



**NORTH TULSA ECONOMIC DEVELOPMENT INITIATIVE**  
**SUMMARY of PLAN, ACTION STEPS COMPLETED & NEEDED**  
*(Prepared with information available to City of Tulsa Economic Development & Real Estate Mgt 8-08))*

*VISION 2017: The renaissance in North Tulsa is amazing! The strong collaborative effort between the public and private sectors, along with the commitment to the area by all Tulsa citizens, has been the force behind this change. Tulsa's leadership and citizens have worked together to build a bright future for North Tulsa while preserving its heritage and unique assets. The initiative reflects the importance of tolerance and inclusion and serves as a model for our region.*

---

**ECONOMIC DEVELOPMENT**

- A. Increase Retail and Commercial Activity – double existing square feet**
- 1. Identify 2-3 geographic areas to be the focus of mixed use development projects: housing, retail and commercial.** (January 31, 2008)

**Action**

- a. The Committee created a Mission Statement, “Rebuilding North Tulsa one project at a time”.  
*To provide a vehicle to develop new retail and commercial space in North Tulsa utilizing a mentoring program for students to learn skills while exploring careers in construction skilled trades with all profits from the program to be used to fund the next project.*
- b. The Committee developed a list of goals:
- Double the current square footage of retail and commercial space;
  - Provide a program that will create new retail development and fill the gap of products and services needed in the North Tulsa trade area;
  - Create retail synergy sparking new development by private investors;
  - Develop a mentoring program where students can participate in the development process and learn various careers involved in a real estate development project;
  - Stimulate growth in new and existing trade businesses in North Tulsa by utilizing them in the real estate development process;
  - Seed a program that will be financially self-sufficient;
  - Realize new employment and entrepreneurial opportunities.

- c. The **3** geographic areas identified by nTEDI as a focus for retail development in north Tulsa will be presented as part of the city's overall retail development/recruitment strategy.
  - i. Pine: Peoria to Lewis
  - ii. North Peoria: 36<sup>th</sup> St to 56<sup>th</sup> St.
  - iii. John Hope Franklin Memorial Park and Center area
- d. Following a presentation at the March 31 nTEDI meeting on the John Hope Franklin Memorial project, participants were encouraged to contact their legislators about the funding of the memorial.

### **Completed to date**

- a. The Committee made a decision to focus on the Pine corridor between Lewis & Peoria for the first development project; sites were selected based on the ability to create synergy with existing retail and accessibility of the sites.
  - 1717-1731 North Peoria (TDA land)
  - 1706 East Pine Street
  - 2212-2230 East Pine Street (West of Walgreen's)
- b. Retail committee, in partnership with local Community Development Corporation, submitted a Letter of Interest to purchase the subject site.
  - i. Identify funding vehicle to purchase property;
  - ii. Negotiate offer to purchase with TDA on 3-acre parcel, 1717-1731 North Peoria;
  - iii. Develop site plan, pre-leasing marketing plan and proforma
- c. Legislature declined funding request in 2008 for John Hope Franklin Memorial project.

### **Planned**

- a. Execute Pine & Peoria purchase;
  - **Secure a commitment letter from lender for construction financing;**
  - Finalize partnership with non-profit entity;
  - **Pre-lease tenants for the project, working in conjunction with the FORWARD program;**
- b. Develop the site/property;
- c. **Plan a kick-off and celebration for completion of project.**
- d. **Seek additional community partners to assist with the projects.**
- e. Seek alternative revenue sources for remaining funds needed for John Hope Franklin Memorial.
- f. The committee is working on formulating plans and identifying developers who might be interested in this project.

**2. Create a public/private partnership (corporation) for community and economic development to direct and coordinate the action plan developed by the nTEDI and to serve this area. (February 29, 2008)**

**Action**

- a. It was announced at the March 31 meeting of nTEDI that the committee was working on forming a private Limited Liability Corporation so they can proceed on this project;
- b. The Committee is reviewing three existing non-profit Community Development Corporations for consideration as a partner in the commercial development opportunities and as an organizational vehicle for the mentoring program and revolving commercial loan funds. Examples (not limited to):
  - North Tulsa Community Development Corporation (Pine & Cincinnati)
  - Greenwood Development Corporation (Greenwood Center)
  - Bank of Oklahoma CDC (1<sup>st</sup> Street)
  - Tulsa Economic Development Corporation

**Completed to date**

- a. Discussions and review of three local, existing CDCs;
- b. Review of by-laws, governing boards, allowable development activities, capacity.

