

Downtown Tulsa Management Organization Strategic Plan 2020

Photo credits: City of Tulsa
Communications
Department (unless noted)



Background & Process



Purpose of the Strategic Plan

- Downtown Tulsa is at a crossroads; ready for a new iteration of downtown management
- Strategic planning process to develop a **state-of-the-art Downtown Management Organization**
- Downtown boundary defined within the IDL
- In light of COVID-19, this plan becomes part of an economic recovery & resiliency strategy for Downtown



Bottom Line

- New organization -> Downtown Tulsa Partnership
- Non-profit model based on best practices
- Public-private partnership with City
- More efficient; adaptable
- Champion for Downtown
- Diversified revenues
- Additional enhanced services
- Well-rounded representation; governance





Photo Credit: P.U.M.A.

Process

- ✓ Data Collection
- ✓ Community Engagement
- ✓ Best Practice Research
- ✓ Organizational Assessment

200 stakeholders were engaged through roundtable discussions, community forums, and one-on-one interviews

3,714 responses to an online survey

Community Engagement Key Themes

- Recruit primary employers; diversify jobs
- Attract more retail/restaurants
- Invest in Greenwood; support black-owned businesses
- Increased services for the population experiencing homelessness
- Ensure Downtown is diverse and welcoming
- Enhance safety and security



Community Engagement Key Themes Continued

- More walkable/accessible Downtown; connect districts & adjacent neighborhoods
- Cohesive marketing/brand for Downtown
- Improve parking management and experience
- New resident/employee amenities
- Beautification, greening, public art
- Increase housing at a variety of price points; esp. affordable



Strategic Pivots

1. Independent non-profit; public-private partnership with City
2. Clear delineation between base level services and enhanced services
3. Maximize accountability and responsiveness to ratepayers
4. Diversified revenue beyond assessments; expanded work program, including a focus on economic vitality & resiliency
5. Cohesive, unified voice to advocate for policies and investment that benefit Downtown

A vibrant city park scene. In the foreground, a large, active fountain with multiple jets of water is visible. To the left, a tree with bright pink blossoms stands prominently. To the right, a taller tree with light green leaves is visible. In the background, a modern building with a glass facade and a prominent blue sky with a few clouds are visible. A person is walking on a path in the middle ground. The overall atmosphere is bright and sunny.

Vision, Mission, Goals, Objectives



VISION:

Downtown Tulsa: Our Center of Commerce, Culture,
and Community

MISSION:

To champion a prosperous, vibrant, and inclusive
Downtown Tulsa

Goal 1: Ensure Downtown Tulsa is consistently clean, safe, and appealing



Goal 1

OBJECTIVES

- A. Establish a **new Clean, Safe, and Livability program** to bring Downtown in alignment with industry standards
- B. Devise **maintenance and beautification standards** to improve the overall appearance of the physical environment in Downtown
- C. Partner with service providers on solutions and a **holistic approach to Tulsans experiencing homelessness**



Ambassadors conduct **enhanced cleaning** services in Downtown Berkeley and **outreach services** in Downtown Reno



Photo Credits: Downtown Reno; Downtown Berkeley



Goal 2: Foster a prosperous Downtown through investments and resources that seek to benefit all Tulsans

Goal 2

OBJECTIVES

- A. Work with property owners, real estate professionals, local government and economic development groups to **retain and recruit major primary employers** to Downtown
- B. Develop and implement tools that **support small businesses and housing** to ensure Downtown is economically viable and diverse
- C. **Build on the legacy of Black Wall Street** by supporting the Historic Greenwood District Main Street and community-led investment
- D. Encourage the **attraction of services and amenities** that improve the quality of life for Downtown residents and employees

Downtown Cleveland Alliance's **Business Development Center** is the "go-to" resource for downtown-centric market information

