



LEGACY & OPPORTUNITY: BROKEN ARROW'S TOURISM ROADMAP



A STRATEGIC PLAN FOR VISIT BROKEN
ARROW TO NURTURE AMERICA'S
PREMIER SMALL-TOWN DESTINATION



NOVEMBER 2025
DRAFT FOR CITY COUNCIL

ACKNOWLEDGEMENTS

Clarity of Place partnered with Visit Broken Arrow to craft this Tourism Strategic Plan that builds on the city's distinctive assets, aims to benefit residents and visitors alike, and supports Broken Arrow's position as "America's biggest small town."

Creating *Legacy & Opportunity: Broken Arrow's Tourism Roadmap* would not have been possible without the valuable perspectives and time generously shared by many individuals and organizations across the community. Special recognition goes to the Visit Broken Arrow staff for their knowledge, guidance, and steady commitment to aligning tourism priorities with the city's long-term vision.

We also appreciate the Mayor, City Manager, and department leaders at the City of Broken Arrow, whose input and broader community context were instrumental in shaping a plan that reflects both the city's current character and its aspirations for the future.





C O N T E N T S

4 EXECUTIVE SUMMARY

6 WHY PLAN

8 SITUATIONAL ASSESSMENT

14 COMPARATIVE ASSESSMENT

17 STAKEHOLDER ENGAGEMENT

19 IMPERATIVES AND STRATEGIES

34 IMPLEMENTATION |
MOVING FORWARD

EXECUTIVE SUMMARY

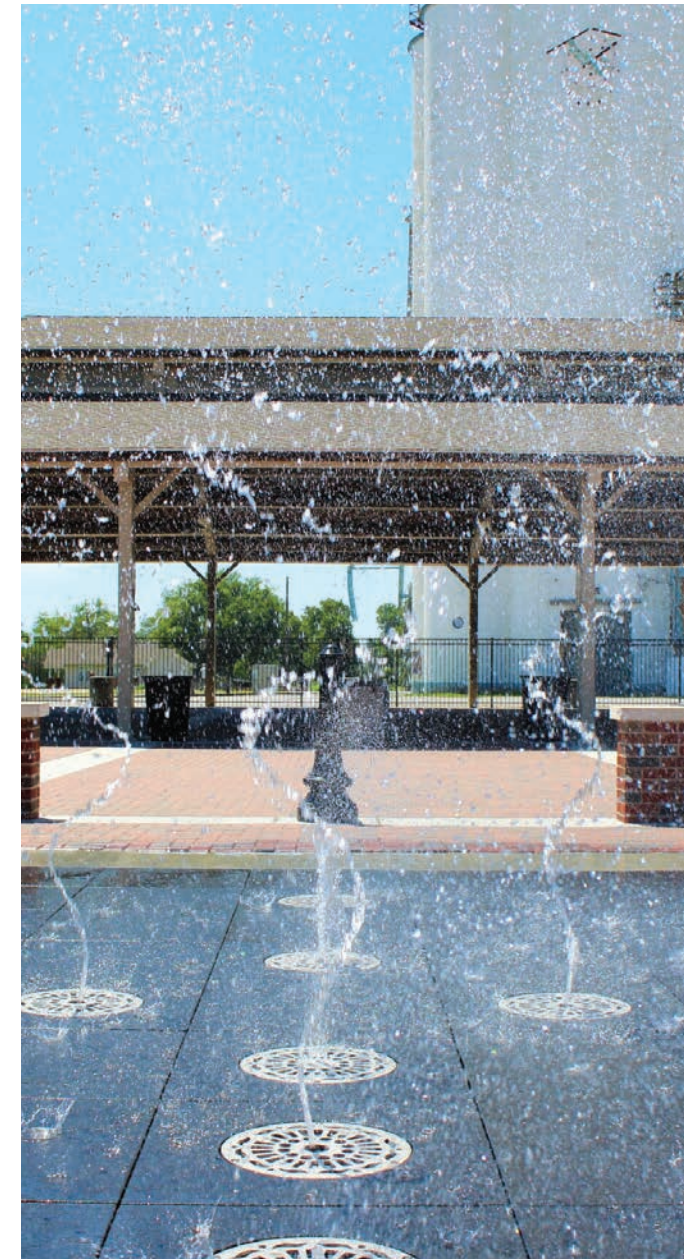
Broken Arrow stands at the threshold of a transformative era in its development as America’s “biggest small town.” Through strategic place-based investments—from the successful Rose District revitalization to the upcoming Sunset Amphitheater—the community has demonstrated that it can enhance the city’s quality of place for its growing population while creating visitor experiences that generate economic returns.

The Tourism Strategic Plan represents more than destination promotion; it is a comprehensive approach; it embodies a comprehensive approach to leveraging Broken Arrow’s visitor economy as a catalyst for preserving the authentic small-town character that residents cherish and ensures that growth in visitor spending contributes to Broken Arrow’s economy. This strategic plan also positions tourism as a tool for strengthening the community’s identity as a place to live, work, and enjoy.

Building a Strong Foundation

The city’s proven track record of intentional placemaking speaks volumes: the Rose District’s \$55 million infrastructure investment generated an estimated \$953,000 in sales tax revenue in 2024, while also serving as a vibrant community gathering place. The forthcoming \$107 million Sunset Amphitheater will provide residents world-class entertainment access and has the potential to enable multi-day visitor experiences that will support local businesses and generate both accommodation and sales tax revenue for city services over time.

Broken Arrow’s competitive advantage lies in its unique positioning as a destination where authentic community character combines with sophisticated amenities at an accessible scale and pricing. This identity differentiates Broken Arrow in an increasingly crowded market.

