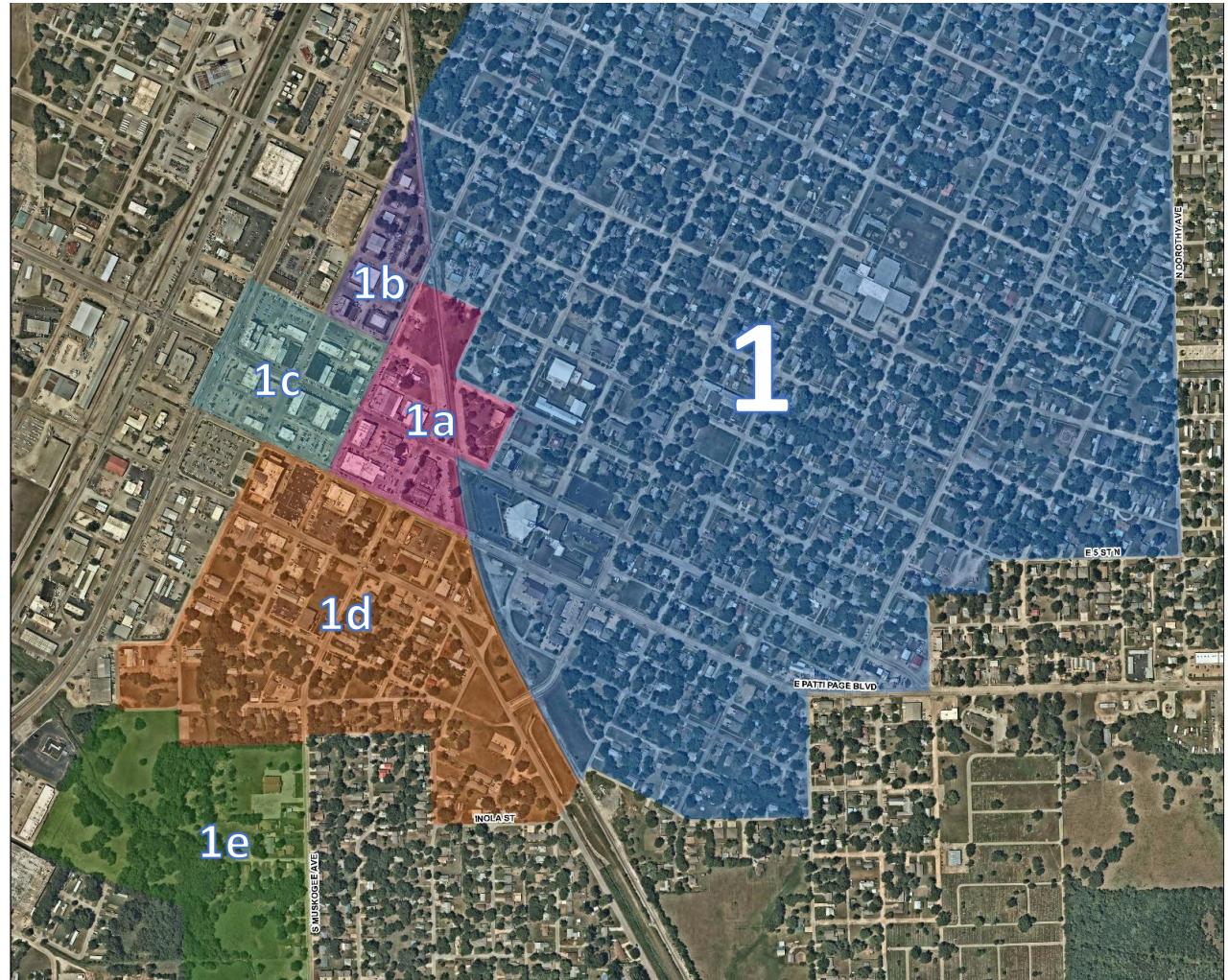
Downtown District: (1a) Historic N. Main

- Support development of 17-unit hotel and restaurant project*
- Develop mural project on frontage of Daily Progress building
- Develop 5-7 year transition plan for City Hall property**
- Reposition railroad parking lot and road curve to connect additional park area with Railroad Park across street and connect to use and maintenance agreement with Main Street Claremore for activation plan with support of City of Claremore Parks and Recreation Department**



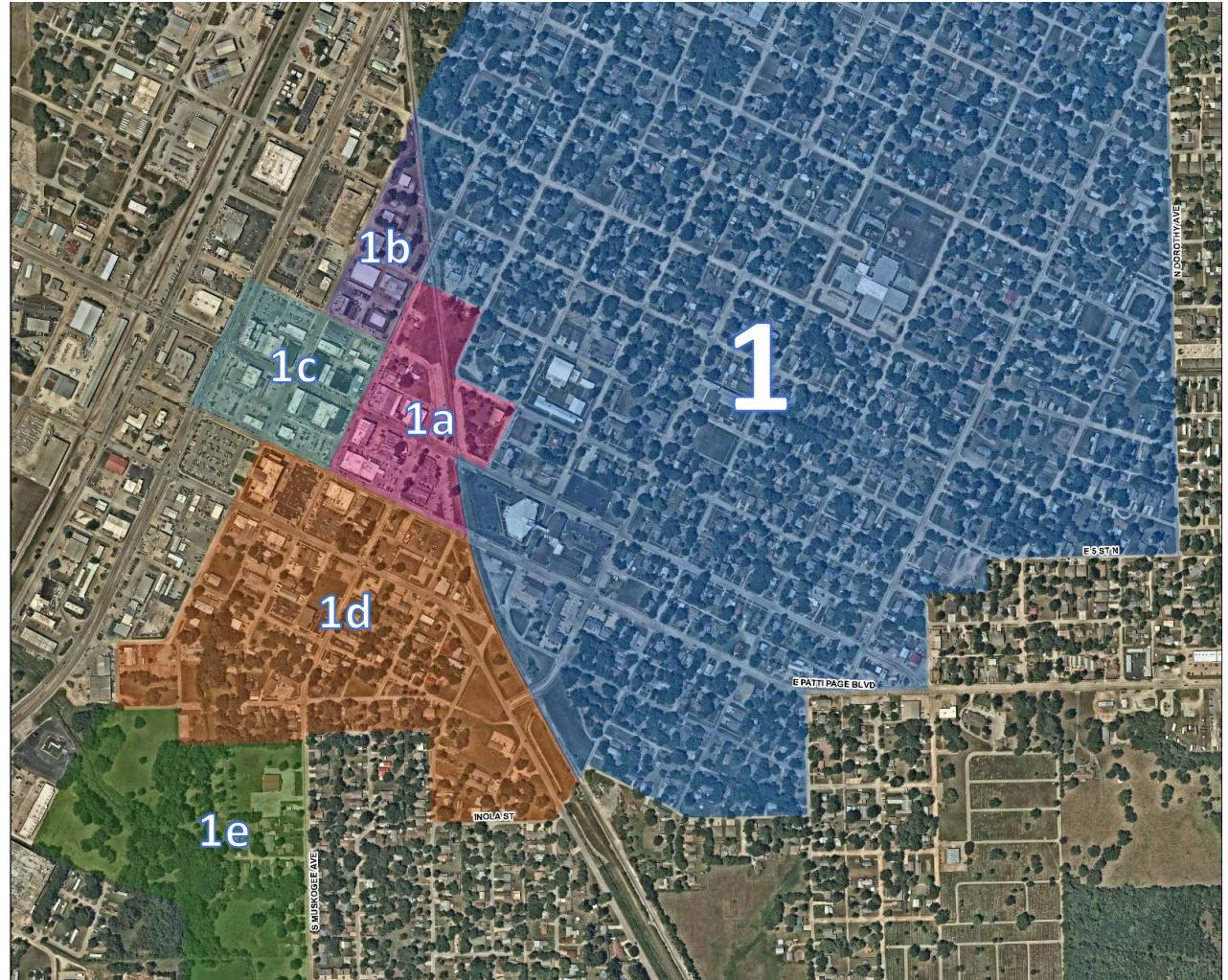
Downtown District: (1b) Missouri Street

- Promote and encourage mixed-use and multi-family residential, as well as repurposed warehouse space to be used to attract artists, makers, etc.
- Create development plan for the two parking lots between Missouri Street and Historic Route 66*
- Develop tenant and activation plan for the remaining buildings along alleyway, which includes specific tenant typologies for buildings along N. Missouri Street
- Create Missouri Street District Development Task Force to support development activities



