

TULSA SUSTAINABILITY TASK FORCE REPORT

January 2026



OFFICE OF THE MAYOR

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Executive Summary

The Tulsa Sustainability Task Force was established in March 2025 through Executive Order No. 2025-04 by Mayor Nichols. This initiative brought together a diverse group of stakeholders, including representatives from City departments, tribal nations, businesses, utilities, universities, and community organizations. The Task Force was charged with reviewing sustainability-related actions in Tulsa's comprehensive plan, *planitulsa*, gathering community input, and recommending strategies to guide the city toward a more sustainable future.

From May through December 2025, the Task Force met regularly to assess existing policies, identify priorities, and develop actionable recommendations. One of its first major undertakings was a comprehensive review of more than 700 actions outlined in *planitulsa*. These actions were evaluated for their relevance to sustainability and alignment with citywide priorities such as ending homelessness, improving education, expanding economic opportunity, and strengthening tribal partnerships. Each working group narrowed the list to 10–15 feasible actions per topic, categorizing them as short-term initiatives that could begin within a year and long-term actions requiring one to three years for implementation.

To ensure that recommendations and actions reflected community priorities, the Task Force conducted three surveys between August and November 2025. A resident survey gathered 478 responses, showing strong support for sustainability and highlighting priorities such as homelessness, public safety, housing affordability, transportation, and environmental protection. A business survey provided insight into current sustainability practices and opportunities for collaboration. Additionally, a peer city survey engaged 10 municipalities across the U.S. and abroad, offering valuable lessons on institutionalizing sustainability, securing stable funding, and embedding equity in climate policy.

Community engagement was central to the process. The Task Force hosted five “Let’s Talk Sustainability” events across Tulsa, inviting residents to learn about the initiative and share feedback. A dedicated tribal engagement session brought together representatives from the Muscogee, Cherokee, and Osage Nations, fostering dialogue on shared goals and opportunities for collaboration.

The findings from these efforts underscored that sustainability is important to Tulsa residents and businesses, and successful implementation requires institutional support, funding stability, and inclusive partnerships. Peer cities staff spoke to and surveyed reinforced the importance of creating dedicated sustainability roles, building cross-departmental collaboration, and ensuring transparency through measurable goals.

Based on this work, the Task Force recommends several key overarching actions. First, the City should create a Sustainability Coordinator position to lead strategic planning, track progress, and secure funding. Second, a Sustainability Commission should be established to provide expert guidance and ensure continuity across administrations. Third, partnerships with tribal nations should be formalized through annual sustainability summits. The Task Force also advises modeling sustainability within city operations

by developing dashboards and performance metrics, and conducting additional reviews of related plans, including the 2011 Sustainability plan and the 2024 Hazard Mitigation Plan.

The next phase involves implementing short-term actions recommended by the Task Force such as expanding urban forestry, improving energy efficiency, and enhancing affordable housing, while laying the groundwork for long-term initiatives that will embed sustainability into the city's operations and culture.

Recognizing that funding is critical, the Task Force also recommends leveraging the grant writer position already included in the FY 2026 budget to pursue federal, state, and private funding opportunities. A preliminary list of potential grants is included in Appendix F, and additional sources should be explored as implementation plans advance.

With these recommendations, Tulsa is positioned to take meaningful steps toward a sustainable future.

Letter from the Task Force

Dear Tulsans,

Tulsa is a city of innovation and resilience. The Tulsa Sustainability Task Force was established to carry this spirit forward as the city explores ways to be more sustainable and supportive of residents, businesses, and communities on a path to climate resilience, environmental stewardship, and civic partnership.

Over the course of 2025, the Task Force met regularly to assess existing city policies, review *planitulsa* goals, study peer city models, and engage residents and organizations. We listened to hundreds of Tulsans, young professionals, business owners, tribal representatives, and families, each emphasizing that sustainability is an important lens to use as we continue building a thriving city for current and future generations.

This report combines data, community sentiment, and actionable guidance into a preliminary roadmap for a more sustainable Tulsa. We recognize that many of these goals require long-term investment and coordination, but we have a strong foundation and commitment to get us started. Tulsa's leadership, creativity, and community pride are unmatched.