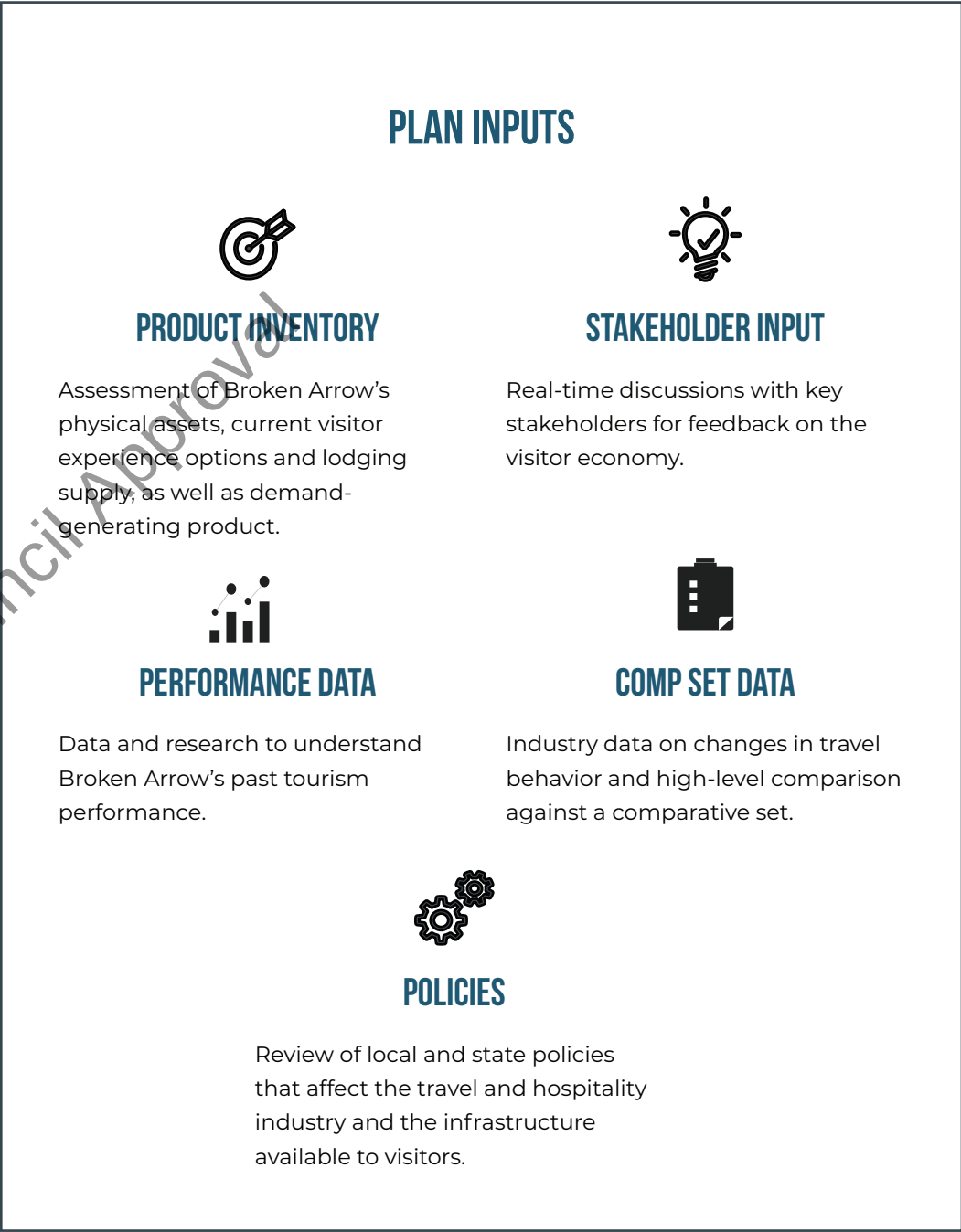


The strategic framework outlined in this plan focuses on five interconnected imperatives that will strengthen Broken Arrow’s competitiveness to attract visitors and non-resident visitor spending:

- 1. Leverage Strategic Infrastructure
- 2. Develop Authentic Experiences
- 3. Strengthen Broken Arrow’s Visitor Ecosystem
- 4. Optimize Veterans Heritage Tourism, and
- 5. Expand Creative and Cultural Offerings.

Each imperative is grounded in the assessments carried out in the planning process and stakeholder engagement; they reflect what makes Broken Arrow distinct from its regional peers—focusing on the experiences, values, and assets that set the community apart.

Through intentional partnerships and investment, Broken Arrow is positioned to broaden opportunities for local businesses, entrepreneurs, and residents while ensuring that future growth protects the city’s genuine hospitality and small-town appeal. As Broken Arrow continues to evolve, these strategies will help ensure tourism remains a benefit for everyone who calls the city home.



WHY PLAN

Tourism in Broken Arrow has always meant more than attracting visitors—this community invests in its future by weaving the visitor economy into everyday life. With the upcoming opening of the amphitheater, the city's established districts, and locals showing pride in their neighborhoods, Broken Arrow is a city where momentum is built together. The need to chart a new roadmap for the city's visitor economy emerged as the city's offerings grew more diverse, and as regional competition made it clear that standing still was not an option. Stakeholders voiced optimism and ambition throughout the planning process, reinforcing the desire for a visitor economy that reflects Broken Arrow's authentic sense of community and values.

Strategic planning for Broken Arrow's visitor economy represents a critical investment in the community's future prosperity and character preservation. The city has achieved success through intentional place-based investments that enhance quality of life for residents while creating authentic attractions for visitors. This tourism strategic plan builds upon that proven foundation to optimize the economic and community benefits of tourism. The plan's primary goal is to encourage increased visitor spending while advocating for programming and destination product development that maintains the small-town values and accessibility that define Broken Arrow's identity.

Intended as a practical tool for destination managers, the Legacy & Opportunity roadmap highlights prudent investments and thoughtful storytelling designed to serve everyone—from longtime residents to new visitors and prospective hospitality stakeholders. Grounded in data, robust local engagement, and a forward-thinking spirit, the plan features recommendations tailored to Broken Arrow's unique assets, challenges, and aspirations. By moving forward with this strategy, Broken Arrow reaffirms its commitment to building a thriving, connected, and welcoming city—preserving the spirit of a small town while opening doors to new opportunities for all.



MISSION

To promote leisure, culture, and tourism in Broken Arrow by strategically investing lodging tax revenues in initiatives that attract visitors and increase local spending. Through effective tourism marketing and partnerships, the department works to convert lodging tax dollars into sales tax revenue, fostering economic growth and enhancing the community's quality of life.

VISION

To position Broken Arrow as a premier destination for leisure, culture, and tourism, while being recognized for its safe and welcoming community, unique attractions and thriving local economy, and where sustainable tourism development contributes to long-term prosperity for residents and businesses alike.



PROCESS TO CRAFT THE ROADMAP

Crafting the *Legacy & Opportunity* roadmap for Broken Arrow involved a multi-tiered and hands-on approach anchored in the community's needs and aspirations. The project team began by gathering and evaluating a wide range of destination data—local visitor patterns, hospitality trends, and economic impact—as well as closely analyzing how the city's offerings compare to those of both metro competitors and comparable peer destinations. Study of market context and infrastructure provided the groundwork for understanding Broken Arrow's strengths and opportunities.

Meaningful engagement with community voices was woven throughout every phase. Focus groups and one-on-one interviews brought together stakeholders from the lodging sector, local businesses, city departments, arts and cultural organizations, and community groups, capturing a spectrum of perspectives on the city's competitive position and priorities. The planning team organized these findings into an evaluation of where Broken Arrow stands, the challenges that need attention, and the opportunities to amplify what works.

Rather than simply mirroring past approaches, the team benchmarked Broken Arrow's visitor economy against regional peers and destinations with similar ambitions. These comparative insights, layered with robust input led to a practical set of imperatives and strategies reflecting the city's distinct scale, brand character, and potential. *Legacy & Opportunity* is a plan built not just from data or best practices, but from a deep commitment to the community's vision for its future as a destination.



SITUATIONAL ASSESSMENT

Understanding Broken Arrow's current position as a destination provides the foundation for strategic decision-making that optimizes visitor economy benefits while preserving authentic small-town character. This assessment examines the city's unique assets, competitive positioning, and organizational capacity.

A. DESTINATION OVERVIEW

By evaluating Broken Arrow's geographic advantages and portfolio of attractions and amenities, this assessment creates an understanding to develop targeted strategies that leverage the city's authentic character while optimizing the visitor economy. The insights gathered ensure that the resulting recommendations are grounded in reality and aligned with the destination's true potential and community values.

GEOGRAPHIC AND MARKET CONTEXT

Broken Arrow occupies a strategic position within the greater Tulsa metropolitan area. With a current population of approximately 123,000 residents, the city has experienced steady growth since 1980, growing at a rate of 1.5-2% year after year, reflecting both economic vitality and quality of place that attracts residents and visitors alike.

