Growing Tulsa. Enriching Communities.

2015-2021 STRATEGIC PLAN
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Acknowledgements

We’d like to thank the many contributors involved in the strategic planning process, including many interviews and conversations, to create a new vision and a plan to guide Tulsa Development Authority’s future actions. These include:

• Interested Citizens
• Private Developers
• City of Tulsa Representatives
  o Economic Development
  o Community Development
  o Planning and Development
  o Finance
  o Grants
  o Tax Increment Finance Administration
• TDA Board of Commissioners
• TDA Staff
• TDA General Counsel
• Strategic Planning Consultant

TDA Executive Director, Board of Commissioners and General Counsel, June 2015

From Left to Right: O.C. Walker, Roy Peters, Nancy Roberts, Julius Pegues, Steve Mitchell, Carl Bracy, Jot Hartley
TDA – Vision and Prospect

The Tulsa Development Authority (TDA) promotes economic development through renewing and developing attractive, healthy and safe public and private places and green spaces throughout the Tulsa community where people want to live, work and play.

With Downtown development thriving, TDA will increasingly face towards the north, east and west of Downtown to sustain its legacy of Keeping Tulsa Strong.

Since its early beginnings in July 1959 as the Tulsa Urban Renewal Authority, TDA has a long history of facilitating renewal and redevelopment throughout Tulsa. For several decades, TDA came under common management with the City of Tulsa. In 2008, it returned to independent management with its own Executive Director and staff.

TDA was chartered with the initial focus of removing slum and blight in deteriorating neighborhoods. Today with changes and updates in the statutes granting its powers and authorities, its scope has expanded to include economic and community development.

As an Economic Development partner, TDA collaborates with multiple entities, including the City of Tulsa elected officials and staff, as well as planning commissions, economic development entities, funding entities, the local, State and Federal governments, businesses of all sizes, community leaders and real estate developers to fulfill economic development plans that spur Tulsa’s economy.

Its main historic economic and community development initiatives have focused in and around the City’s core downtown areas. During these productive years, TDA has grown in its capacity, capability and partnerships to spur the redevelopment of areas, which Tulsans benefit from and enjoy. Notable projects include the Williams Center, OSU-Tulsa campus, Langston University - Tulsa, the Brady Arts District, the Village at Central Park, Downtown housing, Kendall-Whittier District, Greenwood Historic District, N. Peoria corridor, Lansing Business Park, Driller Stadium, among others. Please refer to “TDA Notable Development Projects” on page 18 for a broader listing of projects, which TDA has facilitated.

TDA’s current strategic planning effort accompanies its updated Sector Plans for both north Tulsa and Kendall-Whittier districts. TDA’s 2015 Annual Report also accompanies TDA’s current strategic planning effort.

Further, plans developed by the City of Tulsa including its 2010 City-wide, comprehensive plan (“PlaniTulsa”) and the Small Area Plans, as well as existing and new Sector Plans commissioned by TDA, all contribute to redevelopment plans that TDA will pursue through 2021.
What We Do

TDA is dedicated to the continual enrichment of our communities and the enhancement of our quality of life through neighborhood revitalization and redevelopment.

Working hand in hand with government, business and residential stakeholders, TDA plays an important role in economic development to create a better hometown and a better future for all of us. TDA’s primary mission is to improve targeted, deteriorating areas that offer potential for successful commercial, retail and residential redevelopment. TDA’s work begins with identification of these areas through its Sector Plans in coordination with City of Tulsa plans including PlaniTulsa and Small Area Plans.

TDA is a public body corporate and the only authority granted the ability to exercise eminent domain in Tulsa. With the various powers granted by Oklahoma Statutes in Title 11.Cities and Towns: Section 38: 101-123, TDA’s scope of authority ranges from single lot development to full urban renewal development. Its broad powers include acquiring, assembling and selling property to private entities for redevelopment, as well as providing or contracting for streets, roads, public utilities, off-street parking facilities, parks, playgrounds, hotels, apartments, housing and other public improvements.

Serving as the City’s Development Authority, TDA facilitates redevelopment in a catalytic way for Tulsa. TDA’s primary activities in executing redevelopment plans include the following:

1. Commission Sector Plans to augment City-wide and Small Area Plans by establishing boundaries and prioritizing focus areas;
2. Purchase lands, properties and buildings for redevelopment, rehabilitation and new construction;
3. Assemble and sell surplus land and properties owned by TDA, and assist in selling those owned by City of Tulsa, to create opportunities for revitalization;
4. Restore land values by removing dilapidated buildings;
5. Improve streetscapes;
6. Provide mezzanine financing, funding and incentives such as low interest loans where feasible in order to attract developers;
7. Manage Tax Increment Finance Districts to improve infrastructure;
8. Administer Housing Development funds to drive new residential projects;
9. Collaborate with private redevelopers to underwrite and advance projects that meet the City’s needs for new housing, retail services and industrial and commercial office spaces;
10. Approve developers’ architectural plans and any subsequent plan changes in accordance with planning guidelines; and
11. Assure that developers complete approved projects in a reasonable time.
Who We Are

TDA Staff

An Executive Director and three administrative support personnel staff TDA.

O.C. Walker II has served as TDA’s Executive Director since 2009. He has a background in Construction Management and City Planning for Tulsa and Broken Arrow. He holds a MS in Architectural Urban Studies from OU, and a BS from Langston University. He oversees the daily operations, working with the City of Tulsa and other authorities, developers, business owners and residential owners on buying and selling properties and on developing projects.