We hope these recommendations inspire continued collaboration between the City, residents, and partners to support a thriving, resilient community for future generations.

Sincerely,

The Tulsa Sustainability Task Force

January 2026

Acknowledgements

These recommendations were prepared by the Tulsa Sustainability Task Force, with guidance from the City of Tulsa Mayor's Office. The Task Force extends sincere appreciation to all community members, City staff, tribal partners, and regional organizations who contributed through surveys, engagement events, and public meetings.

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About the Task Force

On March 5, 2025, Mayor Nichols issued Executive Order No. 2025-04 establishing the Tulsa Sustainability Task Force. The task force is comprised of representatives from community organizations, businesses, local utilities service providers, tribal nations, universities, and City departments.

The executive order charged the task force with identifying actionable items in the city's comprehensive plan, *planitulsa* (2023), and developing recommendations for short-term and long-term actions the city can take to achieve a more sustainable future. The task force surveyed cities across the country and abroad to learn how they implemented sustainability plans. The Task Force also conducted a preliminary review of potential funding sources. This information, along with resident and business survey data, was used to inform recommendations in this report.

The task force convened every other week between May and December, virtually and in person. Five community conversations were held across the city, including two special meetings focused on businesses and tribal nation collaboration.

After careful consideration of all we learned, the Task Force developed a shared definition of sustainability based on meeting discussions, community conversations, survey data, and previous definitions of sustainability. The Tulsa Sustainability Task Force defines sustainability as a **community-wide effort to make responsible economic, environmental, and social decisions today to ensure future generations have the resources to meet their needs and thrive.**

Methodology

***Planitulsa* Comprehensive Review of Actions**

The task force conducted a comprehensive review of over 700 different actions and strategies that were determined relevant to sustainability efforts. This review consisted of the task force splitting into five different groups, each responsible for reviewing the sustainability actions outlined in two to three chapters of *planitulsa*.

The task force members self-selected into various workgroups to review the nearly 700 actions and how they aligned with the city priorities ending homelessness, improving student outcomes, expanding economic opportunity, making Tulsa the safest big city in America, increasing affordable housing and improving relations and co-governance with tribal governments.

Ultimately, each workgroup narrowed down the list of actions to 10–15 feasible actions per topic. The goal of the review was to identify actions that could be implemented in the short term (6–12 months) or the long term (1–3 years). A ranking criterion was used throughout the process.

Surveys

The task force made intentional efforts to collect feedback from residents, local businesses, and peer cities to inform its recommendations. The task force conducted three surveys between August and November of 2025. Below are descriptions of each survey.

Resident Survey

The resident survey was promoted during community conversations held in various areas of Tulsa and distributed via social media and flyers. In total nearly 500 residents completed the survey, providing rich information on priorities, concerns, and ideas for how Tulsa can be more sustainable.

Business Survey

Knowing that small businesses are a main driver of the local economy, the Task Force held an event in partnership with the Sustainability Alliance and conducted a survey specifically geared towards businesses. The survey was distributed via business networks, and physical flyers were distributed to businesses near city hall for additional outreach. In total, 17 businesses completed the survey. While not a large sample, it provides the task force and the City a perspective that is much needed in this work.

Peer City Survey

Leaning on existing networks and recommendations from task force members, city staff reached out to cities in the US and abroad and asked them to complete a survey about their sustainability efforts. The task force wanted to learn about the structure of sustainability work in other city governments, funding sources, and any challenges they had experienced. In total, 10 cities completed the survey providing the task force with valuable starting points and best practices. The Task Force is grateful for in-depth conversations with our nearest peer city, Oklahoma City, which provided valuable insight and advice.

Community Engagement

“Let’s Talk” Conversations

The task force hosted five public meetings across Tulsa in August and September of 2025 to discuss its work and seek input from the community. Each conversation started with a 30-minute presentation followed by 60 minutes of open conversation which allowed participants to ask questions of the presenters and speak with representatives of partner organizations on the task force. The task force saw approximately 60 people participate across all five public meetings.

