



Interim Report on nTEDI Process

**Prepared by Dana Shadid, Oklahoma Community Institute, with Dwain Midget, City of Tulsa
Submitted to Mayor Kathy Taylor and Tulsa Stakeholders
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INTRODUCTION:

In the spring of 2007, Mayor Kathy Taylor invited a group of stakeholders to join her in a process to define specific initiatives that could be implemented in the next 12 – 24 months and would have a positive impact on the development of north Tulsa.

I am inviting you to attend a meeting with me on July 23, 2007 at 6:00 p.m. at the Greenwood Cultural Center, 322 North Greenwood Ave., to begin a plan of action to achieve full economic development for north Tulsa.

In order to achieve this goal it's going to take a strong committed partnership between area residents, the private sector and government. To have meaningful and sustained economic development in north Tulsa, it will take uniting the leadership of north Tulsa and a common vision created by citizens in the community with a commitment and a vested interest in improving their quality of life.

This process will not be easy nor will full economic development for north Tulsa happen over night. However, one thing is certain, north Tulsa economic development will not happen unless we join together to implement a common plan of action.

We are all aware that over the years, there have been as many economic development plans for north Tulsa as there have been for the river such as, the Buxton Study, North Tulsa Urban Economic Development Plan, North Tulsa Economic Development Roundtable Recommendations, Springdale Economic Development Plan and the Greenwood Area Redevelopment Authority recommendations, all of which pertain to economic development in north Tulsa.

Certainly progress has been made, but there is still much more to be done. The time for action is now. But, the economic development of north Tulsa cannot be left to city government alone. I am confident that with your commitment of time and energy to this effort, we will see north Tulsa develop economically.

If you will commit to this process, I am again asking you to join me and others who have expressed an interest in north Tulsa's economic development, to meet on a monthly basis for the next six months to help prioritize three initiatives that we can implement for the economic health of north Tulsa in 2007.

Let me be very clear. This will be a solution oriented process, and I expect this group to take the lead to execute proactive solutions. Dwain Midget will be the point person on my staff along with the active involvement of Don Himelfarb, Director of Economic Development and me.

Again, thank you for your continued commitment to Tulsa, and I look forward to working with you on this exciting economic development initiative. If you have any questions or need additional information, please contact Dwain at 596-7130.

*Sincerely,
Kathy Taylor*

KICK - OFF:

The first meeting of the group was held on July 23, 2007 at the Greenwood Cultural Center. There were 42 in attendance (*see addendum*). The meeting was facilitated by Dana Shadid, Executive Director of the Oklahoma Community Institute (OCI). OCI was hired by the City of Tulsa to facilitate this process through a partnership with the Oklahoma Department of Commerce.

With the 2003 Greenwood Economic Development Plan as the foundation, the group engaged in a discussion of a shared vision for the area. The outcome of this initial meeting was the following vision for north Tulsa in 2017.

VISION 2017

LEADERSHIP AND COLLABORATION

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 AND BUSINESS DEVELOPMENT

The growth of new business in the area has provided a wide variety of quality jobs for local residents. These businesses are the outcome of a progressive strategy designed to support the attraction of new businesses and the growth of local entrepreneurial ventures. They have had access to creative funding opportunities, special training programs and other incentives that have ensured their success while supporting the employment of North Tulsa residents.

The growing economy is apparent in the numerous retail and entertainment centers strategically located throughout the region. There are new neighborhood grocery stores and shopping areas, as well as, a hotel and shopping complex that offers national franchises with a wide variety of restaurants. These new ventures not only serve the needs of residents in the area, but attract "shoppers" from throughout the region.

QUALITY OF LIFE

Home ownership has skyrocketed as new initiatives have made it possible for more residents to make the move from renter to homeowner. With this has come an increased pride in maintaining the beauty and safety of the neighborhoods.

The neighborhoods reflect the sense of community that has grown from the peace of mind the residents enjoy knowing that their children are safe and thriving. They have great parks to play in, new recreation centers to enjoy, and safe sidewalks to ride their bikes. The schools are some of the best in the nation with a wide variety of learning opportunities for students of all ages.

Along with the growing economy has come access to quality healthcare for all of the residents. The overall physical and mental health of the residents reflects the success of the many programs in the schools and the community health centers that have focused on prevention and wellness.