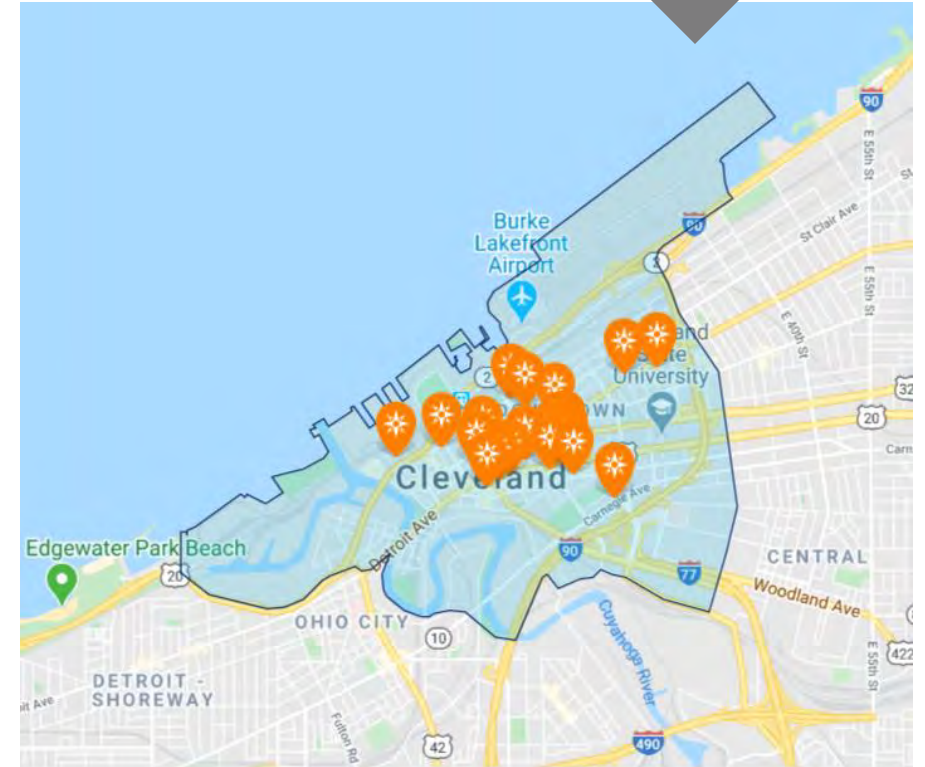


Photo Credit: Downtown Cleveland Alliance

Goal 3: Activate Downtown through programs and experiences that engage Tulsa's diverse community



Goal 3

OBJECTIVES

- A. Develop and produce **events and programming** that promote Downtown as everyone's neighborhood
- B. Enliven Downtown through **public art** and other place enhancing features

Downtown Durham Inc. is one of many partners in **Durham's smART Vision** plan, a bold public art strategy encompassing a wide range of media



Durham smART Corcoran Garage Art Banner Wrap



Goal 4: Enhance physical connections throughout Downtown and to adjacent neighborhoods

Goal 4

OBJECTIVES

- A. Improve **mobility throughout Downtown** and encourage options that are accessible, efficient, and people-centric
- B. Engage with the City and other partners to **improve physical connections** between Downtown and adjacent neighborhoods

Pilot demonstrations in Downtown Pittsburgh: expanded pedestrian zones, low cost lighting upgrades, mobile parklet (pictured)



Photo Credit: Envision Downtown Pittsburgh



Goal 5: Champion Downtown locally and throughout the region as everyone's neighborhood

Goal 5

OBJECTIVES

- A. Establish a new **brand identity** and messaging for Downtown and the DMO
- B. Regularly communicate with Downtown Stakeholders to **boost collaboration**, buy-in, and engagement
- C. Develop and utilize new and existing tools for **expanding awareness** of Downtown's offerings and assets

Downtown Tempe undertook a **strategic marketing effort** to shift their image, brand their organization, and raise awareness of downtown



Photo Credit: Awe Collective

Prioritization & Quick Wins

- Each objective has specific tactics
- Tactics assigned as pre- or post- 18 months
- Quick Wins – first priorities of the new organization

Sample Quick Wins:

- * Introduce highly visible, uniformed Ambassador team
- * Be the lead agency for administering public TIF projects in Downtown
- * Issue RFP for marketing services to establish a comprehensive Downtown brand

Key Metrics by Goal

- Set baseline to track and measure progress
- Can be refined with the Board of Directors
- DTP will prepare annual report for stakeholders outlining accomplishments based on the plan & metrics

Goal 1: Ensure Downtown Tulsa is consistently clean, safe, and appealing

Examples:

- Annual Downtown perception survey on cleanliness and safety
- Measures of Ambassador activities (e.g. graffiti removed, number of interactions with visitors, etc.)
- Number of plantings maintained

Goal 2: Foster a prosperous Downtown through investments and resources that seek to benefit all Tulsans

Examples:

- Economic indicators by sector including, total square footage; vacancies, sales, and rents
- Total number of Downtown jobs
- Number of market data requests fulfilled

Key Metrics Continued

Goal 3: Activate Downtown through programs and experiences that engage Tulsa’s diverse community

- Examples:
- Number of Downtown events and attendance
 - Annual seasonal pedestrian counts in key locations
 - Public art counts and year over year growth

Goal 4: Enhance physical connections throughout Downtown and to adjacent neighborhoods