Tribal Engagement Session

The task force was invited to participate in a joint tribal engagement session on September 30, 2025 at the Hard Rock Hotel. This session brought together task force members, city leaders, and representatives from the Muscogee Nation, Cherokee Nation, and Osage Nation. This robust discussion identified numerous areas where our tribal partners are already doing important sustainability and resilience work and identify areas where our tribal partners are already doing work and discuss ways the City of Tulsa may be able to partner.

Survey Findings and Themes

Peer City Survey Key Findings

The task force identified peer cities with sustainability offices and learned what made them successful. Through surveys and interviews, the task force collected data from ten municipalities, including Buffalo, Cincinnati, Columbus, Dubuque, Halifax, Indianapolis, Iowa City, Lincoln, London, and Oklahoma City. Each of these cities offers a distinct geographic, political, and cultural perspective, on how sustainability can be institutionalized within local government. The section below includes six cross-cutting themes across these diverse cities.

1. **Institutionalization is critical.** Long-term sustainability programs depend on consistent funding, staffing, and leadership support.
2. **Collaboration builds momentum.** Successful cities like Lincoln and Dubuque embedded sustainability across departments and communities, ensuring broad ownership and accountability.
3. **Grants spark innovation but can't sustain programs alone.** Federal and private funding (e.g., DOE, IRA, national programs) are vital catalysts, but stable local investment ensures continuity.
4. **Data and transparency drive credibility.** London and Halifax demonstrate how measurable goals and public dashboards enhance accountability and trust.
5. **Community engagement ensures resilience.** Cities such as Dubuque and Iowa City show that sustainability succeeds when residents see direct benefits such as improved safety, savings, and quality of life.
6. **Equity is the foundation of effective climate policy.** Buffalo and Indianapolis highlight the need to prioritize vulnerable communities and design programs that distribute benefits fairly.

For additional highlights on the cities that were reviewed please see **Appendix G**.

Resident Survey Key Findings

The task force created a 37-question survey to understand residents' attitudes and behaviors related to sustainability as well as priority issues areas for the city.

A total of 478 responses were collected. The survey responses showed alignment with issues identified in both *planitula* in 2023 and mayoral priorities.

Resident survey respondents represented a variety of ages, races, incomes and education levels. Below is a summary of demographic data. For more detailed charts please see **Appendix H**.

Demographic Summary of Survey Respondents:

- **Gender:** Overall, more women than men completed the survey.
- **Race and Ethnicity:** 63% of the survey respondents identified as white. 13% of respondents identified as Hispanic or Latinx.
- **Geography:** Across Tulsa's zip codes, the highest survey response rate was in midtown and the lowest was in south Tulsa.
- **Tenure:** Nearly half of respondents were long term Tulsa residents (20+ years) but Tulsans of all tenures were represented, including 16 who had lived in Tulsa less than one year.
- **Education:** 59% of survey respondents had some college or higher education experience.

Overall Resident Sentiment and Attitudes

Two sources of data from the survey – one qualitative and one quantitative – were used to understand overall sentiment and attitudes regarding sustainability.

Qualitative data was analyzed using the comments provided in response to an open-ended question on the resident survey. The comments were categorized into positive comments, constructive comments, or negative comments. Sentiment is largely positive (60%), showing optimism about sustainability progress. Top priorities are homelessness, public safety, and city cleanliness.

The resident survey also included several questions that comprised the Sustainability Attitudes Scale (Zwickle *et al.*, 2018) to assess respondents' attitudes toward sustainability. Respondents were asked to rate their level of agreement or disagreement with several statements about sustainability. Respondents generally indicated positive attitudes about sustainability. A copy of the Scale can be found in **Appendix H**.