Another sign of the success of North Tulsa is the new and improved public transportation system. It provides a variety of options allowing for easy access to and from jobs, shopping, schools and healthcare for residents and visitors of all ages.

CONCLUSION

The bottom line is that North Tulsa is a great investment! People want to raise their families here and businesses want to build their futures here. With the efforts to leverage the natural resources for the enjoyment of residents and visitors, North Tulsa has truly become a destination spot!

PROCESS MEETINGS:

Since that initial meeting there have been five meetings of local stakeholders:

August 20
September 10
September 24
October 8
October 29

The participation has been consistent and the discussion devoted to identifying the assets of the region, focusing on priority areas of work and developing the plans for action that could leverage existing assets and have the greatest impact in these areas. *(meeting participants and assets list included in addendum)*

Three primary areas have been identified as priorities for the next 12 – 24 months:

- Economic Development: focus on retail development and a reduction of unemployment in the area)
 - Increase Retail Activity – double existing square feet
 - Reduce unemployment to regional levels by 2017
 - Eliminate crime as a barrier to community and economic development
 - Develop funding sources and/or incentives to be used in economic development
- Education Development: focus on student performance and increasing educational options, including entrepreneurial preparation
 - No more “at-risk” schools in north Tulsa by 2012
 - Reduce drop out rate from 30% to 12% by 2012
 - Increase educational options and entrepreneurial training for all ages
- Marketing and Communications: focus on improving perception with all Tulsa area residents and with investors and developers
 - Create a positive perception of, and market for, north Tulsa

In addition to these items, the participants have given support to the immediate completion of the John Hope Franklin Memorial. *Mayor Taylor reported at the October 29 meeting that the City of Tulsa and the Metro Tulsa Chamber have both included the funding request in their 2008 Legislative Agendas. An appointment has been set with Governor Henry to discuss inclusion in his budget.*

SUMMARY PLAN OF ACTION -- TO DATE (October 29, 2007): (revised 11/19/07)

On October 29 reports were made by all of the action committees to the participants. It was decided at that time to identify two geographical areas on which to focus the economic development initiatives over the next 12 – 24 months. The following includes the planning to date by the various action committees. The detailed action plans are attached to the end of this document. The dates in parentheses are targeted COMPLETION dates.

ECONOMIC DEVELOPMENT

A. Increase Retail and Commercial Activity – double existing square feet

1. Identify two geographic areas to be the focus of mixed use development projects: housing, retail and commercial. (January 31, 2008)

(responsibility of the 4 economic development action committee chairs and other subject matter experts they chose to include)

- a. Identify current growth areas and areas with no-growth, but with the potential for growth.
- b. Evaluate the areas potential to benefit and to provide results that could be replicated.
- c. Select the sites and communicate to the rest of the committees
- d. Focus the work of the action committees in these areas

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) *(All Economic Development Committees)*

- a. Develop and adopt a legal, organizational framework either through an existing City or private, non-profit.
 - 1) Develop mission statement/goals
 - 2) Identify board of directors
 - 3) Secure funding source(s) to support organizational activities and administration

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

(Retail Committee working with the public/private partnership created in Item A.2.)

- a. Develop a mentor program (or identify an existing one that is compatible with the goals of this initiative)
(June, 2008) (work with Education Committees)
- b. Identify retail and service gaps (May, 2008)
- c. Work with developers to identify potential partners for north Tulsa (June, 2008)
 - 1) Develop criteria for participation by developers with this corporation
 - 2) Identify experienced development consultants

- d. Identify financing vehicles (*Retail Development work with Fund Development*)
 - e. Identify and address marketing issues (*Retail Development work with Marketing*)
4. **Improve infrastructure** (streets, sewer, expressways, trails, etc.) in the area
- a. Inventory needs and establish a priority list (March, 2008)
- B. Reduce unemployment to regional levels by 2017.** (*Workforce Development Comm.*)
- 1. **Attract, develop & recruit minority engineers and other needed professional and skilled trades.**
 - a. Complete a labor study of the area. (April, 2008)
 - 2. **Increase career awareness in local schools.**
(Model or pilot programs in place by beginning of school year, Fall, 2008) (*Employment Creation work with Education Comm.*)
 - a. Introduce jobs/careers to local middle school and high school students utilizing a public/private partnership
 - b. Begin introduction to technical opportunities and occupations in 6th grade
 - c. Create an Industry of the Month program
 - d. Create career club
- C. Create a safe environment for community and economic development.** (*Reduce Barriers Comm.*)
- 1. **Improve Neighborhood Housing**
 - a. Identification of substandard housing in the area and recommend rehab or demolition (inventory complete by June, 2008)
 - b. Work with landlords and city to ensure maintenance of rental property to an existing standard
 - c. Encourage and support formation of neighborhood associations
 - 2. **Increase citizen participation**
 - 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 Business Crime Watch to educate and inform the business owner on how to better protect his business, his employees and himself. (June, 2008)
- D. Develop funding sources and/or incentives to be used in economic development.** (*Fund Development Comm.*)
- 1. **Create a catalogue of existing incentives for business (February, 2008)**
 - a. Communicate to existing businesses and use for attraction of new businesses
(Fund Development work with Marketing Comm.)