- Examples:
- Annual Downtown perception survey on parking
 - Alternative mobility counts
 - Shuttle usage statistics, where applicable

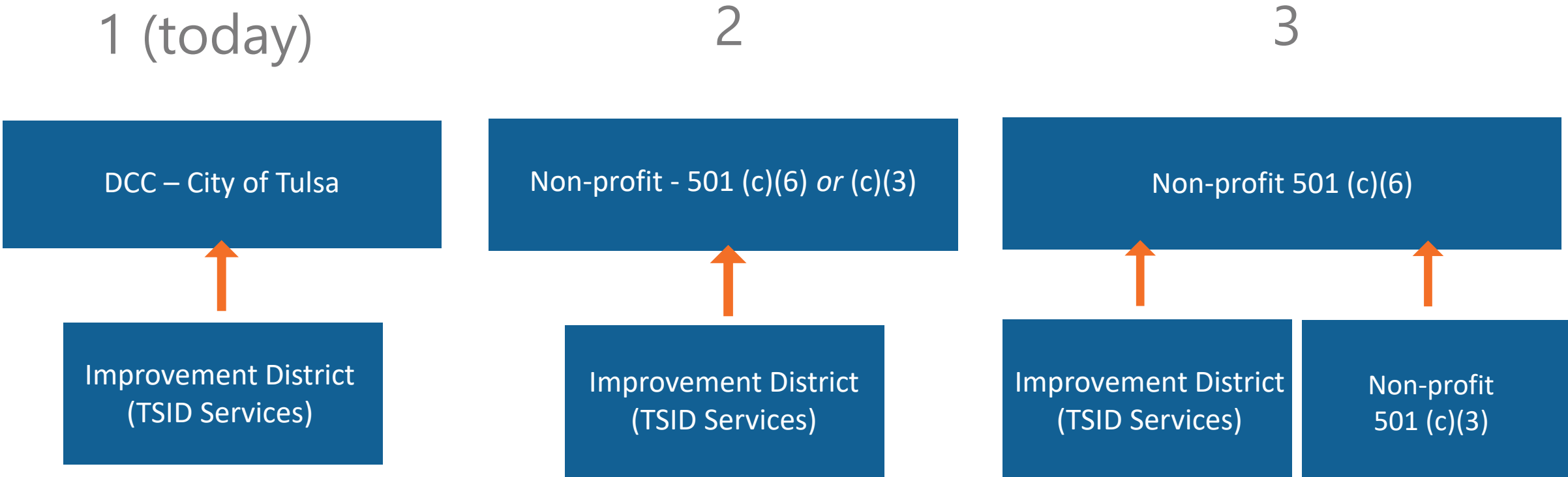
Goal 5: Champion Downtown locally and throughout the region as everyone’s neighborhood

- Examples:
- Annual Downtown perception survey to assess awareness and impact of DTP’s services
 - Social media following, engagement statistics
 - Number of community members engaged in forums, committees etc.