Resident Survey Insights on *planitulsa* Categories

Over 700 sustainability-related actions were reviewed from *planitulsa*, Tulsa's comprehensive plan, to assess their alignment with the following city-wide priorities:

- Ending homelessness
- Improving student outcomes
- Expanding economic opportunity
- Enhancing public safety
- Increasing affordable housing
- Strengthening tribal co-governance

To support this review, the resident survey gathered feedback across nine categories found in *planitulsa*: **future land use, transportation, economic development, housing, communities, culture, parks, environment, and public services.**

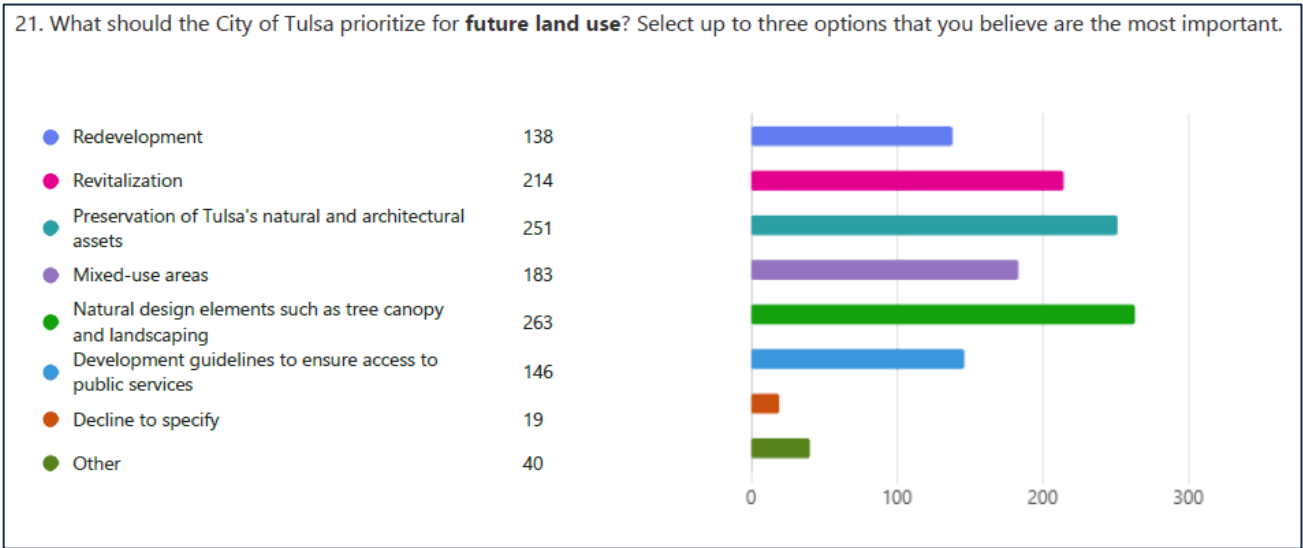
The following sections provide survey charts and key insights from open-ended responses for each category.

Future Land Use

The way land is used shapes where people live, work, and play. Green spaces, trails, and restored streams provide places for recreation and improve neighborhood aesthetics, making daily life healthier and more enjoyable. Future land use decisions influence environmental health and community resilience. Prioritizing native plants, stream restoration, and open spaces aligns with City goals for sustainability, beautification, and identity.

Residents expressed pride in environmental restoration projects and emphasized the importance of native landscaping and trail systems.

Based on this feedback, future sustainability planning efforts should explore expanding restoration efforts and integrating natural features into development plans.