Jane Malone, our Executive Administrator, has served the TDA since 2010. She is a Paralegal by profession and has served as a board member on Neighborhood Housing Services, NAACP, Greenwood Chamber of Commerce and Jazz Hall of Fame, in addition to being a member of the Tulsa Association of Legal Assistants and a past president of the Committee on Administration for the YWCA. She currently serves as the President of Chamberlain Area Neighbors (CAN), a neighborhood organization, and is an active member of Vernon African Methodist Episcopal Church.

NaTasha Bunch-Everly has worked with TDA since 2014 as Administrative Assistant. She has 20 years’ experience in office administration, with more than a decade in Hospitality, growing to Assistant to Director of Revenue Management. She earned a BS in Business Management and an MBA from the University of Phoenix-Tulsa. She holds several positions with her church including Assistant Church Clerk, Church Youth Leader and Mission member.

Carol A. Young works part-time as a Research Analyst for TDA, having retired with 37 years as a Planner for the Urban Development Department for City of Tulsa, monitoring social, housing and physical projects. She earned her BS in Physical Education and Recreation from Tuskegee University, spending her early career as Recreation Director with the Federal Government at Ft. Benning, GA and Camp Drake, Japan, and later with Tulsa Public Schools Monroe Jr. High and B.C. Franklin Park. She teaches Adult Sunday School for Christ Temple CME.

Jot Hartley, of the Hartley Law Firm, serves as TDA’s General Counsel. Mr. Hartley has been a licensed practicing attorney since 1977, when he earned his Juris Doctor from OU. He earned his BA Business Administration in Finance from OSU. During the past 30 years, Mr. Hartley has been involved with all facets of private legal practice, including general, civil, trial, appellate and federal practice, real property, corporation, taxation, eminent domain, commercial, probate, personal injury, criminal defense, criminal prosecution and estate planning law.
TDA Board of Commissioners

TDA’s volunteer Board of Commissioners is made up of Tulsa citizens and business owners, who are dedicated to building a better Tulsa. Members of the TDA Board are appointed by the Mayor for a minimum of three-year terms, confirmed by the Tulsa City Council, and supported by the TDA staff. The TDA Board provides strategic direction for TDA, oversees and approves project proposals and plans, and exercises the powers granted to TDA. The current Board of Commissioners includes the following persons.

**Julius Pegues** was appointed to the TDA Board in 2008 and has served as Chairman since 2009. A native Tulsan and Booker T. Washington High School Valedictorian, Mr. Pegues was the first African-American basketball player at The University of Pittsburgh, started every game for four years, and earned a BS Degree in Mechanical Engineering/Aeronautical Option. Mr. Pegues began his career with the Douglas Aircraft Company in 1958 in Tulsa, OK. He served as a Weather Officer/Forecaster in the USAF after studying at the St. Louis University Graduate School of Meteorology. He retired from McDonnell-Douglas in 1990; and subsequently retired from American Airlines in 2000. He is a former Chairman of The Tulsa Airport Authority and the Tulsa Airport Improvement Trust. His many awards include the University of Pittsburgh "Award of Distinction" and the Tulsa Historical Society "Hall of Fame." Throughout his career, he has committed his time and energy to human rights, human relations and equal education opportunities. Mr. Pegues is the current Chairman of the John Hope Franklin Center for Reconciliation.

**Roy Peters, Jr., EdD** was appointed in 2009 and currently serves as Vice Chairman. Mr. Peters is a native Oklahoman, with a BA in Business Education from OU, an MA in Technical Education and an EdD in Occupational and Adult Education from OSU. He dedicated his career to education at the high school, vocational and technical levels, ultimately serving for 13 years as the State Director for the Oklahoma Department of Career and Technology Education. He was inducted into the Oklahoma Educators Hall of Fame in 2012 and the CareerTech Hall of Fame in 2001. He served as the CEO and President of the Oklahoma Manufacturing Alliance for 12 years before his retirement in 2011.

**Carl Bracy** has served TDA in various roles since 2002 and currently serves TDA as Commissioner. Mr. Bracy enjoyed a long career of 40 plus years across the United States with State Farm Insurance Company, moving to Tulsa in 1989. He served in leadership positions for Accounting and Finance Operations, Fire & Casualty Operations, Automobile & Fire underwriting, claims, small business operations, and Central Zone Diversity and Inclusion Operations, until he retired in 2012. He has served on a broad variety of Boards in a full spectrum of roles and has received numerous awards for his achievements and service.

**Nancy Lynn Roberts, Esq.** serves TDA as Commissioner, having been appointed in 2013. Mrs. Roberts is owner of Trak-1 Technology, Inc., a nationally accredited background-screening firm, co-owner of Smart-Trak, a proprietary online people management and
learning solution, co-owner/Director of HireCall, a full service staffing company, and co-owner of the Squiggle Group offering social learning environments. She is a native Oklahoman, who received her BA in Cognitive Science from Pomona College, and Doctorate of Jurisprudence from OU. Before becoming a business owner, Mrs. Roberts served as an attorney with Boone, Smith, Davis, Hurst & Dickman and Crowe & Dunlevy, as well as Director of Legal Services at Hillcrest Healthcare System.

Steve Mitchell, Esq. serves TDA as Commissioner, having been appointed in 2013. Steve is managing director of Argonaut Private Equity, a diversified global private equity fund. Steve has extensive investment experience in the areas of media, energy and real estate. He currently sits on the Board of Directors for multiple firms involved in diverse industries including consumer electronics, medical devices and telecommunications, among others. Mr. Mitchell is a native Tulsan, a graduate of Baylor University and University of San Diego School of Law. Prior to joining Argonaut, he was a Principal in both Radical Incubation and 2929 Entertainment, leading multiple acquisitions and investments.
Purpose, Mission, Vision & Values

Our Purpose

Promote revitalization of declining areas and encourage private and public reinvestment in economic growth in order to improve quality of life and to improve the City’s tax base through redevelopment and rehabilitation.