Organizational Implications

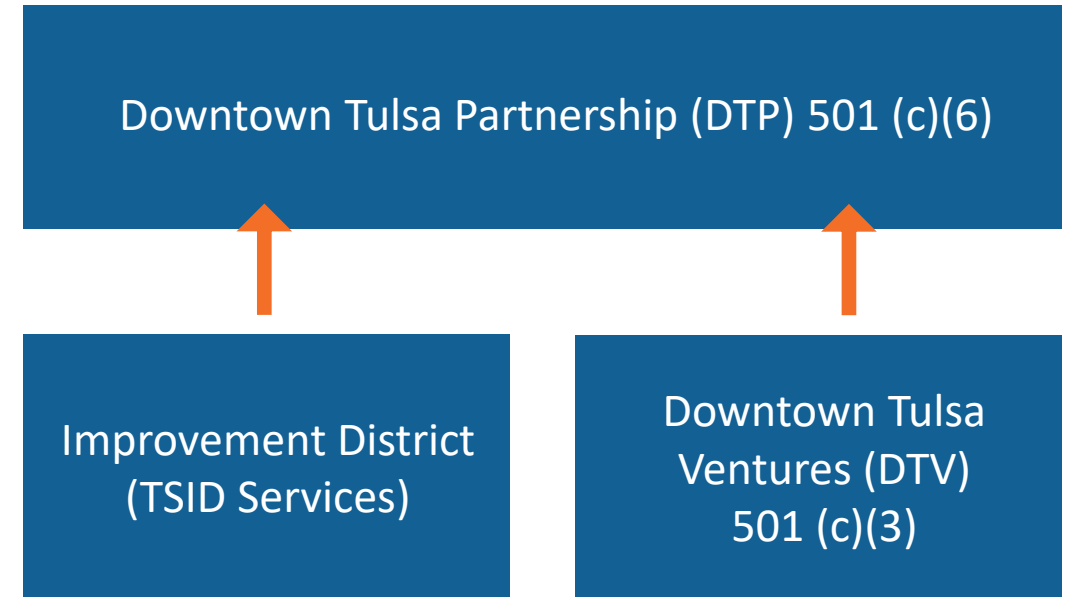


Organizational Structure Options



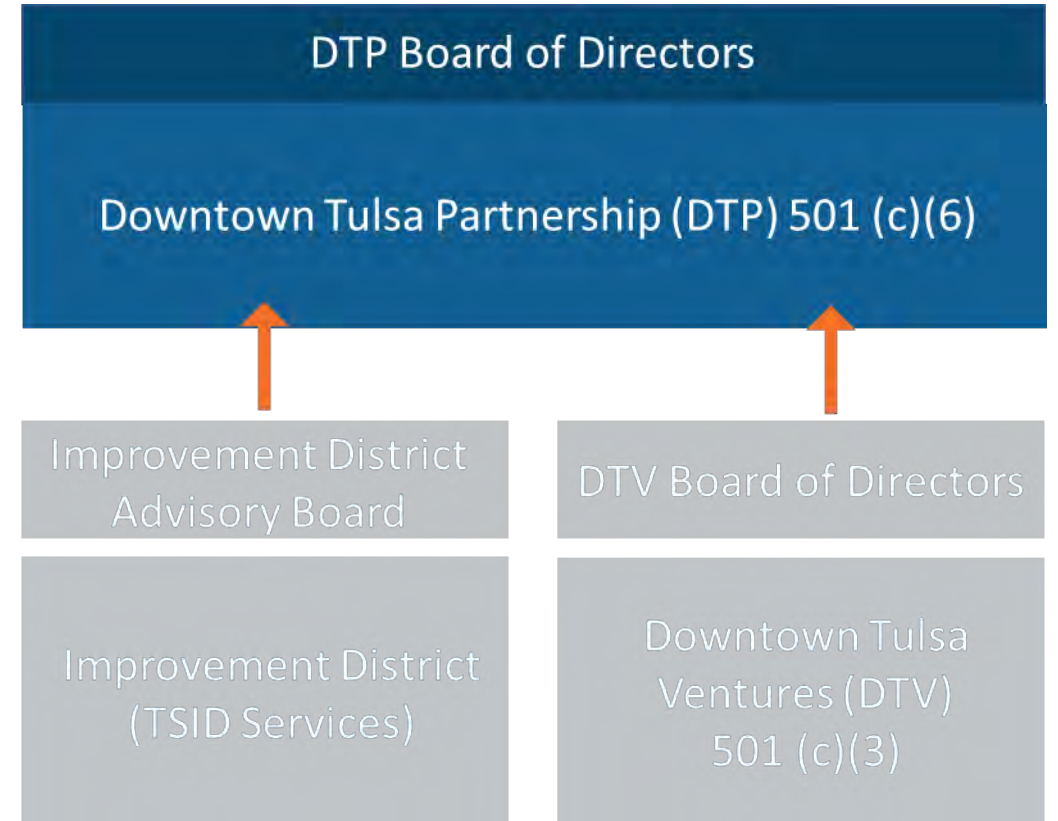
Preferred Scenario: Option 3

- Best practice = independent non-profit organizations
- More efficient/nimble deployment of services
- Can leverage non-improvement district revenue sources
- Advantages of both a 501 (c)(6) and 501 (c)(3)
 - 501 (c)(6) - advantageous for advocacy and allows membership
 - 501 (c)(3) - helps diversify funding with grants, sponsorships, donations