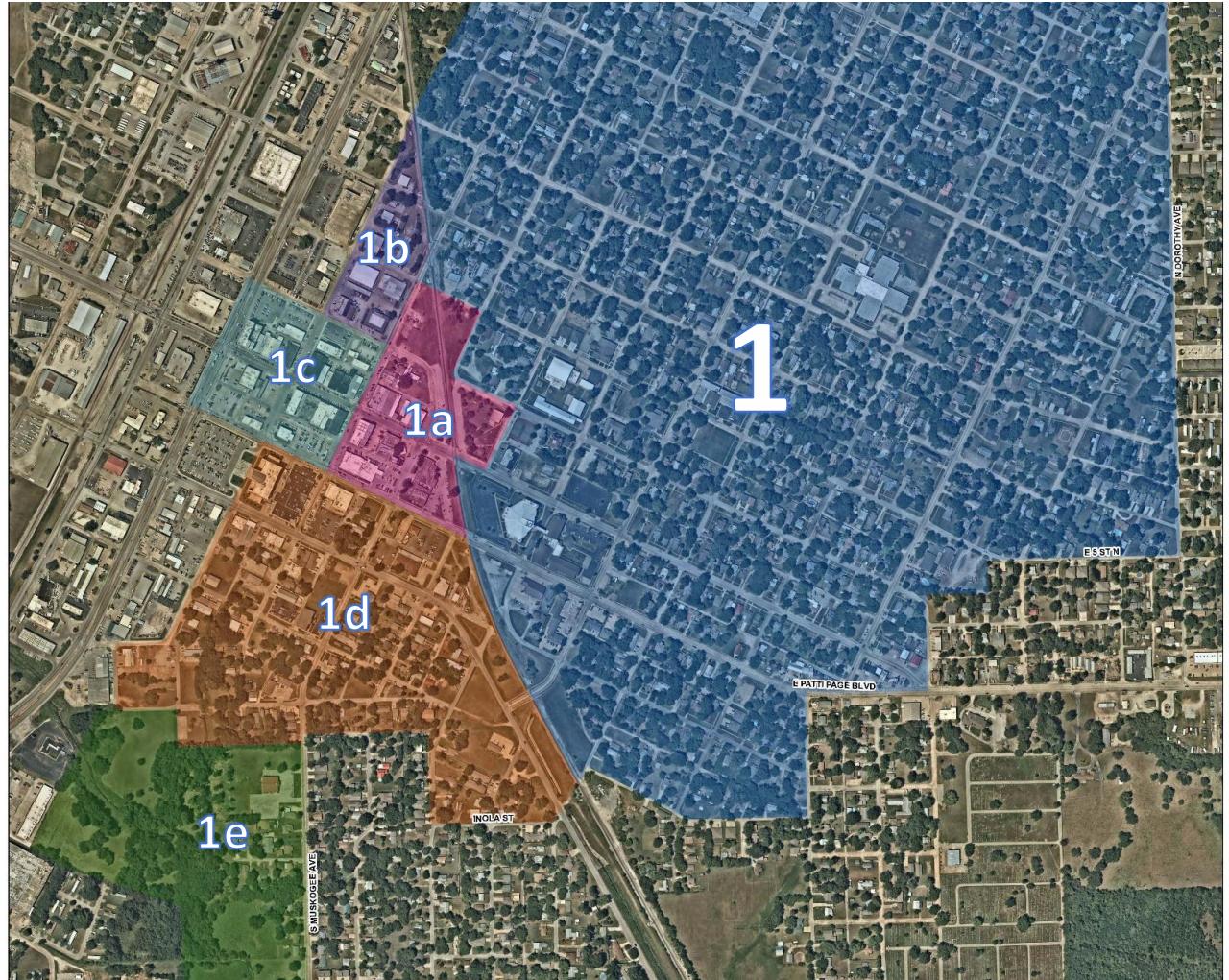
Downtown District: (1c) Downtown Core

- Create production season schedule for regular monthly activations
- Support enhancement, reinvestment and redevelopment of properties
- Continued support of current tenants
- Implement tenant framework, with aggressive recruitment/retention of dynamic mix of relevant retail and restaurant



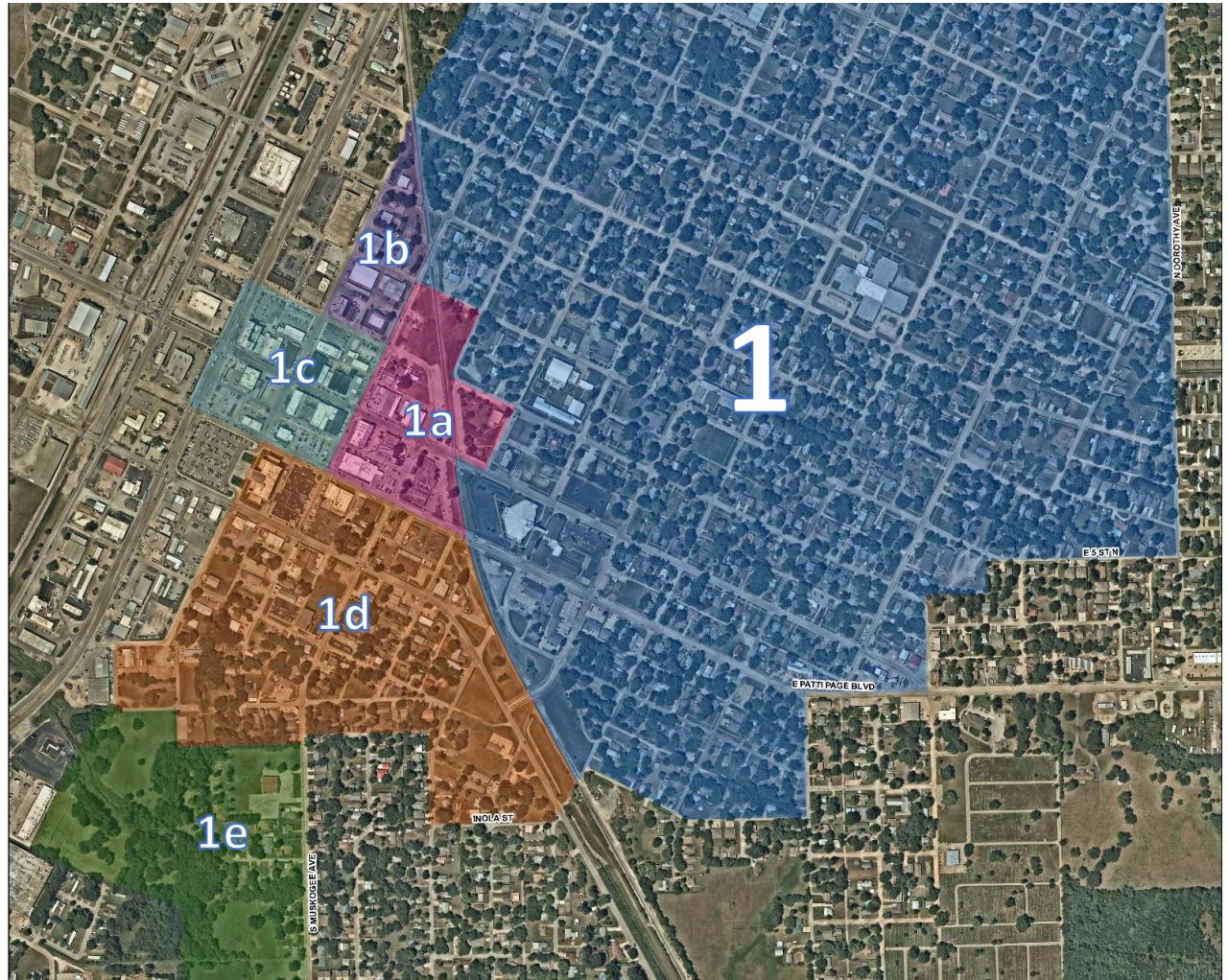
Downtown District: (1d) Wagon Wheel District

- Prioritize additional small lot homes and compatible small format multifamily along the district edge, with particular focus of compatibility with Park District (1e)
- Enhance and repair small lot single family residential within the existing neighborhoods
- Neighborhood infill should primarily focus on eclectic single family and context appropriate small and medium scale residential attached housing compatible with existing structures.