Our Mission

Improve and grow Tulsa using private and public resources to fund programs and projects that help neighborhoods and commercial centers to thrive and sustain growth and prosperity.

Our Vision

“Advance Economic Diversity” through renewal and development of attractive, healthy, and safe public and private places and also green spaces throughout the Tulsa community where people want to live, work and play.

Our Values

In order to enrich *Lifestyles*, promote *Community* and attract *Commerce* to *Keep Tulsa Strong*, we will partner and collaborate to:

- Provide safe and sanitary housing.
- Eliminate blighted structures to attract redevelopment.
- Develop commercial real estate to create jobs.
- Be consistent, fair and transparent.
Analysis

Strengths

• Six decades of success in spurring economic development
• Focus constructively on revitalizing areas needing redevelopment
• Sufficient powers and authority to spur larger neighborhood revitalization projects
• Broad authority to access multiple public funding sources at local, State and Federal levels for property acquisitions and redevelopment projects
• Ability to offer reduced costs, lower interest rates and flexible incentives for developers with less need to meet stringent private funding requirements
• Ability to offer loan financing to developers for funding redevelopment projects through its two corporations, including Tribune Building Redevelopment Corporation and Tulsa Uptown Redevelopment Corporation
• Ability to issue tax exempt Revenue Bonds for Capital Improvement to aid in financing economic development projects and its own general operations

Weaknesses

• Significant time and money needed to insure, to maintain, to find buyers for and to negotiate sales of property holdings
• Sales prices on property holdings may not cover full costs of maintenance and sales
• Lead time needed to develop underused revenue sources to cover operating expenses
• Insufficient staffing needed to generate community interest, support and buy-in, or to lead partnerships and catalyze joint ventures for significant projects

Opportunities

• Widespread demand to stimulate development in north Tulsa
• New era for galvanizing catalytic economic development projects that make significant differences
• Build deeper, more enriching relationships and communications with City of Tulsa elected officials and staff to accelerate economic development
• Better serve a broad array of experienced real estate developers as customers to grow more tax base
• Streamline TDA Board meetings, including review and approval processes, to save time and money for all stakeholders
• Attract national developers to City of Tulsa
Threats

- Impact of lower oil and gas prices on the local economy
- Recent and future layoffs from energy sector companies
- Anticipated future layoffs in the manufacturing arena as a trickle-down effect from the sinking energy sector
- Constrained economic capacity to sustain retail businesses in declining areas
- Economic indicators and potential for return on investment may be insufficient to attract private investment in declining areas
- The level of community leadership and involvement required to galvanize catalytic projects and sustain economic capacity
- Financial health of developers under contract
- Economic incentives for developers from the collar communities

Organizational Core Competencies

The combination of pooled knowledge and technical capacities required to carry out TDA’s mission in collaborative partnerships that benefit the residents and businesses of Tulsa include the following:

- Real Estate: Deal-making, Property Appraisals, Contracting
- Economic Development and Planning
- Community Leadership
- Collaborative Partnerships
- Relationship Management
- Funding & Investment Planning
- Project Planning and Management
- Staff Development
- Board Development, Succession and Continuity
TDA Stakeholders

TDA can do what it does because of the many stakeholders that we collaborate and partner with to *Keep Tulsa Strong*. The tables below titled “Economic Development Partners” and “Other Key Stakeholder Groups” show the primary community stakeholders with whom we work and collaborate now and in the future to benefit Tulsa.

TDA’s Executive Director and/or individual Board Commissioners currently engage specific stakeholders on a project or ad hoc basis as needs arise. TDA routinely invites stakeholders to the TDA Board of Commissioners’ monthly meetings and periodic planning retreats.

TDA seeks improved ways to collaborate, coordinate and communicate with its stakeholders to dramatically impact the effectiveness of its efforts and the dollar-for-dollar return on investment for the City of Tulsa. Efforts will be extended to strengthen relationships with our Economic Development Partners and Other Stakeholders (listed in the tables below.) To that end, TDA will pursue the following ideas, among others:

1. Weekly meetings with various staff in the City of Tulsa Economic and Community Development Departments to discuss project statuses;
2. TDA Executive Director attendance at Mayoral staff meetings, particularly when Economic and Community Development are discussed;
3. City of Tulsa Directors of Community Development and Economic Development attendance at TDA Board Meetings to further the connections and collaboration with TDA;
4. Quarterly Roundtables with Economic Development Partners to collaborate and report on development plans and projects; and
5. Annual Economic Development Conferences and Exhibitions to bring the Economic Development Partners together with buyers, sellers, developers and investors to determine ways to grow Tulsa and enrich communities.

### Economic Development Partners

<table>
<thead>
<tr>
<th>Entity</th>
<th>Role</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Chambers:</strong></td>
<td>Get involved where policy and regulation are concerned, lobbying on behalf of membership decisions; recruit industries and commercial interests to conduct business in Tulsa</td>
</tr>
<tr>
<td>Tulsa Regional Chamber</td>
<td></td>
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<tr>
<td>Hispanic Chamber</td>
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<tr>
<td>Greenwood Chamber</td>
<td></td>
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<tr>
<td>American Indian</td>
<td></td>
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<tr>
<td>Chamber of Commerce</td>
<td></td>
</tr>
<tr>
<td><strong>City of Tulsa Staff</strong></td>
<td>Conduct urban design and planning; promote Economic Development; manage grants and incentive funds</td>
</tr>
</tbody>
</table>