The city’s location provides connectivity advantages. Positioned along major transportation arteries including Interstate 44, Highway 51, the Creek Turnpike, and Highway 169, Broken Arrow offers seamless access from regional population centers. Proximity to Tulsa International Airport—just 11 miles from the city center—creates opportunities for both regional drive markets and air-accessible visitor segments, particularly important for sports tourism and event-driven travel.

With a median household income of over \$85,000 and a relatively low poverty rate (compared to neighboring communities), Broken Arrow possesses the economic foundation necessary to support quality hospitality infrastructure while maintaining its authentic local character.

KEY VISITOR ASSETS AND EXPERIENCES

Broken Arrow offers multiple smaller attractions rather than relying on a single major draw to inspire overnight stays. The city offers visitors a rich tapestry of interconnected experiences—from the charming Rose District with its local shops, restaurants, and community theater to outdoor adventures, cultural offerings at The Museum Broken Arrow, Performing Arts Center, and Military History Center, and recreational amenities. The Sunset Amphitheater, set to open soon, will transform the city’s cultural landscape by attracting nationally recognized performers and creating opportunities for extended visitor stays.

While Broken Arrow’s attractions are individually unique, none are singularly strong enough to draw overnight visitation from distant markets. Together, however, they weave a compelling weekend getaway for travelers withing driving distance of the Tulsa metro and offer an appealing stopover for

those on longer journeys. Unlike destinations built around a single demand driver, Broken Arrow’s strength lies in the combined appeal of its many authentic experiences. This combined appeal reflects intentional placemaking investments that serve dual purposes: enhancing quality of place for residents while creating authentic experiences that differentiate Broken Arrow from generic suburban communities.

This ‘connecting-attractions-and-amenities’ approach requires Visit Broken Arrow to curate integrated experiences for visitors, encouraging them to explore multiple destinations and extend their stays throughout the city.

- **Downtown Revitalization and Cultural Vibrancy**

The Rose District stands as Broken Arrow’s premier example of successful community-beneficial destination development. This walkable, safe, and accessible downtown core is a catalyst for economic activity.

The District’s success stems from authentic integration of locally owned businesses and unique retail and amenities for multiple visitor segments. Signature establishments anchor a growing culinary landscape within the heart of a true downtown. The concentration of locally owned food and beverage establishments creates authentic dining experiences that visitors seek as alternatives to chain-dominated suburban destinations.

The District’s event calendar demonstrates a keen understanding of how signature programming can drive activity and resident and visitor connections to the community. Events have evolved beyond simple community celebrations to become regional visitor draws and often are the reason for a first or returning visit.



A VETERAN FRIENDLY DESTINATION

Broken Arrow stands out as a veteran-friendly city—not because of a the existing marketing campaign, but because of its everyday integration of veterans into civic and community life. The city combines access to veterans’ attractions and parks and events that commemorate service. Broken Arrow is a Purple Heart City.

Annual events like the Veterans Day parade, Memorial Day ceremony at the Veterans Park, and programs hosted at the Broken Arrow Historical Society Museum reaffirm civic recognition of military service. The Military History Museum and Memorial 22 are also testaments. These point to a culture of gratitude that permeates both public life and neighborhood identity.

- **Family-Focused Attractions**

Broken Arrow’s outdoor recreation assets and family-friendly activities—originally developed to serve the city’s growing population—now create a critical mass of experiences that attract visitors and encourage them to extend their stays.

The mix of indoor and outdoor facilities positions the city as a year-round family destination capable of attracting visitors regardless of the season.

- **Veterans Heritage and Authentic Community Identity**

Broken Arrow’s commitment to veterans’ heritage tourism reflects genuine community values rather than manufactured tourism themes. The city’s veteran’s heritage infrastructure includes dedicated facilities—including the Military History Center, Veterans Park, the Mission 22 Memorial, and commemorative installations—year-round commemorative programming, and educational spaces that serve the local veterans while creating opportunities for specialized heritage tourism. These assets represent significant community investment in preserving and sharing military heritage, creating opportunities for specialized destination development that aligns with community values.

HOTEL INVENTORY AND MARKET POSITION

As of June 30, 2025, Broken Arrow’s traditional hotel lodging supply consisted of 14 properties totaling more than 1,100 rooms, making it the second-largest supply in the greater Tulsa region after the City of Tulsa itself. The accommodation mix serves both business and leisure travelers, with six Upper Midscale properties, three Upscale hotels, and a range of economy options. The inventory has grown significantly since 2000, with several newer properties opening in recent years; an extended stay property is scheduled to open in 2027.

The city’s current hotel cluster concentrates primarily along Highway 51 in northern Broken Arrow, creating geographic separation from the city’s primary visitor attractions in the Rose District and creating transportation challenges for guests seeking to experience the city’s distinctive amenities (See below).

Broken Arrow’s lodging supply skews towards “Midscale” properties (54.1% of total rooms), significantly higher than Tulsa’s 38.2% share of Midscale properties, but less than the percentage in Owasso (83.0%) or Jenks (66.6%). Broken Arrow has a higher percentage of upscale properties (30.6%)—notably higher than Owasso’s complete absence of upscale properties and Jenks’ limited 15.8% upscale inventory (The Hard Rock in Catoosa skews the regional profile, with 48.7% of its room supply in upscale properties, but the majority of that being at the Hard Rock). The city has a higher percentage of economy class properties (15.3%) than Catoosa (6.5%) and Owasso (6.4%).

OTHER COMMUNITY ASSETS

Additional assets include community parks and recreational facilities, local sporting venues suitable for youth-sports tournaments, and a calendar of community events (beyond the Rose District). Combined, these assets showcase Broken Arrow’s authentic character and can serve as further reasons to extend a visit.

B. TOURISM ECONOMIC IMPACT

Tourism, fueled by visitor spending, is a cornerstone of Broken Arrow’s economy, delivering critical revenue for city services while fostering broad employment opportunities. Current visitor spending supports local businesses, generates sales tax revenue for community improvements, and provides hotel occupancy tax revenue that can be strategically invested in continued destination promotion and development.

The visitor economy’s impact extends beyond direct spending to include support for local employment, business development, and infrastructure improvements that benefit residents. Tourism-related employment provides opportunities across skill levels and age ranges, contributing to economic stability. Just as importantly, tourism extends Broken Arrow’s brand—showcasing the community’s character to wider audiences, shaping positive perceptions, and strengthening the city’s reputation as a place to live, work, and visit.

C. DESTINATION VULNERABILITIES

While Broken Arrow possesses strengths as a destination, several challenges must be addressed to sustain the visitor economy’s momentum, increase overnight visits, and optimize the economic benefits of increased visitation.

1. Regional Competition and Market Positioning

Broken Arrow operates within an increasingly competitive regional tourism market, with neighboring communities investing in destination development and marketing. Unlike larger cities that compete primarily with single demand drivers, Broken Arrow must differentiate itself through authentic small-town character and the collection of attractions and experiences available in the city.

The challenge for Broken Arrow to compel extended stays in the city lies in communicating this unique value proposition to potential visitors. Recognizing this, Visit Broken Arrow created a weekend guide that describes groups of experiences visitors can enjoy in Broken Arrow. These itineraries encourage travelers to experience the range of options in Broken Arrow and extend their stay in the city.

