



*Photos from: City of Tulsa Communications Department*

# STRATEGIC PLAN FOR A DOWNTOWN TULSA MANAGEMENT ORGANIZATION

**DRAFT JULY 2020**

**Prepared by: Progressive Urban Management Associates**

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# ACKNOWLEDGEMENTS

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Thank you to Mayor G.T. Bynum, the Strategic Planning Steering Committee, Downtown Coordinating Council staff, and the nearly 4,000 community members who provided input to shape the new Downtown Management Organization for Tulsa. Members of the Steering Committee unanimously endorsed this Strategic Plan on July 28<sup>th</sup>, 2020.

## STEERING COMMITTEE MEMBERS

- Chris Bumgarner\*, BAM Properties
- Nick Doctor, City of Tulsa, Mayor's Office
- Stanton Doyle, George Kaiser Family Foundation
- Becky Frank, Schnake Turnbo Frank
- John A Gaberino III, Topeca Coffee
- Gordy Guest\*, Cyntergy
- Adam Doverspike, TYPROS
- Kian Kamas\*, City of Tulsa, Mayor's Office
- Karen Keith\*, Tulsa County
- Marc Maun, Bank of Oklahoma
- Kara Joy McKee\*, City of Tulsa, Council District 4
- Justin McLaughlin, Tulsa Regional Chamber
- Susan Neal, Gilcrease Museum and University of Tulsa
- Elliot Nelson\*, McNellie's Group
- Pierce Norton, ONE Gas
- Pete Patel\*, Promise Hotels
- Jackie Price Johannsen, Price Family Properties
- Jeff Scott\*, Scott Realty
- Peggy Simmons, Public Service Company of Oklahoma
- Angela Sivadon, PhD\*, Tulsa Community College
- Macy Snyder-Amatucci, Mayo Hotel
- Johnny Stephens, Pharm.D., OSU Center for Health Sciences
- Rose Washington, Tulsa Economic Development Corporation

\*Denotes member of Downtown Coordinating Council

## PROJECT STAFF

- Brian Kurtz, DCC Executive Director
- Maggie Hoey, DCC Assistant Director

## CONSULTANT TEAM

- Brad Segal, P.U.M.A. President
- Yvette Freeman, P.U.M.A. Senior Strategist
- Erin Laetz, P.U.M.A. Associate Vice President





## STRATEGIC PLAN FOR A DOWNTOWN TULSA MANAGEMENT ORGANIZATION 2020

# EXECUTIVE SUMMARY

Tulsa was one of the first U.S. cities to establish a business improvement district, creating the Downtown Tulsa Improvement District (DTID) in 1981 to provide enhanced improvements and maintenance beyond normal City services. The DTID was in place until 2009, when new challenges and conditions in Downtown prompted a re-evaluation of the district and ultimately the dissolution of the DTID and the formation of the Tulsa Stadium Improvement District (TSID).

The TSID covers the entirety of Downtown, a total of 1.4 square miles. TSID assessment revenue is used in two separate ways:

1. To provide enhanced services throughout the district, such as maintenance, cleaning, security, and marketing. Enhanced services are overseen by the Downtown Coordinating Council (DCC), a department within the City of Tulsa.
2. To repay bonds used to finance a ballpark in Downtown (ONEOK Field). These capital costs are overseen by the Tulsa Stadium Trust.

**This strategic plan seeks to create a new Downtown Management Organization for Tulsa to oversee the delivery of enhanced services, based on national best practices and community input.**

To assist in the strategic planning process, the City of Tulsa contracted Progressive Urban Management Associates (P.U.M.A.), a Denver-based consulting firm that specializes in downtown strategic planning and organizational development.

### COVID-19 IMPLICATIONS:

Mid-way through the strategic planning process, the COVID-19 pandemic began severely impacting health and economic conditions across the country. In addition to effects felt by all downtowns, Downtown Tulsa had the additional impact of a sharp decline in oil and gas prices, a staple sector of the local economy.

The strategic goals and objectives of this plan are intended to be long-term but some become more critical in the short-term as Tulsa begins its economic recovery. It is envisioned that **the new organization will be critical to the economic recovery and resiliency strategy for Downtown.**



# COMMUNITY INPUT

Throughout the strategic planning process, nearly **4,000 community stakeholders** were engaged, through one-on-one interviews, roundtable discussions, community forums, and an online survey. Collectively these voices represented a wide range of perspectives, including: property owners, businesses, residents, employees, civic and cultural partners, and adjacent neighborhood representatives.

Through the various forms of engagement, stakeholders were asked what improvements they desired for Downtown Tulsa. Common improvements, organized by topic, are list below:

## COMMON THEMES



### ECONOMIC VITALITY

- Recruit primary employers; diversify jobs
- Attract more retail and restaurants
- Invest in Greenwood; support Black-owned businesses
- New resident/employee amenities (e.g. grocery store)
- Increase housing at a variety of price points; esp. affordable



### CLEAN, SAFE, WELCOMING

- Increased services for the population experiencing homelessness
- Ensure Downtown is diverse and welcoming
- Enhance safety and security



### BEAUTIFICATION

- Invest in public art by local artists
- Continued greening of Downtown



### MOBILITY

- More walkable and accessible Downtown; connecting the Downtown districts
- Improve connections to adjacent neighborhoods
- Improve parking management and experience



### COMMUNICATIONS

- Create cohesive marketing
- Launch a new brand for Downtown

# DOWNTOWN TULSA PARTNERSHIP

## STRATEGIC PIVOTS

The new downtown management organization, the Downtown Tulsa Partnership (DTP), will be fundamentally different from the Downtown Coordinating Council in the following ways. The Downtown Tulsa Partnership will:

- 1. Be an independent, non-profit 501(c)(6) organization, with the ability to champion Downtown;**
- 2. Establish a clear delineation between base-level services provided by the City and enhanced services provided by the organization;**
- 3. Increase the value proposition to ratepayers by maximizing accountability, responsiveness, and reflecting myriad Downtown interests;**
- 4. Diversify revenue beyond assessments to allow the organization to further expand and enhance the delivery of services; and**
- 5. Provide unification and cohesion among Downtown districts and stakeholders and advocate for policies and investment that benefit Downtown.**





# GOALS AND OBJECTIVES

The organization's work program is organized around five key goals and supporting objectives. Each objective also has specific tactics, as well as best practices from other BID-based organizations nationally.

## GOAL 1

**Ensure Downtown Tulsa is consistently clean, safe, and appealing**

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

**Example Tactic:** Introduce a highly visible, distinctly uniformed Ambassador team that will focus on the following three components: Cleaning/Maintenance, Hospitality, and Livability/Safety

## GOAL 2

**Foster a prosperous Downtown through investments and resources that seek to benefit all Tulsans**

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

**Example Tactic:** Work with partners to create a thriving storefront economy, with specific support for Black-owned businesses within the Historic Greenwood District Main Street District and throughout Downtown.

## GOAL 3

**Activate Downtown through programs and experiences that engage Tulsa's diverse community**

- 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

**Example Tactic:** Seek culturally diverse programming opportunities that engage the different communities represented in Downtown Tulsa and adjacent neighborhoods

## GOAL 4

**Enhance physical connections throughout Downtown and to adjacent neighborhoods**

- 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

**Example Tactic:** Initiate and advocate for continued on and off-street parking management advancements including real-time parking availability, parking reservations, signage, and loading zones

## GOAL 5

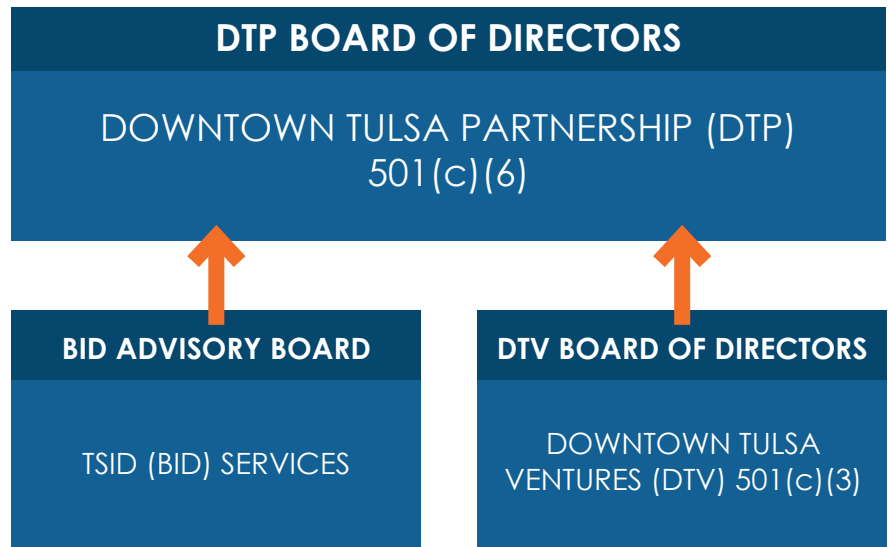
**Champion Downtown locally and throughout the region as everyone's neighborhood**

- A. Establish a new brand identity and messaging for Downtown and the Downtown Tulsa Partnership
- 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

**Example Tactic:** Convene conversations with stakeholders to collaborate on a shared agenda and stay in tune with community needs.

# ORGANIZATIONAL STRUCTURE

Three organizational options were considered for the delivery of enhanced services in Downtown Tulsa. Nationally, the large majority of BIDs contract the delivery of enhanced services through a non-profit vs. city government. The preferred option, shown adjacent, brings Downtown Tulsa in line with best practices. The operating “umbrella” organization - the Downtown Tulsa Partnership - is a 501(c)(6), which is advantageous for advocacy, membership, and protection against liability from events, programming, etc. The 501(c)(3) affiliate - Downtown Tulsa Ventures - helps to diversify funding beyond assessment revenue, through grants, sponsorships, donations and other sources of revenue.



## GOVERNANCE

Each of the three entities will have its own discrete board, however, to promote coordination and collaboration, the chair and vice chair of the BID Advisory Board and the chair of the DTV Board will also sit on the DTP Board. As a general principle, the boards will represent diversity of age, race, gender, ability and stakeholder type in Downtown.

- The **Downtown Tulsa Partnership Board** is the largest of the governing bodies, with an estimated 15 to 19 members, and is responsible for overseeing the operations of the organization as a whole. This board has representation from different types of property owners, business owners, and key City representatives. A committee structure, aligned with the organization’s goals, is detailed in the strategic plan.
- The **BID Advisory Board**, an estimated 9 to 11 members, is composed exclusively of property owners representing a variety of property types, size and location within Downtown. This board approves the annual assessment budget for TSID services and advises how assessment dollars should be spent.
- The **Downtown Tulsa Ventures Board**, an estimated 9 to 11 members, represents interests and skill sets aligned with the pursuit and funding of special projects Downtown.

## OPERATIONS

To meet the organizational goals and objectives, the strategic plan recommends an optimal level of staffing and provides five-year financial projections, which include ways the organization can grow and diversify its budget to support a greater level of enhanced service throughout Downtown Tulsa.



*All photos in the Executive Summary credited to the Tulsa Communications Department*



# 1. INTRODUCTION

## PROJECT INTRODUCTION

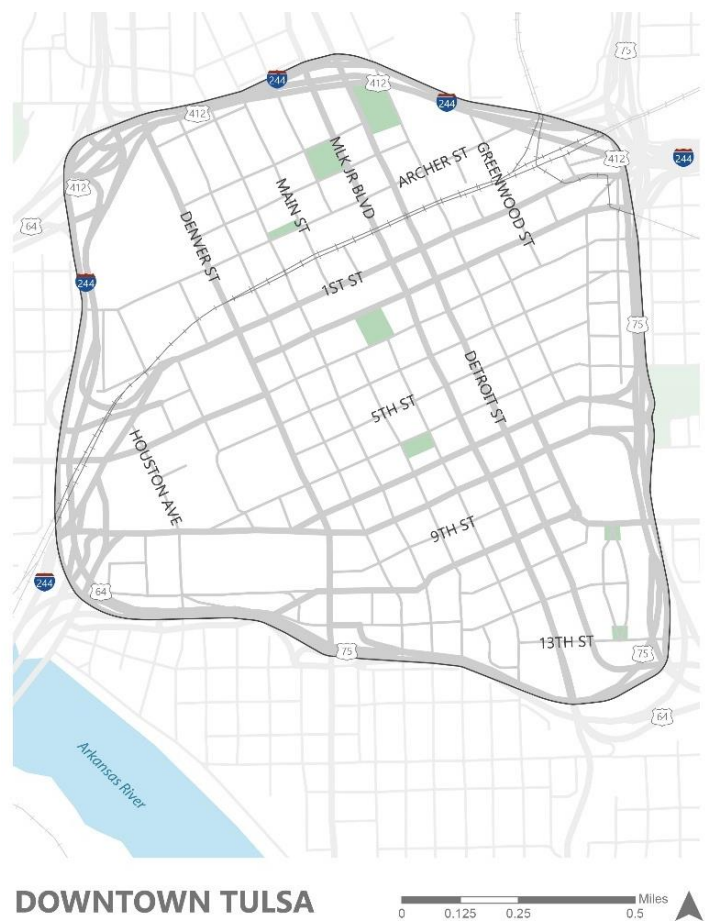
Tulsa was one of the first U.S. cities to establish a business improvement district, creating the Downtown Tulsa Improvement District (DTID) in 1981 “to provide public improvements and maintenance beyond normal City services to help sustain, increase and re-attract businesses as well as entertainment activities to Downtown”. The DTID was governed by the City of Tulsa and daily services were overseen by the non-profit organization Downtown Tulsa Unlimited. The DTID was in place until 2009, when new challenges and conditions in Downtown prompted a re-evaluation of the contract and ultimately the dissolution of the DTID and the creation of a new district – the Tulsa Stadium Improvement District (TSID).

The TSID covers the entirety of Downtown (1.4 square miles). Property owner assessments are used to:

- Provide enhanced services throughout Downtown such as maintenance, cleaning, security, and marketing. Downtown is designated as the area within the Inner Dispersal Loop (IDL) noted to the right.
- Repay bonds that were used to construct a new Downtown ballpark (ONEOK Field)

Funding for the ballpark is managed by the Tulsa Stadium Trust. Oversight of the enhanced services portion of the TSID is provided by the Downtown Coordinating Council (DCC), a department within the City of Tulsa. According to initial recommendations from a TSID Advisory Panel, managed by the International Downtown Association, the DCC was to provide temporary oversight of TSID enhanced services, with the longer-term goal of establishing a state-of-the-art downtown management organization<sup>1</sup>.

While similarities may exist between the proposed model and the prior management entity Downtown Tulsa Unlimited, this strategic plan establishes guidance best practices to ensure equal representation and governance practices.



*Graphic created by: P.U.M.A.*

<sup>1</sup> International Downtown Association Advisory Panel Report; City of Tulsa, Oklahoma; November 2008

# STRATEGIC PLANNING PROCESS

In October 2019, the DCC launched a strategic planning process to assess the current state of management practices and develop a downtown management organization (DMO) to guide and champion management, marketing and maintenance efforts in Downtown Tulsa. To assist in the strategic planning process, the City of Tulsa contracted Progressive Urban Management Associates (P.U.M.A.), a Denver-based consulting firm that specializes in downtown strategic planning and organizational development and brings a national perspective on best practices in downtown management.

## Steering Committee

To advise the consultant team and meet the goal of alignment and consensus among a diverse array of district stakeholders, a project Steering Committee was formed, comprised of Downtown Coordinating Council (DCC) staff and board leadership, Downtown business and property owners and representatives, and other key stakeholders. The Steering Committee was convened throughout the process to set expectations, provide input and react to recommendations as they were developed. Following commencement of the plan, the Steering Committee will provide support to champion implementation and transition.

To develop a downtown management organization that is responsive to ratepayers, in touch with community priorities, and optimized to improve Downtown Tulsa, a two-step process was completed over a 10-month timeframe.

## Step 1: Data Gathering, Community Engagement, Best Practices

This first step is crucial to understanding the many economic, social and political forces shaping Downtown Tulsa and involves gathering input from a wide variety of Downtown stakeholders. It includes:

- **Data gathering and orientation**, including a review of relevant studies and reports completed in the past five years, plus immersive site visits to Downtown Tulsa
- **Community engagement**, including one-on-one interviews, facilitated roundtable discussions, participation in standing community meetings, and wide distribution of an online survey to identify strengths, challenges and priorities for improvements in Downtown
- **Organizational assessment and best practices**, including review of DCC and TSID financial statements, work programs and other relevant documents, as well as examination of national best practices for comparable organizational structures and relevant program emphasis

## Step 2: Alternatives and Preferred Organizational Framework

Following the collection and synthesis of inputs from step 1, three organizational options were considered and a preferred alternative was selected with input from the project Steering Committee. The preferred organizational framework includes vision and mission statements, a work plan with goals, objectives, and tactics, organizational structure, governance and staffing, and metrics to measure success.

**COVID-19 Update** | Mid-way through the strategic planning process, COVID-19 became a global pandemic, severely impacting the health and economy of cities across the country. In addition to impacts facing all cities, the City of Tulsa, was additionally impacted by the severe drop in oil and gas prices, a staple sector of the local economy. With the country still reeling from COVID-19 impacts, the new downtown management organization becomes a critical piece of the recovery and resiliency strategy for Downtown Tulsa.



## 2. STAKEHOLDER ENGAGEMENT

Throughout the strategic planning process, nearly 4,000 stakeholders were engaged and a wide range of perspectives were captured to inform the vision and priorities of a downtown management organization for Tulsa.

### ROUNDTABLES AND INTERVIEWS

During two P.U.M.A. site visits in October of 2019 and January of 2020, more than **200 stakeholders were convened** through roundtable discussions, community forums, and one-on-one interviews to discuss Downtown's strengths, challenges, and desired improvements. Stakeholders represented a variety of interests including: property owners, small businesses/retailers, hospitality, culture/community, large employers, social services, faith-based organizations, Downtown district leaders, young professionals, adjacent neighborhoods, and Downtown residents.