TDA 2015-2021 Strategic Plan
<table>
<thead>
<tr>
<th>Entity</th>
<th>Role</th>
</tr>
</thead>
<tbody>
<tr>
<td>Downtown Coordinating Council</td>
<td>Advise the city on coordination, planning and management of Downtown improvement efforts</td>
</tr>
<tr>
<td>Economic Development Commission</td>
<td>Promote orderly development and use of natural and human resources; conduct long-range planning to promote City and its facilities for conventions and tourism</td>
</tr>
<tr>
<td>HUD Community Development Committee</td>
<td>Manage fair and efficient process to allocate Federal Housing and Urban Development Grants</td>
</tr>
<tr>
<td>Indian Nations Council of Governments</td>
<td>Regional coordination services for land use, transportation, environmental quality, public safety and economic development</td>
</tr>
<tr>
<td>Tax Incentive Financial District Managers</td>
<td>Oversee plans and use of funds for retail and commercial development; work with City of Tulsa, various boards and committees, developers and other partners to promote economic development in their TIF districts</td>
</tr>
<tr>
<td>Tulsa Economic Development Corporation</td>
<td>Community Development Financial Institution (CDFI): Provide non-traditional lending programs and development services to help entrepreneurs start businesses</td>
</tr>
<tr>
<td>Tulsa Housing Authority</td>
<td>Help eliminate the shortage of safe housing for persons with low income</td>
</tr>
<tr>
<td>Tulsa Industrial Authority</td>
<td>Issue 501(c) (3) bonds and Industrial Development Revenue Bonds for tax-exempt financing on qualified projects</td>
</tr>
<tr>
<td>Tulsa Preservation Commission</td>
<td>Assist owners of historic properties to list on National Register, receive preservation tax credits and maintain historic property building codes</td>
</tr>
<tr>
<td>Tulsa Metropolitan Area Planning Commission</td>
<td>Lead planning agency for municipality; advisory to legislature; recommend on matters relating to zoning, subdivision, lot splits and the Comprehensive Plan</td>
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### Other Key Stakeholder Groups

<table>
<thead>
<tr>
<th>Role</th>
<th>Stakeholder Group</th>
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</thead>
<tbody>
<tr>
<td>Customers</td>
<td>Residents and Homeowners</td>
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<tr>
<td></td>
<td>Business Owners</td>
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<tr>
<td></td>
<td>Developers</td>
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<tr>
<td>Investors</td>
<td>Banks</td>
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<td></td>
<td>Private Investment Firms</td>
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<tr>
<td></td>
<td>Foundations</td>
</tr>
<tr>
<td>Role</td>
<td>Stakeholder Group</td>
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<tr>
<td>-------------------------</td>
<td>--------------------------------------------------------</td>
</tr>
<tr>
<td>Governing Bodies</td>
<td>Mayor</td>
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<td></td>
<td>City Councilors</td>
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<tr>
<td></td>
<td>County Commissioners</td>
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<tr>
<td>Services</td>
<td>Legal Counsel</td>
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<tr>
<td></td>
<td>City of Tulsa Accounting and Finance</td>
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<tr>
<td></td>
<td>Various Consultants</td>
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<tr>
<td></td>
<td>Public Relations and Media</td>
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<tr>
<td>Educational Centers</td>
<td>Jenks Public Schools</td>
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<tr>
<td></td>
<td>Langston University-Tulsa</td>
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<tr>
<td></td>
<td>Northeastern State University</td>
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<td>OSU-Tulsa</td>
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<td></td>
<td>OU-Tulsa</td>
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<tr>
<td></td>
<td>Tulsa Community College</td>
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<tr>
<td></td>
<td>Tulsa Public Schools</td>
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<tr>
<td></td>
<td>Tulsa Tech</td>
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<td></td>
<td>Union Public Schools</td>
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<tr>
<td></td>
<td>University of Tulsa</td>
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<tr>
<td></td>
<td>Various Private and Parochial Schools</td>
</tr>
</tbody>
</table>
Strategic Initiatives & Outcomes By 2021

Our Overarching Strategic Goal

We *Advance Economic Diversity* by promoting and pursuing economic development that invites and delivers variety in:
1. Affordable, quality housing and public spaces for people of diverse ages, incomes, education, lifestyles and histories;
2. Jobs and reliable employment for multiple skill levels in industrial, commercial and retail businesses; and
3. Targeted education, on-demand goods and community-based services to meet local tastes, preferences, needs and desires.

Our Strategic Initiatives and Outcomes

1. **Grow Tulsa.**
   A. Spur strategic development in targeted areas throughout Tulsa to expand economic diversity and strengthen Tulsa’s economic climate.
   B. Pursue joint ventures to undertake catalytic development projects that make significant and real differences for Tulsans.

2. **Enrich Communities.**
   A. Complete multiple development projects identified by the redevelopment plan that generate annual tax revenues, house families and increase jobs.
   B. Periodically launch or update Sector Plans, to augment neighborhood revitalization plans and to pursue strategic development.

3. **Partner for Economic Development.**
   A. Build deep and enriching relationships with Economic Development Partners and Other Key Stakeholders to synergize and coalesce economic development efforts.
   B. Research economic studies that reveal “lessons learned” from successful and failed projects in areas needing economic recovery in order to provide insights for TDA that spur more rapid, relevant economic development.

4. **Secure the Future.**
   A. Collaborate with private investors and public funding entities to offer creative incentives to developers and property buyers.
   B. Build partnerships to utilize Federal programs, such as Community Development Block Grants (CDBG) or Neighborhood Revitalization Strategy Areas (NRSA) to implement plans and projects.
   C. Stabilize TDA’s financial future by generating annual operating revenues from multiple new and existing sources to cover its operating expenses.
   D. Develop TDA staff and streamline its processes to achieve the plan.
Future Development Strategies

“Development Takes Time”

A known fact is that development breeds more development, as has been experienced with the Downtown development boom or the south Tulsa development boom over the last decade. Those areas around the edges benefit as development pushes outward from the core. For instance, the 91st & Yale corner development came only after the development along south Memorial. The upswing in south Tulsa, Bixby and Jenks development came after the road widening of 151st from Memorial to 75 and the completion of the Creek Turnpike that connected Highway 169 to Highway 75.