Regionally, while the Rose District and the city’s portfolio of events provide ample differentiation for Broken Arrow as a destination, the city has less hotel lodging tax revenue per available room than Owasso and a slightly higher per room collection than the average of properties in Tulsa.

REGIONAL LODGING TAX RATES AND 2024 COLLECTIONS

	LODGING TAX RATE	APPROXIMATE ROOM SUPPLY	ANNUAL LODGING TAX REVENUE/ROOM (2024)
Tulsa	5%	16,913	\$ 574
Broken Arrow	4%	1,143	\$ 604
Catoosa (includes Hard Rock)	4%	1,159	\$ 480
Owasso	5%	776	\$ 852
Jenks	5%	545	\$ 339
Claremore	5%	501	\$ 483

2. Lodging Supply Limitations

While Broken Arrow has the second largest room supply in the metro area, the current hotel/lodging inventory is not proximate to the city’s attractions, and is primarily clustered in the northern section of Broken Arrow along Highway 51. The absence of large-scale conference facilities close to the city’s differentiating amenities constrains meeting and conference opportunities. The distance from the hotel cluster from the city’s sports facilities and venues means that sports tournament participants often find accommodations outside the city.

3. Pressures of Population Growth

Rapid growth and development pressure present ongoing challenges to maintaining Broken Arrow’s authentic small-town character. Destination development must enhance rather than compromise Broken Arrow’s identity. Supporting locally owned businesses and community-based attractions becomes increasingly important as development pressure intensifies. Strategic destination planning must actively preserve and provide enough

D. ORGANIZATIONAL STRUCTURE AND FUNDING ANALYSIS

Visit Broken Arrow operates as a 2-person staff within the Economic Development department and successfully and efficiently integrates with broader community economic development priorities. This structure enables alignment between destination promotion and overall community development goals while maintaining operational efficiency through shared administrative resources.

Visit Broken Arrow’s current budget derives entirely from hotel occupancy tax revenue. This funding structure aligns destination promotion investment with accommodation sector success, although visitor spending also creates tax revenue from non-accommodation tax streams (e.g., food and beverage and retail sales tax).

Current staffing levels limit capacity for comprehensive destination management—visitor services, business development support, and community partnership coordination. As the need to connect the city’s attractions grows to encourage extended visits and as aligning with other city placemaking initiatives become more important, Visit Broken Arrow will depend even more on destination management and coordinating with hospitality businesses in the city for the visitor economy’s success. programming and promotion to increase visitor and guest spending in the city.

COMPARATIVE ASSESSMENT

Recognizing that Broken Arrow competes with other cities to attract visitors, another element assessed to provide context for the Tourism Strategic Plan was a comparative assessment of Broken Arrow as a destination to Edmond, Oklahoma; Rogers, Arkansas; and Franklin, Tennessee.

A. GEOGRAPHIC ADVANTAGE: METROPOLITAN PROXIMITY AND ACCESS

Each of the comparative destinations benefits significantly from its relationship with larger metropolitan centers. Franklin, Tennessee sits just 21 miles south of Nashville, positioning itself as perhaps the most integrated suburban destination of the four. With Nashville International Airport only 20 miles away and 80% of the U.S. population within 600 miles, Franklin enjoys unparalleled accessibility for both domestic and business travelers.

As noted above, Broken Arrow leverages its proximity to Tulsa—about 15 miles southeast—while maintaining a distinct identity as America’s “biggest small town.” The city benefits from Tulsa International Airport access and major highway connectivity but has deliberately positioned itself as an alternative to urban experiences rather than simply an extension of the Tulsa metropolitan area.

Edmond occupies a unique position just north of Oklahoma City, essentially functioning as an affluent suburb. Its tourism identity is centered on Route 66 heritage and university connections. At roughly 15 miles from downtown Oklahoma City, Edmond serves both as a convenient suburban base.



Once a small Ozark town, Rogers, Arkansas, now sits at the heart of Northwest Arkansas's explosive growth, benefiting from Walmart's corporate presence and the region's emergence as a major economic center. Located approximately 20 miles from Fayetteville and with access to Northwest Arkansas National Airport, Rogers has evolved from a traditional small town into a sophisticated suburban destination.

B. VISITOR DEMOGRAPHICS: WHO THEY ATTRACT AND WHY

The visitor profiles of the four destinations reveal distinct market positioning and community priorities.

As discussed, Broken Arrow deliberately targets families and visitors seeking authentic small-town experiences enhanced by big-town amenities. The city's veteran-friendly reputation has the potential to attract military heritage tourists beyond the Tulsa metro region, while the upcoming Sunset Amphitheater will draw concertgoers seeking alternatives to urban venue experiences. The community's emphasis on "biggest small town" positioning appeals to visitors who want accessibility and value without sacrificing quality.

Franklin attracts affluent families, business travelers, and heritage tourists seeking authentic Southern experiences with proximity to Nashville's entertainment. The city has been recognized as one of America's best places to live. It touts its differentiators built around upscale experiences, historic tours, and sophisticated dining.

Edmond draws visitors interested in Route 66 heritage, university-related activities, and family-friendly attractions. As home to the University of Central

Oklahoma, the city sees significant education-related travel, while events like LibertyFest (featuring the largest fireworks display in the Oklahoma City metro area) attract regional family visitors. The city's affluent character and excellent schools also generate business travel.

Rogers' visitor mix ranges from corporate travelers visiting Walmart headquarters to outdoor recreation enthusiasts exploring Beaver Lake and the Ozarks, to families seeking entertainment at venues like Topgolf and the Walmart Arkansas Music Pavilion. The city's rapid growth and corporate connections have created a visitor economy serving multiple visitor segments simultaneously.

Source: Destination Stakeholder Survey Results

C. LODGING INFRASTRUCTURE: CAPACITY AND CHARACTER

The lodging supply of these communities reflects both their market positioning and growth trajectories. Franklin offers the most upscale accommodations. The city also provides more traditional chain options serving families and business travelers.

Edmond provides solid mid-market lodging options. These hotels primarily serve university visitors, business travelers, and families exploring the Oklahoma City metro area. The lodging supply reflects Edmond's role as a suburban destination.

Rogers boasts the most extensive meeting and conference infrastructure among the four. With more than 2,000 total hotel rooms, Rogers can accommodate large corporate events and conferences while also serving leisure travelers exploring Northwest Arkansas.

D. COMMUNITY IDENTITY AND AUTHENTIC EXPERIENCES

Each destination has developed distinct approaches to balancing community character with visitor economy development.

Franklin has successfully preserved its historic downtown while accommodating rapid suburban growth, creating an authentic Southern experience that serves both residents and visitors.

Edmond maintains strong community traditions while serving as an affluent Oklahoma City suburb. The city's events and attractions reflect genuine civic pride and university connections.

Rogers' rapid growth and corporate connections have created opportunities for large-scale destination development while preserving outdoor recreation access and small-town accessibility.



STAKEHOLDER ENGAGEMENT

To ground-truth the data and assessments conducted to inform the plan, key hospitality stakeholders were engaged to solicit input and observations on ways to optimize Broken Arrow's visitor economy. Focus groups were conducted during the assessment phases and revealed strong community support for tourism development that enhances rather than compromises small-town character. Stakeholders consistently emphasized the importance of preserving genuine community identity while optimizing economic benefits from visitor spending.