**Planned**

- a. Determine City of Tulsa role for initial development project.

**3. Create additional retail and service opportunities in the area. (January, 2009)**

**Action**

- a. ED Financing Committee's program – FORWARD – will impact this objective;
- b. Plan of work for program was presented and approved by nTEDI (March, 2008):  
*An economic development strategy using franchising as one approach to creating business start-ups that will occupy retail space developed by nTEDI's Retail & Commercial Dev efforts. (See attached PowerPoint)*
- c. The FORWARD Program:
  - Application process
  - 10 entrepreneurs or teams
  - The Entrepreneur's Source – research franchise opportunities; assess applicants; coach selectees
  - FastTrac New Venture: 10 week business/strategic plan development course (learn, practice & apply concepts of business)

**Completed to date**

- a. TEDC submitted CDBG application to City of Tulsa to initiate funding of FORWARD: \$250,000 for FY09;
- b. \$250,000 CDBG grant to TEDC for relending to FORWARD participants
- c. \$25,000 grant from Bok and Federal Home Loan Bank for technical assistance and coaching services to FORWARD participants.

**Planned**

- a. FORWARD advertising and marketing campaign;
- b. Initiate application process for FORWARD participants;
- c. Implement FORWARD project for local start-ups that have franchising potential.

**B. Develop funding sources and/or incentives to be used in economic development**

- 1. Develop additional incentives to attract businesses and investors to the area and to encourage the expansion of existing businesses in the area.**

**Action**

- a. Prepare listing of existing funding and incentive packages;
- b. Disseminate/market/promote information to area businesses.

**Completed to date**

- a. A presentation was made at the March 31 meeting to create FORWARD – a program that will recruit, educate and fund franchise start ups in the community championed by TEDC (See attached PowerPoint)
- b. An incentives workshop was held in May to educate local businesses about incentives available using instructors from Strategic Solutions;
- c. Application for New Market Tax Credit has been submitted by TEDC and Bank of Oklahoma for economic development and business assistance activities;
- d. \$15,500 grant from Bank of Oklahoma and \$6,000 pledge to sponsor Tulsa Chamber memberships for TEDC/FORWARD clients that create LMI jobs (June, 2008)
- e. \$500,000 loan from CDFI to TEDC for LMI impact;
- f. \$250,000 CDBG grant to TEDC for LMI impact in addition to \$250,000 for FORWARD
- g. \$15,000 CDFI grant for comprehensive market analysis.

**Planned**

- a. Identify and/or create additional incentive programs based upon the goals(?) of the nTEDI and Greenwood Redevelopment Authority goals and activities;
- b. Utilize state and federal tax credits as incentives for development;
- c. Lobby change in state legislation to provide a 30% state tax credit to LMI areas (as is available in rural areas);
- d. Conduct comprehensive market analysis;
- e. Apply for additional CDFI funds.

**C. Create a safe environment for community and economic development.**

**1. Improve neighborhood housing**

**Action**

- a. City of Tulsa is developing process to address abandoned and substandard housing in the area and recommend rehab or demolition (inventory complete by June, 2008);
- b. The City's current landlord training program will be expanded to include, once developed and adopted, property maintenance standards. (City of Tulsa has funded 2 positions to address property maintenance issues);
- c. Encourage and support formation of neighborhood associations – will be addressed in partnership with the City's Neighborhood Services Section of WIN.

**Completed to date**

- a. While not a specific action of nTEDI, Terry McGee and Patterson Realtors organized a North Tulsa Showcase of Homes in May to highlight/promote the quality home development in the area
- b. XXXX

**Planned**

- a. Establish additional neighborhood watch programs (May, 2008);
- b. Promote and recruit additional volunteers for the Confidential Reliable Citizen Program (May, 2008);
- c. Create a Business Crime Watch program to educate and inform the business owner on how to better protect his/her business, his/her employees and himself/herself.