Downtown District: (1e) Regional Park

- Utilize park design to create both a regional destination amenity that connects to the trail system that runs along the creek and focuses on addressing draining and floodplain challenges
- Optimize public investment in the regional park by prioritizing park-facing and park-adjacent development

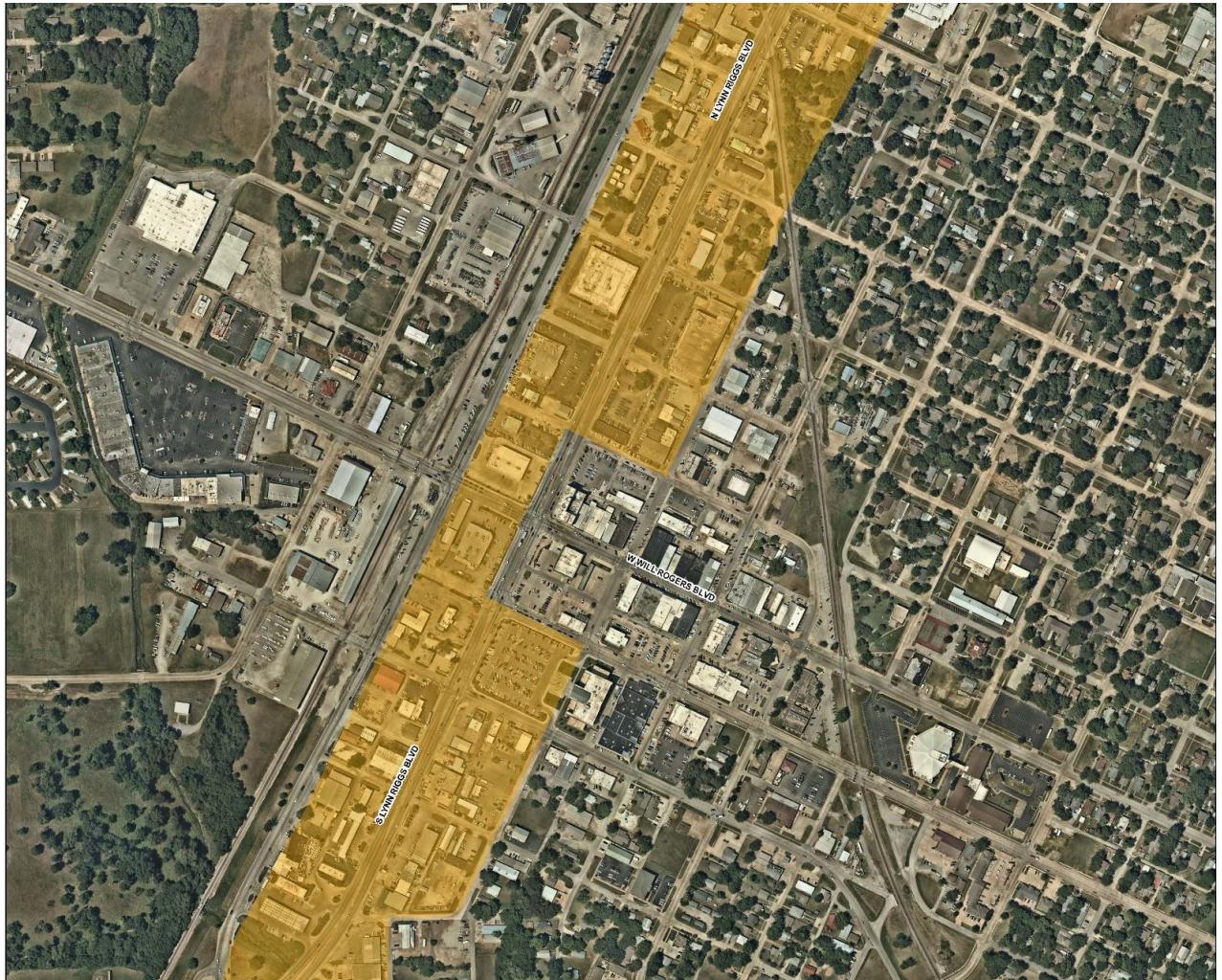


Historic Route 66: Aligning Principles

TOURISM DEVELOPMENT: Provide the Route 66 visitors and locals a true Route 66 experience through themed businesses, activities, and capital improvements.

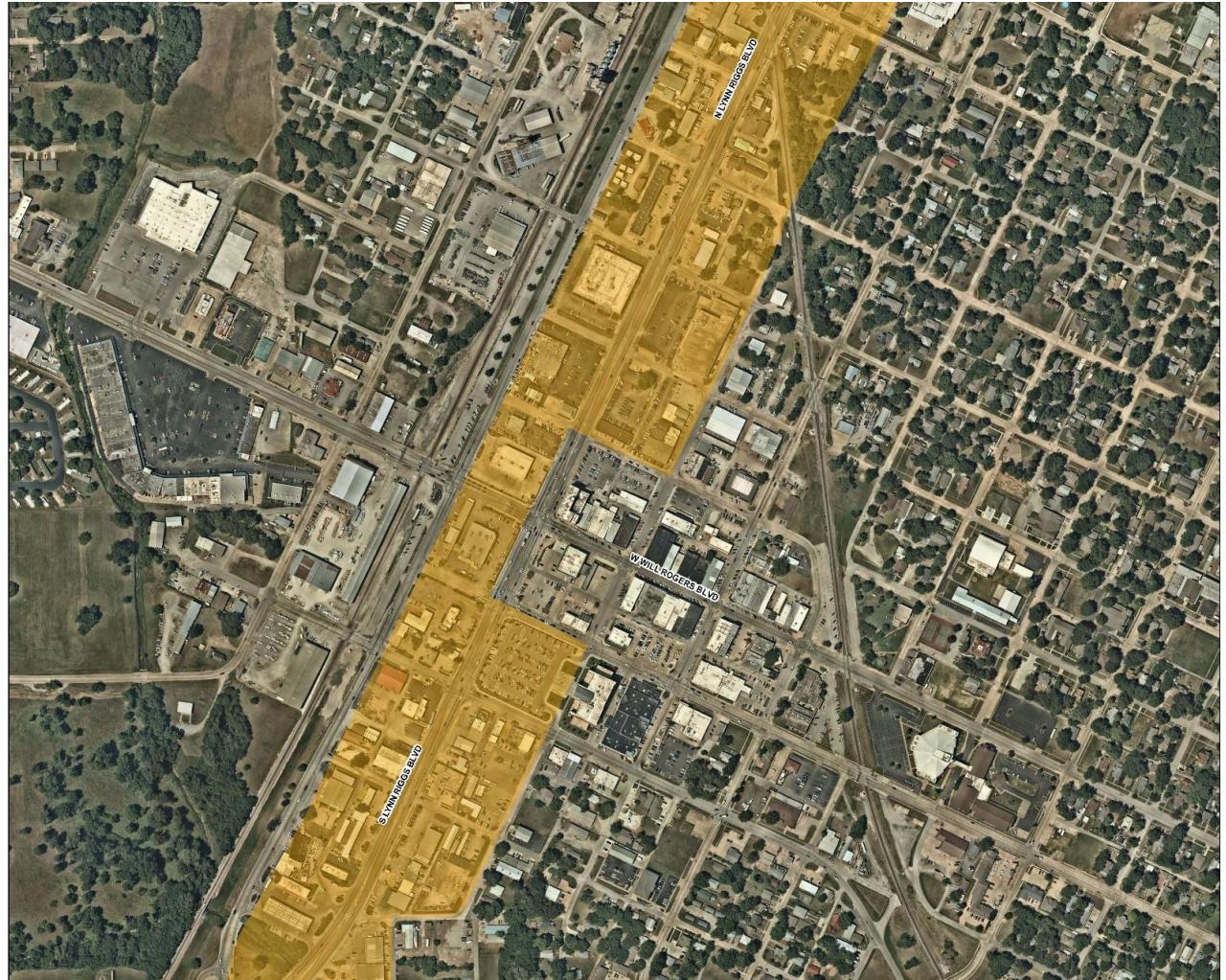
COORDINATED DEVELOPMENT: Shared and coordinated parking, public/private infrastructure investments and regulations that align actions and remove barriers for quality redevelopment

ECONOMIC CORRIDOR: Recruit and retain unique image-building business and building typologies that strengthen the brand of Historic Route 66 and Claremore



Historic Route 66: Recommendations

- Create a new brand and identity initiative to reinforce Historic Route 66 name
- Craft and pass new building codes to ensure long term development and signage conforms and enhances the Historic Route 66 experience
- Create Historic Route 66 Task Force to support development of new code