*Photo from: P.U.M.A.*

During the fifteen (15) roundtable discussions, participants brainstormed a list of desired improvements and were guided through a priority setting exercise, where they were each given three votes. Based on this voting exercise, the top desired improvements for Downtown Tulsa were:

- Improve safety; visibility of security; outreach and services to address homelessness (53 votes)
- Increase housing at a variety of price points but with a particular emphasis on affordable housing (39 votes)
- Increase connections between Downtown districts and adjacent neighborhoods (39 votes)
- Invest in Greenwood and support Black-owned businesses (32 votes)
- Improve parking management (29 votes)
- Cohesive and inclusive marketing and branding for Downtown (28 votes)
- Recruit primary employers Downtown to diversify job opportunities (26 votes)
- More retail/services and amenities, esp. a full-service grocery store (26 votes)
- Beautification, art, greening (17 votes)

*A full summary of the site visit outreach can be found in Appendix A.*

### ONLINE SURVEY

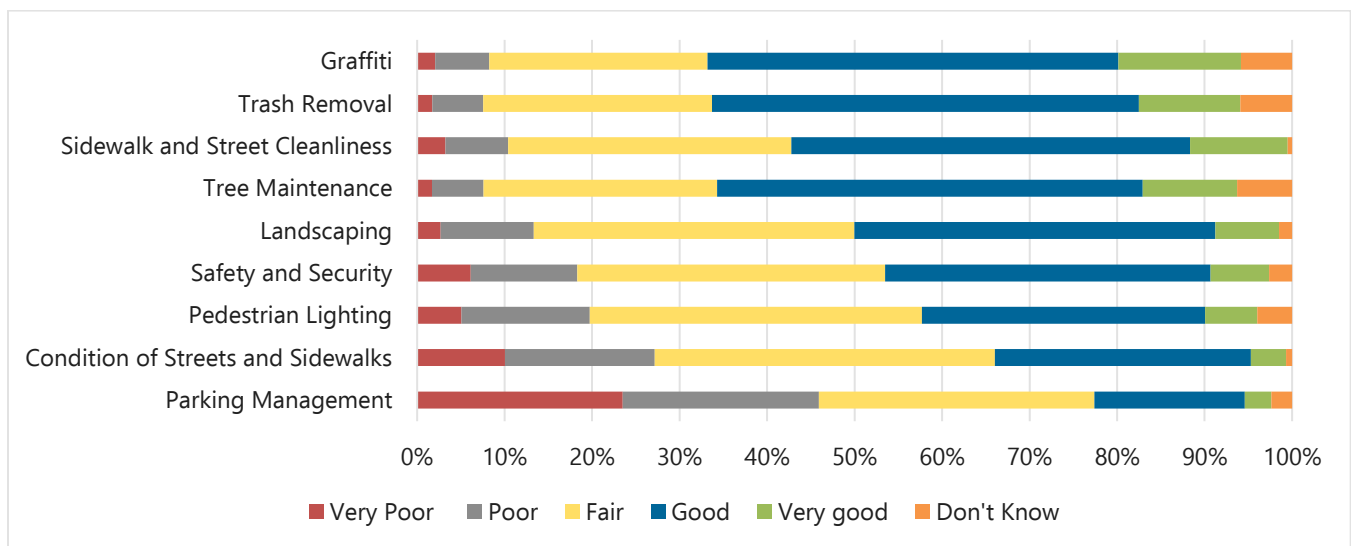
To gather broad input beyond interviews and roundtables, an online survey was developed and distributed through social media channels, local media outlets, downtown organization list serves, focus group participants, Steering Committee members, City employee newsletters, each of the City's Title 5 Commissions, and other means. The survey ran from February 4, 2020 to March 3, 2020, and **received 3,714 responses**. The survey was distributed in both English and Spanish, with paper copies available at the Central, Rudisill, and Kendall Whittier Libraries. Respondents represented diverse ages, incomes, and stakeholder types within Downtown. Key findings from the survey include:

## Downtown Tulsa Today

According to survey respondents, the top five factors that have been 'Very Important' in improving Downtown Tulsa over the past several years include:

1. Local restaurants and retailers (72%)
2. Entertainment (64%)
3. Retaining historic architecture (64%)
4. General appearance, landscaping and beautification (60%)
5. Parks/open space (e.g. Guthrie Green) (55%)

Survey respondents were asked to rate the condition of various services provided in Downtown. On average, services were rated **Fair-to-Good**, with Graffiti (removal) receiving the most 'Very Good' votes and parking management receiving the most 'Very Poor' votes.





## Downtown Tulsa in the Future

*"Ten years from now, what three words would best describe your ideal Downtown Tulsa?"*

The word cloud represents the words respondents used to describe their vision of Downtown in the future. The size of the word indicates how frequently it was used. The top ten words were: **safe, parking, vibrant, clean, fun, walkable, accessible, affordable, diverse** and **thriving**.



The top five actions considered 'Very Important' to achieving respondents' vision for Downtown Tulsa were:

1. Create a more walkable and accessible downtown (67%)
2. Improve parking management (64%)
3. New resident/employee serving amenities (e.g. full-service grocery store, dog park, childcare) (60%)
4. Ensure that Downtown is diverse and welcoming (60%)
5. Increase services for people experiencing homelessness (58%)

When asked to select just **ONE action** that will be the most important to achieving respondents' vision for Downtown, the top five choices were<sup>2</sup>:

1. New resident/employee serving amenities (e.g. full-service grocery store, dog park, childcare) (12%)
2. Increased services for the population experiencing homelessness (11%)
3. Improved parking management (11%)
4. Enhanced safety and security (8%)
5. Attract more retail/restaurants (8%)

*A full survey summary can be found in Appendix B.*

<sup>2</sup> There were 16 different actions to choose from. Generally, any one action receiving more than 10% of the total responses is considered significant.

### 3. STRATEGIC PIVOTS

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Based on an evaluation of existing conditions, findings from stakeholder outreach and knowledge of national best practices, the new downtown management organization, the **Downtown Tulsa Partnership (DTP)**, will be fundamentally different from the Downtown Coordinating Council in the following ways:

1. Downtown Tulsa Partnership is an independent, non-profit organization that champions Downtown Tulsa and delivers enhanced services aligned with stakeholder priorities identified through the strategic planning process. It is highly unconventional for a downtown management organization to be housed within a city department, as it was with the DCC. Creating a new non-profit to oversee the delivery of enhanced services, brings Tulsa in line with national best practices. An independent entity has the ability to be more nimble, efficient, and have a clear focus on championing Downtown.
2. As a separate entity, the Downtown Tulsa Partnership becomes a strong partner for the City and together they take a **public-private partnership approach** to the delivery of services; with clear distinction made between base-level services provided by the City and enhanced services provided by the Downtown Tulsa Partnership. A distinction between base-level services and enhanced services does not exist while the DCC is housed within the City and the notion of “special benefit” conferred by enhanced services is fundamental to improvement districts. To bring Tulsa in line with national best practices, a base-level services agreement should be developed. This allows the TSID services assessment to be focused on place enhancements and a variety of other services that go above and beyond base-level services that are expected to be provided by the City.
3. Downtown Tulsa Partnership increases the overall value proposition to ratepayers by maximizing accountability, responsiveness, and being reflective of the diverse voices represented in Downtown. Downtown Tulsa property and business owners are seeking greater accountability in how their improvement district funds are used to pay for services. As an independent non-profit with a clear scope of enhanced services and a governing board made up primarily of ratepayers representing varied interests within Downtown, the DTP will renew confidence and support from those critical to funding enhanced services.
4. Downtown Tulsa Partnership has diversified revenues beyond assessment dollars and has the capacity to make clean and safe services more robust, while expanding its work program to include initiatives that further Downtown’s economic vitality and livability. During the outreach process, Downtown stakeholders expressed a number of priorities related to economic vitality, including the recruitment of primary employers, attracting restaurants, retailers and other amenities, and support for small businesses, with extra emphasis on those owned by people of color. While already a priority, post-COVID-19 presents new challenges and a heightened need for economic vitality support in Downtown Tulsa.
5. The Downtown Tulsa Partnership provides unification and cohesion among the many Downtown districts and stakeholders, while also recognizing the importance of connecting with adjacent neighborhoods. Tulsa has eight (8) distinctly branded districts within Downtown. Given that each offers a unique perspective, there is value in having collective representation through the Downtown Tulsa Partnership for the districts and other interests represented in Downtown from property owners to businesses, residents and employees. Through a strong collective voice, and increased focus on economic development, the DTP will be able to more effectively advocate for policies and investment that benefit Downtown overall. Despite physical barriers, Downtown does not operate in a silo, and stakeholders expressed a desire for Downtown to be better connected to adjacent neighborhoods as well.



## 4. VISION, MISSION, GOALS

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This section of the plan outlines a new vision and mission for the Downtown Tulsa Partnership, as well as five organizational goals and supporting objectives and tactics.

### 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



*Photos from: City of Tulsa Communications Department*

### Why it Matters

- Establishing and maintaining a reliable standard of cleanliness, safety and livability is foundational for Downtown to draw office, retail and residential investments.
- Downtown's appeal increases when well-placed public amenities are accented by greenery, trees, flowers and other organic beauty.
- For an attractive and welcoming environment, Downtown must be inviting and hospitable for visitors and compassionate and responsive to the needs of Downtown's residents, workers, stakeholders, and Tulsa's most vulnerable populations.
- COVID-19 has created new demands - a higher level of clean and safe services, with an emphasis on cleaning and continually sanitizing public amenities; and an increased role with public realm safety and security given the sudden loss of activity and Downtown foot traffic.

## Objectives (in blue) and Tactics

\* Tactics noted with a star are considered “quick wins” and are the organization’s first priorities.

	Next 18 mo.	Post 18 mo.
<b>A. Establish a new Clean, Safe, and Livability Program to bring Downtown in alignment with industry standards and to enhance its cleanliness, safety and livability</b>		
1. Prepare a comprehensive RFP to solicit services from a professional “clean and safe” vendor, with a proven track record in working in a downtown environment. *	X	
2. Introduce a highly visible, distinctly uniformed Ambassador team that will focus on the following three components: <i>Cleaning/Maintenance, Hospitality, and Livability/Safety.</i> *	X	
3. Explore contracting with a private security provider to offer Downtown additional public realm monitoring and security presence during the late evening hours (8pm to midnight or later).	X	
4. Hire a seasoned manager to implement the Clean, Safe, and Livability Program.	X	
5. Work with the Tulsa Police Department (TPD) to implement “policing” that is guided by input and responsive to the needs of downtown stakeholders and the community. Initiatives may include. Initiatives may include models whereby officers are on walking beats with TPD Reserve Officers, Tulsa County Sheriffs, and Tulsa Transit Police and engage with operators of businesses, restaurants, hotels, office buildings, etc.	X	
6. Form partnerships with existing private building security companies and personnel that serve office and municipal buildings, hotels, and medium to large size properties in Downtown to establish a collaborative network that: creates guidelines/protocols for emergency preparedness and disaster assessment; formalizes a security camera network to mitigate potential safety concerns; and conduct safety seminars for Downtown employers, employees, residents, and others as appropriate.	X	

### Ambassador Team Responsibilities:

- **Cleaning/Maintenance** – Ambassadors are on foot and in vehicles and provide general cleaning and maintenance, sweeping sidewalks and curb cuts, picking litter out of tree wells and hard to reach places in the public realm, servicing trash receptacles, wiping down and sanitizing public amenities, removing graffiti tags, stickers and flyers, spot cleaning where needed, etc.; utilizing technology to record maintenance issues and follow-up to ensure that they are resolved.
- **Hospitality** – Ambassadors are on foot and/or bike/segway and provide hospitality; offer directions and information to visitors; “buddy escorts” for Downtown employees, residents, visitors etc.; utilize technology to monitor and report street activity.
- **Safety** – Ambassadors provide a neutralizing presence to offset questionable acts and eliminate concerns of safety perceptions; support public safety officers by serving as additional “eyes and ears” and reporting illicit activity to TPD.

- **Livability** – Ambassadors make meaningful contact with people experiencing homelessness and with direction, guidance, and oversight from the vendor’s program manager, engage in a meaningful way with individuals in Downtown suffering with mental illness and those that are without housing so as to complement efforts by existing service providers/outreach workers.

	Next 18 mo.	Post 18 mo.
<b>B. Devise maintenance and beautification standards to improve the overall appearance of the physical environment in Downtown</b>		
1. Inventory all streetscape elements (trash receptacles, benches, bollards, bike racks, light poles, planters, trees, etc.), classifying type, manufacturer, ownership, approximate fabrication and/or date and location of placement, current condition, and entity that is responsible for maintenance. *	X	
2. Standardize flower planting procedures and overall landscaping to consistently provide beauty and color; establish protocols and scope of work for maintenance.		X
3. Formalize and strengthen partnership with Up with Trees to increase the planting and maintenance of healthy trees to generate a prolific tree canopy throughout Downtown.		X
4. Conduct a comprehensive lighting audit to identify areas/locations that need additional lighting; develop a plan for implementing more lighting options as necessary (could utilize a private contractor with a well-defined scope of service and clearly stated budget to accomplish this task).		X

	Next 18 mo.	Post 18 mo.
<b>C. Partner with service providers on a holistic approach and solutions to Tulsans experiencing homelessness</b>		
1. Utilize the Livability Ambassador program to assist vulnerable Tulsans and integrate day-to-day outreach and services with A Way Home for Tulsa (AWH4T).	X	
2. Support outreach teams and provide assistance in locating individuals when housing opportunities become available.	X	
3. Actively participate in mental health and outreach trainings and establish relevant protocols or initiatives in alignment with AWH4T.	X	



## Best Practices

The following best practices provide snapshots of specific BID programs in other downtowns throughout the country that are intended to be inspirational. The selected cities are not necessarily peer cities to Tulsa, nor are the BIDs always scale comparisons to DTP on the whole, but they can be instructive as DTP begins to implement some of the new programs and projects identified above.

### **GOLDEN TRIANGLE BID IN WASHINGTON, D.C.**

BID maintains a high standard for a consistently clean and safe District – “Brilliant at the Basics” is the standard for the program that includes Ambassadors, Clean Team, beautification, and enhanced landscaping.

BID manages a highly regarded security program/network which:

- Involves close coordination and collaboration with building managers and private security companies; and
- Features a comprehensive [emergency preparedness program](#) fortified by an established communication network with building managers, private security companies, plus local and federal authorities including FEMA (the White House is located at the edge of the district).

### **RENO BUSINESS IMPROVEMENT DISTRICT IN RENO, NV**

Established less than two years ago, the Reno Business Improvement District focuses on advocacy and leadership for the downtown Reno area and works with Reno Police and City of Reno staff to accomplish these four major tasks provided through an Ambassador program:

- Cleaning Ambassadors work with city staff to clean up graffiti, streets, weeds and snow.
- Safety Ambassadors on foot and on Segways patrol the district and communicate with police to help triage situations to reduce nuisance calls so police can focus on larger issues. Ambassadors offer personal escorts for people who feel uncomfortable walking from place to place.
- As the only full-time on-the-ground team, two Outreach Ambassadors focus attention on just a few chronically homeless individuals versus spending a short time with a lot of people. This approach helps to accomplish the goal of assisting people as closely as possible while helping them navigate service providers. The intent is to keep individuals off the streets and out of the penal system.
- Hospitality Ambassadors engage with visitors and tourists who need help finding activities, directions or information about downtown Reno. They also assist during large downtown events.

### **MINNEAPOLIS DOWNTOWN IMPROVEMENT DISTRICT IN MINNEAPOLIS, MN**

*One of the featured programs is from the Minneapolis Downtown Improvement District. The recent murder of George Floyd and pressure from ensuing protests gave us pause about including Minneapolis. Yet the Minneapolis Downtown Improvement District's programs are highly regarded in the industry and are worthy of consideration. These programs may also be adjusted in response to changes with policing. We do not know the impacts at this time, but generally, BID programs are designed to be nimble and responsive to the specific needs of a downtown.*

- RadioLINK – Safety Communications Center to connect officers directly with private security teams from downtown buildings, businesses and venues and outreach teams via a common radio channel.
- Utilization of police reserve units for visible safety presence when additional full-time officers are not available.
- Chronic Offenders Program - allows a dedicated prosecutor and probation officer to be assigned to up to the top 100 downtown offenders. A collaboration between the DMO, police department, District Attorney's

Office, County Community Corrections, and other agencies, neighborhood associations, businesses, and community stakeholders. Similar programs have demonstrated seven straight years of a 65% or more reduction in crime by the top downtown offenders.

- Fusus (formerly Securonet) is a real-time, cloud-based crime center. It can combine video footage with geolocation, data feeds, etc. to get necessary information from private camera systems to law enforcement agencies.

## GOAL 2. FOSTER A PROSPEROUS DOWNTOWN THROUGH INVESTMENTS AND RESOURCES THAT SEEK TO BENEFIT ALL TULSANS



*Photos from: City of Tulsa Communications Department*

### Why it Matters

- The success of small businesses and ground floor retail are key elements of a vital downtown, offering unique attractions that enhance the area's appeal. While Downtown Tulsa has pockets of activity, the landscape is fragmented and there are notable gaps.
- Nationally, many BIDs have diversified initiatives, beyond clean and safe, to activities that help attract new investment, particularly in niches such as infill and small storefront retail.
- During the outreach process, stakeholders' top priorities included support for small businesses, particularly in Greenwood, in addition to new retail and service amenities and the recruitment of primary employers
- Economic diversification has long been a goal for Tulsa and is even more pressing in light of COVID-19's impact on the oil and gas industry, which anchors Downtown.
- Helping small businesses "retool and refuel" in light of COVID-19 will be a critical element of recovery and add value for property owners who want to retain strong tenants.

## Objectives (in blue) and Tactics

\* Tactics noted with a star are considered “quick wins” and are the organization’s first priorities.