**NOTE:** City of Tulsa created a Neighborhood Services Section of WIN to collaborate with area residents, business owners and other key neighborhood stakeholders to address neighborhood issues.

**2. Improve infrastructure** (streets, sewer, expressways, trails, etc.) in the area. (March, 2008)

**Action**

- a. This City of Tulsa is currently identifying city-wide street infrastructure needs.
  - An opportunity exists for the nTEDi group to help with community outreach and establishing a priority list for street improvements within the project area.

**Completed to date**

- a. City of Tulsa, administration and Council, has prepared program of street improvements for a ballot initiative in Fall 2008;

**Planned**

- a. Determine role and function in working with PlaniTulsa and Sales Tax Overview Committee efforts.
- b. Representation from north Tulsa on oversight committee(s) regarding public expenditures for capital projects.
- c. Identify other infrastructure needs that support nTEDi retail initiatives.

**MARKETING AND COMMUNICATIONS**

**A. Increase the awareness of Tulsa citizens, businesses, developers and investors of the potential that exists in north Tulsa.**

**1. Develop a marketing and public relations plan for the area.**

**Action**

- a. Develop a strategic awareness program to include positive advertising about businesses, community, schools, and families; the advertising campaign would list north Tulsa assets such as Tulsa International Airport, Air & Space Museum, Gilcrease Museum, Tulsa Zoo, North Tulsa Golf Courses, BTW High School, Faith organizations (church), and other historical hot spots.
- b. Create a Web-Form to be utilized by citizenry to share feedback regarding continued nTEDi progress.
- c. Promote business incentives such as low property taxes, affordable real estate, landscape, and accessible transit system.
- d. Promote the north Tulsa TIF district - North Peoria Avenue.
- e. Identify agencies and/or individuals who can assist with designing a marketing plan.
- f. Design an attractive north Tulsa “Community Brochure” that has the potential to attract new businesses industry, residents and visitors to north Tulsa community.

- g. Identify and promote successful and long time north Tulsa Businesses.

#### **Completed to date**

- a. The Marketing and Communications Committee has established an internal website for its members which can be expanded as a broader website to focus/highlight news about north Tulsa, [www.ntulsamkt.com](http://www.ntulsamkt.com) (for internal use by Marketing & Communications Committee).
- b. Funds secured from City of Tulsa representing ‘seed’ money, \$5,000, to solicit contributions for implementation; estimated \$100,000 per year total;
- c. nTEDI members attended a marketing seminar, sponsored by Funding Committee, with Strategic Solution Consultants. The firm specializes in pinpointing economic incentives, building business relationships, and connecting growing firms to programs designed to help them prosper.
- d. Xposure made a presentation at the March 31, 2008 meeting of nTEDI.
  - i. Xposure was retained by the City of Tulsa to work on marketing and awareness program for the north Tulsa area. (proposal on file at the City of Tulsa) by a vote of the nTEDI members;
  - ii. Principal, Risha Grant, to work with assistance of Marketing and Communications Committee to implement the plan.
- e. Roberta Clardy made a presentation at the March 31, 2008 meeting recommending that nTEDI implement an internal marketing and awareness program to improve the image of north Tulsa within the community focusing on individuals who live and/or work in north Tulsa.

#### **Planned**

- a. Design logo for nTEDI which represent the spirit of north Tulsa;
- b. Develop a north Tulsa Survey;
- c. Promote and outline the reason why it is important to support north Tulsa businesses;
- d. Have north Tulsa “Community Brochure” placed in tourist location;
- e. Buy north Tulsa campaign;
- f. Enlist the service of graduate students to recommend marketing strategies to the group.