A. KEY STAKEHOLDER ENGAGEMENT THEMES

Community pride in Broken Arrow's authentic character emerged as the strongest theme, with stakeholders expressing deep appreciation for the city's veteran-friendly identity, family-oriented atmosphere, and genuine hospitality. The Rose District received universal recognition as a successful model for community-beneficial development that serves residents while attracting visitors.

Stakeholders identified significant opportunities for tourism growth that aligns with community values, including expanded veterans' heritage programming, enhanced sports tourism focusing on family-friendly events, and development of film tourism experiences that showcase locally rooted small-town character. The upcoming amphitheater was universally viewed as a transformative opportunity for community enhancement and visitor attraction.



Collaboration and coordination emerged as priority areas, with stakeholders expressing strong desire for Visit Broken Arrow to serve as a convener and facilitator. Business owners, hoteliers, and community organizations requested enhanced communication, joint marketing opportunities, and coordinated promotional efforts that benefit all sectors.

Infrastructure needs received significant attention, particularly regarding hotel capacity diversity, meeting space availability, and wayfinding systems that connect visitors with community assets. Stakeholders emphasized that infrastructure development should serve community needs while supporting visitor experiences.

Support for small businesses and local entrepreneurs emerged as a critical priority, with stakeholders requesting enhanced opportunities for local business participation in tourism initiatives and protection of locally owned establishments that create original community character.

B. COMMUNITY INTEGRATION AND RESIDENT BENEFIT

Stakeholders consistently prioritized tourism development approaches that enhance rather than compromise community life. This includes ensuring that tourism infrastructure serves daily community needs, that visitor experiences showcase authentic local character, and that tourism revenue supports community priorities including parks, infrastructure, and public safety improvements.

The desire for inclusive tourism development that welcomes all residents and visitors while celebrating community diversity reflects Broken Arrow's commitment to hospitality and community values. Stakeholders emphasized spreading tourism benefits broadly across the community.



IMPERATIVES AND STRATEGIES

The situational assessment, competitive analysis, and stakeholder engagement process collectively highlighted key opportunities for building Broken Arrow's overnight visitor business, as well as increasing sales tax revenue from non-residents throughout the city.

The following strategic imperatives represent a path for Visit Broken Arrow to continue to evolve the destination and capture economic benefits throughout the city. Each imperative addresses specific needs identified through the assessment process while building on the community's existing strengths and strategic advantages. The imperatives and recommended strategies set a framework for Visit Broken Arrow to compete more effectively with neighboring destinations and the identified comparative set to inspire more visitation to the city.

Rather than pursuing generic visitor attractions, these strategies focus on leveraging what makes Broken Arrow unique: its strategic location, growing cultural assets, military heritage, and strong community identity.

PRIMARY TARGET MARKETS FOR GROWTH



VETERANS TRAVEL MARKET

This represents an underutilized asset for Broken Arrow with strong growth potential. The U.S. heritage tourism market reached \$128.66 billion in 2024, growing at 4.2% annually. Veterans travel, as a subset of heritage tourism, offers higher per-visit spending and strong brand alignment with Broken Arrow’s existing facilities. The city’s commitment to veteran-friendly policies and dedicated facilities positions it uniquely to capture this growing market segment.



SPORTS TOURISM — OVERNIGHT-STAY CAPTURE

Oklahoma generated over \$250 million in sports tourism revenue in the past two years. While Broken Arrow currently captures sports tourism through tournaments at local facilities, the end-user has the most direct contact with the tournament organizers. Youth sports tournaments generate high economic impact through multiple family overnight stays and extended visits.



FILM TOURISM DEVELOPMENT

Since the Filmed in Oklahoma Act was signed in May 2021, the state has generated \$531 million in direct economic impact from film and television productions. In February 2025, Broken Arrow City Council approved a \$100,000 pilot film incentive program that offers a 10% rebate on local spending during film projects, \$500 for every 12 hotel room nights, and 10-20% rebates on production office space, making it Oklahoma’s second-largest municipal film incentive program behind only Oklahoma City. The Rose District’s historic architecture and surrounding areas offer film-friendly locations that could attract location shooting and film-related visitation.

Source: Destination Stakeholder Survey Results

IMPERATIVES

The *Legacy & Opportunity Plan* is anchored by a set of imperatives that build directly from Broken Arrow’s distinctive assets, values, and ambitions—ensuring that tourism strengthens the city’s economy, enhances quality of place, and extends community pride. These imperatives will guide Visit Broken Arrow and its partners in connecting strategic infrastructure, authentic experiences, and community partnerships into a more cohesive visitor economy with higher levels of visitor spending. Together, they call for leveraging the city’s major investments, deepening collaboration with hospitality and cultural stakeholders, and celebrating the city’s veterans heritage.

- 01

Leverage Strategic Infrastructure Investments
Maximize return on community investments in the Sunset Amphitheater, Rose District, and veterans’ facilities by creating integrated visitor experiences that serve residents first while generating sustainable revenue streams supporting continued quality of place enhancement.
- 02

Develop Authentic Experiences to Inspire Visitation and Extend Stays
Create visitor experiences that showcase genuine community character, values, and hospitality while attracting high-value visitors seeking alternatives to generic tourism destinations—positioning Broken Arrow as the premier choice for authentic small-town tourism.
- 03

Strengthen Broken Arrow’s Visitor Ecosystem
Establish integrated tourism promotion and visitor experience systems that maximize community benefit while preserving authentic small-town character, ensuring all sectors benefit from visitor economy growth.
- 04

Optimize Veterans Heritage Tourism
Develop veterans’ heritage tourism as a signature market that reflects authentic community values and commitment while attracting national visitors and generating multi-day economic impact that supports local businesses and community development.
- 05

Expand Creative and Cultural Offerings
Leverage film tourism opportunities and arts development that build on existing community assets while creating new visitor experiences, attractions, and community amenities that serve residents and visitors alike.

STRATEGIES AND TACTICS

The following strategies outline a phased approach to achieving Broken Arrow’s vision through three interconnected phases: Immediate Wins (0–12 months), Foundation Builders (12–36 months), and Transformative Initiatives (36–60 months). This structure aims to balance momentum with feasible implementation, maximizing impact while aligning with the organization’s available capacity and resources.

- **Immediate Wins (0-12 Months)** Low-resource, high-impact actions that build momentum
- **Foundation Builders (12-36 Months)** Moderate-resource initiatives requiring cross-functional coordination
- **Transformative Initiatives (36-60 Months)** High-investment, systemic shifts requiring policy/sector alignment



IMPERATIVE 1: LEVERAGE STRATEGIC INFRASTRUCTURE INVESTMENTS

Broken Arrow's recent infrastructure investments—such as the Sunset Amphitheater, Rose District enhancements, and veterans facilities—represent more than capital projects; they are symbols of the city's character and long-term competitiveness. This imperative ensures that these signature spaces are fully realized as connected, activated, and economically productive destination assets. By integrating them into seamless visitor journeys, these facilities can drive year-round visitation while continuing to define Broken Arrow's sense of place.