	Next 18 mo.	Post 18 mo.
<b>A. Work with property owners, real estate professionals, local government and economic development groups to retain and recruit major primary employers to Downtown Tulsa</b>		
1. Work with partners to develop a clear recruitment approach (including branding, storytelling, etc.) to proactively market Downtown to desirable industries and businesses.	X	
2. Create events and publications that showcase Downtown’s appeal and advantages for economic development (e.g. release an inaugural “State of Downtown and Development” report).	X	
3. Become the go-to resource for up-to-date market research, trends, and property information by tracking and packaging key data that supports business recruitment and retention efforts.	X	

	Next 18 mo.	Post 18 mo.
<b>B. Develop and implement tools that support small businesses and housing to ensure Downtown is economically viable, diverse and welcoming</b>		
1. Be the lead agency for administering public TIF projects in Downtown; establish TIF public investment protocols to guide the identification, prioritization, and funding of public improvements. *	X	
2. Establish small business resources including partnerships with Google Neighborhood Partners Program and American Express Shop Small to aid downtown businesses in online and marketing efforts.	X	
3. Serve as a liaison for small businesses navigating City processes to encourage their success.	X	
4. Partner with the City of Tulsa, Tulsa Housing Authority and others to implement Downtown-specific housing recommendations from the 2020 Housing Market Demand Study to encourage the development of quality housing at diverse price points.	X	
5. Explore the creation of a 501(c)(3) non-profit (see Downtown Tulsa Ventures on pg. 34) as an affiliate of the Tulsa DMO, to assist in funding small businesses, business incubation, and advancing affordable housing Downtown.	X	



	Next 18 mo.	Post 18 mo.
<b>C. Build on the legacy of Black Wall Street by supporting the Historic Greenwood District Main Street Program and community-led investment in the Greenwood District</b>		
1. Solicit feedback and direction from the Historic Greenwood District Main Street Program on how to best utilize TIF funds for public realm enhancements within the Greenwood District.	X	
2. Work with community partners to create a thriving storefront economy, with specific support for Black-owned businesses both within the Greenwood Main Street District and throughout Downtown.	X	
3. Recognize and commemorate the boundaries of the Historic Greenwood District in partnership and support of the Main Street Program (see map below).	X	
4. Encourage and coordinate local purchasing from Downtown anchor institutions to support Black-owned businesses in the Greenwood District, and businesses owned by people of color throughout Downtown.		X

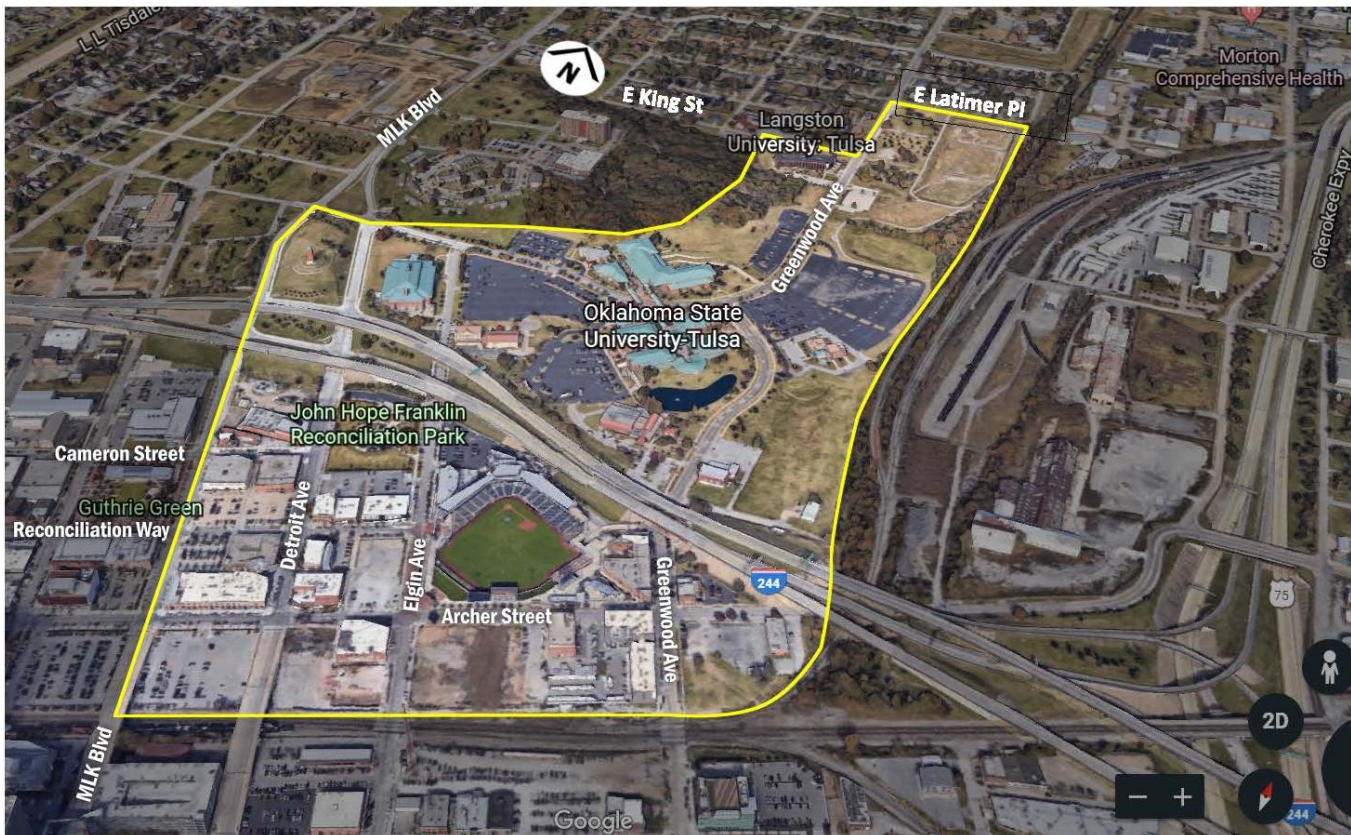


Photo from: Historic Greenwood District Main Street showing the District Boundary

	Next 18 mo.	Post 18 mo.
<b>D. Encourage the attraction of services and amenities that improve the quality of life for Downtown residents and employees</b>		
1. Work with the City to identify potential locations and financial incentives for employee and resident oriented retail and service amenities in Downtown.	X	
2. Work with Tulsa Parks and Recreation, Tulsa Parking Authority and others to identify locations for temporary or permanent pet relief areas, pocket parks, sports courts and other amenities throughout Downtown.		X
3. Encourage new development to consider ground-floor amenities that serve the neighborhood by sharing information on desired uses beyond restaurants and retail (e.g. grocery, pharmacy, childcare).		X

## Best Practices

The following best practices provide snapshots of specific BID programs in other downtowns throughout the country that are intended to be inspirational. The selected cities are not necessarily peer cities to Tulsa, nor are the BIDs always scale comparisons to DTP on the whole, but they can be instructive as DTP begins to implement some of the new programs and projects identified above.

### DOWNTOWN WICHITA IN WICHITA, KS

Downtown Wichita is a non-profit 501(c)(3) corporation, funded by the downtown's Self-Supported Municipal Improvement District (SSMID). Downtown Wichita contracts with the City of Wichita to provide development services in the City's core and is the point organization leading implementation of 2009 Project Downtown, a master plan of development for downtown Wichita. Downtown Wichita is focused singularly on economic development but has taken on more of a role in place enhancements in recent years, curating activities like a pop-up park to a Gallery Alley. Downtown Wichita also:

- Produces an annual [State of Downtown Report](#) with market and economic data designed to be a resource for those who own, develop, market, or invest in real estate in Downtown Wichita.
- Connects entrepreneurs and property owners with information on prospective business locations, shares relevant market data to help evaluate opportunities for new businesses, develops marketing and promotional strategies, and assists with conceptualizing or implementing construction in a manner that is consistent with the guidelines established in Project Downtown.

Downtown Wichita is part of the [Greater Wichita Partnership](#), formed in 2015 to take a holistic approach to community growth from Downtown to the ten-county region.

- The Partnership brought the community groups together (Chamber, Community Foundation, Visit Wichita, Health Foundation, City and County, etc.) to form the coalition and raise \$800K+ from more than 130 public and private investors for the master plan development.
- The Partnership has been effective in aligning the private and public sector to drive economic development. Focused around three Strategic Priority Areas: Job Creation, Talent and Quality of Place. Through dedicated work plans in each of these areas, they have seen a considerable increase in private sector investment.

### **RIVER CITY COMPANY IN CHATTANOOGA, TN**

River City Company (RCC) is a private, 501(c)(3) non-profit organization, characterized as a “public purpose development company.” Formed 30 years ago, it was initially created to implement a 20-year blueprint for Chattanooga’s riverfront and downtown development. It was originally capitalized with \$12 million from local foundations and financial institutions.

- At one point, RCC owned about 34 acres of property on Chattanooga’s waterfront where now an aquarium, baseball stadium, museum, Riverwalk, park, and other developments are located.
- Operations are funded through the property RCC owns. Local foundations and other sources help fund other projects. Its current annual budget is \$3.2 million.
- While it started out as more of a developer, RCC has transitioned to be more of a convener. It’s now involved in the future planning of downtown and the strategic animation and programming of downtown spaces.
- In 2019, RCC helped establish a Downtown Chattanooga BID, with a budget of approximately \$1 million that will be used for enhanced cleaning, safety, and beautification services.

### **DOWNTOWN CLEVELAND ALLIANCE IN CLEVELAND, OH**

The Downtown Cleveland Alliance (DCA) allocates about 25% of its BID budget to economic development initiatives that include business attraction and retention and marketing to promote a positive image to attract new investment and businesses.

- The DCA “[Business Development Center](#)” includes three full time professionals. It compiles up-to-date real estate and market data on a variety of downtown segments, including retail, office, hospitality and residential, and is acknowledged as the “go to” resource for downtown-centric market information.
- DCA is also one of many organizations involved in the nationally-renowned, *Evergreen Cooperative Initiative*. Evergreen is an initiative designed to build community wealth and create jobs for local residents in the University Circle area – an area of the city with a history of disinvestment and economic inequities. The initiative catalyzes new businesses that are owned by their employees, and the businesses are set up to serve real institutional needs in the area. The initiative is supported by major anchor institutions and foundations including the Cleveland Foundation, Cleveland Clinic, University Hospitals, Case Western, and local government. The first, and one of the most successful, Evergreen business was Evergreen Cooperative Laundry, a green commercial-scale health care bed linen laundry service that employs 50 neighborhood residents, a large majority of which are African American.

### **DOWNTOWN MEMPHIS COMMISSION IN MEMPHIS, TN**

- The DMC runs a Downtown Retail Tenant Improvement (TI) Grant program to help improve its retail climate in downtown. The program supports new retail, creative arts and entertainment, and food and beverage businesses that choose to locate within key corridors and retail nodes. It offers up to \$30,000 on qualified permanent improvements to the interior of a tenant’s space, operating as a reimbursable grant.
- The DMC has also implemented a [Diversity Outreach](#) program to engage people of all races and sexes in development projects and recruit more diverse businesses to downtown. The program ensures that projects receiving DMC financial incentives (including the TI Grant program above) have at least a 25% minority participation level. The program also includes educational components, hands-on training for aspiring developers, and connections with experienced developers. It reports quarterly on diversity participation.

### **DOWNTOWN FORT WORTH, INC. IN FORT WORTH, TX**

Downtown Fort Worth Inc. (DFWI) championed the creation of the downtown TIF, in collaboration with the City of Fort Worth and Tarrant County. As the manager of the downtown PID and chief architect and implementation agent of the downtown economic development strategy, DFWI was well positioned to be the administrator of the downtown TIF, which helps to finance public improvements in downtown.



- Eligible TIF projects include parking, infrastructure assistance to new developments, historic preservation, affordable housing, transportation and education.
- DFWI staff are the first point of contact with prospects and play a significant role in negotiations; all applicants are measured against the downtown Strategic Action Plan objectives; if a project is not deemed worthy of funding, DFWI staff will inform the TIF board of their opinion.
- DFWI is considered “bad cop”, making final negotiations easier on the City.
- DFWI is very careful to divulge any potential conflict of interest (among their private interest members) to work transparently with the City on TIF projects.
- The TIF board is appointed by the Mayor and includes 3 city council members; 1 state rep, 1 county rep, 1 hospital district rep, and 3 private sector reps. DFWI staffs the board.
- Measures of success include: ratio of TIF investment to new taxes generated; new tax increment revenue; catalytic project completion; key property rehabilitation and key vacant block redevelopment.

## GOAL 3. ACTIVATE DOWNTOWN THROUGH PROGRAMS AND EXPERIENCES THAT ENGAGE TULSA’S DIVERSE COMMUNITY



*Photos from: City of Tulsa Communications Department*

### Why it Matters

- In an increasingly ubiquitous world, cities, neighborhoods, and downtowns are vying to make themselves unique. Downtown management organizations are increasingly becoming involved with enhancing and activating public spaces to strengthen downtown’s overall appeal and highlight what makes it unique.
- Downtown stakeholders spoke highly of Guthrie Green and the programming of that space. Stakeholders also expressed a desire for more beatification, art, and greening in Downtown Tulsa.
- Downtown Tulsa is expansive and there are many opportunities to activate underutilized parks, plazas and other spaces to make them more inviting to use and also instill community pride.
- One of stakeholders’ priorities was to ensure Downtown is diverse and welcoming; varied programming that appeals to diverse audiences can help make Downtown relevant and welcoming.
- While COVID-19 is anticipated to disrupt large gatherings into the future, there is an important role for downtown management organizations to play in bringing activity and vibrancy back to Downtown, at the right scale and with appropriate safety measures in place.

## Objectives (in blue) and Tactics

\* Tactics noted with a star are considered “quick wins” and are the organization’s first priorities.

	Next 18 mo.	Post 18 mo.
<b>A. Develop and produce events and programming that promote Downtown as everyone’s neighborhood</b>		
1. Seek culturally diverse programming opportunities that engage the different communities represented in Downtown Tulsa and adjacent neighborhoods.	X	
2. Celebrate the Greenwood District and Black Wall Street and support Historic Greenwood District Main Street’s events.	X	
3. Support ongoing efforts to acknowledge history and the significance of the Tulsa Race Massacre.	X	
4. Establish a Downtown programming and events calendar to elevate external events and fill in gaps with new programs.		X
5. Identify locations that are quirky and unique to Downtown Tulsa (e.g. Center of the Universe or Blue Dome) and increase their attraction through physical improvements, programming, and marketing.		X

	Next 18 mo.	Post 18 mo.
<b>B. Enliven Downtown through public art and other place enhancing features</b>		
1. Convene partners to collaborate on premier holiday season celebrations and lighting displays that enhance existing festivities and introduce new programming. *	X	
2. Use community-led projects to temporarily activate underutilized spaces such as parks, plazas, alleys, and parking lots, utilizing a wide range of artistic mediums.	X	
3. Curate and commission local artists and display works throughout Downtown that honor and celebrate the past and present diverse Black, Indigenous, Latinx and other cultures of Tulsa.	X	

## Best Practices

The following best practices provide snapshots of specific BID programs in other downtowns throughout the country that are intended to be inspirational. The selected cities are not necessarily peer cities to Tulsa, nor are the BIDs always scale comparisons to DTP on the whole, but they can be instructive as DTP begins to implement some of the new programs and projects identified above.

### DOWNTOWN DURHAM, INC. IN DURHAM, NC

The [Durham SmART Vision Plan](#) is a bold public art strategy to transform Downtown Durham into a regional destination for art and cultural programs. The Plan provides a guide for developing their central urban corridor, which passes through three unique downtown districts, into a vibrant setting for residents, visitors, artists, and businesses. This strategy is intended to unify this Downtown Corridor and to lend it a powerful and consistent visual identity that will set it apart as a culturally diverse and vibrant urban center, which both honors the City's history while also reaching toward the future. The term "public art" refers to any artwork – visual, interactive and performance – that is accessible to the public, encompassing a wide range of media.

Durham Arts Council is the local lead agency for the Durham SmART Initiative but over 26 local, state and national partners have been engaged, including Downtown Durham, Inc.

### DOWNTOWN SEATTLE ASSOCIATION IN SEATTLE, WA

- With support from its partners, the Downtown Seattle Association (DSA) implements a steady stream of events, art installations and improvement projects within downtown parks and other public spaces.
- Each of these projects depends on active public-private collaboration. DSA coordinates closely with the Seattle Department of Parks and Recreation, the Alliance for Pioneer Square, Friends of the Waterfront Seattle, the Seattle Parks Foundation and many businesses to fund and execute downtown events and art installations.
- Its public spaces program is multi-faceted. DSA works directly on public space and art projects from painting crosswalks and hanging flower baskets, to creating pocket parks and improving wayfinding.
- It operates an *Urban Parks Art Grant*, that showcases works of local artists in two downtown parks, holding open requests for proposals twice a year. It operates a "*Calls for Walls*" program that seeks out building owners interested in murals. And it regularly welcomes ideas from artists for large-scale installations, small projects and other types of work in between throughout downtown.



## GOAL 4. ENHANCE PHYSICAL CONNECTIONS THROUGHOUT DOWNTOWN AND TO ADJACENT NEIGHBORHOODS



Photos from: City of Tulsa Communications Department

### Why it Matters

- A common concern among stakeholders is the lack of connectivity throughout Downtown and to adjacent neighborhoods.
- There are a number of barriers to moving throughout Downtown and to adjacent neighborhoods including, the vast size of Downtown, fragmented zones of activity, the Inner Dispersal Loop (IDL) interstate that wraps around Downtown and the railroad tracks that bisect Downtown.
- Highways through urban areas have historically divided and adversely impacted neighborhoods. In the 1970s, the northeast portion of the IDL cut through the Historic Greenwood District further removing and fragmenting land that was once home to the African-American community and the thriving Black Wall Street.
- Downtown Tulsa will be strengthened if it is able to reconnect with adjacent neighborhoods and improve mobility throughout Downtown's eight distinct districts.

### Objectives (in blue) and Tactics

\* Tactics noted with a star are considered "quick wins" and are the organization's first priorities.