## **2. Develop a system for writing press releases of positive events/activities/successes in north Tulsa and distributing to news media, churches, schools, developers, etc. (April 1, 2008)**

#### **Action**

- a. Action taken on this objective is on-going. Committee is working on this and anticipates it being complete by summer:
  - 1) Inventory and document all effective channels for “getting the word out” on north Tulsa;

- 2) Connect with success stories;
- 3) Develop a timeline;
- 4) Recruit person/people to write stories;

**NOTE: A special effort needs to be made by the leadership of nTEDI to ensure no duplication of effort in this area and that marketing is effective.**

## **EDUCATION AND WORKFORCE DEVELOPMENT**

### **EDUCATION**

#### **A. Increase student success in all north Tulsa schools.**

##### **1. All students reading (at a minimum) at their grade level (in alignment with Step Up Tulsa) (May, 2011)**

#### **Action**

- a. Obtain financial and in-kind support to provide student with resources that support learning and academic success.
- b. Work to increase parental involvement in schools.
  - i. Support and expanding various school initiatives designed to actively engage parents and community to promote success in school and out of school; such as PTA's and Parents as Teachers (Fall 2008),
- c. Support Mayor's initiatives focused on Education and planning of Drop Out Summit.
- d. Mayor's Mentoring to the Max
- e. Annual north Tulsa Back 2 School Parent Community Enrichment Extravaganza (McLain and Community Schools).
- f. Pledge support of quality Early Childhood Education programs.
- g. Improve communication of positive news in areas schools and highlight students' accomplishments.

#### **Completed to date**

- a. Mayor's Drop Out Summit, "Keeping Our Promise," August 28, 2008
- b. Supported the Annual north Tulsa Back 2 School event held at McLain
- c. Educare facility groundbreaking at Hawthorne Elementary School held 5/15/08 (Early Childhood goodwill from *the Kaiser Family Foundation*).
- d. TPS secured federal funds to support Magnet Schools program at McLain.
- e. Mayor's Mentoring to the Max - Ongoing

#### **Planned**

- a. Further discussion on Alternative Education options to support student success (public, charter, private, etc.).
- b. Further discussion on Tulsa Academic Center (TAC).

- c. Increase vocational/technical education in secondary schools.
- d. Support Community Schools and help build solid neighborhood schools in historically underserved areas.
- e. Secure financial support for existing mentoring programs.
- f. Support the further development of Tulsa as a leader in community schools.
- g. Support of Bedlam Clinic (Fall 2008).

**2. Increase graduation rate to 100%/Decrease drop-out rate(May, 2011)**

**Action**

- a. Work with TPS, Partners in Education, Religious groups, and Mayor’s office to expand mentoring programs in the school (Fall 2008).
- b. Adopt Step Up Tulsa goal - “Graduate every child from high school prepared to pursue a 21st century career.”
- c. Identify existing programming and resources. (April, 2008)
- d. Support Greenwood Cultural Center and Urban League educational programs.

**Completed to date**

- a. The Metropolitan Tulsa Urban League hosted a Super Summer Camp program at BC Franklin Park from July 1 – July 30. In addition, MTUL is a major partner in the North Tulsa Youth Baseball Association that taught baseball and sportsmanship to 150 middle school students at the Tulsa Youth Ranch from April to June 2008.
  - i. These programs keep young men and women occupied during the summer with positive activities leadership enrichment opportunities that enhance their interpersonal communication skills and civic engagement.
- b. Greenwood Cultural Center served as sponsor/administrator for Freedom Schools (Summer 2008).

**Planned**

- a. Enhance park programming, particularly after school programming in “at-risk” areas to increase educational and health opportunities for the benefit of the population.
- b. Provide resource listing of agencies that provide tutoring, mentoring, and/or counseling for students.
- c. Plans to complete and/or enlist TPS to design a comprehensive assessment of student needs (no action to date) (Summer, 2009).
- d. Expand after school programming.
  - i. Expand or replicate effective programs (Fall 2008)
  - ii. Implement cross-generational engagement, at least 3 generations of inclusion.

- B. Expand educational options for students of all ages.**
  - 1. Create or replicate educational offerings for the area as needed.**

**Action**

- a. Communicate to citizenry that Tulsa Public Schools is a District of Choice
- b. The labor survey if funded through Tulsa's Future will be utilized by Metro Tulsa Chamber of Commerce and Dept of Commerce to identify any additional educational opportunities that could be implemented in the area.