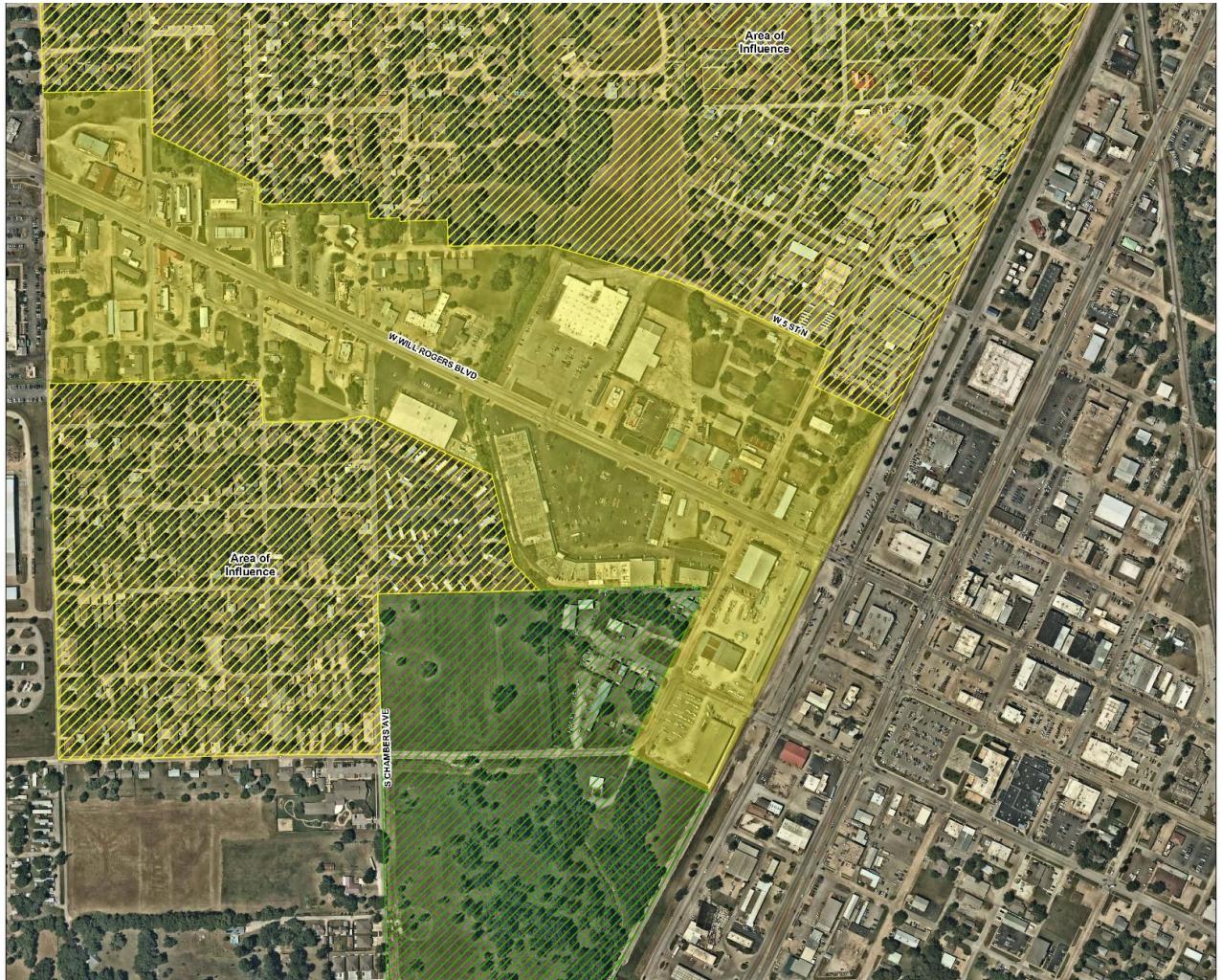


Will Rogers Corridor: Aligning Principles

FOCUSED IMPLEMENTATION: Cultivate fiscally sustainable, cohesive economic development and unified regulations in partnership with property owners and businesses along Will Rogers Avenue

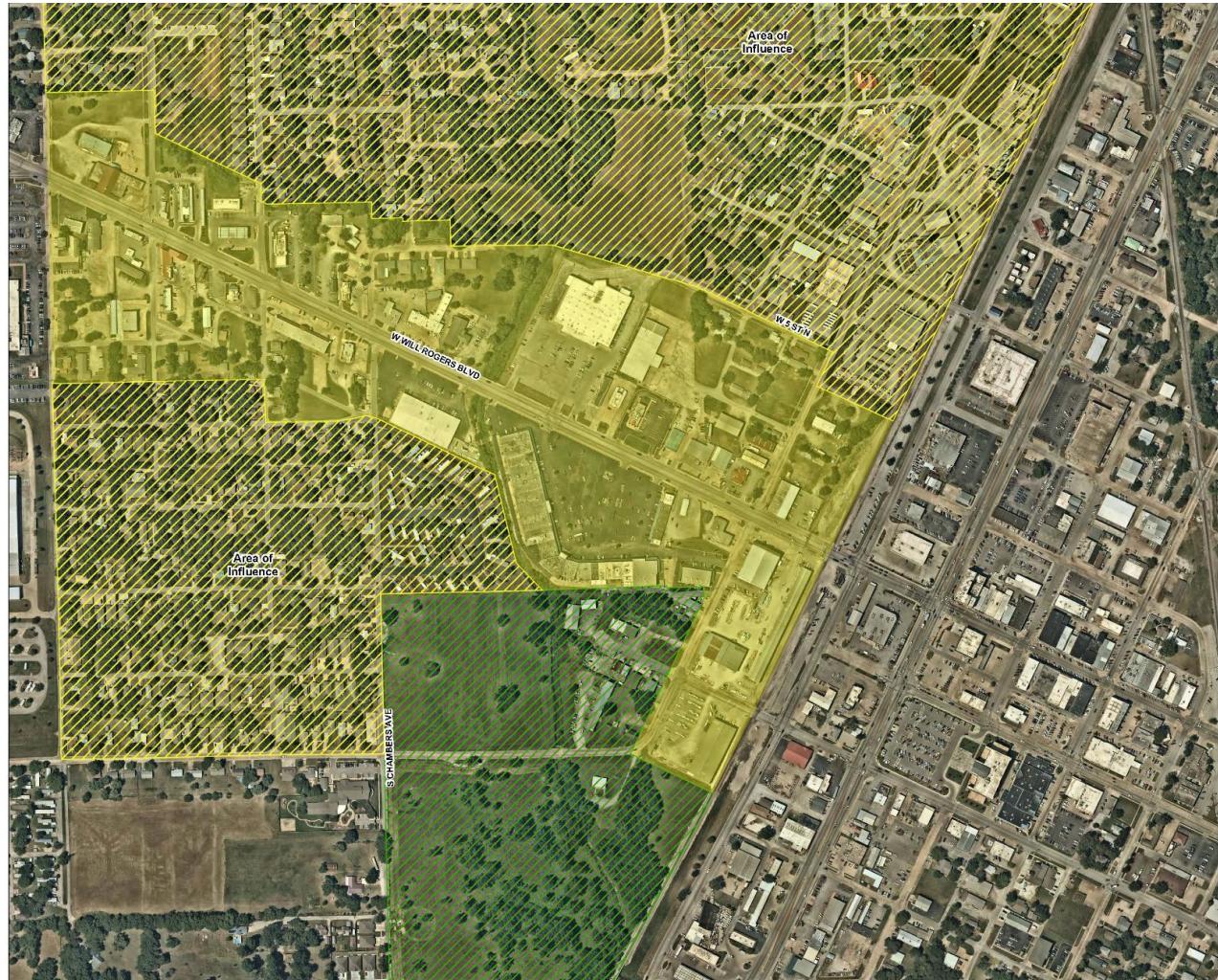
FOSTER CONNECTIVITY: Integrate multi-modal elements into Will Rogers Blvd and surrounding local streets to connect RSU, downtown and the community and incorporate creek side trail systems to connect neighborhoods, Will Rogers Corridor and southern edge park

ENHANCE AESTHETICS: Create development standards that increase curb appeal (promote parking behind buildings, monument signs, façade standards) and focus city resources towards aesthetic investments in the public realm



Will Rogers Corridor: Recommendations

- Focus initial efforts on rebuilding and repairing tenant mix for NeMar Shopping Center, including exploration of long term lease agreement with needed Indian Hospital service expansion
- Create drainage and trail plan along waterway that connects surrounding neighborhoods to north/south pedestrian/bike corridor and public park, with accompanying development code that creates waterway facing buildings
- Develop new code to protect and enhance surrounding neighborhoods, with Pattern Zone book with focus on 1-4 units and 4-12 units
- Partner with the Incremental Development Alliance to conduct developer training workshops, providing the Pattern Zone models as tools
- Craft corridor design plan in partnership with ODOT on landscaped median between Route 66 and N. Moore Avenue
- Create Will Rogers Blvd Development Task Force to support enhancement, reinvestment and redevelopment of properties and supporting initiatives