The resurgence and rejuvenation of Downtown is critical to instigate and push forward development in areas such as Kendall-Whittier or north Tulsa. As development activity reaches critical mass inside the Inter-dispersal Loop (IDL), development will press beyond the IDL in all directions wherever it is needed, and where the economic factors make it attractive for developers, home buyers and commercial and retail businesses. With the beautiful landscapes in north Tulsa and the recent development in Kendall-Whittier, TDA sees these areas as rich opportunities for further development.

Also critical to development in north and west Tulsa is the future completion of the Gilcrease Expressway, the final 6.7-mile extension that will result in an outer highway loop around Tulsa’s central business district connecting Interstate 44 in west Tulsa to Interstate 244 near the Tulsa International Airport. Sufficient roadway access is vital to economic development and growth.

Viewing the history of residential and commercial development around Tulsa gives an indication of the necessary conditions to push economic development forward in underdeveloped areas. It also gives witness to how leadership, planning, economic capacity and timing must come together to successfully develop regions in and around the City. As those in the know wisely attest “Development takes time.”

Critical Success Factors for Development Projects

As TDA looks forward to identify those areas where leadership, planning, economic capacity and timing must come together for emerging development, TDA has defined the seven critical success factors that must be present for projects to succeed. These seven factors will be used in assessing the merits of future projects and also in assessing the resulting success of completed projects, in support of promoting economic diversity. Critical success factors for TDA to initiate or to invest in development projects include the following:
1. Stabilize, enhance and beautify neighborhoods, places or spaces that meet community needs and wants, while helping achieve the economic development goals for the area;
2. Increase commercial development in key hot spots and prime locations consistent with Small Area Plans and/or Sector Plans;
3. Attract a variety of industrial, commercial and retail job opportunities for large, medium and small businesses to strengthen economic opportunities for individuals;
4. Support financial viability and economic growth;
5. Establish a critical mass of housing, services and commercial activity;
6. Address the “now” while being sustainable into the future; and
7. Grow strong and successful partnerships across the City, region, State and even nationally to ensure that Tulsa is an ongoing consideration for future residents, businesses and governments.

**Future Development Approach**

TDA has multiple options when considering its future development approach in targeted areas across Tulsa. Some of these options include the following:

<table>
<thead>
<tr>
<th>Option</th>
<th>Advantage</th>
</tr>
</thead>
<tbody>
<tr>
<td>North from Downtown along major arteries</td>
<td>Proximity to Downtown commercial activity and redevelopment</td>
</tr>
<tr>
<td>South from 36th Street North along major arteries</td>
<td>Pursue the 36th Street North Corridor Plan</td>
</tr>
<tr>
<td>Simultaneously in both directions, north from Downtown and south from 36th Street North, along major arteries</td>
<td>Develop inward from major “hubs”</td>
</tr>
<tr>
<td>Hot Spots</td>
<td>Develop local hubs serving neighborhoods; capitalize on existing and growing traffic</td>
</tr>
</tbody>
</table>

The natural course of development will likely be north from Downtown and TDA will continue to advance those projects. In addition, TDA recognizes that developing “Hot Spots” has merit in managing financial risk while providing smaller zones for development and serving surrounding neighborhoods.

Refer to the “TDA Map of Potential Development Hot Spots” within the north Tulsa sector boundaries on page 21. The term “Hot Spots” refers to areas that represent opportunities for development by promoting economic diversity in housing, jobs and goods and services, and meet one or more of the following existing conditions:

- Proximity to educational centers including OSU-Tulsa, Langston University, Tulsa Community College Northeast, Tulsa Technology Center Northeast,
Booker T. Washington High School, Carver Middle School, Emerson Elementary, Tulsa Educare or KIPP Tulsa Academy;

- Proximity to other community assets, such as Lacy Park, Mohawk Park, Tulsa Zoo, etc.;
- Near shopping areas such as Shoppes on Peoria or Northland; or
- Major intersections such as Pine and Peoria or 36th Street North and Peoria.

TDA has various plans and tools available to advance these development strategies, including:

- City of Tulsa’s 2010 PlaniTulsa Comprehensive Plan and Small Area Plans that set out growth and development priorities including land use and areas of stability and growth, based upon significant input from residents and local businesses;
- TDA Sector Plans with lot by lot dispositions and plans developed with significant input from residents and local businesses; and
- Financial instruments to offer mezzanine financing, lower rate loans, tax incentives and investment funds.

With the information generated from the Sector Plans for Kendall-Whittier and north Tulsa, along with PlaniTulsa and the Small Area Plans, TDA expects a more specific set of development opportunities to emerge in these areas based upon the expressed needs and desires of area stakeholders. As it looks to the future, TDA will commission other new and updated Sector Plans, such as for the east and west sides of Tulsa, where TDA may spur and catalyze sustainable development.

**Redevelopment Projects**

Any project that TDA undertakes will *Advance Economic Diversity*, meet the critical success factors, execute in accordance with PlaniTulsa, Small Area Plans and Sector Plans and align with the future development approach mentioned earlier.

The timing of projects is dependent upon the convergence of community leadership, planning, economic capacity and funding, as well as sufficient infrastructure. TDA will collaborate with community partners to pursue projects that maximize the opportunity to make a real difference for citizens, businesses and neighborhoods. TDA will place priority on attracting commercial projects that result in job creation for persons with low to moderate-income status.