**Completed to date**

- a. Ongoing communication about TPS schools

**Planned**

- a. Assist the faith based community in providing educational and character building programs for area youth.
- b. Support the Mayor's community healthy lifestyle initiative. Primary target groups will be high risk populations (children, seniors, and individuals who are uninsured).
- c. Support of Bedlam Clinics at area schools (Fall 2008);
- d. Address transportation needs of youth.
- e. Encourage civic education in schools and in the community by providing support for proactive outreach and education which support citizenry in understanding their rights and responsibilities.

**WORKFORCE DEVELOPMENT**

- C. Bring workforce and entrepreneurial practicum to life.**
  - 1. Provide information about Tulsa employment and entrepreneur education programs.**

**Action**

- a. Make referrals to Goodwill Industries/Tulsa Works, TEDC, Greenwood Chamber of Commerce, Oklahoma Black Chamber of Commerce, and Metro Tulsa Chamber of Commerce to support businesses that experience difficulty in obtaining funding for start-up and/or operating costs.
- b. Make effort to expand Junior Achievement opportunities in the schools by recruiting additional volunteers for the north Tulsa schools (Fall, 2008).
- c. Mayor's Entrepreneurial Spirit Award – Business Plan submission required
- d. Work with MetroMarkets/Johnson Controls to provide mentorship of certified businesses.

**Completed to date**

- a. Referrals have been made to individuals related to services provided by TEDC, Greenwood Chamber of Commerce, and Metro Tulsa Chamber of Commerce

**Planned**

- a. Engage Langston University and other key stakeholders to facilitate ongoing dialogue with varied agencies to address the needs of entrepreneurs.
- b. Refer individuals seeking to learn more about business to the Greenwood Business Resource Centre TAO business training program.
- c. Encourage entrepreneurs to seek certification with the City of Tulsa BRIDGE; the program is designed to help developing and growing businesses to assemble the tools they need to be successful at securing contracts in both public and private sector.
- d. City of Tulsa Business Expo/BRIDGE designed to provide an avenue for minority, female, and disadvantage businesses to network and increase their ability to procure contracts.
- e. Recruit local business leaders and entrepreneurs to work with area students to create a self-sustaining franchise business owned and operated by area students.
- f. Recruit entrepreneurs willing to work with students in the schools.
  - i. Enlist support of individuals to provide students with hands on practical experience (ex: students produce, market and sale CD/Music Videos)

**D. Reduce unemployment to regional levels by 2017.**

**1. Attract, develop & recruit minority engineers and other professionals in skilled trades.**

**Action**

- a. City of Tulsa Building Resources in Developing & Growing Enterprises.
- b. Request Metro Tulsa Chamber of Commerce to obtain \$5,000 from Tulsa's Future to complete a labor survey in partnership with the Oklahoma Department of Commerce after July 1, 2008.

**Completed to date**

- b. BRIDGE serves as an information center about business educational opportunities, and provides supplementary educational and training opportunities to support to certified businesses.

**Planned**

- g. Request that area university (OSU-Tulsa, OU-Tulsa, Langston University, and Tulsa University) in Tulsa develop and provide Education and Workforce Training (credit/non-credited) course offerings.
- h. Create trade areas, retail intersections with retail synergy (Pine & Lewis).

- i. Low crime environment that is not a barrier to economic development.
  - j. Near full employment, with thriving commercial and retail corridors and jobs greater than the state median.
  - k. By 2017 the north Tulsa community to have a strong demographic base that is attractive to retail.
  - l. Support Tulsa Young Professionals (TYP).
  - m. Promote equal opportunity in employment
- 3. Increase career awareness in local schools.**  
Model or pilot a career programs (Fall, 2008)

**Action**

- a. Expand Entrepreneurship “Skills for Success Training” to more youth – Junior Achievement (JA)
  - i. JA prepares student for economic life
- b. Work with McLain on their magnet school grant related to robotics and aerospace and (2008/2009)
- c. Support Mayor’s Office of Workforce Development & Mayor’s Job Program Proposal (JA).

**Completed to date**

- a. Junior Achievement is currently providing training at several schools in north Tulsa.

**Planned**

- a. Recruit volunteers for various programs designed to support development of youth and families.
- b. Support planning, education initiatives, and community endeavors to support building a stronger and more viable Northgate Community, that supports student at Greeley Elementary School and access the school site.