West Bend / University /Museum / Holly & Brady Aligning Principles

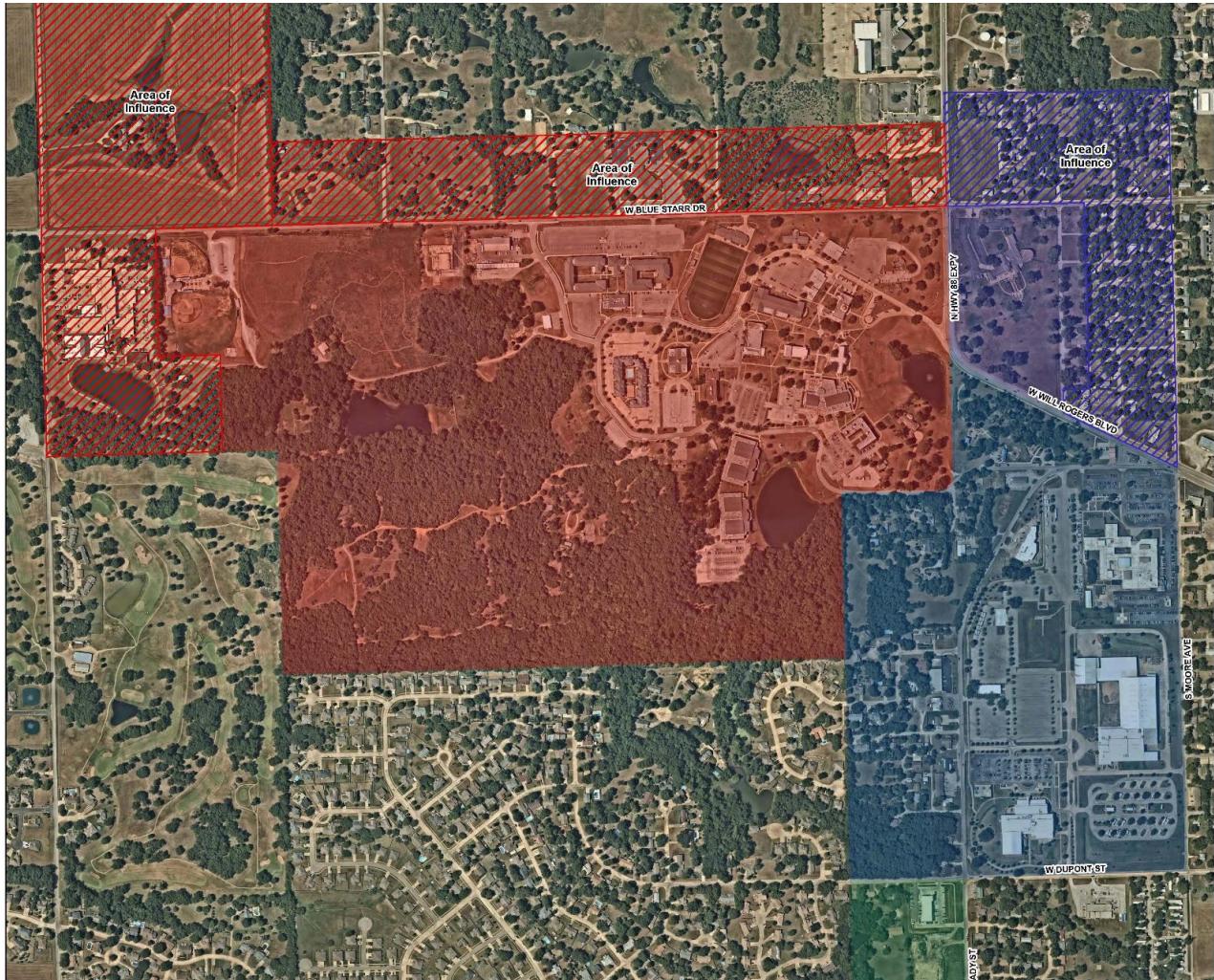
COLLABORATE: Focus planning effort to cultivate a shared experience between the major entities in the area, including the Will Rogers University, Expo Center, Indian Hospital, Will Rogers Memorial Museum and private developments

TOWN & GOWN ALIGNMENT: The City and Rogers State University working in tandem toward shared goals/vision which strengthens the community, students, and university

CONNECTIVITY: Improve connections between districts and surrounding neighborhoods, with particular focus on Brady Street connections for pedestrian and bicyclists to and around the University District

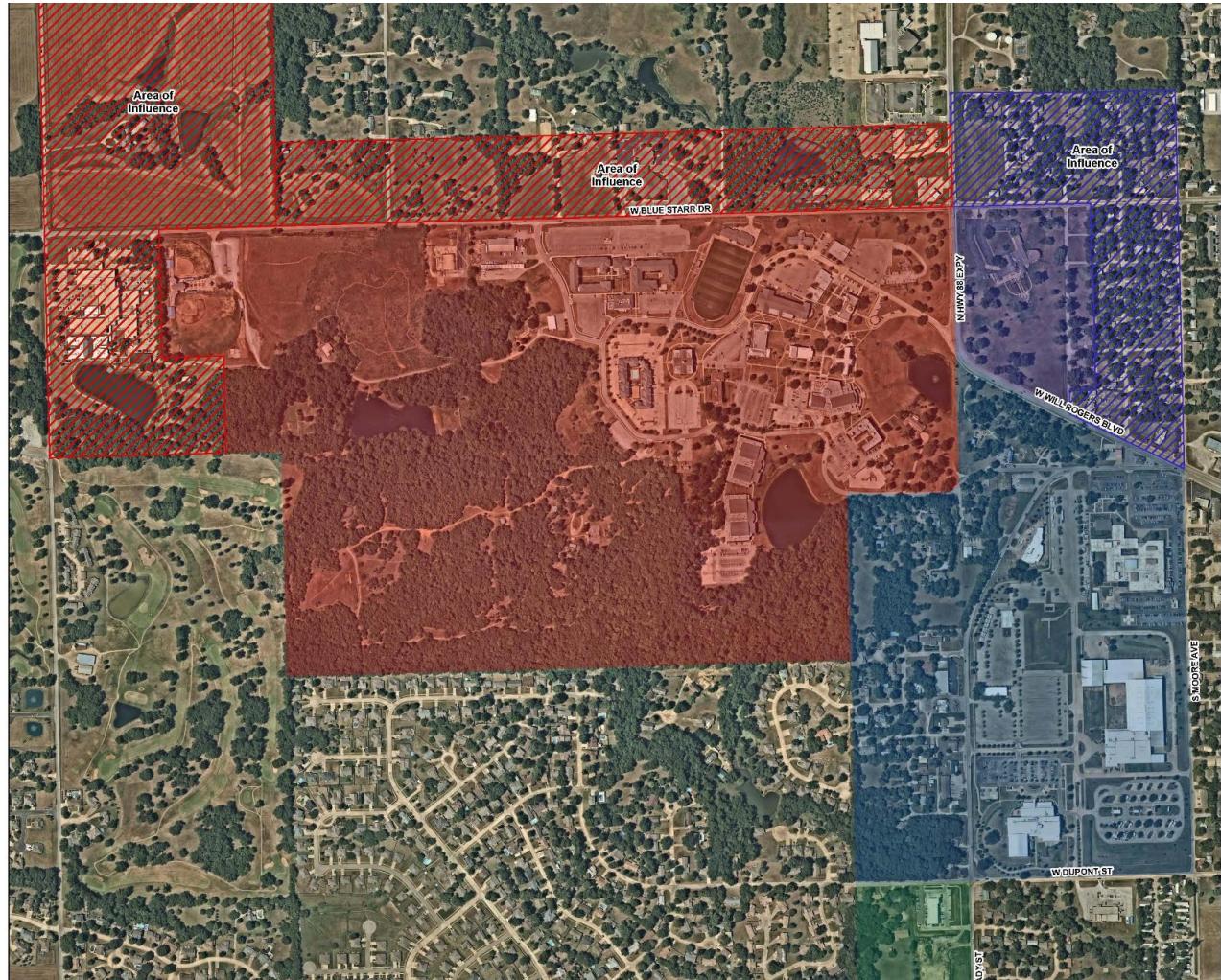
TARGETED RECRUITMENT: Recruit and retain businesses that are desirable to a broad mix – students to professionals

DENSIFY: New development designed with buildings along front lot lines and shared parking arrangements