OBJECTIVE:

Link major destination assets and hospitality amenities into a cohesive network that fuels the visitor economy's vitality, reinforces Broken Arrow's identity, and delivers sustained benefits to local hospitality businesses and residents.

EXPECTED OUTCOMES:

- Increased visitation and economic activity in the city.
- Stronger alignment between visitor-facing infrastructure investments and tourism promotion campaigns.
- Additional visitor itineraries that encourage multi-site exploration and visitor spending in Broken Arrow

KEY STRATEGIES FOR IMPERATIVE 1

1.1 MAXIMIZE SUNSET AMPHITHEATER COMMUNITY INTEGRATION

WHY IT MATTERS:

The Sunset Amphitheater represents Broken Arrow’s largest infrastructure investment, designed to serve both residents and visitors while generating economic impact. Strategic integration with community existing destination assets maximizes return on investment while enhancing quality of life for residents.

RECOMMENDED TACTICS:

Immediate Wins

- Within 12-months of the amphitheater opening, develop concert experience packages combining amphitheater events with Rose District dining and shopping
- Create pre- and post-concert programming that showcases local businesses and community character
- Identify ways to support or subsidize transportation solutions that encourage visitors to explore Broken Arrow beyond the venue (e.g., program similar to Uber-hotel program)

Foundation Builders

- Coordinate with Rose District businesses for concert-related promotions and extended operating hours
- Develop local accommodation partnerships offering amphitheater package deals
- Create year-round programming that leverages amphitheater facilities for community events and business meetings

1.2 OPTIMIZE ROSE DISTRICT AS BROKEN ARROW’S TOURISM HUB

WHY IT MATTERS:

The Rose District’s proven success as both community gathering place and visitor attraction provides a model for sustainable tourism development that enhances rather than compromises community character.

RECOMMENDED TACTICS:

Immediate Wins

- Create themed walking tours highlighting local business owners and community history
- Continue to work with/support the Community Development Department to create and support seasonal programming in the Rose District that celebrates community character while attracting visitors—both day and overnight

- Enhance wayfinding and visitor services that connect the Rose District with other areas of the city. (While the geographic distance cannot be lessened, enhanced wayfinding will encourage visitors in other part of the city to explore and enjoy the Rose District).

Foundation Builders

- Continue to work with the Economic Development Department to support Rose District business development that maintains authentic local character
- Create multi-day visitor experiences combining Rose District with amphitheater and veterans’ heritage attractions



IMPERATIVE 2: DEVELOP AUTHENTIC EXPERIENCES TO EXTEND STAYS

Broken Arrow's authentic appeal lies in its people, stories, and places—from its veterans heritage to events and festivals and the creative pulse of the Rose District. This imperative focuses on crafting experiences that can only occur in Broken Arrow—bundled, story-driven, and community rooted—that elevate the local brand and encourage extended visitor stays

OBJECTIVE:

Position Broken Arrow as the premier “Small-town” destination known for genuine, homegrown experiences that inspire extended stays and reinforce community pride.

EXPECTED OUTCOMES:

- Growth in overnight visitation and average visitor spending.
- Expanded partnerships with hospitality businesses, local makers, artists, and attractions to enrich visitor storytelling.
- Increased meeting/conference activity

KEY STRATEGIES FOR IMPERATIVE 2

2.1 FURTHER ESTABLISH BROKEN ARROW'S COMMITMENT TO HONORING VETERANS

WHY IT MATTERS:

Authentic veterans heritage tourism leverages the community's genuine commitment to honoring veterans while creating sustainable competitive advantage in specialized tourism markets. (See *Imperative 4* for further program development)

RECOMMENDED TACTICS:

Immediate Wins

- Refine existing collateral to speak directly to the veterans' tourism market
- Market the city's comprehensive veterans' experiences to national heritage tourism companies

2.2 BETTER LEVERAGE SPORTS TOURISM

WHY IT MATTERS:

Youth sports tourism aligns with Broken Arrow's community character while attracting visitors who appreciate safe, accessible small-town environments and value-oriented experiences.

RECOMMENDED TACTICS:

Immediate Wins

- Develop sports event packages combining competition with family-friendly community experiences
- Create incentives for tournament organizers to market experiences within Broken Arrow before and after the tournament/competition.

Foundation Builders

- Support continued investment in the enhancement of local sports facilities
- Connect visiting sports families with Rose District experiences and local business discovery.
- Encourage lodging growth more proximate to the sports venues



2.3 DEVELOP CAMPAIGNS TO POSITION BROKEN ARROW AS A CHOICE FOR SMALL, OVERNIGHT-STAY PRODUCING MEETINGS

WHY IT MATTERS

Broken Arrow's meeting venues offer unparalleled regional convenience thanks to their proximity to major regional thoroughfares—expediting travel for in-state and regional attendees and reducing time spent “crossing town.” Hosting a meeting in Broken Arrow also gives planners access to the Rose District's unique social and dining spaces for off-site dinners, walkable networking, and after-hours activities—delivering a citywide experience not found in other locations in the region.

RECOMMENDED TACTICS:

Immediate Wins

- Package existing materials that curate Rose District dining, entertainment, and art experiences and the city's Uber voucher program for meeting/sales stakeholders to help planners integrate Rose District activities into their conference programs.
- Prioritize outreach to select meeting planners and third-party planning companies who coordinate multiple events for corporate, association, and trade groups.

Foundation Builders

- Develop a “preferred partners” initiative establishing long-term relationships with local and regional meeting planners, especially those client portfolios that do not require large-scale convention facilities but value flexibility and connectivity to restaurants, shops, and cultural sites.
- Develop a co-op marketing program for interested hotels and venues Encourage Rose District businesses to create custom menus, event packages, and off-site visit programs for specific meeting groups with the potential for substantial overnight stay generation
- Support expansion of, or investment in, conference facilities to attract more multi-day meetings and regional events





IMPERATIVE 3: STRENGTHEN BROKEN ARROW'S VISITOR ECOSYSTEM

A thriving visitor economy depends on a connected network of local businesses, attractions, lodging, cultural organizations, and city partners. This imperative enhances collaboration, transparency, and information-sharing across Broken Arrow's visitor ecosystem to improve local businesses' readiness for serving visitors and amplify the local economic impact of tourism.

OBJECTIVE:

Enable hospitality partners to participate fully in the city's visitor economy through communications, information sharing and tools to support stakeholders in adapting to travel market trends, delivering consistent visitor experiences, and maximizing the local benefit of tourism.

EXPECTED OUTCOMES:

- Increased local business participation in tourism programs and promotions
- Broader awareness of tourism's economic benefits among city and business leaders through data and information sharing.
- Attraction of regional events, meetings, and creative industry partners through coordinated marketing.
- Deepened and visible collaboration with the Muscogee (Creek) Nation to position Broken Arrow as a welcoming gateway to Muscogee heritage experiences.

KEY STRATEGIES FOR IMPERATIVE 3

3.1 DEVELOP PROGRAMMING TO HELP LOCAL BUSINESSES BE MORE VISITOR-READY

WHY IT MATTERS:

Broken Arrow’s strength as a destination is the tapestry of authentic and differentiated experiences to be enjoyed in the city. Connecting and networking elements of the tapestry to target visitor segments will increase visitation, encourage higher-spend visitors, and support local businesses.