The scope of current and future projects includes land redevelopment, improvement of streets and roadways including streetscaping, public utilities, off-street parking facilities, parks, playgrounds, housing, commercial and retail development, and other public facilities and infrastructure.
TDA Map of Potential Development Hot Spots

This map demonstrates “hot spots” (red border) within the boundaries of the north Tulsa sector plan (purple dotted line). Note: This map does not represent all of north Tulsa nor does it represent TDA’s sole focus for redevelopment. View a larger version at TulsaDevelopmentAuthority.org
TDA’s Historic Projects

Redevelopment projects that TDA has supported and/or facilitated include many that we all know and benefit from. The following list includes historic projects that are most familiar to Tulsans today. Many of TDA’s projects are not listed that benefitted individuals and families by providing homes, parking facilities, street lighting and streetscaping.

- Ambassador Hotel
- Blue Dome Building
- Booker T. Washington reconstruction
- Brady Heights District, Historical Preservation
- Brady Village Arts and Entertainment District
- Central Park Condos
- Commercial Business at Pine & Cincinnati
- Downtown Double Tree Hotel
- Downtown Home Depot
- Driller Stadium
- Greenwood Cultural District
- Heritage Hills
- Jazz Hall of Fame
- John Hope Franklin Reconciliation Park
- Kendall Whittier School – Park Site
- Lacy Park
- Lansing Business Park
- Littlefield Building
- North Peoria Avenue including Shoppes on Peoria
- Numerous Parks, Commercial and Residential Projects
- One Technology Center (City Hall)
- OSU Osteopathic Hospital
- OSU-Tulsa
- Renaissance Uptown
- River Parks Fountain & Pedestrian Bridge
- Tribune Building
- Village at Central Park
- Westport Apartments & Arkansas River West Bank Revitalization
- Williams Center
- Williams Center Green

Recent and future projects are provided with more detail in the tables titled “TDA’s Recent Project List” and “TDA’s Future Project List” on the following pages.
### TDA’s Recent Project List

<table>
<thead>
<tr>
<th>Project</th>
<th>Location</th>
<th>Type</th>
<th>Developer</th>
<th>Complete</th>
<th>Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>Detroit Lofts</td>
<td>105 N Detroit Ave</td>
<td>Conversion: Downtown Housing Fund Loan</td>
<td>Brickhugger LLC</td>
<td>2010</td>
<td>$5.5M</td>
</tr>
<tr>
<td>The Metro at Brady Arts District</td>
<td>10 E Archer St</td>
<td>New Construction: TDA land sale and Downtown Housing Fund</td>
<td>American Residential Group</td>
<td>2012</td>
<td>$12M</td>
</tr>
<tr>
<td>One Place, Phase I</td>
<td>201 S Denver Ave</td>
<td>New Construction: TDA land sale</td>
<td>One Place, LLC</td>
<td>2012</td>
<td>$100M 3 phases</td>
</tr>
<tr>
<td>Riverbend Gardens</td>
<td>611 W 11th St</td>
<td>New Construction: TDA land sale</td>
<td>Arrington Developers</td>
<td>2012</td>
<td>$5.6M</td>
</tr>
<tr>
<td>Aloft Tulsa Downtown</td>
<td>200 Civic Center</td>
<td>Renovation: Conversion of former City Hall-City property sold via TDA</td>
<td>Brickhugger, LLC - Neal Bhou, Lee Levinson, Bruce Taylor</td>
<td>2013</td>
<td>$25M</td>
</tr>
<tr>
<td>GreenArch Lofts</td>
<td>10 N Greenwood Ave</td>
<td>New Construction: TDA land sale</td>
<td>GreenArch, LLC</td>
<td>2013</td>
<td>$9M</td>
</tr>
<tr>
<td>Whittier Square</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Vandever Lofts</td>
<td>16 E 5th St</td>
<td>Renovation: Downtown housing fund</td>
<td>TDL NOW II, LLC</td>
<td>2014</td>
<td>$3.7M</td>
</tr>
<tr>
<td>100 Boulder</td>
<td>1st to 2nd St on S. Boulder Ave</td>
<td>New Construction: City property sold via TDA</td>
<td>100 Boulder LLC, Mapleview and 21st Century Investments</td>
<td>2014</td>
<td>$3M</td>
</tr>
<tr>
<td>Lofts at the YMCA</td>
<td>515 S Denver Ave</td>
<td>Conversion: Downtown Housing Fund Loan</td>
<td>TDL NOW, LLC</td>
<td>2015</td>
<td>$9.7M</td>
</tr>
<tr>
<td>East End Village</td>
<td>4th to 5th St Elgin to Frankfort Ave</td>
<td>Conversion: Downtown Housing Fund Loan</td>
<td>East End, LLC/Downtown Housing Loan</td>
<td>2015</td>
<td>$10M</td>
</tr>
</tbody>
</table>
### TDA’s Project List

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<tr>
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<th>Complete</th>
<th>Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>First Street Lofts</td>
<td>310 E 1st St</td>
<td>Conversion: Downtown</td>
<td>Blue Dome Properties, LLC, Michael Sager</td>
<td>2015</td>
<td>$5.5M</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Housing Fund</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Hogan Assessments</td>
<td>NE corner of Greenwood &amp; First St</td>
<td>New Construction: TDA land sale and Blue Dome TIF</td>
<td>Hogan Assessments</td>
<td>2015</td>
<td>$10+M</td>
</tr>
<tr>
<td>Urban8</td>
<td>E 3rd St &amp; S Kenosha Ave</td>
<td>New Construction: TDA land sale</td>
<td>Tulsa Urban Development Group</td>
<td>2015</td>
<td>$2.1M</td>
</tr>
<tr>
<td>Hartford Commons</td>
<td>210 S Greenwood Ave</td>
<td>New Construction: TDA land sale</td>
<td>Hartford Commons, LLC</td>
<td>2016</td>
<td>$21 M</td>
</tr>
<tr>
<td>Brady Streetscaping</td>
<td>Elgin Ave to S Boston Ave on Brady</td>
<td></td>
<td></td>
<td>2016</td>
<td>$2M</td>
</tr>
</tbody>
</table>