Governance: Downtown Tulsa Partnership

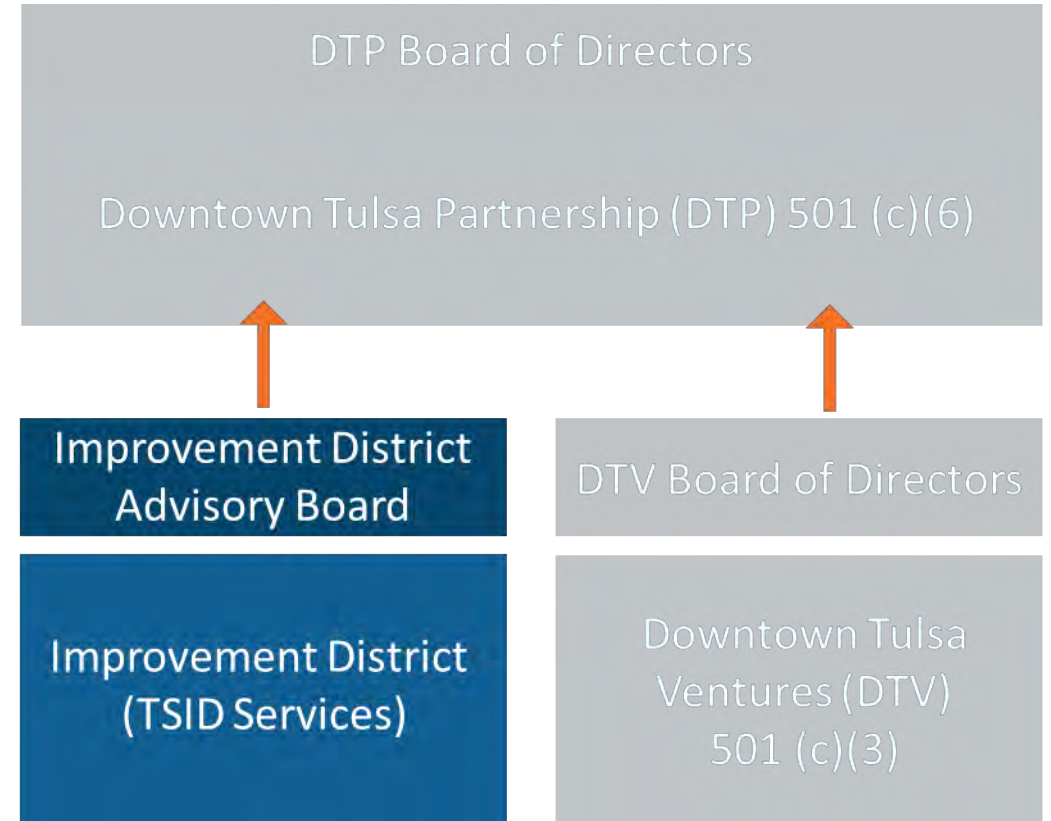
- 15 to 19 members
- Geographic diversity & variety of property type
- Large & small property owners and business owners
- Mayor or designee
- District 4 Councilor
- Tulsa County Commissioner
- Historic Greenwood District Main Street representative
- Stadium Trust representative



Non-voting, ex-officio, members could include civic partners (e.g. chambers of commerce, community foundations)

Governance: Improvement District Advisory Board

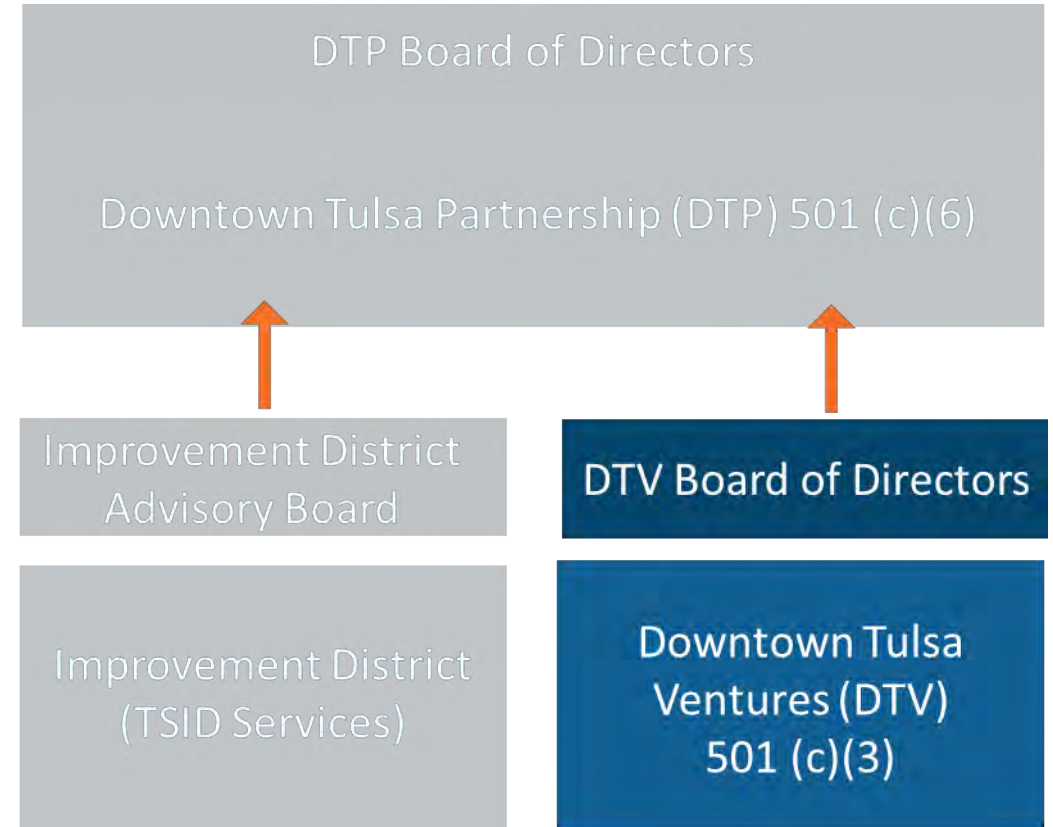
- To maximize accountability to ratepayers --> 100% property owners
- 9 to 11 members
- Geographic diversity
- 1-2 property owners > 500,000 sq. ft.
- 1-2 property owners < 500,000 sq. ft.
- 1 property owner representing: retail; restaurant; office; residential; hospitality; non-profit/cultural; and city property
- 2-3 property owners at-large
- Chair and Vice Chair also sit on Partnership Board