	Next 18 mo.	Post 18 mo.
<b>A. Improve mobility throughout Downtown and encourage options that are accessible, efficient, and people-centric</b>		
1. Initiate and advocate for continued on and off-street parking management advancements including real-time parking availability, parking reservations, signage, and loading zones.	X	
2. Formalize a policy to ensure all public investments and projects improve conditions for those with physical disabilities to have access.	X	
3. Support Tulsa Planning Office in continuing to implement recommendations from the 2018 Downtown Tulsa Walkability Study.	X	

4. Investigate and pilot new shuttle or mobility option for Downtown.		X
5. Initiate a comprehensive wayfinding system for Downtown Tulsa that integrates static signage with technology		X
6. Explore the creation of a Mobility Laboratory to initiate, pilot, and demonstrate transportation planning programs, services, and emerging technology.		X

	Next 18 mo.	Post 18 mo.
<b>B. Engage with the City and other partners to improve physical connections between Downtown and adjacent neighborhoods</b>		
1. Work with the City and ODOT to support and install additional temporary and permanent signage near major highway exits to highlight Downtown cultural and entertainment destinations including Historic Greenwood District and Arena District.	X	
2. Support Historic Greenwood District Main Street and other partners in seeking to re-establish the composition of the neighborhood by re-envisioning the northeast leg of the IDL.		X
3. Work with the City and Oklahoma Department of Transportation (ODOT) to enhance underpass conditions with lighting, sidewalks, and public art.		X
4. Work with the City and ODOT on a longer-term planning agenda to identify key linkages to reconnect Downtown and adjacent neighborhoods across the Inner Dispersal Loop (IDL).		X

## Best Practices

The following best practices provide snapshots of BID parking programs in other downtowns throughout the country that are intended to be inspirational. The selected cities are not necessarily peer cities to Tulsa, nor are the BIDs always scale comparisons to DTP on the whole, but they can be instructive as DTP begins to implement some of the new programs and projects identified above.

### DOWNTOWN TEMPE AUTHORITY IN TEMPE, AZ

Downtown Tempe Authority (DTA) directly manages both City and private parking property in Downtown. This includes the maintenance, collection and compliance of approximately 750 on-street meters and 17 surface lots and garages totaling 19,000 spaces.

- Downtown Tempe Authority collects approximately \$9M annually, \$2M from City-owned parking and \$7M from privately-owned parking; through a management fee (that varies by client) they bring in approximately \$400k in revenue (about a third of total assessment revenue).
- The City still owns parking and is the ultimate decision maker on rates, expenses etc. but the DTA manages all day-to-day operations.
- Downtown Tempe Authority's value proposition is to offer a unified program (under the ParkiT brand) that is well-managed (clean, well-lit etc.) and enhances the downtown experience.

- Out of the 40 Downtown Tempe Authority full time staff, approximately 12 are fully dedicated to parking; this is a major business center for the organization.
- Downtown Tempe Authority's [website](#) lets users search parking options in a variety of ways – including Monthly Parking, Free Parking, ADA Accessible Parking, and Special Event Parking.
- Information is provided on each garage and lot, including a map, address, rates, number of spaces, number of ADA compliant spaces, monthly parking options, nearby dining/services etc., and notices of any construction impacting the area.
- Free parking is available at all meters on Sundays and holidays; some garages are free after 6pm and on Saturdays and Sundays (excluding events); and the City Hall parking garage offers the first 1 hr. free.
- They promote use of the ParkMobile app to help find metered parking in real-time and/or to reserve a space ahead of time. Meters can be paid via the app, change, or credit card.

#### **DOWNTOWN NASHVILLE PARTNERSHIP IN NASHVILLE, TN**

Nashville Downtown Partnership uses [PARK IT! DOWNTOWN](#), a website dedicated to downtown Nashville parking and transportation information, which includes 138 surface lots and 48 garages, for a total of 40,693 spaces.

- An interactive parking map lets users search for parking by type [garage, surface lot, electric car charging, and ADA compliant parking], neighborhood, destination, hourly rate, daily rate, and monthly rate.
- The website also promotes the Music City Circuit, a free shuttle serving two routes through downtown on Mon-Sat., Nashville B-Cycle, and park and ride services for downtown workers and special events.
- In addition to surface lots and garages, there are approximately 1,000 metered on-street parking spaces. Metered parking is free after 6pm Mon.-Sat.; all day Sun. and major holidays.

#### **ENVISION DOWNTOWN PITTSBURGH IN PITTSBURGH, PA**

- Envision Downtown was a privately funded public/private partnership between the Mayor's Office and the Pittsburgh Downtown Partnership. The initiative was formed to demonstrate mobility and livability projects by making it safer, more attractive, and convenient for everyone to get to, through, and around Downtown.
- The initiative leveraged a team of civic leaders and a robust data development program to implement a series of short-term, accelerated infrastructure pilots with the goal of informing longer-term transformation changes to the City's mobility networks.
- Envision Downtown's work was focused on improving pedestrian safety, removing barriers for persons with disabilities, investing in transit rider amenities, making it safer to bike and reducing traffic congestion.
- The Initiative developed a public realm action plan with Gehl Studios to inform how streets and sidewalks were supporting public life and develop a series of strategies and pilot demonstrations to implement before significant infrastructure enhancements were made. Examples include utilizing paint and temporary materials to expand pedestrian zones/sidewalks, bike lanes, and bus stops, introducing a mobile landscaped parklet, and implementing low-cost lighting upgrades to existing infrastructure.
- Envision Downtown coordinated the deployment of innovative hardware and software solutions to position Downtown Pittsburgh as a hub for "smart city" technology development including traffic control systems, smart parking wayfinding systems, and enhanced pedestrian lighting.
- The work of Envision Downtown has since been fully integrated into a mobility department within the Pittsburgh Downtown Partnership.



## GOAL 5. CHAMPION DOWNTOWN LOCALLY AND THROUGHOUT THE REGION AS EVERYONE'S NEIGHBORHOOD



*Photos from: City of Tulsa Communications Department*

### Why it Matters

- While DCC has been located within the City of Tulsa, Downtown has lacked a champion that could unabashedly advocate on behalf of its interests.
- With the new DTP, Downtown can now have an entity to spearhead its efforts. DTP's new brand will signify a fresh start to Downtown ratepayers and other stakeholders.
- Downtown serves a diverse array of stakeholders that could benefit from a better understanding of the services that DTP can and will provide as a result of this strategic plan.
- Downtown has eight unique districts within its boundary; while these districts can offer unique experiences, there is also value in communicating with a unified voice to advocate for policies and resources that benefit Downtown overall.
- Downtowns are never "done" as needs are always evolving and DTP can optimize the effectiveness of its services by creating a strong feedback loop with its constituents, allowing challenges to be addressed quickly.
- With COVID-19 placing increased strain on City resources, a strong advocate, partner, and champion for Downtown is more important than ever.

## Objectives (in blue) and Tactics

\* Tactics noted with a star are considered “quick wins” and are the organization’s first priorities.

	Next 18 mo.	Post 18 mo.
<b>A. Establish a new brand identity and messaging for Downtown and the Downtown Tulsa Partnership</b>		
1. Issue an RFP for branding/marketing services to establish a comprehensive brand to be used by the DTP and stakeholders in publicly positioning Downtown. *	X	
2. Utilize public realm assets to display Downtown’s brand, messaging, and personality.	X	

	Next 18 mo.	Post 18 mo.
<b>B. Regularly communicate with Downtown stakeholders to boost collaboration, buy-in, and engagement</b>		
1. Convene conversations with stakeholders representing varied interests (e.g. residents, property owners, businesses, employees, district leaders, adjacent neighborhoods) to collaborate on a shared agenda and stay in tune with community needs and challenges.	X	
2. Communicate the value proposition of service delivery and impact of the DTP’s work.	X	
3. Build and cultivate volunteer opportunities for individuals and groups who want to make an impact in Downtown Tulsa.	X	
4. Pro-actively share and celebrate Downtown’s progress and successes through social media, local news and other channels.	X	
5. Assess desire for a Downtown Resident’s Council; assist in formalizing.		X

	Next 18 mo.	Post 18 mo.
<b>C. Develop and utilize new and existing tools for expanding awareness of Downtown’s offerings and assets</b>		
1. Secure downtowntulsa.com domain and continue developing and updating web presence to serve as the go-to resource for users and visitors	X	
2. Establish and execute social media and marketing strategy to support Downtown and its businesses and events	X	
3. Offer translation of website, marketing and promotional materials into other languages	X	
4. Support Historic Greenwood District Main Street Program’s efforts to seek state and national tourism designations to support awareness of cultural offerings and historical importance.	X	

## Best Practices

The following best practices provide snapshots of specific BID programs in other downtowns throughout the country that are intended to be inspirational. The selected cities are not necessarily peer cities to Tulsa, nor are the BIDs always scale comparisons to DTP on the whole, but they can be instructive as DTP begins to implement some of the new programs and projects identified above.

### **DOWNTOWN LONG BEACH ALLIANCE IN LONG BEACH, CA**

Downtown Long Beach Alliance was the catalyst for bringing together disparate neighborhood associations to form the *Downtown Residential Council (DRC)*, a local entity that is a voice for all residents in downtown. The DRC serves as a forum for residents to join together to discuss issues of common concern and work together to achieve solutions that make downtown a better place to live. The DRC maintains its own website, has an events calendar, and hosts its own events such as the regular Thirsty Thursday gathering.

### **DOWNTOWN TEMPE AUTHORITY IN TEMPE, AZ**

Downtown Tempe Authority undertook a strategic marketing effort that significantly shifted the image and brand of their district and organization. In an effort to tell a new story about downtown Tempe, they hired an outside firm to develop a name, logo, website, and marketing plan to represent the district, the property owners, and the programs produced and managed by the organization. Staff and consultants engaged with the community to identify the essence, story, and experiences that the brand and marketing efforts needed to represent, and the multiple audiences it should speak to. The team developed the plan with the intent of:

- Defining a mature brand
- Changing prevailing attitudes and beliefs
- Raising public awareness of downtown's offerings
- Becoming more inclusive
- Communicating regularly and with a purpose

Tempe's new branding and marketing standards were implemented in 2016 and received an International Downtown Association. Four years after implementation of the new brand, the organization has continued its marketing efforts by presenting a website refresh and developing personas that resemble the demographics desired to be targeted during marketing promotions for signature events, promotions, and public awareness. The organization has been successful in changing perceptions, increasing the number and types of people engaged in downtown Tempe events, programs, and businesses.

### **DOWNTOWN FORT WORTH, INC IN FORT WORTH, TX**

Downtown Fort Worth, Inc. manages a pole banner program that provides opportunities for non-profit organizations to display event-specific promotions in addition to general branded banners that the organization installs throughout the district. DFWI collects fees established by the City of Fort Worth and charges additional fees for program management and the cost of installation. The organization accepts reservations for banners to be installed within specific corridors up to a year in advance and permits banners to be installed up to 6 weeks prior to an event and for a total of 90 days.



# 5. ORGANIZATIONAL IMPLICATIONS

## ORGANIZATIONAL STRUCTURE OPTIONS

To achieve the goals and objectives outlined for Downtown Tulsa, three organizational structures were considered.

### Scenario 1

The Downtown Coordinating Council (DCC) continues to operate as it does today, housed within a City of Tulsa department, and DCC staff oversees the delivery of enhanced TSID services in Downtown.

### Scenario 2

The Downtown Coordinating Council is dissolved and one new non-profit organization, either a 501(c)(6) or 501(c)(3), is formed. The non-profit is contracted by the City to deliver enhanced TSID services in Downtown.

### Scenario 3

The Downtown Coordinating Council is dissolved and two new non-profit organizations are formed. The overarching, “umbrella” organization is a non-profit 501(c)(6). Similar to Scenario 2, this non-profit is contracted by the City to deliver enhanced TSID services in Downtown. Additionally, a new non-profit 501(c)(3) affiliate is formed to raise additional funds, through revenue sources such as grants and sponsorships.

## Preferred Scenario

The organizational structure that exists today (Scenario 1) is highly unusual. The vast majority of downtown management organizations across the country are independent non-profit organizations that are contracted to deliver services on behalf of a BID. Having a non-profit manage the delivery of enhanced services allows for more efficient, nimble deployment and advocacy on behalf of the district, which is difficult to achieve while housed within a city department. An independent non-profit structure can also leverage non-BID revenue sources focused on new and existing downtown services, programs, and improvements.

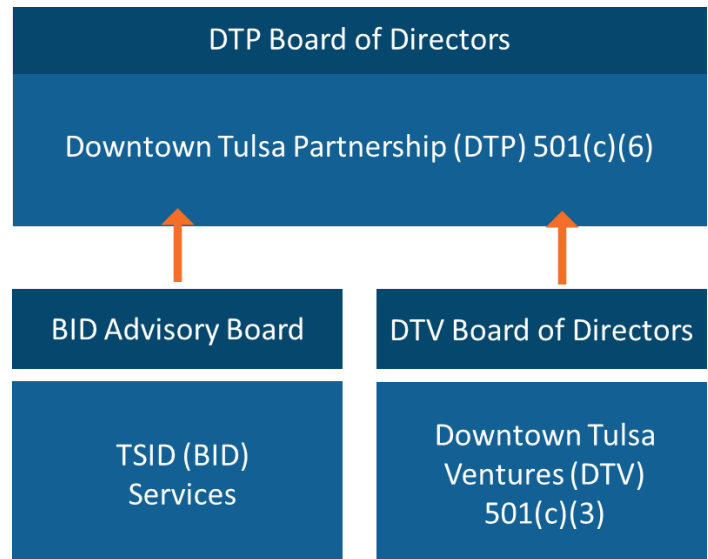


*Photo from: City of Tulsa Communications Department*

Examples include sponsorships, project grants, parking revenue, memberships and earned income. In many mature downtown management organizations, BID assessments are less than half of total funding. Scenarios 2 and 3 would both bring Downtown Tulsa in line with national best practices for downtown management organizations. **Scenario 3 is the preferred alternative.** While in some ways similar to Scenario 2, the Scenario 3 has the advantage of two non-profit organizations, each serving a different purpose. The 501(c)(6) is advantageous for advocacy and allows membership. The 501(c)(3) helps to diversify and augment funding, beyond assessment revenue. 501(c)(3)s are commonly used to pursue grants, sponsorships, donations and other similar sources of revenue.

## Downtown Tulsa Partnership - 501(c)(6)

Downtown Tulsa Partnership (DTP) is an independent, non-profit organization that will oversee the delivery of enhanced services in Downtown. The new organization is a 501(c)(6) non-profit, a model typical of business and professional associations that allows for membership and sponsorship revenue plus, the ability to advocate on issues and policies affecting Downtown. This non-profit model is also advantageous for protecting against liability related to hosting programs, events, and other activities in Downtown. The creation of the Downtown Tulsa Partnership will coincide with the dissolution of the DCC. The new organization will house the staff needed to deliver programs and will be governed by a Board of Directors representing diverse interests in Downtown.



## Tulsa Stadium Improvement District (TSID) Enhanced Services (BID)

The City of Tulsa will contract staffing and administration of enhanced services of the TSID through the Downtown Tulsa Partnership. To maximize accountability to ratepayers, a BID Advisory Board, made up exclusively of Downtown property owners, will oversee the TSID budget and advise on how assessment monies for supplemental services will be spent. TSID assessment revenue designated for capital costs to repay bonds for the ballpark will continue to be overseen by the Tulsa Stadium Trust.

## Downtown Tulsa Ventures - 501(c)(3)

A growing number of downtown management organizations have diversified their funding sources beyond assessment revenue, to support a wide variety of programs. A non-profit 501(c)(3) affiliate is commonly used to attract investment from corporations, foundations, and individuals that are seeking to financially support results-oriented civic improvement causes. Examples of project investments that have been driven by 501(c)(3) non-profit affiliates in other downtown organizations include public art, homeless services and facilities, capital improvements from landscaping to lighting, and planning for projects and/or downtown sub-districts.

A new non-profit 501(c)(3), Downtown Tulsa Ventures (DTV), is recommended as an operating affiliate under the umbrella of the Downtown Tulsa Partnership. DTV will help to diversify funding beyond assessments and can support many of the objectives outlined in the strategic plan, including public space enhancements such as programming and public art and capital improvement projects that improve connectivity throughout Downtown and adjacent neighborhoods. The DTV could be authorized in some ways to act in a capacity similar to a community development corporation (CDC), and play an integral role in economic vitality activities, such as mobilizing seed and working capital to support small businesses and helping to advance affordable housing options in Downtown. DTV will be overseen by a Board of Directors that provide guidance and fundraising support for special projects.

# GOVERNANCE

The governing bodies of each of the three entities, the Downtown Tulsa Partnership, TSID (BID) Services, and Downtown Tulsa Ventures shall all strive to have members that **represent a diversity of age, race, gender, ability, and stakeholder type**.

## Downtown Tulsa Partnership Board Composition

The Downtown Tulsa Partnership will be governed by a Board of Directors recommended to be between 15 and 19 voting members, with the following representation:

- All geographic areas served by DTP
- A variety of Downtown property types including: retail, office, hospitality, residential, cultural
- Both large and small Downtown property owners
- Both large and small Downtown business owners (that do not own property)
- Historic Greenwood District Main Street representative
- Mayor or his/her designee
- District 4 City Councilor
- Tulsa County Commissioner
- Tulsa Stadium Trust representative

Non-voting ex-officio members could include representatives from civic partners such as chambers of commerce and community foundations.

## TSID Board Composition

TSID budget and services will be overseen by a BID Advisory Board, comprised exclusively of Downtown property owners. It is recommended that the board have 9 to 11 voting members that are geographically dispersed to represent all parts of Downtown, with the following criteria:

- 1-to-2 property owners with property greater than 500,000 sq. ft.
- 1-to-2 property owners with property less than 500,000 sq. ft.
- 1 property owner representing retail
- 1 property owner representing hospitality
- 1 property owner representing restaurants
- 1 property owner representing residential
- 1 property owner representing office
- 1 property owner representing non-profit/cultural
- 1 property owner representing city property
- 2-3 at-large property owners

## Downtown Tulsa Ventures Board Composition

Downtown Tulsa Ventures will be governed by a Board of Directors with 9-to-11 voting members that represent diverse interests and skill sets, such as:

- Philanthropy

- Fundraising
- Marketing
- Social services
- Arts
- Adjacent neighborhoods
- Real estate
- Law
- Corporate partners

## Governing Boards Roles and Responsibilities

Each of the three entities will have its own board with a largely discrete set of members, however, to promote coordination and collaboration, it is recommended that the chair and vice chair of the BID Advisory Board and the chair of the DTV Board also have a seat on the DTP Board.