2. **Develop additional incentives to attract businesses and investors to the area and to encourage the expansion of existing businesses in the area.** (*Fund Development work with other economic development committees to ensure the incentives are beneficial to targeted to development*)
 - a. Gain recognition as a state enterprise zone (June, 2008)
 - b. Secure additional federal funding for economic development and create a process for private match of these dollars. (June, 2008)
 - c. Develop additional financing programs for businesses in this area. (October, 2008)

EDUCATION DEVELOPMENT

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)** (*Education – Student Success Comm.*)
 - a. Increase parental involvement in schools through expanding/creating programs like Parents as Teachers (Beginning of school year, Fall 2008)
 - b. Create more healthy environments in the school through expanding/creating programs like “It’s All About Kids” (Bedlam Clinic) (Beginning of school year, Fall 2008)
2. **Increase graduation rate to 100% (May, 2011)** (*Education – Student Success Comm.*)
 - a. Complete a comprehensive assessment of student needs (Summer, 2009)
 - b. Expand after school programming
 - 1) Identify existing programming and resources (April, 2008)
 - 2) Expand or replicate programming into identified areas (Beginning of school year, Fall 2008) (Work with Partners in Education)
 - 3) Implement cross-generational engagement at least 3 generations of inclusion.
 - c. Expand mentoring programs in the school (Work with Partners in Education) (Beginning of school year, Fall 2008)
3. **Build schools that are based on and responsive to children's needs.** (future development)
 - a. Involve parents, teachers and students in the process.

B. Expand educational options for students of all ages.

1. Create or replicate additional educational options for the area as needed.
 - a. Inventory and document all educational opportunities currently available in north Tulsa (including vocational technical education, entrepreneurial training, charter schools, private schools, etc.) (March, 2008) (*Education – Expand opportunities*)

- b. Utilize the workforce labor study to identify any additional educational opportunities that could be implemented in the area.
2. **Bring the entrepreneurial practicum to life.** (*Education – Expand opportunities*)
- a. Recruit entrepreneurs that are willing to work with students (May, 2008)
 - b. Ask entrepreneurs to practice their craft in school so students can learn to earn an actual income from the sale of their products. (Ex: sale and make CD/Music Videos)
 - c. Expand Junior Achievement opportunities in the schools. (beginning of school, Fall 2008)
 - 1) Recruit additional volunteers for the north Tulsa schools.

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.** (July 1, 2008) (*Marketing Comm.*)
- a. Recruit and retain the services of a professional marketing/p.r. firm.
 - Initial suggestions for the plan:
 - Create a brand for the area.
 - Create a North Tulsa “First” Campaign
 - Communication plan to media (print and air)
 - Showcase success stories
 - b. Seek stakeholders input to the plan
 - c. Hold a kick off event to roll out the plan – celebrate north Tulsa
2. **Develop a “system” for writing press releases of positive events/activities/successes in north Tulsa and distributing them to news, churches, schools, developers, etc.** (April 1, 2008) (*Marketing Comm.*)
- a. Inventory and document all effective channels for “getting the word out” on north Tulsa
 - b. Connect with success stories
 - c. Develop a timeline
 - d. Recruit person/people to write stories

NEXT STEPS

All committee have been challenged to begin to work on the activities identified in their plans. There will be another meeting in early January where all action committee chairs will share accomplishments/challenges to date.