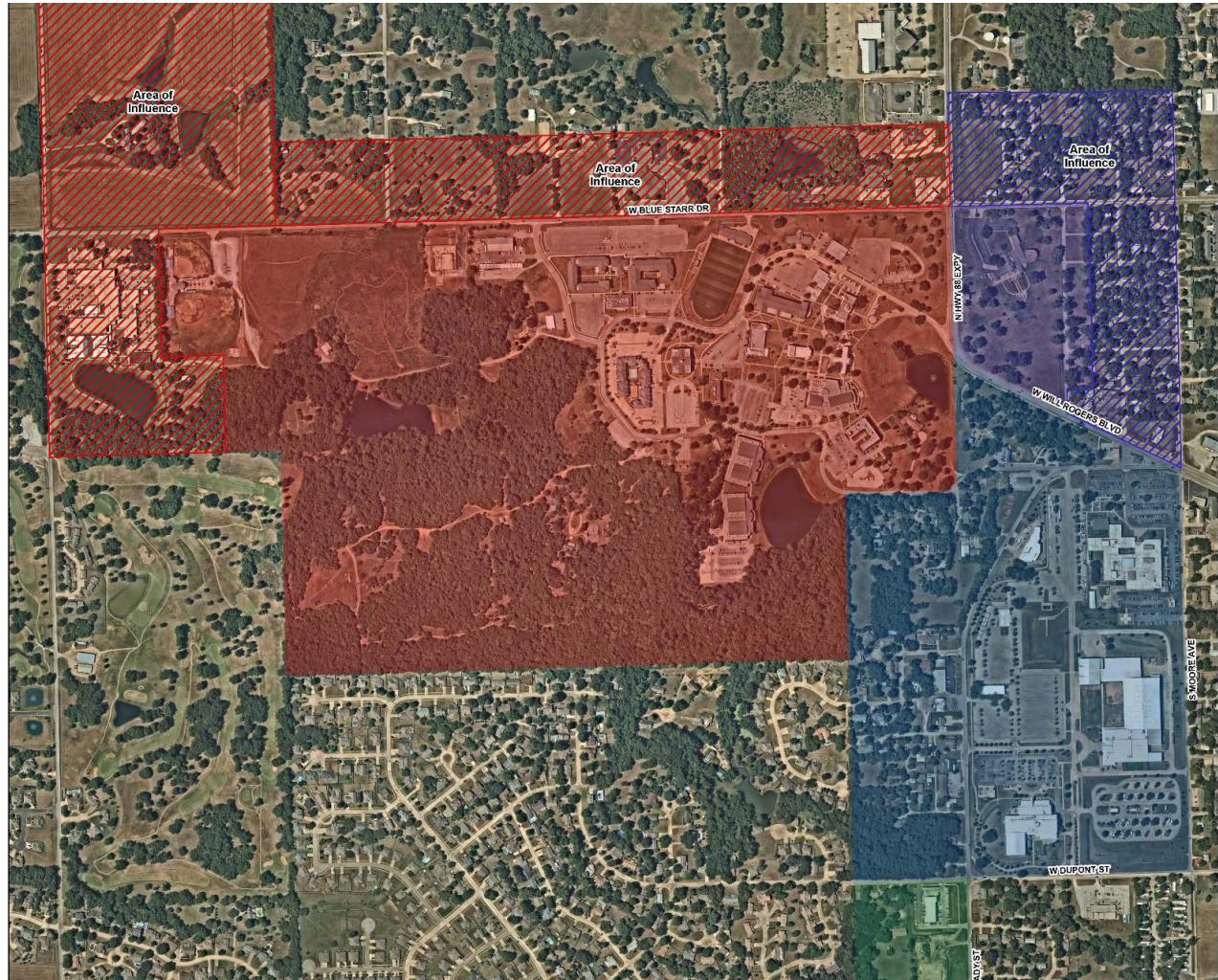
West Bend | University | Museum District Recommendations

- Reposition and redevelop West Bend area, with development priority to transition as much public property to private development to ensure resources area available to enhance and maintain the Expo, public green space and subsequent programming*
- Align goals/needs of Rogers State University to focus future development decisions for housing, classrooms and amenities in the West Bend area with public/private partnerships as goal to long term financials feasibility
- Development types include restaurant supportive retail and entertainment clusters
- Pass PZD for development by right upon completion and adoption of plan as incentive for private developers and alignment of all future decisions for City, Indian Hospital and Rogers State University



West Bend | University | Museum District Recommendations Part II

- Support Indian Hospital in developing an expanded space to accommodate future growth
- Focus on paired housing, attached single family, and small apartment house appropriate to maintain a respected neighborhood fabric in the Museum District
- Maximize parking lot investments through managed on-street and shared parking plans
- City purchases gas station lot on corner of Will Rogers Blvd./Hwy 88 and Blue Star Rd.
- Create West End/University/Museum District Task Force to support enhancement, reinvestment and redevelopment of the district(s) and supporting initiatives



Appendix 4

Districts Implementation Matrix



DISTRICT IMPLEMENTATION STRATEGY

Partnerships	Capital Investments	Financial Resources
Non-District Specific Initiatives		
Establish a property acquisition program within CIEDA whereby resources are available to acquire, assemble and position strategically located properties in the district for advancement of developments by private entities that are consistent with the identified development concepts.	Inventory infrastructure constraints and other issues, within each of the Districts, and prioritize projects, quantify costs and research financing options.	Establish a practice and/or policy of requiring developers submit a project proforma with a request for financial assistance, illustrating the magnitude of any "gap" due to insufficient revenues and extraordinary expenses along with the city's return on investment for its participation.
Memorialize criteria by which properties with potential to support catalyst projects may be screened.	Establish a multi-year Capital Improvement Plan (CIP), with investments in the Districts a priority in the early years.	Assemble a range of mechanisms with a financial benefit to private sector developers, that can be used to "close" economic "gaps" including: property acquisition and sale price write-down, public sector contribution to on-site and or off-site improvements, additional and expanded Tax Increment Financing (TIF) areas, sales tax rebates, Opportunity Zone benefits (tax advantages), streamlined entitlement processes, New Market and Historic Tax Credits, and Community Development Block Grant (CDBG) dollars.
Use the criteria (referenced above) to identify those properties with favorable attributes relative to their ability to host market-supportable catalyst (or demonstration) projects; acquire, entitle and position each one for investment; consider demolishing obsolete structures or cleaning up brownfield properties; investigate the viability of selling properties at a discounted price, offering a ground lease, or taking a preferred return at a later time to assist with project feasibility.	Promote pedestrian environments in appropriate locations in the Districts, using a range of strategies including minimizing curb cuts, encouraging property assemblages, requiring a consistent building edge, and advancing demonstration projects.	Use these resources (referenced above) to offset the cost of bringing buildings "up to code" or in compliance with adopted building standards.
Identify properties within the Special Districts which may lend themselves to either short-term or interim development or business opportunities.	Ensure that future capital investments are context sensitive, while also serving to demonstrate state-of-the-art solutions for regional infrastructure deficiencies.	Conduct training seminars to inform local and regional development and building groups about available financing mechanisms (i.e., Opportunity Zones, Tax Increment Financing (TIF)), regulatory changes, and market opportunities.
Retain a specialist in "place identity branding" to assist in developing a messaging program to communicate the city's commitment to ongoing revitalization and repositioning of the Special Districts, communicating through a variety of platforms including Instagram, Twitter, Facebook, email, newspaper and newsletters, radio and others in order to reach a broad audience; share this information with representatives of all relevant advocacy entities to ensure consistent messaging.	Complete non-vehicular connections between adjacent neighborhoods in the Districts, to centers of activity and commercial concentrations.	Meet with representatives of local and regional banks and solicit their interest in establishing various innovative programs including: a grant I low-interest loan pool (using Community Reinvestment Act (CRA) dollars), patient capital project financing, linked deposits, public guarantees and debt subordination, and others that could be used to match private dollars and finance enhanced landscaping, façade improvements, public art installations and other beautification efforts.

Regulations and Standards	Organizational Programs	Planning, Policy and Political Support
Conduct an audit of all regulating resources to identify and mitigate potential obstacles to implementation of catalyzing projects, and amend as necessary to include language tailored to redevelopment projects in established areas.	Work with the advocacy entities to educate existing property owners and commercial brokers about market support for different tenant types and business opportunities.	Support private investment development projects, including those presented in this Special Districts Plan, that are consistent with the expressed vision and which serve to "prove up" market support for alternative building forms and product types.
Prepare and implement a "complete streets" plan, following design principles defined by the American Planning Association (APA) and employing appropriate modifications based on prevailing conditions within certain geographies.	Host monthly or quarterly luncheons regarding the status of ongoing development projects and public-led efforts to improve the investment climate for private development.	Prepare and adopt a Claremore Incentive Policy, along with criteria for evaluating and identifying meritorious projects, as well as providing some form of participation.
Develop "pattern books" or residential design standards for established neighborhoods, including those surrounding the Downtown and West Bend University Districts, in an effort to inform investment in shared spaces and home modifications, ensuring they will appropriately accommodate new infill developments potentially including: paired, rowhouse, cottage homes, and others, while establishing maintaining a traditional gridded street format.	Conduct an audit of existing advocacy entities involved in implementation of this Special Districts Plan in order to clarify roles and responsibilities and ensure there is neither duplication of efforts or actions left unaddressed.	Continually (annually) recommit to sustained support for recommendations presented in the Special Districts Plan and related initiatives presented in Claremore 2040, along with revitalization in general, and do so through ongoing alignment of all policy, regulating and monetary documents.
Access political and community support for a Nuisance Property and Abandoned Building Remediation Loan Program.		Implement a city policy that expresses its ongoing commitment to redevelopment within the Special Districts, balanced growth management policies, and strategic partnerships.
Partner with the Incremental Development Alliance to conduct developer training workshops regarding how to use the new code and "pattern zone models".		Lead community education efforts regarding ongoing commitments to the Special Districts program; communicate through a variety of platforms including: Instagram, Twitter, Facebook, email, newspaper and newsletters, radio and others in order to ensure the messaging is shared with a broad spectrum of local and regional residents, stakeholders and industry groups.