Entity	Roles and Responsibilities	Meeting Frequency
Downtown Tulsa Partnership	<ul style="list-style-type: none"> <li>• Contracts with the City to manage delivery of enhanced services funded by the TSID</li> <li>• Oversees day-to-day organizational operations and delivery of all services and programs</li> <li>• Assists in the management of the BID Advisory Board and the Downtown Tulsa Ventures Board; per criteria established above</li> <li>• Accepts budget from the BID Advisory Board or requests modification</li> <li>• Approves the organization's overall budget including TSID services assessment, sponsorships, grants and other sources of revenue</li> <li>• Signs off on special projects recommended by the DTV Board; may also suggest project ideas for the DTV Board to consider for funding purposes</li> </ul>	Monthly or every other month
BID Advisory Board	<ul style="list-style-type: none"> <li>• Approves and submits annual assessment budget for TSID services for DTP's review</li> <li>• Advises on how assessment dollars for services are spent</li> <li>• High-level monitoring of the contract for services pertaining to clean and safe, and other programs utilizing assessment dollars</li> <li>• May suggest special project ideas for the DTV Board to consider</li> </ul>	Quarterly
Downtown Tulsa Ventures	<ul style="list-style-type: none"> <li>• Helps to identify special projects/pursuits that align with the goals of the strategic plan</li> <li>• Assists in identifying and cultivating sources of funding for special projects</li> </ul>	Quarterly or as needed

## Bylaws

The new non-profit organizations will be governed by their own sets of bylaws. Typically, bylaws should consider the following operating parameters:

- Organizational goals, objectives, powers and limitations
- Board composition, including designation of officers and relationship to staff
- Committee structure
- Board member roles and responsibilities, including conflict of interest policy and board terms



- Indemnification and liability policies

Sample bylaws from downtown management organizations will be provided to demonstrate a sense of both routine and best practices.

## Downtown Tulsa Partnership Board Committees

It is recommended that the DTP have a committee structure aligned with the strategic plan work program. Committees provide a forum for meaningful engagement and a deeper dive on issues that can't be accomplished at a full board meeting.

It is strongly recommended that community members that are not on the organizational boards be recruited to participate in committees as a way to gain relevant insights, enrich dialogue, and enhance outcomes. Committees can also serve to foster the next generation of leadership by including people on a committee who one day may be nominated to the board. For the next generation of leadership to be reflective of the Tulsa community, steps need to be taken to seek committee members who represent diversity of age, gender, race, and geography specifically.



*Photo from: City of Tulsa Communications Department*

To avoid an over-abundance of committees, it is recommended that the committees formerly associated with the Downtown Coordinating Council be condensed and organized around the following pillars.

- **Public Realm Committee** (formerly Safety & Security and Streetscape & Beautification): this committee will offer feedback and guidance to enhance and strengthen the organization's clean, safe and beautification programs (Goal 1). With clean and safe being one of the core services provided in Downtown, and occupying the largest share of the organization's budget, it is envisioned that this committee is likely to be the most robust. Representation could include relevant City departments (including public works and police), Downtown district leaders, members (or designees) from the BID Advisory Board, and other community members with relevant insights or experience.
- **Economy Committee** (formerly Parking & Transportation and Long-range Planning): this committee will provide strategic guidance and recommendations to staff and the full board related to small business assistance, large employer recruitment, mobility, connectivity and parking improvements, and other strategic planning initiatives (Goals 2 and 4). Representatives from Tulsa Parking Authority and City of Tulsa Economic Development should participate in this committee, among other community members with applicable experience. Representatives from the disability community should be included in any discussions regarding mobility improvements.
- **Experience Committee** (formerly Marketing & Promotion): this committee will assist staff and the full board in rebranding the organization, developing stakeholder communications, and engaging constituents with programs and activities that activate Downtown. This committee could also assist with a variety of special planning projects (Goals 3 and 5).
- **Board Management Committee** (formerly Budget & Services and Nominating Committee): this committee will support staff and the full board in all issues related to board management, including oversight of the budget, services, and processes to nominate new board members.

To stay nimble and adaptive to changing priorities, task forces or working groups could emerge from committees for a period of time to address a specific project or issue. As the organization evolves, committees can be restructured or renamed to best fit the organization's work program. Downtown Tulsa Partnership will have staff allocated to support each Committee. General guidelines common to BID and non-profit management include the following delineation between the roles and responsibilities of the board, staff, and committees.

### Board of Directors Role

- Primary focus is to provide policy leadership for the organization, including developing annual goals and objectives.
- Ensure that programs and initiatives are meeting the overall mission of the organization.
- Supervise and evaluate the President & CEO, including a formal performance evaluation conducted each year.
- Serve a fiduciary role to ensure programs and budgets are consistent with the intent of the DTP's overall plan and operations
- Help the organization advocate and raise funds for policies and programs that will benefit Downtown.

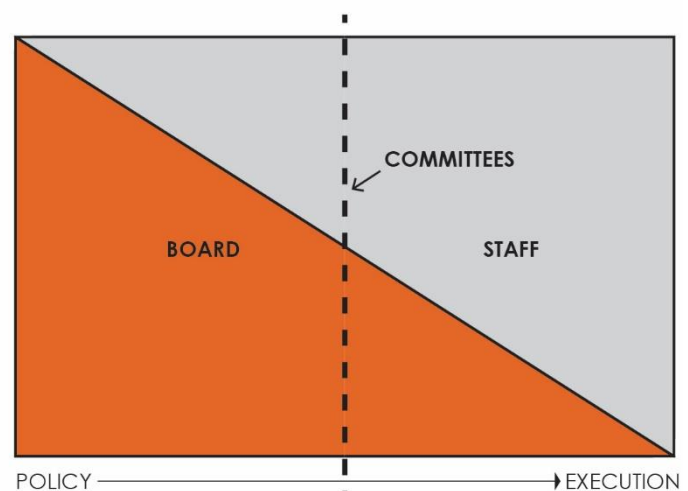
### Staff Role

- Charged with the design, development, and day-to-day execution of programs and initiatives.
- The President & CEO recruits, supervises, and evaluates all staff positions.
- The President & CEO develops organizational budgets, including all staff compensation.
- The President & CEO is the primary spokesperson for the organization, supported by appropriate staff and board officers as needed.

### Committees Role

- A "middle ground" where staff and board members work together on the design of programs and monitor results.
- Provide meaningful engagement opportunities for both board and non-board members.
- Offer a platform for identifying and training new leadership for the organization.

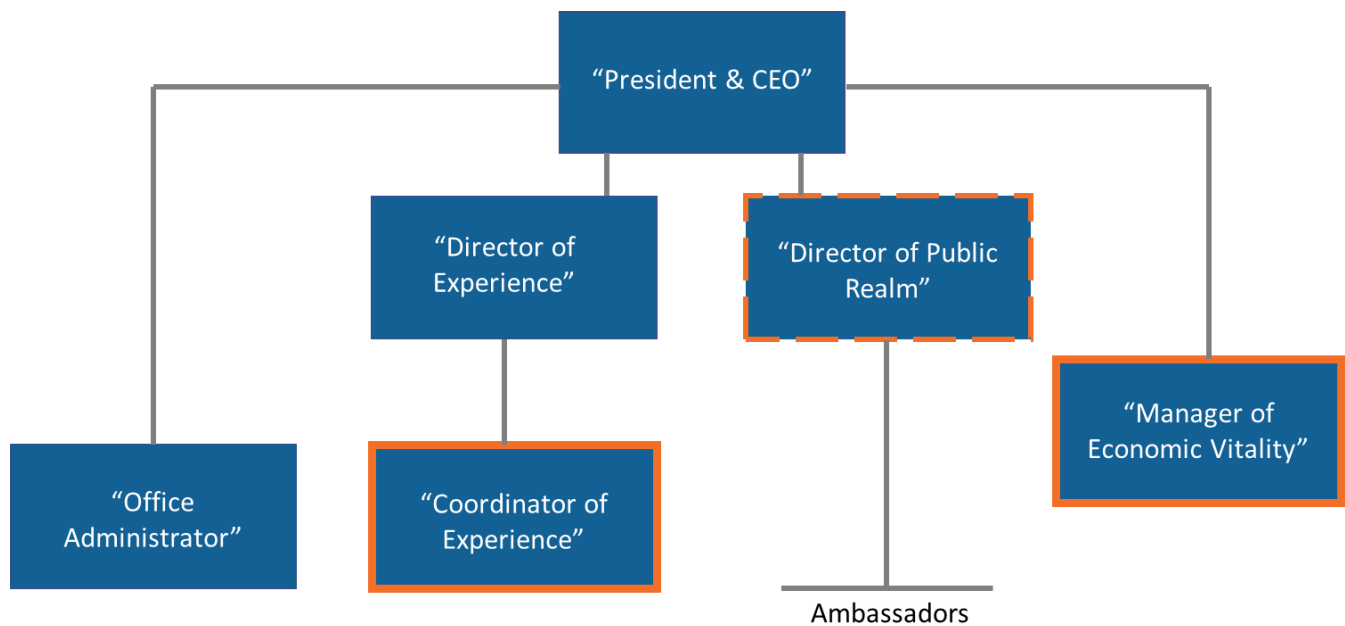
### BOARD VS. STAFF RESPONSIBILITIES



## STAFFING

To meet the goals and objectives of the Strategic Plan, the Downtown Tulsa Partnership will ultimately need to hire additional staff with skill sets that can deliver on the work program and needs identified in this plan. The chart below illustrates an optimal level of staffing for the Downtown Tulsa Partnership, which can be phased in over multiple years.

Staff titles are in quotations to indicate they have not yet been formalized. Through its hiring, the Downtown Tulsa Partnership will strive for a diverse staff by age, race and gender.



 New Position

 Redefined Position

- **“President and CEO”** – This position has ultimate oversight over the organization and is responsible for fundraising and ensuring it delivers on the expectations set forth in the strategic plan. This position oversees all staff and reports to the Downtown Tulsa Partnership Board of Directors.
- **“Director of Experience”** – This position oversees all Downtown Tulsa Partnership marketing and communications, place enhancement activities, and is instrumental in developing an engagement strategy for ratepayers, volunteers and other Downtown constituents. This position is supported by an “Assistant of Experience” and reports to the “President & CEO”.
- **“Director of Public Realm”** – This position assumes management of Downtown Tulsa Partnership’s clean, safe and livability initiatives, with emphasis and expertise in security – including day-to-day relations with Tulsa Police Department and regular interfaces with Downtown property owners. This position reports to the President & CEO and is in frequent coordination with the operations manager of the contracted, multi-dimensional Ambassador program.
- **“Manager of Economic Vitality”** – This mid-level position supports the “President & CEO” with economic vitality initiatives that include support for small businesses, data collection, tracking and benchmarking, policy research, and special projects as needed.
- **“Coordinator of Experience”** – This position, which could be part time contract work, provides support to the “Director of Experience”; assisting with a variety of tasks to strengthen Downtown Tulsa Partnership’s communications, including savvy social media management. This position also assists in the coordination of events and place enhancement activities.
- **“Office Administrator”** – this position reports directly to the “President and CEO” and ensures the office is operating smoothly, assists in record keeping and processing, scheduling and staffing meetings, and providing general administrative support for the organization and its boards.

- **Ambassadors (contracted)** – this highly visible, distinctly uniformed team offers a variety of services throughout Downtown including cleaning and maintenance, hospitality, livability, and safety support as identified in Goal 1.

The Downtown Tulsa Partnership will also rely on contracted support for finance, HR and benefits, and legal services and may partner with other organizations to share services.

## FUNDING SOURCES AND SCENARIOS

The following section provides a description of funding sources for the Downtown Tulsa Partnership, that would diversify its revenues beyond assessments. A critical component of establishing a new entity is to prioritize as much of TSID assessment revenue as possible to service delivery rather than overhead.

### Downtown Tulsa Partnership Funding Sources

#### TSID Services

Revenue generated by TSID assessments for enhanced services will continue to be the backbone of the organization. The services portion of the assessment increases annually based on Consumer Price Index (CPI) increases, capped at 4%. TSID services assessment revenue is projected at \$1.2 M for fiscal year 2021, a lesser amount than usual due to COVID-19 and the City of Tulsa budgeting collection rates at 90%.

#### Base-Level Services Adjustment

According to Oklahoma Statute 11-39-103, “the governing body of any city may create one or more districts for the purpose of making or causing to be made any improvement or combination of improvements that confer special benefit upon property within the district<sup>3</sup>.” The notion of “special benefit” is universal to improvement districts and essentially means that assessments do not replace city services, but rather fund enhanced services that would otherwise not be provided by a city. Some of these “enhanced services” are easy to define, such as special promotions and marketing, or enhanced service types such as power washing or deploying uniformed hospitality ambassadors. Other service types are more complicated, such as capital replacement of amenities.



*Photo from: City of Tulsa Communications Department*

In Tulsa, property owners within the TSID are being assessed for services that are widely considered base-level services in cities across the country. These include electricity, capital repair of basic infrastructure and costs associated with lighting fixtures. Furthermore, there are inconsistencies in what services the City provides in

<sup>3</sup> 11 OK Stat § 11-39-103 (2014)



Downtown compared to other parts of the city including the electrical system costs, street sweeping, and median mowing as examples. The DCC for instance pays for the electricity and maintenance of Downtown lighting, while other areas near Downtown with similar lighting standards, such as N. Peoria between Pine and Apache and 6<sup>th</sup> Street at S. Peoria, are paid for by the City. More typically, due to the importance of downtowns to cities-at-large, base-level of services are more robust in downtowns than they are in outlying business districts.

There is an opportunity for the Downtown Tulsa Partnership to dedicate more revenue to enhanced services if it no longer has to cover what would typically be considered base-level services. To do this, it is critical that a clear delineation be made between what are base-level services (paid for and implemented by the City) and what are enhanced services (paid for and implemented by the Downtown Tulsa Partnership). The illustrative budget on page 45, suggests a phased transition of base-level services back to the City, ultimately freeing up nearly \$200,000 to be spent on expanded services like Downtown programming, place enhancements, and economic vitality and resiliency initiatives.

Considerations for base-level services should include:

- Electrical utilities
- Maintenance and materials for street lights
- Tree planting and maintenance
- Street sweeping
- Median mowing
- Capital improvements vs. maintenance

## Grants, Sponsorships/Membership, and Donations

One of the more common ways for downtown management organizations to diversify revenue is through sponsorships, corporate and foundation grants, and individual donations. Organizations with focused efforts in these areas are often able to raise substantial revenue, bringing in an extra \$500,000 to \$2 million annually. Sponsorships or memberships are generally offered at tiered rates to accommodate a variety of price points. Sponsorship doesn't have to come solely from Downtown businesses; corporations outside of Downtown may still find value in becoming a member or sponsoring an event that brings visibility to their brand. The ability to raise



*Photo from: City of Tulsa Communications Department*

revenue through event sponsorship will be impacted by social distancing requirements for COVID-19 in the near to mid-term. Events that are allowed to take place will be smaller, meaning less exposure and likely fewer sponsors. In the near term, it's more likely funding could come from memberships that support the work of the organization generally and foundation grants, which may be especially interested in supporting DTP's work in economic recovery and resiliency. Although resources have been strained by COVID-19, Tulsa is fortunate to have a strong philanthropic community.

## Earned Income

There are also ways the Downtown Tulsa Partnership can diversify revenue through earned income opportunities. Modest revenue could be generated through a Downtown banner program (like the Fort Worth example) or merchandising of items that support the organization. A potentially more significant opportunity would be contracts for service, whereby the DTP would negotiate a fee to provide clean and safe services in locations outside its current purview – such as a public or private park in Downtown or potentially business districts just outside of Downtown.

## Parking Management Fee or Revenue Share

There are a number of precedents for downtown organizations managing parking within their districts. Examples include Tempe, AZ, Cedar Rapids, IA, Old Pasadena, CA, and Nashville, TN. See case studies of Tempe and Nashville on pages 28-29. Stakeholder feedback during the outreach process for this plan revealed that parking is a common concern for Downtown Tulsa and there is an opportunity for the Downtown Tulsa Partnership to play a role in its management and customer experience. DTP could negotiate a management fee or revenue share with the City for managing on-street parking. This revenue would then be reinvested back into the Downtown “parking system” in a variety of ways; most importantly it can be used to significantly enhance Downtown’s parking experience and destination appeal. This recommendation would require additional conversation and collaboration between the DTP and the City to understand roles and responsibilities and come to a management agreement.

## Assessment Overlay (Core District)

Given the sheer geographic reach of the TSID coupled with its modest budget, it is difficult to deliver service frequencies that provide the visible services and improvements that are more common in other downtowns. P.U.M.A. recommends that an assessment overlay be considered for the core blocks of downtown that have the highest demand for services based on frequency of pedestrian traffic and economic activity. The overlay would allow for a “surge” in services in these areas which could be critically important as part of a post-COVID-19 economic recovery strategy. Property owners within the area designated as the core, would pay the standard TSID assessment for services plus, an additional (suggested \$0.02) assessment on lot and building sq. ft. This additional revenue would allow for more concentrated and frequent clean and safe services, and other enhanced programming as necessary. Ideal timing for an overlay would follow refinancing of the bonds used for the ballpark, an opportunity that is described below. This recommendation is still subject to the establishment rules and criteria established in the Oklahoma Improvement District Act and will require endorsement by a majority of participating property owners.

## Tulsa Stadium Trust Considerations

### Proportional Administrative Fee

Historically the DCC has paid fees to the City’s finance department associated with the cost of collecting assessment revenue for both the services component of the TSID and the capital cost component of the TSID, which goes to the Tulsa Stadium Trust to retire the debt incurred to finance the ballpark. With the formation of the Downtown Tulsa Partnership it is recommended that the new organization only pay for the administrative fee associated with the services portion of assessment collection. In 2019, the services component of the TSID accounted for 40% of the total assessment revenue and therefore should only be required to cover 40% of the administrative cost.