Governance: Downtown Tulsa Ventures

- 9 to 11 members
- Skill sets/interests aligned with special projects:
 - E.g. Philanthropy, fundraising, arts, adjacent neighborhoods, corporate partners
- Chair also sits on Partnership Board

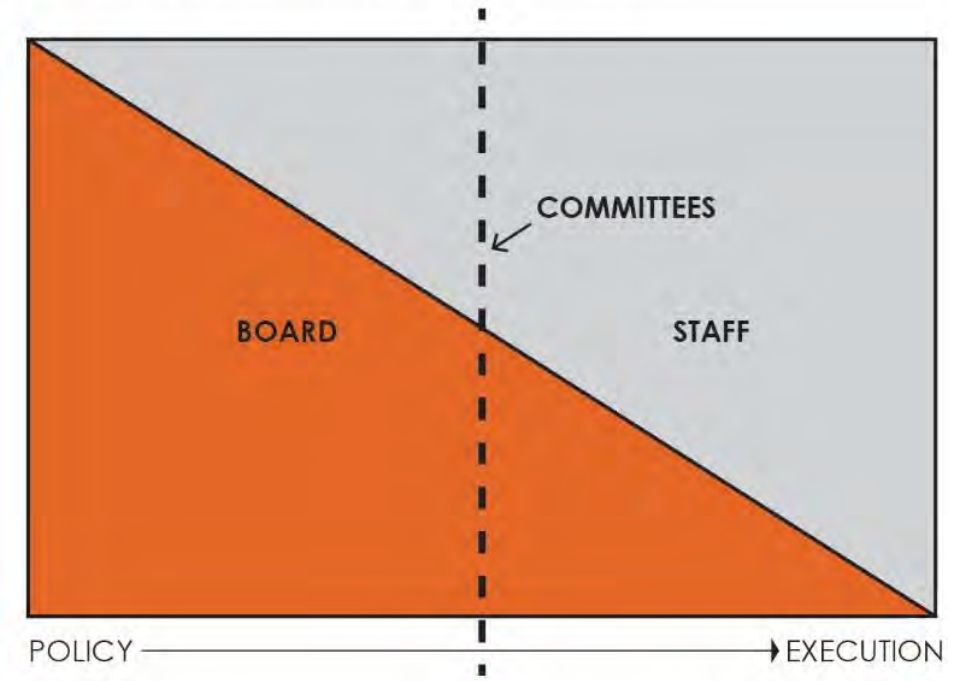
All three governing bodies will strive to have members that represent a diversity of age, race, gender, ability and stakeholder type