### TDA’s Future Project List

<table>
<thead>
<tr>
<th>Project</th>
<th>Location</th>
<th>Type</th>
<th>Developer</th>
<th>Complete</th>
<th>Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>The Flats on Archer</td>
<td>NW corner at Archer and Boston</td>
<td>New Construction: TDA land sale</td>
<td>Comstar Properties and Sattcom Investments</td>
<td>2016</td>
<td>$8-10M</td>
</tr>
<tr>
<td>One Place – Phase II, Hampton Inn</td>
<td>W 3rd St &amp; S Cheyenne Ave</td>
<td>New Construction: TDA involvement</td>
<td>Promise Hotels</td>
<td>2016</td>
<td>$17.3M</td>
</tr>
<tr>
<td>120 Greenwood Village</td>
<td>Archer to Brady on Elgin</td>
<td>New Construction: TDA land sale</td>
<td>W3 Development, LLC</td>
<td>2016</td>
<td>$25M</td>
</tr>
<tr>
<td>Fire Station No. 1</td>
<td>5th St &amp; Frankfort Ave</td>
<td>Conversion: City property sold via TDA</td>
<td></td>
<td>2017</td>
<td>$0.67M</td>
</tr>
<tr>
<td>Hartford Building</td>
<td>110 S Hartford Ave</td>
<td>New Construction: TDA land sale</td>
<td>Blue Dome Anchor, LLC</td>
<td>2018</td>
<td>$2.4M</td>
</tr>
</tbody>
</table>
**Property Acquisitions and Sales**

As the City’s Development Authority, TDA acquires and sells properties for the City and for community redevelopment. For most of its history, TDA focused on acquiring distressed or unwanted properties within designated urban renewal zones, particularly in Downtown, north side and east side. This gave rise to many opportunities to incentivize redevelopment and renewal, particularly in declining areas in danger of blight.

For the last five years, TDA has focused less on acquiring properties, and more on selling and developing properties. To date, TDA owns approximately 40 properties, down from 65 in 2012, and will continue selling properties for redevelopment. TDA is particularly interested in building and selling houses in partnership with one or more builders who offer cohesive, consistent design and construction for quality, affordable housing. Refer to the map of “TDA Current Properties” on the next page.

Looking ahead, TDA will continue to strategically acquire and sell properties targeted for near term redevelopment as identified in the adopted plans.

In an effort to sell its remaining properties, TDA periodically releases Request for Proposals (RFPs) to potential buyers and/or developers for specific properties. Once a proposal is approved, the selected party begins development. If dates or plans change, the party submits a change request for discussion and approval by the TDA Board.

In addition, TDA periodically undertakes a “Lot Draw” process, whereby the public is offered individual, residential lots for sale and redevelopment or new construction. The properties are offered at appraised values with priority for first bids given to potential homeowners. Potential buyers must submit plans that meet plan requirements and show evidence of financial resources to complete the rehabilitation or reconstruction for conveyance of title and completion of sales.

TDA plans to use these and other processes to attract new homeowners, as well as developers, in order to revitalize targeted areas throughout Tulsa.
TDA Current Properties

TDA’s property holdings are indicated in red on the map below. View a larger version at TulsaDevelopmentAuthority.org.
Financial Strategies

Financing Economic Development

As a local partner in Economic Development, TDA works closely with the City of Tulsa to access various funding mechanisms and incentives on behalf of homebuilders, developers and business owners. These funding mechanisms allow TDA to provide mezzanine financing, low interest loans and other incentives for property acquisitions, sales, redevelopment and new development. A list of local, State and Federal incentives can be found here.

TDA’s property sales across the years have provided sufficient revenues to fund TDA’s operating expenses, as well as to provide operating funds for new projects.

Revenue Sources to Cover General Operating Expenses

Looking to the future, TDA requires new revenue sources to cover its own general operating expenses. TDA desires to fund its own general operations apart from the funds it receives from its economic development activities to assure its strategic mission.

Revenue Sources to Cover Operating Funds For Projects

TDA relied heavily on HUD CDBG grants to fund projects that eliminated slum and blight up until 2008. It has the option to submit grant requests for qualified projects to the City of Tulsa Department of Grants Administration.

TDA will seek more joint ventures through partnerships with the City of Tulsa, banks, universities and schools, foundations, businesses and developers to advance and fund worthy projects for economic development.

TDA is allowed to issue tax-exempt Revenue Bonds for multi-million dollar Capital Improvement Projects. This enables TDA to provide redevelopment loans to developers at lower interest rates to facilitate catalytic development projects in areas that are not attracting the economic development that is needed. If bonds are the right option for any future project, TDA will work closely with the City to pursue them. These types of bonds do not require votes by the citizens, however the economic conditions must be favorable for these to be a viable option for all stakeholders concerned.
Moving Forward

TDA looks to the future of economic development for Tulsa with great optimism given the successful development efforts it has facilitated and participated in throughout the City and across the years.

TDA will use this strategic plan as a perpetual plan for the foreseeable future. To achieve the initiatives and outcomes set forth in this strategic plan, TDA will create an annual operational plan with the specific actions, resources and timelines that builds on the Strategic Initiatives, Outcomes and Actions outlined below.