It will be up to the City and Stadium Trust to determine how the Trust pays for their portion of administrative cost. Based on the TSID Administration Agreement, the Trust cannot use the capital cost assessment to pay for administrative cost but there is nothing in the Trust Indenture that would prohibit them from paying for their administrative costs out of other Trust funds.

## Bond Refinancing

The next window for refinancing the bonds used to pay for the ballpark is 2023. Particularly, in light of extremely low interest rates as a result of COVID-19, this refinancing window is a prime opportunity to make adjustments to minimize the burden on ratepayers, while still fulfilling bond obligations. The current bonds are a mix of taxable and tax exempt. By refinancing, all bonds could be converted to tax exempt to reduce the interest rates and perhaps shorten the repayment term.

## New Downtown Square Footage

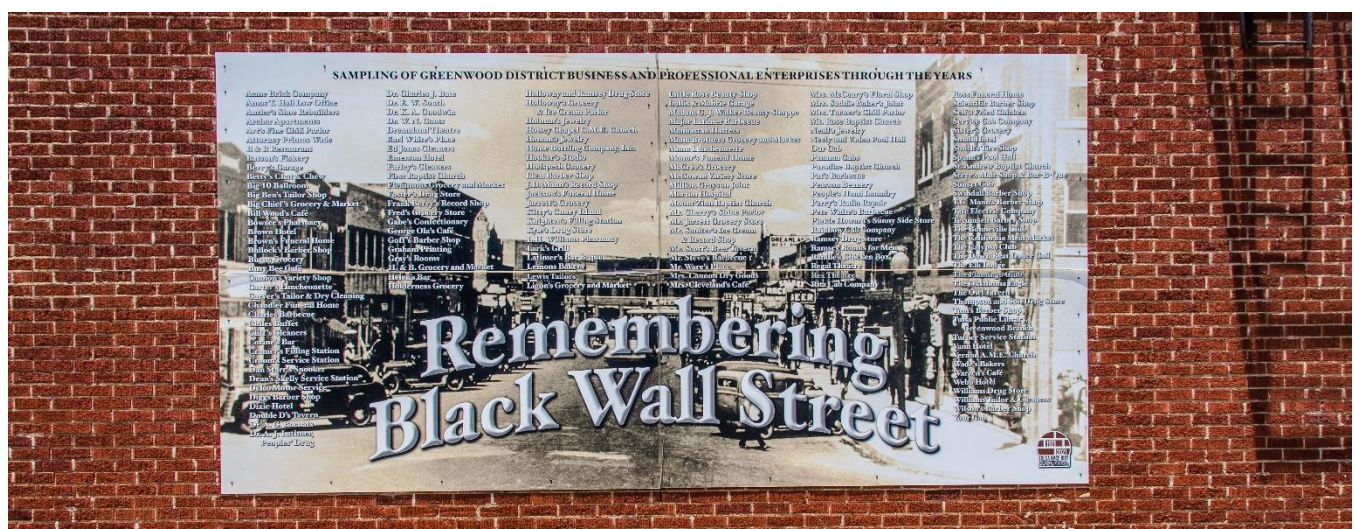
When the TSID was established in 2009, the resolution stated a fixed rate of \$0.043 per lot and building sq. ft. be dedicated to paying the bonds issued to build the ballpark. Since 2009, an additional 3.3 million square feet have been added to Downtown, meaning the TSID has been able to collect more in capital costs than the fixed amount needed to repay bonds. Total collection for capital costs have increased from \$2.06 M to \$2.20 M. Because of this additional square footage in Downtown, it would be possible to lower the fixed assessment rate, thereby reducing the cost for property owners, while still raising the fixed amount of revenue needed to pay the bonds.

## Bond Obligation Fulfillment

Once bonds for the ballpark are fully repaid, there is an opportunity to put the \$0.043 per lot and building sq. ft. toward significantly increasing enhanced services in Downtown, at no additional cost to ratepayers.

## Stadium Trust Direct Investment in Greenwood

The area in and around ONEOK Field has an historic connection to the Greenwood neighborhood, and was once a thriving community of Black-owned businesses and property owners that developed the area in the early Twentieth Century. In recent years, Tulsa has mobilized civic energy and resources to recover this part of its history and reclaim the historic prominence of Greenwood to the African-American community. To this end, a new Main Street Program has been created by the City to strengthen Black-owned commerce and ownership in the area. To support this effort, we recommend that the Stadium Trust invest income from their non-bond related financial resources into initiatives to reestablish Greenwood, strengthen local Black-owned enterprise and the new Main Street Program.



*Photo from: City of Tulsa Communications Department*



## Funding Sources Under Expected Recovery Scenario

The table below makes assumptions on Downtown Tulsa Partnership's sources of revenue over the next five years. This is an estimate based on an "expected economic recovery scenario" and could change given the uncertainty surrounding future impacts of COVID-19.

Under the Expected Recovery scenario, it is anticipated that the Downtown Tulsa Partnership will have an annual Year 1 budget between \$1.4 and \$1.5 million. By Year 5, it is projected that the organization will have diversified revenue in a number of ways and have grown the annual budget to between \$2.3 and \$2.8 million.

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

\*TSID is estimated at a 90% collection rate in FY21 which will impact year 1 numbers. It is likely uncollected revenues will be received in a future fiscal year but that timeline is not yet known.

### Expected Recovery Assumptions:

- Under the current TSID Authorizing Resolution, the services portion of the assessment is adjusted annually for inflation based on the annual increase in the Consumer Price Index ("CPI") capped at 4%. **Annual approval of the TSID budget and expenditures will be provided by the BID Advisory Board comprised of 100% property owner representation.** Any other assessment, such as the Core Overlay recommended for consideration by P.U.M.A. and noted in Year 4, would require approval and endorsement by a majority of participating property owners per the Oklahoma Improvement District Act.
- Year 1:** Assumes the CPI does not increase; the need for philanthropic grants to help with innovation and economic recovery in Downtown is strong but there is also a lot of competition; appetite for event sponsorships is minimal; modest earned income potential. The City of Tulsa has started to cover a portion of the identified base-level services, freeing up funding for the DTP to put toward enhanced services.
- Year 2:** Assumes a CPI increase of 3%; the need for philanthropic grants continues to remain strong; appetite for event sponsorships starts to increase slightly plus, a modest uptick in earned income opportunities. The City continues to shift financial responsibilities for base-level services under their purview.
- Year 3:** Assumes a CPI increase of 3%; Downtown Tulsa Partnership enters a partnership with the City to receive a portion of parking revenue either through a management fee or revenue share opportunity, which generates an additional \$100,000 to \$250,000 annually; the acute need for economic recovery grants begins to slow and more businesses have budgets for sponsorships and memberships; economic resiliency continues to be important but there is also more funding for broader place enhancements and programming. The City has fully resumed financial responsibilities for base-level services.
- Year 4:** Assumes a CPI increase of 4%; ratepayers have seen a marked improvement in the quality and delivery of enhanced services and there is appetite for an overlay district in the core of Downtown that generates an additional \$300,000 to \$500,000 annually (based on an estimated \$0.020 per lot and building sq. ft) to support a greater level of service within the core.
- Year 5:** Assumes a CPI increase of 4%.



## Faster or Slower Recovery

Economic recovery from COVID-19 could progress more slowly or more quickly than the expected scenario, which would impact the amount of revenue able to be generated. In a slower recovery scenario, Year 1 assessments could assume a higher delinquency rate, the CPI may not increase until Year 3, and the transfer of base-level services may take place over five years vs. three. In a faster recovery scenario, the transfer of base-level services could be completed in as little as two years and more revenue may be able to be raised through sponsorships and earned income opportunities.

## ILLUSTRATIVE ORGANIZATIONAL BUDGET

The budget below is illustrative of how Downtown Tulsa Partnership could allocate resources under an Expected Recovery scenario. By Year 5 (FY25), approximately 50% (\$1.375M) of the annual budget could be allocated to the Public Realm program area, which includes the organization's core services of clean, safe, livable and beautification. Another almost half million could be dedicated to both the economy and experience program areas, each with significant growth since fiscal year 2021.

Expected Recovery Illustrative Downtown Tulsa Partnership 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
<b>TOTAL</b>	<b>\$1,412,000</b>	<b>\$1,510,000</b>	<b>\$1,757,000</b>	<b>\$2,149,000</b>	<b>\$2,621,000</b>	<b>\$2,688,000</b>

### \* Budget Assumptions:

- Staff cost within "Admin and Overhead" in DCC's projected fiscal year 2021 budget is allocated to respective program areas. For example, the Director of Public Realm, who is essential to running this program area, is allocated under Public Realm vs. Admin and Overhead.
- Downtown Tulsa Partnership pays a proportional administrative fee; which reduces the City Finance Admin Fee from approximately \$87k to \$35k starting in year 1, with gradual annual increases thereafter.
- Financial responsibility for approximately \$200,000 worth of base-level services is gradually transferred to the City of Tulsa, freeing up this funding to be put towards enhanced services in the public realm, economy and experience program areas.

## 6. KEY METRICS

This plan suggests several key metrics for each of the five goals, which can be further refined by the organization's board of directors. Establishing baseline metrics and tracking over time helps to ensure accountability and inform the organization if there is a need to adjust programs based on outcomes. One key tool that will be used to gather information, relative to multiple goal areas, is an annual Downtown perception survey for property owners, employees, residents and other stakeholders. The DTP will prepare an annual report for stakeholders outlining accomplishments based on the strategic plan and following metrics.

### METRICS BY GOAL

<b>Goal 1: Ensure Downtown Tulsa is consistently clean, safe, and appealing</b>
<ul style="list-style-type: none"> <li>• Annual Downtown perception survey on cleanliness and safety</li> <li>• Measures of Ambassador activities (e.g. graffiti removed, number of interactions with visitors, etc.)</li> <li>• Number of plantings maintained</li> <li>• Number of tree wells planted</li> <li>• Percentage of block faces with adequate pedestrian lighting</li> <li>• Monitor annual counts of persons experiencing homelessness in Downtown and those directed to housing/services</li> </ul>
<b>Goal 2: Foster a prosperous Downtown through investments and resources that seek to benefit all Tulsans</b>
<ul style="list-style-type: none"> <li>• Economic indicators by sector including, total square footage; vacancies, sales, and rents</li> <li>• Total number of Downtown jobs</li> <li>• Total number of Downtown residents</li> <li>• Number (and proportion) of residential units that are considered affordable</li> <li>• Storefront occupancy</li> <li>• Number of market data requests fulfilled</li> </ul>
<b>Goal 3: Activate Downtown through programs and experiences that engage Tulsa's diverse community</b>
<ul style="list-style-type: none"> <li>• Number of Downtown events and attendance at events</li> <li>• Annual seasonal pedestrian counts in key locations</li> <li>• Public art counts and year over year growth</li> </ul>
<b>Goal 4: Enhance physical connections throughout Downtown and to adjacent neighborhoods</b>
<ul style="list-style-type: none"> <li>• Annual Downtown perception survey on parking</li> <li>• Alternative mobility counts</li> <li>• Shuttle usage statistics, where applicable</li> </ul>
<b>Goal 5: Champion Downtown locally and throughout the region as everyone's neighborhood</b>
<ul style="list-style-type: none"> <li>• Annual Downtown perception survey to assess awareness and impact of DTP's services</li> <li>• DTP website statistics</li> <li>• Social media following, engagement statistics</li> <li>• Number of community members engaged in forums, committees etc.</li> <li>• Number of volunteer opportunities; number of participants engaged</li> <li>• Number of community members receiving/opening DTP communications</li> </ul>

# APPENDIX A: ROUNDTABLE SUMMARY

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## BACKGROUND

The Downtown Coordinating Council (DCC), which oversees enhanced services provided through the Tulsa Stadium Improvement District, launched a strategic planning process to develop a new downtown management organization. Downtown Tulsa currently has a business improvement district (BID) that funds the ballpark (ONEOK Field) and services throughout Downtown, but has the potential to employ a state-of-the-art organization, inspired by national best practices, to guide and champion Downtown management, marketing and maintenance efforts.

To assist in the strategic planning process, the City of Tulsa contracted Progressive Urban Management Associates (P.U.M.A.), a Denver-based consulting firm that specializes in downtown strategic planning and organizational development. In January 2020, P.U.M.A. facilitated **15 roundtable discussions, with nearly 200 participants**, representing a variety of stakeholders including: property owners, small businesses/retailers, hospitality, culture/community, large employers, social services, faith-based, District leaders, adjacent neighborhoods (including a North Tulsa Town Hall discussion) and downtown residents. A summary of strengths, challenges and improvements for Downtown Tulsa is provided below. In addition, an online survey will be broadly distributed.

## Downtown Tulsa Strengths

There are many strengths of Downtown Tulsa; the list below captures common themes (listed alphabetically):

- **Entertainment** | Downtown has a thriving entertainment scene; stakeholders specifically mentioned the growing variety of restaurants, the BOK Center, ONEOK Field, the Arts District, and the many festivals and events that take place in Downtown.
- **Growing Residential Community** | There are an increasing number of people living in Downtown Tulsa, adding new energy and activity, especially in the evenings and on weekends.
- **Guthrie Green** | Generally parks and open space have improved in Downtown, with many stakeholders specifically mentioning Guthrie Green as a great community asset with excellent programming.
- **Historic Architecture** | Stakeholders respect the high-quality design of Downtown's historic buildings and point to many successful examples of historic preservation and adaptive re-use.
- **Increasing Walkability & Bikeability** | Walkability between Downtown districts is improving; many stakeholders noted the recent walkability study and new improvements to streets including one-to-two-way conversions and the addition of bike lanes.
- **Locally Owned Businesses** | Stakeholders are proud of the varied local businesses in Downtown, with unique, independent restaurants and retailers outweighing national chains.
- **Momentum** | Downtown Tulsa looks different today than it did five years ago. Many stakeholders noted a growing momentum in Downtown and a resurgence of activity and investment.
- **Philanthropic Community** | Tulsa has a uniquely robust philanthropic community, which has generously contributed to many community assets including the Gathering Place, just outside of Downtown.
- **Support Services** | Several roundtable groups mentioned the supportive services in Downtown that are accessible to the community's vulnerable populations, including those experiencing homelessness.

## Downtown Tulsa Challenges

Many challenges were discussed for Downtown Tulsa; the list below captures common themes (listed alphabetically):

- **Connectivity** | A lack of connectivity between Downtown districts, across rail tracks, and across the IDL to adjacent neighborhoods, such as Greenwood, was frequently noted by stakeholders.
- **Construction** | Construction disturbances were noted as an ongoing issue; including noise, street closures, traffic congestion, debris, and a lack of reliable information to provide forewarning.
- **Displacement** | Growing investment in Downtown is increasing the risk of displacement and gentrification in and around Downtown and adjacent neighborhoods.
- **Homelessness** | The number of people experiencing homelessness is an increasing challenge; some stakeholders noted issues of panhandling and occasionally aggressive behaviors.
- **Housing Affordability** | While the relative affordability of Tulsa was noted in terms of cost of living, there is still a pressing need for affordable housing; including options for deeply affordable, transitional/supportive, and family housing.
- **Impact of Special Events** | While events were noted as a strength for Downtown, they can also be disruptive and a variety of stakeholders expressed concerns related to the impact of street closures and a lack of information regarding or indicating when and where disruptions will occur.
- **Inequity** | Tulsa has a long, painful history steeped in racial inequity and injustice, which continues to weigh on the community today. Some stakeholders noted a lack of meaningful cultural diversity and inclusion.
- **Parking Management** | Stakeholders expressed a variety of sentiments related to parking, including an overabundance of surface parking, a lack of free parking, a perception that there is not enough parking, and general confusion around the parking system.
- **Residential Amenities** | With a growing population Downtown, there are desires for more resident and employee serving amenities. Most notable was the need for a full-service grocery store.
- **Safety** | Safety for pedestrians was a concern; particularly related to poor lighting, the disconnect between Downtown districts, and gaps in the pedestrian and bicycle network.

## Downtown Tulsa Improvements

After brainstorming a list of improvements, participants were asked to vote on their top priorities (3 votes/participant). Common themes for priorities (listed alphabetically) include:

- **Affordable Housing** | Increase the amount of affordable housing, including a variety of housing types and the ability to gain ownership.
- **Connectivity** | Increase connections between Downtown districts, across rail tracks, and the E to adjacent neighborhoods – making Downtown more accessible and pedestrian friendly.
- **Improve Safety** | Improve safety through improved lighting and visibility of safety and outreach personnel.
- **Invest in Greenwood** | Investment in Greenwood to improve the neighborhood's connection to Downtown; further recognize its historic significance, and provide support for black-owned businesses.
- **Marketing** | Cohesive, inclusive marketing plan to promote Downtown Tulsa and tell its story.
- **Primary Employment** | Recruit primary employers to Downtown Tulsa to increase and diversify job opportunities.
- **Reduce Homelessness** | Strengthen services and resources for populations experiencing homelessness. Reduce disruptive behaviors through a compassionate response.