RECOMMENDED TACTICS:

Immediate Wins

- Continue to develop targeted itineraries to share authentic local experiences to target visitor segments
- Develop training programs enhancing visitor service quality throughout the community

Foundation Builder

- Establish regular hospitality stakeholder meetings or forums to foster collaboration among businesses and information sharing around visitor performance
- Create co-op marketing initiatives showcasing community diversity and authentic character in target markets

3.2 CHAMPION THE VALUE OF TOURISM FOR BROKEN ARROW

WHY IT MATTERS:

Visits to Broken Arrow play a crucial role in enhancing the community’s economic success and supporting restaurants, shops, and attractions that also contribute to the residents’ overall quality of life. Tourism generates sales tax revenue that supports city services and creates employment opportunities. Tourism also extends the brand of Broken Arrow. Visit Broken Arrow’s current focus on overnight visitors represents an important foundation for generating hotel tax revenue. At the same time, the department’s efforts support and enhance the city’s diverse visitor assets, maximizing the economic benefits of guest spending throughout the community

By championing tourism’s comprehensive economic impact—not only hotel stays but also including day visitors who dine in the Rose District,

shop at local businesses, and attend community events—Visit Broken Arrow can demonstrate tourism’s vital role as an economic driver for the city

RECOMMENDED TACTICS:

Immediate Wins

- Build on regular reports to city leadership demonstrating tourism’s role in supporting community priorities, job creation, and tax revenue generation that funds essential services and create messaging on the value of tourism for residents and local audiences.
- Implement an economic impact measurement system that documents tourism’s total contribution to Broken Arrow’s economy, including both overnight and day visitor spending across all business sectors, so that leaders, partners, and residents clearly see how visitor activity generates tax revenue, supports local businesses, creates jobs, and strengthens the case for continued investment in destination development

Transformative Initiative

- Establish strategic partnerships with local business organizations and the Chamber of Commerce to create integrated visitor experiences that maximize economic benefits throughout the community while preserving Broken Arrow’s authentic small-town character

3.3 EXPLORE OPTIONS FOR INCREASING RESOURCES AVAILABLE FOR DESTINATION PROMOTION AND MANAGEMENT

WHY IT MATTERS:

The tourism strategic plan asks Visit Broken Arrow to step into a broader role. Beyond promoting the destination, the organization is being called on to manage it—helping shape the experiences visitors have when they come here. That means new responsibilities and programming that demand more staff time, better real-time insight into how visitors are spending their time and money, and sharper, more targeted marketing. It also means supporting local hospitality businesses, so they are truly visitor-ready. Training, product development, and ongoing consultation are essential to making that happen, but they come with costs that stretch well beyond a traditional marketing budget.

RECOMMENDED TACTICS:

Foundation Builder

- Establish a Tourism Development Task Force comprised of city leadership, hospitality stakeholders, and business community representatives to identify a 10-year vision for growing the city's visitor economy.

Transformative Initiative

- Begin building out a long-term funding model based on what Visit Broken Arrow needs to execute and maintain the city's competitiveness as a destination. (This might include considering an initiative to raise the hotel lodging tax rate to match those of surrounding communities).

3.4 LEVERAGE BROKEN ARROW'S PROXIMITY TO AND RELATIONSHIP WITH THE MUSCOGEE (CREEK) NATION

WHY IT MATTERS:

Broken Arrow serves as the closest major city to Okmulgee, the capital of the Muscogee (Creek) Nation (MCN), creating a natural partnership opportunity that benefits both communities. The Nation has developed comprehensive plans for a new cultural center in Okmulgee that will showcase Muscogee heritage and attract visitors seeking authentic cultural experiences. However, there are opportunities to greatly expand educational accessibility and impact by investing and/or partnering in cultural offerings and similar initiatives in communities across the MCN Nation, particularly in Broken Arrow. The relationship between the two communities already exists through collaborative projects like the MCN collection at the Museum of Broken Arrow, which celebrates their shared heritage and demonstrates successful cultural partnership.

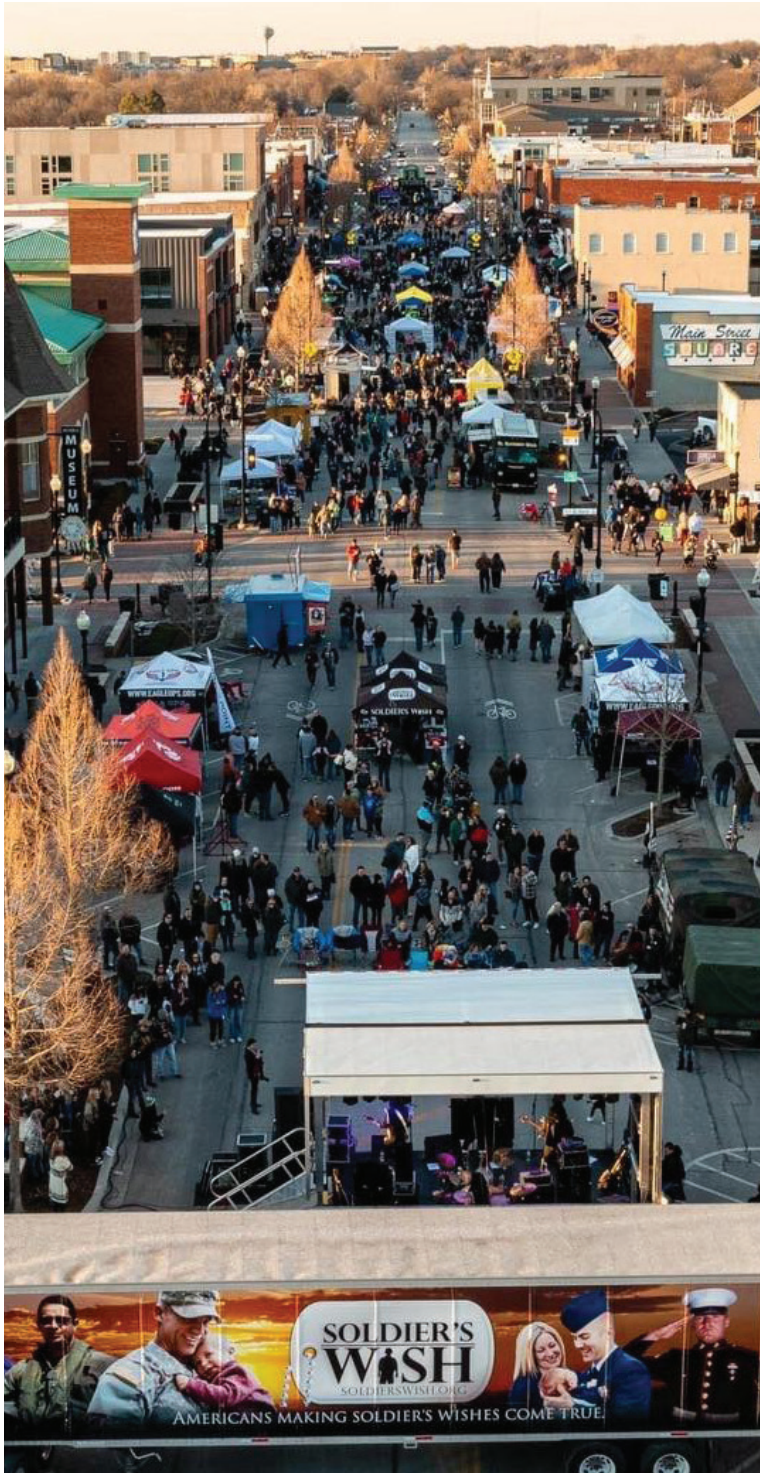
RECOMMENDED TACTICS:

Foundation Builder

- Continue to nurture and build a relationship with the MCN and its economic development and tourism arms. Within that relationship building, identify the MCN's preference for Visit Broken Arrow to message and tell the story of the city's relationship with the Nation, emphasizing authentic representation and MCN-controlled narratives.
- Advocate for the expansion of the existing Museum of Broken Arrow partnership to include broader cultural interpretation throughout the Rose District and the city.