Participants in nTEDI Meetings

1. Alice Blue
2. Alicia Plati
3. Art Williams
4. Bill Lobeck
5. Bishop Donald Tyler
6. Bishop Gregory K. Davis
7. Bob Glidewell
8. Bobby Burnett
9. Brandon Jackson
10. Brenda Barre
11. Brenda Spencer
12. Brenda Williams
13. Bruce Bolzle
14. Caesar Latimer
15. Carmela Hill
16. Carol Stewart
17. Chuck Adamson
18. Chuck Adamson
19. Corey Nichols
20. Corrina Jackson
21. Damario Solomon-Simmons
22. Darcy Melendez
23. Darryl Bright
24. DeAnn Douglass
25. Deborah Brazeal
26. Dennis Currington
27. Derek Gates
28. Don Himelfarb
29. Don Horner
30. Donald Tyler
31. Dr. Art Williams
32. Dwain Midget
33. Ed Goodwin
34. Esther Ogans
35. Felicia Collins Correia
36. Felicia Jackson
37. Frank Schmeck
38. Gina Gotcher
39. Hillary Parkhurst
40. Jabar Shumate, Representative
41. Jack Henderson, Councilor
42. Jane Vantine
43. Jeanetta Williams
44. Jeff Lower
45. Jodi Lewis
46. John Martens
47. Joy McConnell
48. Judy Eason McIntyre, Senator
49. Julie Miner
50. Julius Leach
51. Julius Pegues
52. Karla Scott
53. Kathy Taylor, Mayor
54. Katie Plohocky
55. Kelly Winford
56. Kevin Matthews
57. Kim Macleod
58. Kim Nave
59. Lamar Guillory
60. Lana Turner-Addison
61. Leon Davis
62. Leon Rollerson
63. Letricia Lewis
64. Linda Wright
65. Ltoya Knighten
66. M. Hurd
67. M.C. Potter
68. Mark Staten

69. Mark Wright
70. Marla Mayberry
71. Mary White
72. Mary Williams
73. Matthew Story
74. Michael McConnell
75. Michael Reed
76. Mike Johnson
77. Mike Neal
78. Monica Basu
79. Monroe Nichols
80. Pastor Hampton
81. Pastor Warren Blakney
82. Patricia Williams
83. Paul Wilson
84. Paula Bryant-Ellis
85. Paula Trotman
86. Pleas Thompson
87. Priscilla White
88. R. Clardy

89. Raj Basu
90. Reggie Ivey
91. Reuben Gant
92. Risha Grant
93. Robert Sanders
94. Roscoe Turner, Councilor
95. Rose Washington-Rentie
96. Sally Mims
97. Sam Combs
98. Selim Fiagame
99. Sharla Walker
100. Sharon Hanson
101. Sharon King Davis
102. Steve Walman
103. Terry McGee
104. Tom Baker
105. Weldon Tisdale
106. Wilbert Collins
107. William Tisdale

Staff:

Dwain Midget
Dana Shadid

ACTION COMMITTEES:

Chair(s) and Members with Contact Information

Economic Development – Retail

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Economic Development-Funding

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5. Alice Blue - ablue@csctulsa.org

Economic Development - Eliminate Barriers

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8. Pastor Hampton - pastorhampton@aol.com

Educational Development - Entrepreneurial/Increase Options

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Workforce Development

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5. Priscilla White -
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7. Marla Mayberry - mmayberry@MTUL.org
8. William Tisdale – wltisdale22@yahoo.com

Educational Development - Reduce Drop-out Rate & No More At-Risk Schools

**Co-Chairs – Karla Scott – karla.scott@cox.net
and Sharla Walker – walkersharla@hotmail.com**

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Marketing & Communications - Business/Investor Co-Chairs – Julius Pegues - pittpan26@cox.net

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North Tulsa Assets – as identified by Stakeholders in nTEDI Process:

- ✓ Culture
- ✓ Athletic capital (professional athletes)
- ✓ Land available for development (7)
- ✓ Desire for success
- ✓ Faith institutions (2)
- ✓ Booker TWHS
- ✓ History (3)
- ✓ BTW lifelong relationships
- ✓ Ministries
- ✓ Common?
- ✓ Development areas
- ✓ Thresholds for success that are reachable
- ✓ Stories of success to be told
- ✓ Langston spirit and relationships
- ✓ Black Wall Street's Historical significance (2)
- ✓ Proposed tourism and future destination points
- ✓ Gilcrease Museum (3)