DISTRICT IMPLEMENTATION STRATEGY

<i>Partnerships</i>	<i>Capital Investments</i>	<i>Financial Resources</i>
	Complete phased sidewalk improvement program in the Downtown District, as well as along Brady Street and Will Rogers Boulevard, encouraging space for an amenity zone (in appropriate locations) and compliant with Americans with Disabilities Act (ADA) standards.	While meeting with lender representatives (as per the recommendation above), engage them in understanding the catalyst development concepts identified in the Special Districts Plan and begin audits of internal due diligence and underwriting protocols for product types and projects untested in the local market.
	Retain a professional to coordinate with the branding specialist to design a wayfinding and flag program for the Will Rogers Corridor and Historic Route 66 Districts that identifies public spaces and notable features.	Work with regional economic development groups in encouraging and supporting expansion of Community Development Financial Institutions (CDFIs) and designation of existing institutions as CDFIs to promote lending in the Districts.
	Install continuous bike facilities and accommodations (i.e., lanes, sharrows, etc.) throughout the Districts, as a means of creating multiple types of connections between users and uses.	Pursue federal funding programs for predevelopment and development assistance such as Economic Development Administration (EDA) and Community Development Block Grants (CDBG) and loans, Housing and Urban Development (HUD) dollars including as HOME and HIP funds for new construction and rehabilitation projects.
		Conduct a comparative investigation of impact fee charges among other communities in Oklahoma and consider establishing a similar program in Claremore.
		Solicit corporate sponsorship and participation in financing the enhancements, amenities and programs identified in this Special Districts Plan.

<i>Regulations and Standards</i>	<i>Organizational Programs</i>	<i>Planning, Policy and Political Support</i>
Institute a streamlined development review and approval process for projects located in the Special Districts, involving personnel from key departments to serve as liaisons between the applicant and decision makers.		Establish a property acquisition program within CIEDA whereby resources are available to acquire, assemble and position strategically located properties in the district for advancement of developments by private entities that are consistent with the identified development concepts.
Establish project thresholds (i.e., square feet, value, modification vs. new construction, etc.), whereby smaller projects will be guaranteed a response within a defined period of time.		If necessary, (as per action referenced above) establish a Development Corporation able to acquire, assemble and position properties without the limitations public sector entities might be subject to.
Establish guidelines or standards for each of the Districts, to ensure consistency in design, quality, character and theme, as properties develop and redevelop.		Balance the city's involvement in the revitalization initiatives by ensuring advocacy entities are empowered to advance certain recommendations and resources are leveraged.
		Retain an architect to develop site plans and design concepts for desired product types and pre-entitle them to reduce time spent on project reviews.
		Establish a public art program, with works produced locally, regionally and nationally, to complement streetscape enhancements; construct permanent platforms; periodically rotate works throughout the Districts.

DISTRICT IMPLEMENTATION STRATEGY

<i>Partnerships</i>	<i>Capital Investments</i>	<i>Financial Resources</i>
West Bend University District Initiatives		
Use the same branding specialist to assist the community, and particularly stakeholders in the West Bend University District, in determining an appropriate brand, and developing materials that communicate the same.	Implement detention and floodplain improvements that incorporate park, open space and trail connection opportunities.	
Promote restaurants, retail and entertainment uses consistent with the development concept, and unique from similar offerings in the Downtown District; encourage developments that are complimentary to, not competitive with uses downtown.	Develop and design systems that provide shared amenities, while also solving individual site-specific challenges.	
Align priority initiatives of District with those of Rogers State University in terms of ways and locations to accommodate housing, classrooms, and amenities.	Capitalize on opportunities to activate drainage and detention areas, minimize the amount of impervious surface areas, and incorporate water elements.	
	Identify and incorporate temporary solutions for safety barriers to protect cyclists.	
	Complete trail and other connections between major activity generators including Rogers State University, the Expo Center, Brady Street commercial operators, and other service uses.	

Regulations and Standards	Organizational Programs	Planning, Policy and Political Support
<p>Establish an Overlay Zone, consistent with area-specific that precludes certain uses deemed inconsistent with the expressed vision, encourages street-loaded building designs and shared parking, and supports improvements in and adjacent to rights-of-way that contribute to a uniform character.</p>	<p>CIEDA, University, Chamber and City investigate opportunities for one or more business incubators that could leverage regional and local higher education and technical training programs and support entrepreneurial prospects.</p>	<p>CIEDA, City, University and Chamber, collectively determine the appropriate organizational entity to lead and monitor implementation of this West Bend - University District Plan, implementation initiatives identified herein; consider a temporary organizational structure that can either be replaced by, or evolve into, another format with a self-funding component.</p>
<p>Evaluate the benefits of a Planned Development Zoning designation for the area that effectively streamlines approval of projects in the District, thereby shortening the timeframe for entitlements and reducing project carrying costs for the developer / builder.</p>	<p>Determine an appropriate organizational structure to monitor implementation initiatives within established neighborhoods surrounding the University; have them serve as a liaison to the organization (as yet undetermined) charged with monitoring revitalization of the District.</p>	<p>Partner with CIEDA, the University, and Chamber to investigate opportunities for creation of a business incubator that advances programs offered at the University, and fosters entrepreneurial development.</p>
		<p>Prepare a “master plan” of region-serving destination facilities in the District – Indian Hospital, Expo Center, Recreation Center – in an effort to identify opportunities for shared public improvements, phased building expansion, relocation of certain facilities, and incorporation of private uses.</p>
		<p>Establish a policy to transition as much public property to private development as is feasible, in order to ensure resources are available to enhance and maintain institutional anchors including the Expo, public spaces and subsequent programming.</p>

DISTRICT IMPLEMENTATION STRATEGY

Partnerships	Capital Investments	Financial Resources
Will Rogers Corridor District Initiatives		
Work with local historians and preservationists to understand the history of the corridor, and any remnants of its history that could be capitalized on in future marketing and promotion programs.	Ensure that future capital investments contribute to the desired character of the roadway and its economic vibrancy.	Publicly finance and maintain early capital investments, but monitor market conditions to determine the appropriate timing for a self-funding entity (i.e., Business Improvement District (BID)) to be established and take over these activities.
Support efforts by the Indian Hospital to expand their existing facilities; potentially participate in assembling properties that could be traded to facilitate their efforts; encourage alternative parking solutions including valet parking.	Create detention, flood plain and drainage and trail improvements, particularly along waterways, that connect surrounding neighborhoods, pedestrian and bike corridors, as well as incorporate park, open space and trail connection opportunities.	Identify and apply for additional funding for infrastructure and place-making enhancements through grants and other mechanisms.
Work with the owners of the NeMar Shopping Center to understand support for different tenant types and to encourage repositioning the center and attracting a more diverse mix able to meet the needs of a broader resident and visitor profile.	Develop and design systems that provide shared amenities, while also solving individual site-specific challenges.	
	Capitalize on opportunities to activate drainage and detention areas, minimize the amount of impervious surface areas, and incorporate water elements.	
	Promote and foster development of an environment which accommodates vehicles, pedestrians and bicycles such as limited curbcuts, property assemblages and multi-use projects.	
	Identify and incorporate temporary (potentially permanent) solutions for safety barriers to protect cyclists.	
	Identify locations for bike share, and bicycle parking facilities.	