Committees

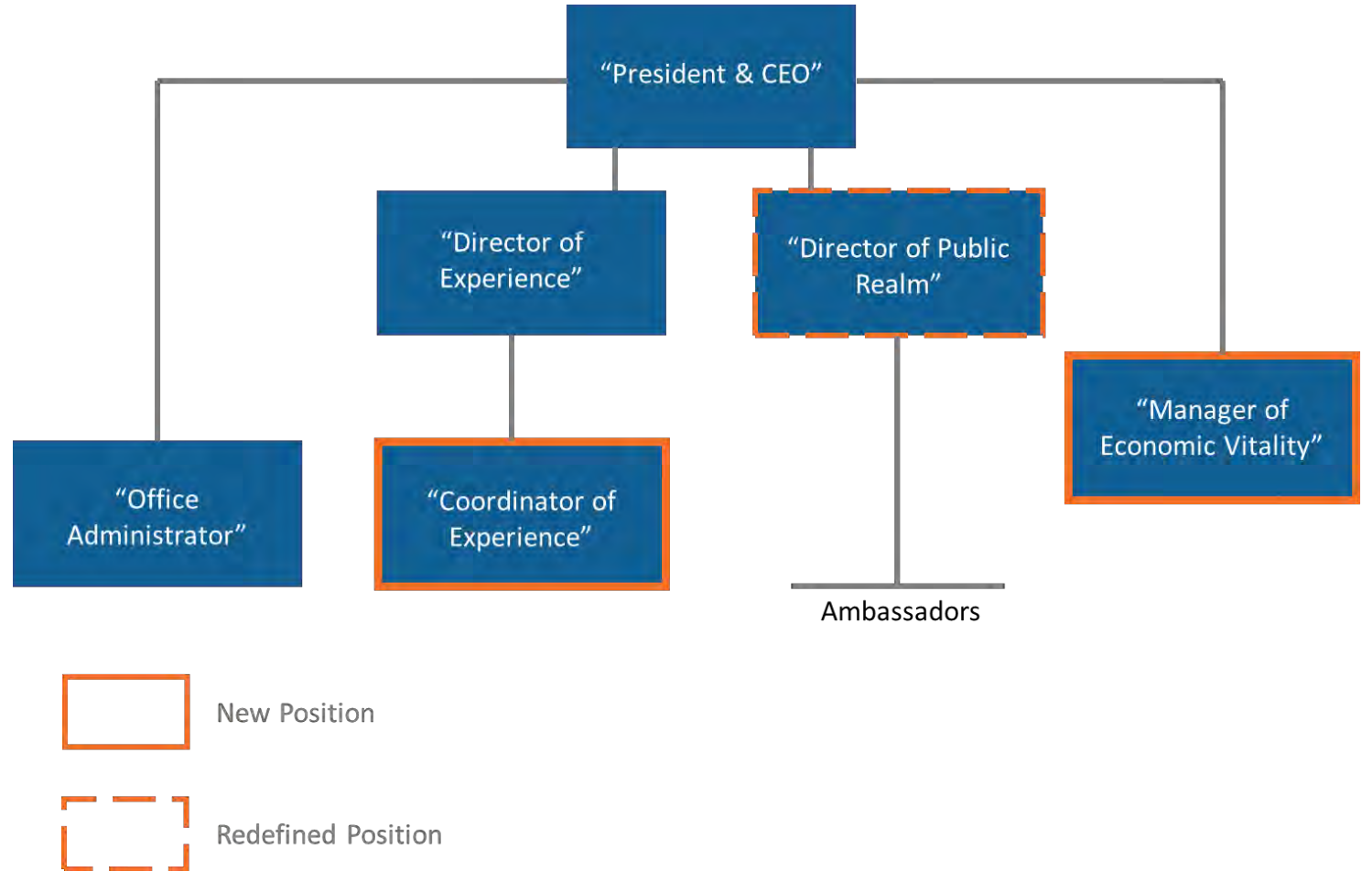
- Committees are a place to engage stakeholders beyond board members
- Cultivate the next generation of leadership
- Committees aligned with work program:
 - Public Realm (Goal 1)
 - Economy (Goals 2 + 4)
 - Experience (Goals 3 + 5)

BOARD VS. STAFF RESPONSIBILITIES



Optimal Staffing

- New and redefined positions based on current DCC staffing model
- Staff housed within Downtown Tulsa Partnership
- New staff phased as budget allows
- Official titles yet to be determined



Funding Sources and Scenarios

Near term opportunities (next 1-2 years):

- TSID assessment for enhanced services
- Base level services (revert costs back to City)
- Grants, sponsorship/membership
- Earned income (e.g. contracts for service)

Longer term considerations (3-5 years):

- Parking management fee/revenue share
- Assessment overlay – core

Slower Recovery

Expected Recovery

Faster Recovery

Funding Sources

Expected Recovery Funding Sources						
	Standard Assessment	Grants, Sponsorships / Membership	Earned Income	Parking Management Fee/Rev Share	Assessment Overlay (Core)	Total
Year 1	\$1.24M*	\$150K - \$250K	\$10K - \$25K	N/A	N/A	\$1.40M - \$1.52M
Year 2	\$1.38M	\$250K - \$350K	\$25K - \$50K	N/A	N/A	\$1.65M - \$1.78M
Year 3	\$1.42M	\$350K - \$500K	\$25K - \$50K	\$100K to \$250K	N/A	\$1.90M - \$2.22M
Year 4	\$1.48M	\$350K - \$500K	\$50K - \$75K	\$100K to \$250K	\$300K to \$500K	\$2.28M - \$2.81M
Year 5	\$1.54M	\$350K - \$500K	\$50K - \$75K	\$100K to \$250K	\$300K to \$500K	\$2.34M - \$2.87M