In addition, TDA will create an annual redevelopment plan, in accordance with PlaniTulsa, Small Area Plans and Sector Plans, and in collaboration with its Stakeholders. The redevelopment plan will identify specific property acquisitions and sales, and redevelopment projects including sources and uses of funds.

Strategic Initiatives, Outcomes and Actions

1. Grow Tulsa.

   A. Spur strategic development in areas throughout Tulsa to expand economic diversity and strengthen Tulsa’s economic climate.

      i. Create the annual redevelopment plan, using PlaniTulsa, Small Area Plans and Sector Plans, to identify specific projects with targeted development locations and uses, necessary funding needs, possible development incentives, potential strategic partners and developers, project dates and key milestones;

      ii. Prioritize projects based upon the critical success factors and their ability to advance economic diversity;

      iii. Socialize the plan with Economic Development Partners and Other Stakeholders and confirm partners, investors and developers;

      iv. Create detailed project plans and financials, including funding sources, along with communication plans;

      v. Seek buyers and sell properties identified in the plan;

      vi. Acquire and prepare properties for redevelopment;

      vii. Submit Requests for Proposals and select the proposal(s) that best align with success criteria;

      viii. Facilitate and oversee development; and


   B. Pursue joint ventures to undertake catalytic development projects that make significant and real differences for Tulsans.
i. In pursuit of the *redevelopment plan*, recruit development partners and investors to form joint venture(s) to pursue one or more catalytic projects; and

ii. Facilitate one or more joint venture projects where the economic development factors of community leadership, planning, economic capacity and timing converge.

2. **Enrich Communities.**

A. Complete multiple development projects identified by the redevelopment plan that generate annual tax revenues, house families and increase jobs.

   i. In pursuit of the *redevelopment plan*, seek partners and investors to undertake projects in north Tulsa and Kendall Whittier districts, with a near-term priority to spur economic resurgence on the north side of the IDL by 2021.

   ii. Pursue development in other targeted areas, particularly those with declining conditions.

B. Periodically launch or update Sector Plans to augment neighborhood revitalization plans and to pursue strategic development.

   i. Collaborate with appropriate Economic Development Partners to determine areas needing new or updated Sector Plans;

   ii. Commission outside firm(s) to conduct Sector Planning projects; and

   iii. Update the *redevelopment plan* and pursue priority development projects.

3. **Partner for Economic Development.**

A. Build deep and enriching relationships with Economic Development Partners and Other Key Stakeholders to synergize and coalesce economic development efforts.

   i. Collaborate with the City of Tulsa officers and staff to identify efficient ways to improve cross-communication and collaboration between the various entities and individuals impacting economic development in Tulsa;

   ii. Request that TDA Executive Director regularly attend Mayoral staff meetings, particularly when Economic and Community Development are discussed;

   iii. Request that City of Tulsa Directors of Community Development and Economic Development regularly attend TDA Board Meetings;
iv. Host Quarterly Roundtables with Economic Development Partners to collaborate and report on development plans and projects; and
v. Partner in hosting annual Economic Development Conferences and Exhibitions to bring the Economic Development Partners together with buyers, sellers, developers and investors to spur conversations and spark relationships to grow Tulsa and enrich communities.

B. Research economic studies that reveal “lessons learned” from successful and failed projects in areas needing economic recovery in order to provide insights for TDA that spur more rapid, relevant economic development.

i. Determine the scope of projects for the research;
ii. Interview stakeholders and pull financial and economic data associated with the projects;
iii. Analyze factors contributing to success or failure;
iv. Update evaluation criteria for selecting and prioritizing projects; and
v. Include lessons learned in development and project plans to direct actions that support successful outcomes.


A. Collaborate with private investors and public funding entities to offer creative incentives to developers and property buyers.

i. Identify and develop relationships with private entities interested in investing in TDA development plans;
ii. Identify public funding entities with funds available for urban renewal projects and determine criteria for receiving funds;
iii. Socialize development plans and projects with key stakeholders; and
iv. Collaborate with these and other entities to offer creative incentives to developers and property buyers.

B. Build partnerships to utilize Federal programs, such as Community Development Block Grants (CDBG) or Neighborhood Revitalization Strategy Areas (NRSA) to implement plans and projects.

i. Based on the annual redevelopment plan, submit project requests that qualify for CDBG grants;
ii. Pursue NRSA designation for targeted areas that qualify; and
iii. Implement plans and projects that receive funding.

C. Stabilize TDA’s financial future by generating annual operating revenues from multiple new and existing sources to cover its operating expenses.
i. Collaborate with City of Tulsa Accounting and Finance to develop detailed revenue and expense projections;
ii. Determine opportunities for reducing operating expenses or increasing productivity at current expense levels;
iii. Identify additional sources for revenues;
iv. Given favorable economic conditions, issue Revenue Bonds for Capital Improvement to fund significant projects, wherein TDA can charge for administrative services;
v. Meet with stakeholders to negotiate terms for billing administrative fees where appropriate or for pursuing other revenue sources; and
vi. Budget, collect and report new revenues.

D. Develop TDA staff and streamline its processes to achieve the plan.

i. Study and gain insights into other urban authorities, such as Denver and Oklahoma City, as to how they are financed, how they operate and how they spur development;
ii. Establish an environment, culture and mindset at TDA that functions with the energy and efficiencies of an entrepreneur, while operating within the confines of public body corporate;
iii. Determine staffing requirements and define staff positions needed to fulfill the vision, goals and objectives;
iv. Assess current personnel to determine development needed to operate at peak performance levels to achieve TDA’s business strategy plan; and
v. Evaluate operating expenses and processes to identify ways to optimize use of funds, while increasing productivity.