Regulations and Standards	Organizational Programs	Planning, Policy and Political Support
Leverage the roadway's unique role, gateway location, and role connection to and between regional destinations (museums, Rogers State, Indian Hospital, Expo Center) and Downtown District, while elevating and unifying its disparate parts.	Investigate the appropriate organizational entity to direct and monitor near-term implementation initiatives identified for the District.	Implement a wayfinding and flag program for the corridor that promotes both public spaces and private businesses.
Work with local historians and preservationists to understand the history of the corridor, and any remnants of its history that could be capitalized on.		Initiate a flower planting program including hanging flower pots on city street lights within the corridor, and including other strategies to "green" or "soften" and beautify the area and draw attention to businesses; consider a competition and awards event.
If historic elements exist, and assuming a Historic Preservation Commission is seated (as mentioned elsewhere in this matrix), work with them to identify valued landmarks in the corridor and preserve, protect and incorporate them into wayfinding and public space improvements.		
Ensure building codes do not preclude the use of cutting-edge solutions and alternative materials in solving infrastructure deficiencies.		
Establish a Corridor Overlay Zone consistent with the design standards (mentioned previously) that decreases the amount of impervious surface area, allows for public art installations in exchange for reduced landscaping requirements, phases out pole signs in favor of monument signs, and incorporates lessons learned by similar efforts which found that smaller lots encourage corporate stand-alone fast food businesses.		

DISTRICT IMPLEMENTATION STRATEGY

Partnerships	Capital Investments	Financial Resources
Downtown District Initiatives		
Work with property owners and real estate brokers to understand the benefits of “pop-up” and short-term business opportunities; as well as potential barriers to the same so they can be preemptively mitigated.	Investigate strategies for incorporating public restrooms in the Downtown District.	Research residential reinvestment incentive programs proven successful at encouraging and rewarding reinvestment in established neighborhoods.
Continue renovating upper stories of buildings in the District to provide an alternative downtown housing product.	Install bike parking facilities throughout downtown and investigate the viability of combining these with a bike share program, collectively in an effort to attract individuals with different interests to the area and encourage visitors to experience it in a different way.	Establish a façade restoration and improvement program for use by owners of property along key streets (heavily traveled with active ground floors); make matching grants and low interest loans available using Community Reinvestment Act (CRA) resources.
Establish regular communications with existing businesses to understand individual challenges, and opportunities to promote merchandise and services; balance resources spent on retention and expansion with recruitment.	Program public spaces including pocket parks, public art platforms, and venues for cultural events (i.e., pedestrian-oriented connection over railroad tracks at East 6th Street and East 7th Street).	
Encourage development of criteria that will be used to evaluate possible locations where a new city hall could be developed.	Buffer screen parking lots with decorative metal fencing and low-maintenance plantings in order to support a consistent pedestrian environment.	
Promote and encourage repurposing buildings into existing mixed- and multi-use facilities able to accommodate artist live-work spaces.	Phase in enhanced lighting improvements on downtown streets and in parking lots, beginning with locations most heavily traveled and moving outward toward the District's edges.	
Encourage development of alternative housing products along the edges of the established neighborhoods adjacent to the Downtown District.	Install street trees in locations where it is physically and technically feasible, using the latest horticultural best practices and with consideration of available natural lighting and impacts from shade.	
Identify vacant parking lots in the District that could potentially be assembled and positioned for private development (i.e., Mission Street and Historic Route 66).		

Regulations and Standards	Organizational Programs	Planning, Policy and Political Support
Issue a Request for Business Operators with an interest in establishing a brewery and brew pub, coffee roasters, and other “boutique” business operations.	Recruit a new Main Street director, using the findings and recommendations resulting from the comprehensive and district planning efforts, to inform necessary credentials.	CIEDA, City, University and Chamber, collectively determine the appropriate organizational entity to lead and monitor implementation of initiatives intended to stabilize surrounding neighborhoods and encourage reinvestment in the housing inventory; in the interim establish a Old Town Neighborhood Task Force.
Adopt an Historic Preservation Zoning Ordinance in an effort to provide “local and limited protection for historic resources”; investigate interest by property owners in establishing an Historic Preservation Overlay Zone that encompasses properties within the entire Downtown District.	Determine an appropriate organizational structure to monitor implementation initiatives within established neighborhoods surrounding the Downtown District; have them serve as a liaison to the Main Street organization.	Continue the city’s established mural program on buildings with large blank sides and less than attractive building walls, as a way of complementing capital improvements and improving the area’s aesthetic appeal; partnering with area schools, art programs and cultural committees to solicit designs and pursue funding assistance with materials costs.
Within the newly prepared and adopted development regulations, include language regarding restoration and renovation of historically designated and relevant buildings.	Support efforts by Main Street groups to determine the appropriate organizational structure to advance the initiatives identified for the District (either adaptation of the existing organization, or creation of a new one).	Complete an inventory of available parking spaces, and determine if the District is underserved or overserved by block; prepare a plan for future facilities and in the interim, a management program.
Establish a city program that forgives municipal taxes for anyone willing to acquire, reinvest and reside in a home in an established neighborhood adjacent to the District (i.e., Cedar Rapids).	Revise the boundaries of the downtown district to allow for identification of individual sub-districts or identity zones, among them an Arts and Cultural Sub-District.	
	Allow and encourage busking (informal live music) on downtown sidewalks as a way of activating the streets and supporting local musicians.	
	Working with Rogers County Historic Society, and in a later phase of this effort, establish a Preservation Commission to pursue historic preservation investment tax credits and exemptions, along with state resources available for Certified Local Governments (CLG), for use in preserving and enhancing historic assets, primarily located in the Downtown District.	

DISTRICT IMPLEMENTATION STRATEGY

Partnerships	Capital Investments	Financial Resources
Prepare a tenant activation plan for buildings along alleyways, including dedication of space for amenity zones (i.e., outdoor dining, accent lighting, etc.)		
Historic Route 66 District Initiatives		
Issue a Request for Business Operators with an interest in establishing a Supper Club eatery concept featuring period-relevant food items.	Program development of public spaces within the District – pocket parks, public art platforms, and a stage for music events.	Pursue State and Federal Investment Tax Credits for use by private property owners interested in rehabilitating historically-significant and older qualifying buildings.
Integrate the needs of the J.M. Davis Arms and Historical Museum into identification of priority initiatives, including establishing a crosswalk on 6th Street Avenue section.	Retain a professional to coordinate with the branding specialist to design a wayfinding and flag program for the Will Rogers Corridor and Historic Route 66 Districts that identifies public spaces and notable features.	Join national and state organizations pursuing revitalization of Route 66, and pursue funding and coordination assistance with redevelopment initiatives; possible organizations include: The Route 66: Road Ahead Partnership, National Park Service, National I State Historic Preservation Offices, Indian Nation Council of Governments, CLG Federal Matching Funds, and World Monuments Fund (supported by American Express).

Resources may include: property acquisition and sale price write-down; public sector contribution to onsite and or offsite improvements; expanded Tax Increment Financing (TIF) areas; sales tax rebates; impact fee waivers; opportunity zone benefits (tax advantages); streamlined entitlement processes; Low Income Housing Tax Credits (LIHTC); Historic and New Market Tax Credits; other historic resources available through state designations including Certified Local Government (CLG) and Preservation Commission.

SOURCE: Ricker | Cunningham and Velocity Group.

Regulations and Standards	Organizational Programs	Planning, Policy and Political Support
<p>Apply for designation as a Certified Local Government (CLG) in order to receive State Historic Preservation Office (SHPO) assistance in protecting and promoting relevant properties and districts, accessing federal matching funds for development of a local preservation program, and participating in the National Register of Historic Places nomination process. <i>Note: There are currently 12 CLGs in Oklahoma.</i></p>	<p>Coordinate with Claremore Main Street to encourage businesses in the Downtown District, particularly those located in the 500 block of West Will Rogers Boulevard, to carry Route 66 goods and services.</p>	<p>Leverage existing promotion efforts, expanding their reach to include entities such as the Travel Channel, and promote themed businesses within the District (i.e., Restaurants on Route 66).</p>
<p>Consider establishing an Overlay Zone consistent with the desired design theme that allows for public art installations, and encourages era-relevant signs (until an Historic Sign Ordinance can be implemented).</p>	<p>Work with the Chamber of Commerce to foster development of businesses that cater to Route 66 travelers. <i>Note: According to a report by the Rutgers Center for Urban Policy Research, spending by Route 66 travelers ranges from \$1,500 to \$2,000, with the largest expenses associated with lodging, eating / drinking, and direct travel-related trip outlays (for airfare, auto / RV rental, and gasoline and oil).</i></p>	
<p>Investigate the feasibility of establishing an Historic Sign Ordinance which promotes the use of “animation,” “neon,” and era-appropriate materials that promote the District’s vintage character.</p>	<p>Leverage existing promotional efforts, expanding their reach to include entities such as the Travel Channel, and promote themed businesses within the District (i.e., Restaurants on Route 66).</p>	
	<p>Following completion of some portion of the initiatives listed, apply for recognition by the State Historic Preservation office through their Shirk Memorial Award for Historic Preservation and Citation of Merit.</p>	
	<p>Establish an annual Historic Route 66 10K event that begins at the southern extent of the District, ends at the Will Rogers Museum, and includes relevant historic sites along the course.</p>	