## Priority Improvements by Stakeholder Group

Stakeholder Group	Priority #1 (votes)	Priority #2 (votes)	Priority #3 (votes)	Priority #4 (votes)
<b>Small Business #1</b>	Invest in Greenwood District (6)	Remove highway (IDL) on north side (5)	Strengthen social services to address homelessness (5)	Four-year college at OSU (4)
<b>Property Owner #1</b>	Primary employer attraction (6)	More green space, pocket parks (4)	Connectivity between districts (4)	Mixed-use housing, variety of options (3)
<b>Hospitality</b>	Attract primary employers (9)	Rethink zoning proposal (5)	Increase 24/7 security/police (4)	Marketing of downtown (3)
<b>Young Professionals</b>	Redevelop surface parking lots (12)	More amenities for residents (6)	Greening downtown (5)	Connectivity between districts (5)
<b>North Tulsa</b>	Support Black-owned biz in Greenwood (9)	Cultural entertainment (i.e. jazz) (6)	Free parking (5)	Historic African American Museum (4)
<b>Property Owner #2</b>	Clean & safe/reduce homelessness (9)	Housing – affordable & ownership (8)	Connectivity between districts (5)	Need more retail anchor/boutiques (3)
<b>Culture &amp; Community</b>	Incentivize high quality design (13)	Marketing to better tell our story (11)	Build on history – Greenwood & Native (9)	Help with navigating city processes (8)
<b>Large Employers</b>	Create a stronger brand (4)	Connectivity between districts (4)	Need a 4-year state university (3)	Improve safety perceptions (3)
<b>Social Services</b>	More affordable housing (9)	Free transportation within downtown (6)	Public restrooms (5)	Improve service provider & law enforcement coord. (4)
<b>Small Business #2</b>	Improve parking perceptions/validation (5)	More affordable housing (5)	Market downtown to locals (5)	
<b>Faith-Based Organizations</b>	Public safety/outreach workers (6)	Adjust timing of street lights (5)	Better lighting throughout downtown (4)	
<b>Sub-District Leaders</b>	Connectivity between districts (8)	Improve parking management (7)	Marketing plan for downtown (5)	More affordable housing (4)
<b>Downtown Residents #1</b>	Full-service grocery & retail/services (12)	Beautification, greening, art (8)	Addressing homelessness (6)	
<b>Downtown Residents #2</b>	More visible police/community policing (8)	Downtown Residents Council/voice (7)	Grocery with pharmacy (5)	
<b>Adjacent Neighborhoods</b>	Invest in Greenwood District (4)	Connectivity to surrounding neighborhoods (3)	Reduce homelessness at gateways (3)	Pedestrian orientation/calm traffic (2)
<b>Steering Committee (Oct.)</b>	Primary jobs (11)	More residents/housing (10)	Improve connectivity; wayfinding; walkability (10)	Improve safety (5)

# APPENDIX B: DOWNTOWN TULSA SURVEY SUMMARY

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An online survey was developed as part of the strategic planning process led by the Downtown Coordinating Council (DCC) and City of Tulsa to identify priorities and improvements for Downtown Tulsa over the next 5 years. The responses to this survey will be used to help shape the DCC's work program and structure moving forward. The survey ran from February 4<sup>th</sup>, 2020 to March 3<sup>rd</sup>, 2020, and collected **3,714 responses**. The survey was distributed broadly, in English and Spanish, and received input from a variety of stakeholder types.

## KEY FINDINGS

### Downtown Tulsa Today

- The top ten words used to describe Downtown Tulsa today include: parking, fun, food, growing, homeless, restaurants, art, entertainment, construction, and work
- The top five factors rated as 'Very Important' in improving Downtown Tulsa over the past several years are: local restaurants and retailers (72%); entertainment (64%), retaining historic architecture (64%), general appearance/landscaping/beautification (60%), and parks and open space (55%)
- The factor that resonated least with respondents for improving Downtown Tulsa was having distinct districts within Downtown; only 23% of respondents cited that as 'Very Important'
- On a rating scale of Very Poor, Poor, Fair, Good, and Very Good, respondents generally rated services provided in Downtown today (e.g. trash removal, lighting, safety, cleanliness, graffiti etc.) as Fair-to-Good

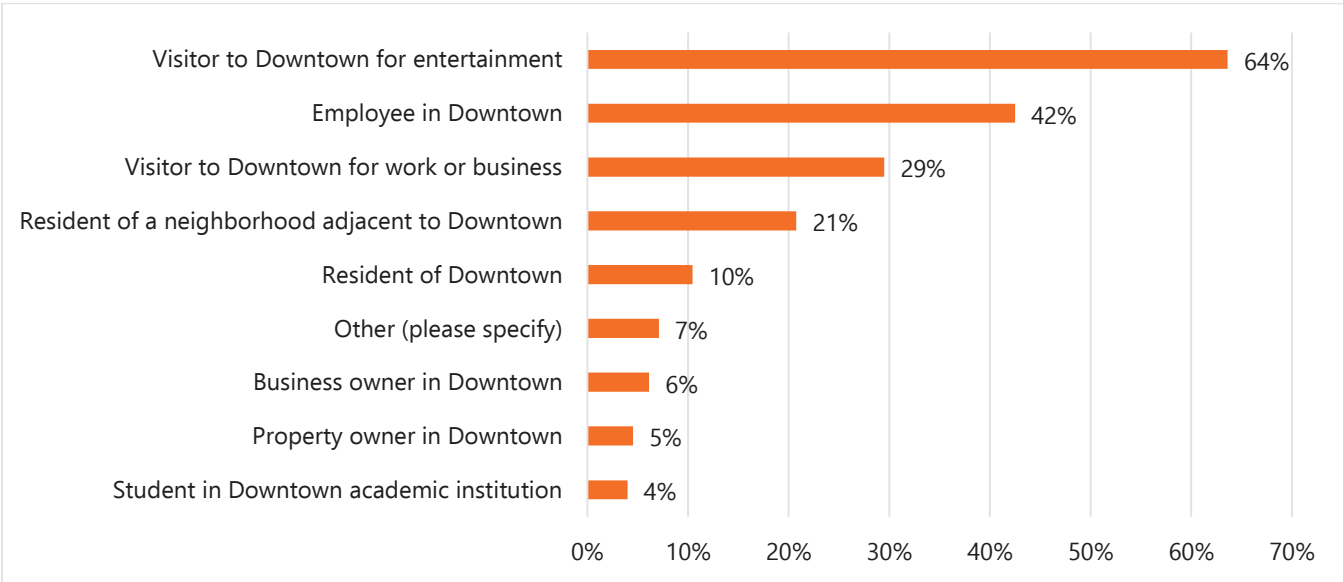
### Downtown Tulsa in the Future

- The top ten words used to describe Downtown Tulsa in the future include: safe, parking, vibrant, clean, fun, walkable, accessible, affordable, diverse, and thriving
- The majority of respondents said the following were 'Very Important' for achieving their vision for Downtown Tulsa: create a more walkable/accessible Downtown (67%), improve parking management (64%), new resident/employee serving amenities (60%), ensure Downtown is diverse and welcoming (60%), increase services for people experiencing homelessness (58%), enhance safety (55%), more historic preservation/re-use (55%) and attract more retail and restaurants (53%)
- When asked to select just ONE action, the top three responses, each receiving over 10% were: new resident/employee serving amenities (12%), increasing services for people experiencing homelessness (11%), and improve parking management and experience (11%).
- Parking is a topic that appears throughout the survey and has varied dimensions. Based on responses to an open-ended question asking for one specific improvement to enhance Downtown Tulsa, the most recurrent themes related to parking were: greater affordability, more and easier parking, reducing surface parking lots, and adding parking garages.

# SURVEY RESPONDENTS

## What is your primary interest(s) in Downtown Tulsa?

N=3,323

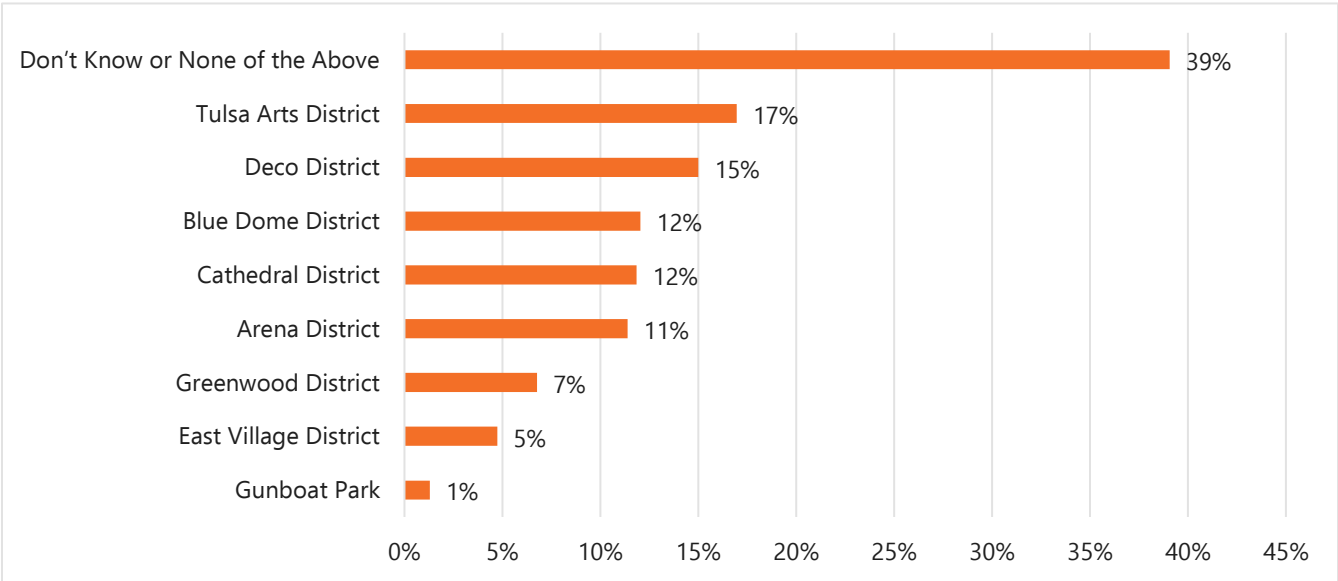


**Responses in the 'other' category include:**

- Attend church in Downtown Tulsa
- Volunteer
- Previously lived or worked in Downtown Tulsa
- Prospective resident of Downtown
- Live elsewhere in Tulsa, not in a neighborhood adjacent to Downtown
- Downtown shopping, dining, or personal services
- Exercise (cycling, running, etc.)
- Enjoy the Downtown experience – skyline views, walkability, culture, arts community

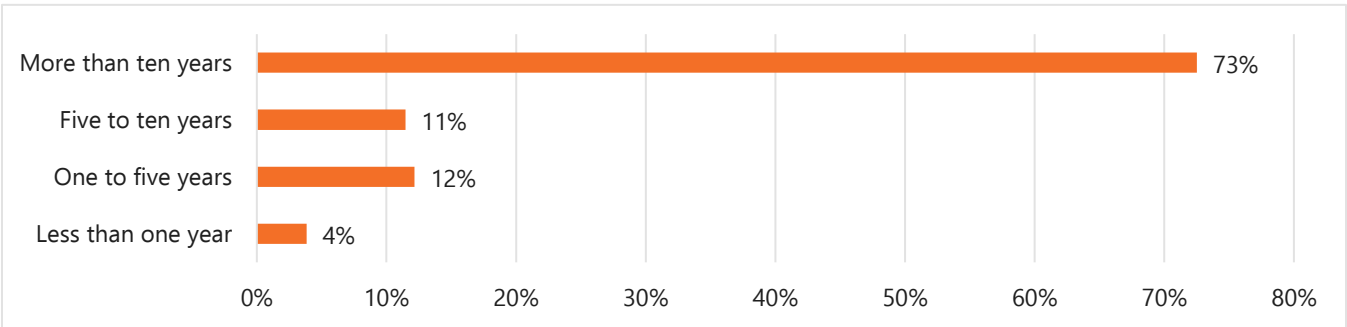
## If you live and/or work in Downtown Tulsa, in what district(s)?

N=2,406



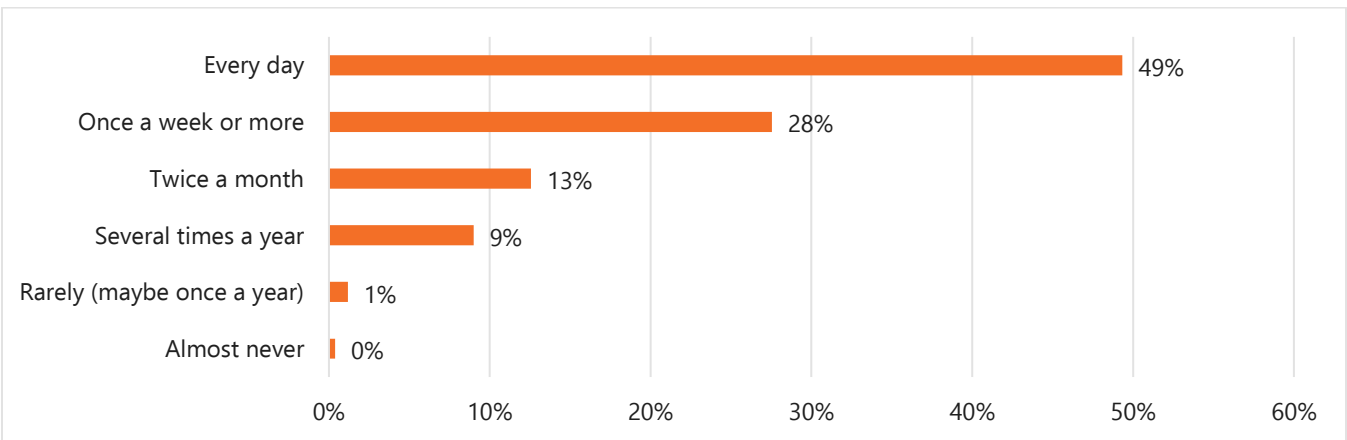
## How long have you lived in Tulsa?