- Per TSID Authorizing Resolution, assessment rates for enhanced services are adjusted annually for inflation based on Consumer Price Index ("CPI") - capped at 4%. The new model does not change that
- The Core Overlay Assessment, recommended for consideration by P.U.M.A., would require approval and endorsement by a majority of participating property owners
- BID Advisory Board approves TSID budget and expenditures

Illustrative Budget

Expected Recovery Downtown Tulsa Partnership Illustrative Annual Budget						
	DCC Fiscal Yr. '21	Year 1	Year 2	Year 3	Year 4	Year 5
Public Realm	\$725,000	\$800,000	\$900,000	\$1,025,000	\$1,325,000	\$1,375,000
Economy	\$0	\$200,000	\$250,000	\$300,000	\$450,000	\$450,000
Experience	\$20,000	\$175,000	\$285,000	\$485,000	\$485,000	\$500,000
Admin and Overhead	\$380,000	\$200,000	\$225,000	\$250,000	\$250,000	\$250,000
City Finance Admin Fee	\$87,000	\$35,000	\$37,000	\$39,000	\$41,000	\$43,000
Base-Level Services	\$200,000	\$100,000	\$50,000	\$0	\$0	\$0
Reserve	\$0	\$0	\$10,000	\$50,000	\$70,000	\$70,000
TOTAL	\$1,412,000	\$1,510,000	\$1,757,000	\$2,149,000	\$2,621,000	\$2,688,000

- Assumes staff is allocated to programs
- Downtown Tulsa Partnership pays a proportional administrative fee
- Base-level services are defined and reverted back to the City's financial responsibility over three years
- Diversifying revenues means more TSID services funding can be put toward enhanced cleaning, beautification and safety services

Tulsa Stadium Trust Considerations

- Proportional administrative fee; Trust covers administrative fee pertaining to capital cost assessment
- Bond refinancing window '23 – potential to convert to 100% tax exempt and shorten term of bonds
- New Downtown sq. ft. – opportunity to lower TSID capital cost assessment while still raising fixed amount for bonds
- Investment in the Historic Greenwood District Main Street through non-bond related financing sources

A vibrant outdoor market scene, likely the Stone River Arts Festival. In the foreground, a large white event tent is set up, with people browsing various stalls. One stall features a large, colorful portrait of a person. Another stall has a sign that reads "STONE RIVER ARTS FESTIVAL 2008". People are seen walking through the market, some looking at the goods on display. In the background, a tall, ornate skyscraper (the Bank of America Tower) stands prominently against a cloudy sky. To the left, a building with a large dome is visible. The overall atmosphere is lively and festive. The text "Endorsement & Transition Steps" is overlaid on the left side of the image in a large, white, sans-serif font.

Endorsement & Feedback

- Endorsement by Steering Committee – 7/28
- Presentation of plan to DCC – 8/4
- Public Presentations and Feedback – 8/11 & 8/12
- DCC meeting to consider endorsement – 9/1
- Presentation of plan to City Council – 9/16

Steering Committee

- Chris Bumgarner*, BAM Properties
- Nick Doctor, City of Tulsa
- Stanton Doyle, GKFF
- Becky Frank, STF/Resident
- John A. Gaberino III, Topeca Coffee
- Gordy Guest*, Cyntergy/TRC
- Adam Doverspike*, TYPROS Rep
- Jackie Price Johannsen, PFP
- Kian Kamas*, City of Tulsa
- Marc Maun, BOK
- Kara Joy McKee*, Dist 4 Councilor
- Justin McLaughlin, TRC
- Susan Neal, Gilcrease Museum
- Elliot Nelson*, McNellies Group
- Pierce Norton, ONE Gas
- Pete Patel*, Promise Hotels
- Jeff Scott*, Scott Realty/TST
- Peggy Simmons, PSO
- Angela Sivadon*, TCC
- Macy Snyder-Amatucci, Mayo Hotel
- Johnny Stephens, OSUCHS
- Rose Washington, TEDC

*DCC Member

Transition Steps

- Form a Transition Committee
- Negotiate terms of separation/MOU with City for TSID services
- Start-up funds to establish new organization
- Incorporate new organization with outside legal representation
- Nominate & elect board members for each of the 3 entities
- Move staff from DCC/City to new organization in a new location

Bottom Line

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Discussion & Questions