Transformative Initiative

- Discuss the potential of incorporating Muscogee language signage, cultural markers, and interpretive elements that acknowledge the area's heritage and connection to the MCN while directing visitors to the Nation's cultural center.
- Create a joint tourism strategy that positions Broken Arrow as a gateway city for visitors traveling to experience Muscogee culture in Okmulgee, developing coordinated itineraries that highlight both communities' complementary attractions and amenities.



IMPERATIVE 4: OPTIMIZE VETERANS HERITAGE TOURISM

Broken Arrow's deep respect for veterans is woven into its identity and history. This imperative transforms that distinctive legacy into a defining visitor experience, creating a powerful platform for storytelling, education, and local pride—while strengthening the city's national visibility.

OBJECTIVE:

Elevate Broken Arrow's veterans story into a tourism pillar that honors service, sustains memory, and drives local cultural and economic vitality.

EXPECTED OUTCOMES:

- Recognition of Broken Arrow as a leading veterans heritage destination.
- Growth in regional and national visitation linked to veterans-focused events and attractions.
- Continued strong partnerships between the city, veterans groups, and veterans-focused attractions to develop commemorative programming.

KEY STRATEGIES FOR IMPERATIVE 4

4.1 ESTABLISH NATIONAL VETERANS TOURISM LEADERSHIP

WHY IT MATTERS:

Authentic veterans heritage tourism leverages genuine community commitment while creating sustainable competitive advantage in specialized tourism markets.

RECOMMENDED TACTICS:

Immediate Wins

- Market comprehensive veterans' experiences to national heritage tourism companies
- Develop educational tourism programming for school groups and military organizations

Foundation Builders

- Position Broken Arrow as national model for veterans' heritage tourism
- Develop strategic partnerships with military museums and heritage organizations
- Create traveling exhibitions and programming sharing Broken Arrow's veterans' heritage story

4.2 CREATE SIGNATURE VETERANS HERITAGE TOURISM PROGRAMMING

WHY IT MATTERS:

Broken Arrow's commitment to veterans reflects genuine community values while creating unique tourism positioning that differentiates the city from competitors seeking to manufacture heritage attractions.

RECOMMENDED TACTICS:

Immediate Wins

- Develop comprehensive veterans experience packages combining heritage facilities with local hospitality
- Partner with veterans' organizations to develop educational tourism programming for school groups and military organizations

Foundation Builders

- Create premium veterans travel packages attracting the national market while honoring local military heritage.
- Create signature veterans' events designed for multi-day visitation while serving local veterans' community

Transformative Initiative

- Work with other local partners that serve the veterans' community and support efforts to create revenue-producing experiences, traveling exhibitions, or programming that share Broken Arrow's veterans' heritage story





IMPERATIVE 5: EXPAND CREATIVE AND CULTURAL OFFERINGS

Creativity and the city's maker and agricultural heritage is another distinctive characteristic of the destination. This imperative capitalizes on Broken Arrow's expanding creative sectors—from film and live performance to public art—to position the city as a small-town hub of imagination and cultural vitality.

OBJECTIVE

Champion arts, culture, and creative industries as engines of community identity and targets for visitor growth, strengthening the Broken Arrow's brand as both authentic and forward-looking.

EXPECTED OUTCOMES

- Expansion of local film, festival, and performing arts programming that attract regional audiences.
- Deepened partnerships between artists, cultural groups, and local businesses through public arts.
- Enhanced perception of Broken Arrow as a welcoming, culturally rich community.

KEY STRATEGIES FOR IMPERATIVE 5

5.1 DEVELOP FILM TOURISM SHOWCASING COMMUNITY CHARACTER

WHY IT MATTERS:

Film tourism builds on the momentum and success of the city's Film incentive and leverages Broken Arrow's authentic small-town character to create additional visitor attractions and destination promotion opportunities.

TACTICS & BEST PRACTICES:

Immediate Wins

- Based on the pilot program success, transition the incentive from a pilot program to a permanent budget item.
- Develop robust location and film production package/portfolio to attract producers
- Market Rose District and community locations for authentic small-town, Oklahoma, or western/cowboy-heritage film settings



Foundation Builders

- Leverage film productions for broader community promotion and marketing
- Encourage the establishment of production services businesses that will generate location fees and crew spending in local businesses

Transformative Initiative

- Develop film location tours and production experiences highlighting community assets

5.2 ENHANCE ARTS AND CULTURAL PROGRAMMING

WHY IT MATTERS:

Arts and cultural development that builds on existing community assets create year-round visitor attractions while enhancing quality of life for residents.

TACTICS & BEST PRACTICES:

Foundation Builder

- Support local arts organizations like ArtsOK (for example: PAC and Arts@302) in developing visitor-attractive programming
- Develop arts and culture trails connecting community assets and local businesses

Transformative Initiative

- Support a public art campaign or other placemaking developments tied to the Rose District Master Plan, enhancing downtown's vibrancy and visitor appeal.

IMPLEMENTATION | MOVING FORWARD

The *Legacy & Opportunity Plan* positions Visit Broken Arrow to nurture and grow the city's visitor economy with purpose—connecting its destination assets, community pride, and hospitality partnerships into a more coordinated and resilient visitor ecosystem. This next chapter calls for continued alignment across city departments and community partners to advance a shared vision: defining Broken Arrow as the heart of America's biggest small-town experience.

To lead the efforts to attain this vision, Visit Broken Arrow will strengthen collaboration with hospitality and small business partners, helping them become more visitor-ready through data-driven marketing and coordinated storytelling. Efforts will center on ensuring that tourism promotion initiatives and programming generate tangible benefits for residents, enhance the city's identity, and elevate visitor experiences. Early success will depend on the ability to connect and activate the city's anchor destination assets and programming—such as the Rose District, the Sunset Amphitheater, and the film incentive.

At the same time, Broken Arrow's tourism future will flourish through deeper partnerships. Ongoing collaboration with local entrepreneurs and small, visitor-facing businesses, veterans organizations, creative organizations, and the Muscogee (Creek) Nation will expand the city's reach and differentiate its tourism promotion. These relationships will also strengthen storytelling to attract visitors (including locals), enrich cultural programming, and encourage increased visitor spending across the city.

Each partner within the Legacy Opportunity framework has a meaningful role in shaping the city's future as a destination. Through this effort, Visit Broken Arrow will grow tourism in the city, ensuring that it remains a driver of economic activity, community pride, and quality of place—extending Broken Arrow's brand, reinforcing its identity, and sustaining the welcoming spirit that defines this community.