N=3,228



## How often are you in Downtown Tulsa?

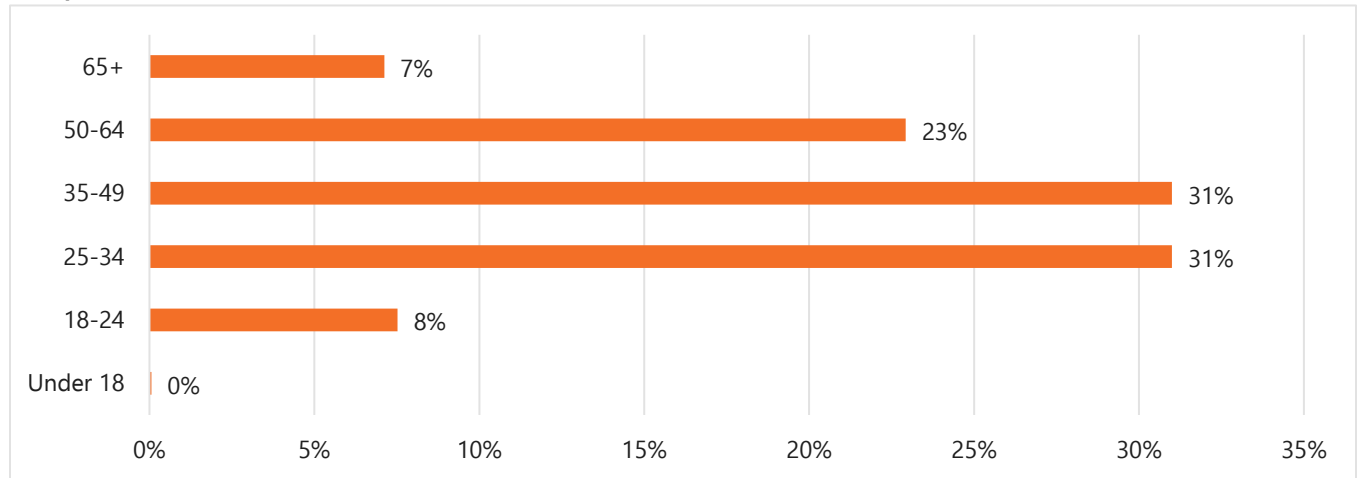
N=3,326





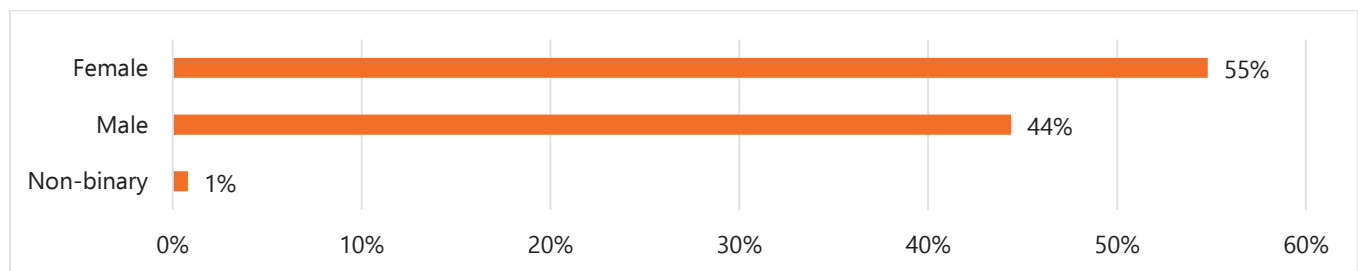
## Age

N=3,271



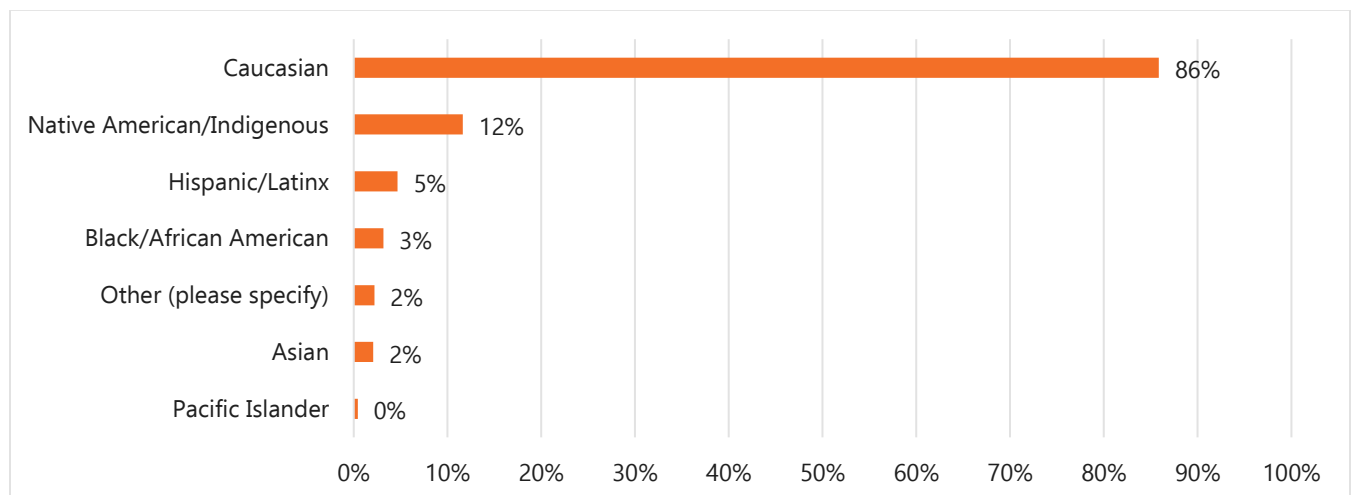
## Gender

N=3,237



## Ethnicity\*

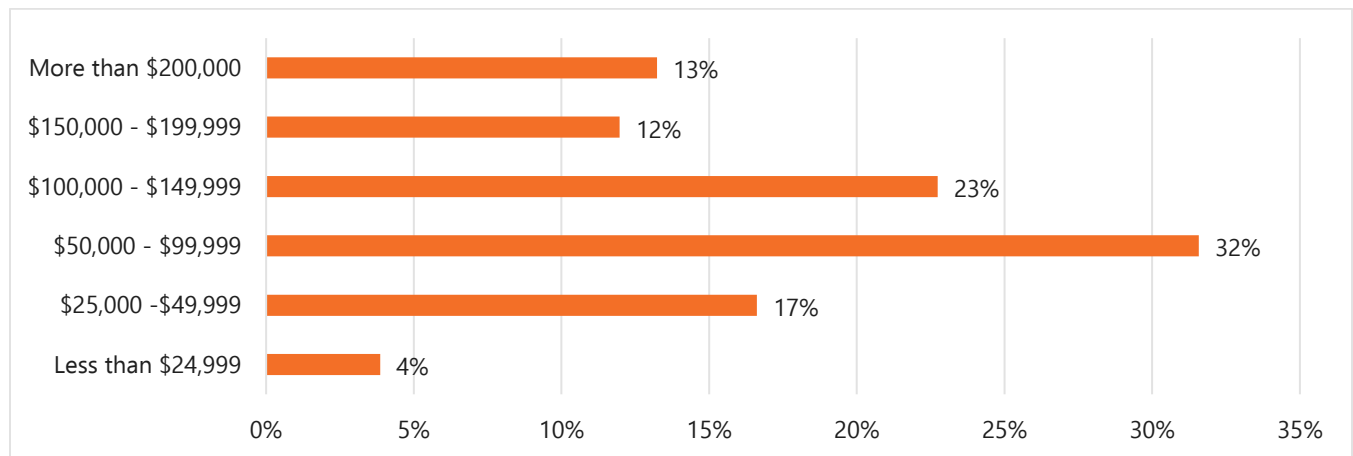
N=2,591



*\*This question was absent from the first 600 responses.*

## Annual Household Income

N=3,008

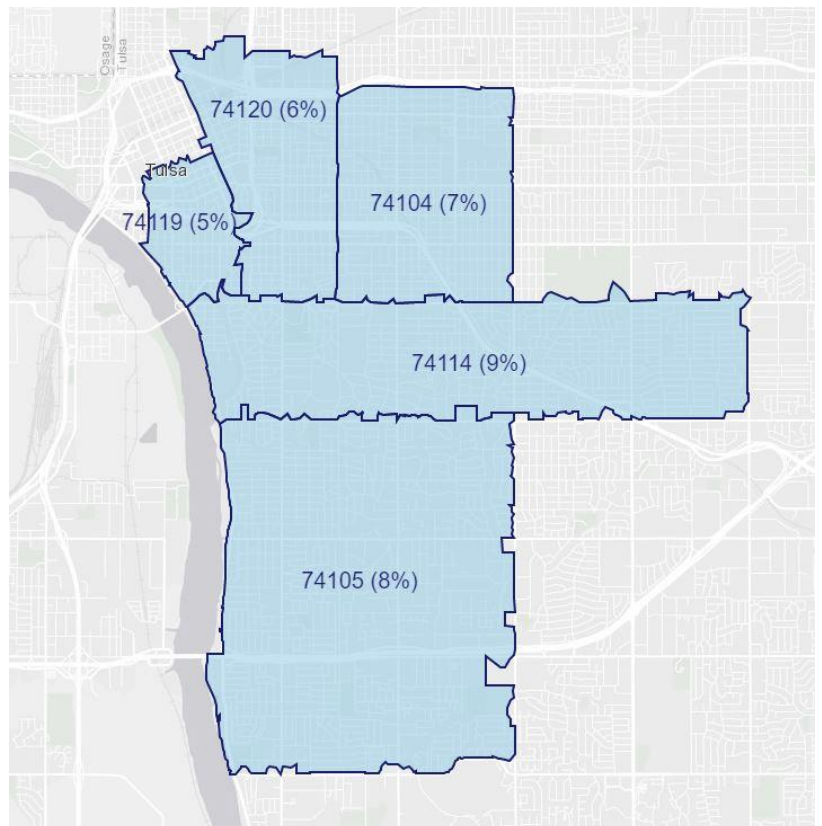


## Home Zip Code

N=2,219

Survey respondents provided **82 different zip codes**, the majority of which are in the greater Tulsa area.

The zip codes with the most representation in the survey are: 74114 (9%), 74105 (8%), 74104 (7%), 74120 (6%), and 74119 (5%). These zip codes cover part of Downtown Tulsa and the areas south and east of Downtown, as seen in the map to the right.



# DOWNTOWN TULSA TODAY

When you think about Downtown Tulsa today, what three words first come to mind?

N=3,524

The word cloud below represents the words most frequently used by respondents to describe how they see Downtown Tulsa today. The size of the word indicates how frequently it was used, with the largest words being those used most often.



The **top ten words** used most frequently to describe Downtown Tulsa today:

1. Parking
2. Fun
3. Food
4. Growing
5. Homeless
6. Restaurants
7. Art
8. Entertainment
9. Construction
10. Work

## How important have the following factors been in improving Downtown Tulsa over the past several years?

N=3,697

The chart below shows how respondents rated the importance of several factors. The majority considered all factors as either 'Very Important' or 'Important' to improving Downtown Tulsa. The top five factors considered 'Very Important': local restaurants and retailers (72%), entertainment (64%), retaining historic architecture (64%), general appearance, including landscaping and beautification efforts (60%), and parks/open space (55%).

	Very Important	Important	Neutral	Somewhat Important	Not Important
Local restaurants and retailers	72%	21%	4%	2%	1%
Entertainment (e.g. BOK Center, ONEOK Field, Cain's)	64%	27%	5%	2%	1%
Retaining historic architecture	64%	26%	7%	2%	1%
General appearance, including landscaping and beautification efforts	60%	31%	6%	2%	1%
Parks and open spaces (e.g. Guthrie Green)	55%	33%	8%	3%	2%
Arts and cultural activities	53%	35%	8%	3%	1%
Businesses and jobs	52%	34%	10%	3%	1%
Festivals and events	47%	39%	10%	3%	2%
Residents and housing	32%	32%	22%	7%	7%
Distinct districts within Downtown	23%	32%	29%	7%	10%

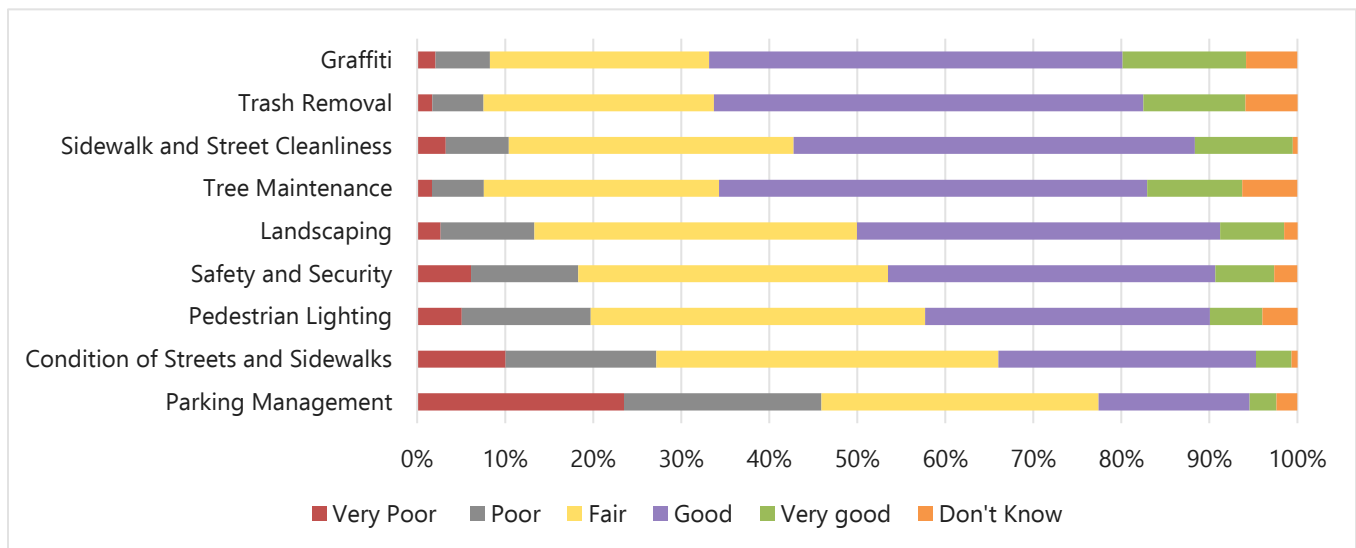
## How would you rate the following conditions in Downtown Tulsa today?

N=3,696

Survey respondents generally rated the services provided in Downtown (shown in the chart below) as **Fair-to-Good**. Based on a weighted average, with 1 being 'Very Good' and 5 being 'Very Poor', graffiti removal, trash removal and sidewalk/street cleanliness received the best ratings (2.3, 2.3, and 2.5 respectively). Parking management and the condition of streets and sidewalks had the lowest ratings, at 3.5 and 3.0 respectively. 46% of respondents said parking management was either 'Poor' or 'Very Poor.'



## Conditions in Downtown Tulsa Today



# DOWNTOWN TULSA IN THE FUTURE

## Ten years from now, what three words would best describe your ideal Downtown Tulsa?

**N=3,178**

The word cloud below represents the words most frequently used by respondents to describe how they would like to see Downtown Tulsa in the future. The larger the word, the more frequently it was used.



The **top ten words** used most frequently to describe Downtown Tulsa in the future:

1. Safe
2. Parking
3. Vibrant
4. Clean
5. Fun
6. Walkable
7. Accessible
8. Affordable
9. Diverse
10. Thriving

## To achieve your vision for Downtown Tulsa, which of the following actions will be important?

**N=3,377**

A majority of respondents said the actions in the table below were either 'Very Important' or 'Important'. The top five 'Very Important' actions for improving Downtown Tulsa are: create a more walkable and accessible downtown (67%), improve parking management (64%), new resident/employee amenities (60%), ensure downtown is diverse and welcoming (60%) and increase services for people experiencing homelessness (58%).

	Very Important	Important	Somewhat Important	Not Important	Don't Know
Create a more walkable and accessible DT	67%	23%	7%	3%	0%
Improve parking management and experience	64%	24%	9%	2%	1%
New resident and employee serving amenities (e.g. full-service grocery store, childcare, dog park, sports courts, parks)	60%	24%	11%	4%	1%
Ensure DT is diverse and welcoming to all	60%	24%	11%	5%	1%
Increase services for people experiencing homelessness	58%	26%	10%	5%	1%
Enhance safety and security	55%	33%	9%	1%	0%
More historic preservation and re-use	55%	29%	12%	4%	1%
Attract more retail and restaurants	53%	31%	12%	3%	0%
Enhance transit options throughout DT	49%	29%	15%	6%	1%
Improve connections throughout DT and to adjacent neighborhoods	47%	31%	15%	5%	2%
More outdoor events, programming, and family friendly entertainment	45%	36%	15%	3%	1%
More beautification (e.g. flowers, trees, public art, banners)	44%	36%	17%	3%	0%
Recruit primary employers	43%	35%	16%	3%	3%
Improve cleanliness and maintenance	43%	44%	12%	1%	0%
More affordable housing	35%	28%	22%	14%	2%
Enhance branding and marketing of DT	21%	34%	31%	13%	1%

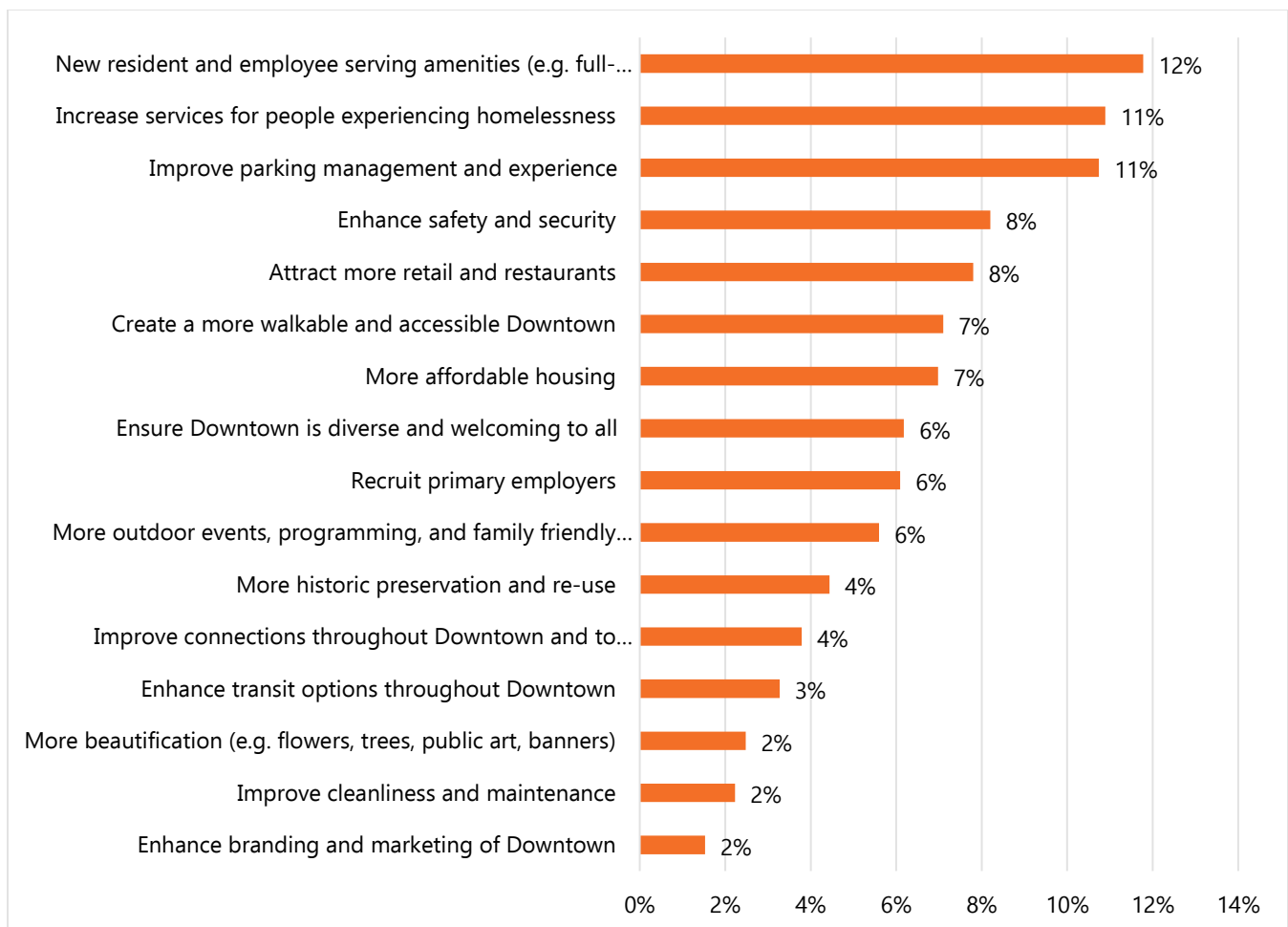
Respondents were also able to select 'other'. Frequently mentioned '**other**' actions include:

- Improve street/sidewalk infrastructure, traffic flow, and ADA accessibility
- Infill development on surface parking lots
- Services and amenities for all ages
- Increase the amount of green space; improve tree canopy
- Maintain historic architecture/identity

## To achieve your vision for Downtown Tulsa, which ONE action (from the preceding question) is the most important?

**N=3,268**

When required to select just one action, it is been P.U.M.A.'s experience that any selection receiving over 10% of responses is generally considered significant. The three actions that received more than 10% of the responses, include new resident/employee amenities (12%), increased services for the population experiencing homelessness (11%), and improved parking management (11%). However, as the chart below shows, there was not a significant spread between the percentage of votes and a number of actions were considered important, including enhanced safety and security (8%), attract more retail/restaurants (8%), create a more walkable Downtown (7%) and more affordable housing (7%).



Actions that appeared multiple times in the **'other'** category include:

- More visible traffic lights/signals
- Increase housing ownership options
- Affordable commercial spaces (for artists, diverse/inclusive businesses, locally-owned retail, etc.)
- Maintain historic architecture/identity

**If you could suggest one specific improvement to enhance Downtown Tulsa, not listed above, what would it be?**

**N=1,853**

The word cloud below represents the words respondents used to suggest an improvement for Downtown Tulsa in an open-ended question format. The size of the word indicates how frequently it was used, with the largest words used most often.



The greatest number of comments (436) related to **parking** in Downtown, with the most common themes being:

More affordable/free parking (82 comments); easier and better parking (53 comments); reduce surface parking lots (34 comments); and build parking garages (22 comments).

Additional common suggestions include:

- Creating fewer one-way-streets
- Addressing homelessness
- Better coordination and use of events large and small
- Better transit throughout Downtown districts (trolley; shuttle)
- A full-service grocery store
- More family-friendly activities/entertainment