- ✓ Tulsa International Airport (3)
- ✓ Expressways
- ✓ Diversity and cultural heritages
- ✓ Land use opportunities
- ✓ New homeownership initiatives
- ✓ Sporting/educational excellence (Carver/BTW) (3)
- ✓ Geographic beauty - panoramic viewpoint (hills and trees) (drive from 36th North south on Gilcrease Expy.) (6)
- ✓ Botanical garden and Native American Statue
- ✓ Northwest Passage development
- ✓ Colleges
- ✓ Inexpensive property
- ✓ Minimal barriers (ie zoning)
- ✓ Close proximity to CBD
- ✓ Good highway access (2)
- ✓ Good industrial jobs – airport and Cherokee Industrial (2)
- ✓ Available workforce
- ✓ Landscape
- ✓ People (2)
- ✓ Buying power
- ✓ Youth
- ✓ Black Wall Street – bring it back alive
- ✓ Great amount of youth population and their ability to contribute to n. Tulsa future
- ✓ North Tulsa rich history of success of providing services/goods
- ✓ A “network” of organizations/churches
- ✓ Affordable housing (2)
- ✓ Wonderful, warm and caring people
- ✓ Culture, history, stories
- ✓ Architecture – older mansion style homes (Brady Heights)
- ✓ Passion/desire – plentiful “opportunity” – there are so many -the “want” to improve
- ✓ Untapped population
- ✓ Strong association to geographic location by residents
- ✓ Gilcrease Hills (3)
- ✓ OSU/Langston
- ✓ 200
- ✓ Location – proximity to downtown, river and highways
- ✓ Sense of community

- ✓ Older – adults – living within the community
- ✓ Familiarity with streets, people, services and destination points
- ✓ Traffic ease
- ✓ Startup cost
- ✓ Beautiful areas for redevelopment – new opportunities – i.e. Botanical Gardens in the North West
- ✓ Carver Middle School
- ✓ Rich history/tradition
- ✓ Excellence at BTW (3)
- ✓ Existing small businesses
- ✓ Americas favorite zoo
- ✓ Air and space museum
- ✓ Greenwood District (Black Wall Street)
- ✓ Loyal residents

Location and Geography

- ✓ Location – proximity to downtown, river and highways
- ✓ Land available for development
- ✓ Geographic beauty - panoramic viewpoint (hills and trees) (drive from 36th North south on Gilcrease Expy.)
- ✓ Close proximity to CBD
- ✓ Good highway access
- ✓ Beautiful areas for redevelopment – new opportunities – i.e. Botanical Gardens in the North West
- ✓ Familiarity with streets, people, services and destination points
- ✓ Traffic ease
- ✓ Northwest Passage development

Culture/History

- ✓ BTW lifelong relationships
- ✓ Greenwood District (Black Wall Street)
- ✓ Black Wall Street's Historical significance (2)
- ✓ Americas favorite zoo
- ✓ Air and space museum
- ✓ Rich history/tradition
- ✓ Architecture – older mansion style homes (Brady Heights)
- ✓ Gilcrease Museum (3)

Education

- ✓ Booker TWHS --- Educational Excellence
- ✓ Colleges
- ✓ Langston spirit and relationships
- ✓ Carver Middle School
- ✓ OSU/Langston
- ✓ Sporting/educational excellence (Carver/BTW)

Sense of Community

- ✓ Faith institutions (2)
- ✓ Ministries
- ✓ Loyal residents
- ✓ Stories of success to be told
- ✓ Wonderful, warm and caring people
- ✓ A “network” of organizations/churches
- ✓ Older – adults – living within the community
- ✓ Familiarity with streets, people, services and destination points

Economy

- ✓ Desire for success
- ✓ Proposed tourism and future destination points
- ✓ Tulsa International Airport
- ✓ Passion/desire – plentiful “opportunity” – there are so many -the “want” to improve
- ✓ Untapped population
- ✓ Gilcrease Hills (3)
- ✓ Inexpensive property
- ✓ Minimal barriers (ie zoning)
- ✓ Good industrial jobs – airport and Cherokee Industrial (2)
- ✓ Available workforce
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- ✓ Youth - great amount of youth population and their ability to contribute to n. Tulsa future
- ✓ Affordable housing (2)
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- ✓ Existing small businesses
- ✓ North Tulsa rich history of success of providing services/goods
- ✓ Athletic capital (professional athletes)