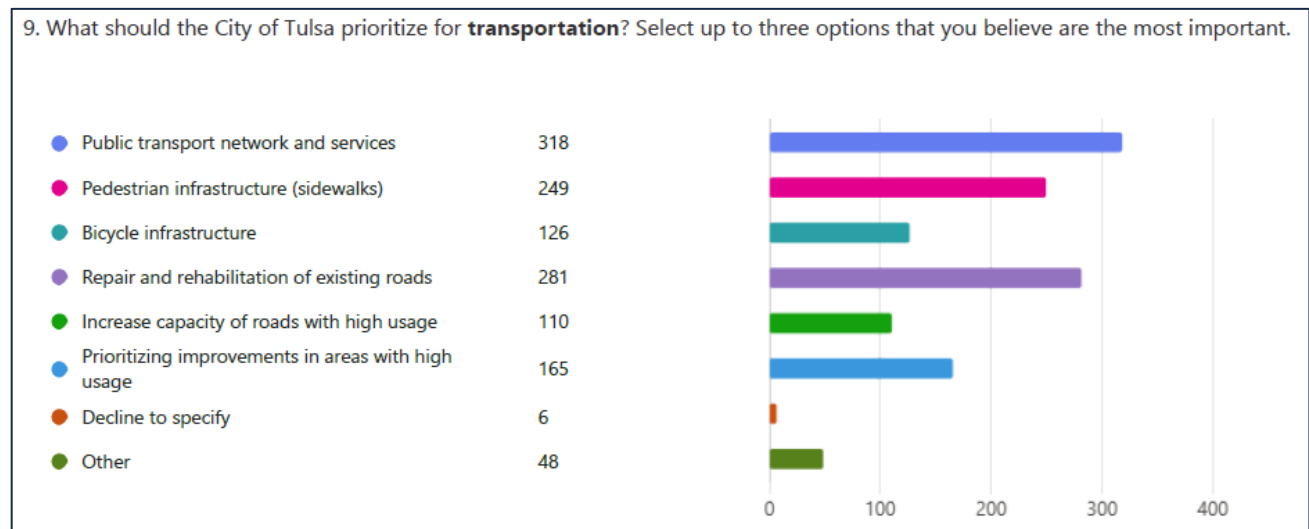
478 RESPONSES

Transportation

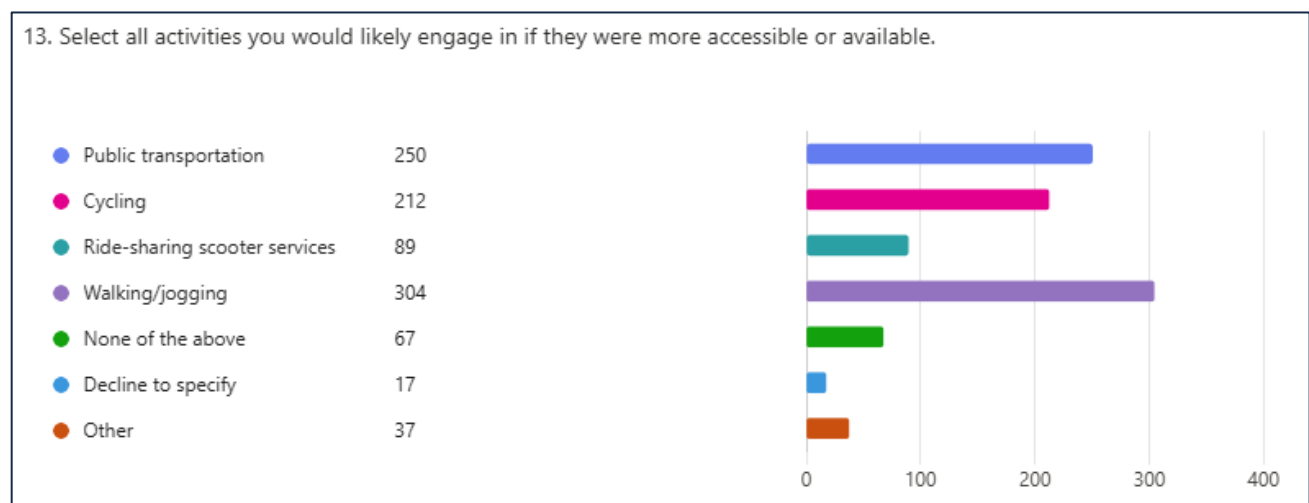
Transportation choices affect how easily residents can access jobs, schools, and community spaces. Reliable options reduce travel stress, save time, and improve quality of life by making neighborhoods more connected and walkable. Expanding public transit and walkable infrastructure reduces emissions, supports healthier lifestyles, and aligns with City goals for equity and environmental stewardship. Investments in transit also strengthen economic vitality by linking people to opportunities.

Residents expressed strong interest in public transportation and walking/jogging if these options were more accessible. They emphasized affordability and reliability, with some suggesting commuter rail and micro-transit expansion.

Based on this feedback, future sustainability planning efforts should explore improving transit connectivity between neighborhoods, enhancing pedestrian infrastructure, and exploring innovative mobility solutions.



478 RESPONSES



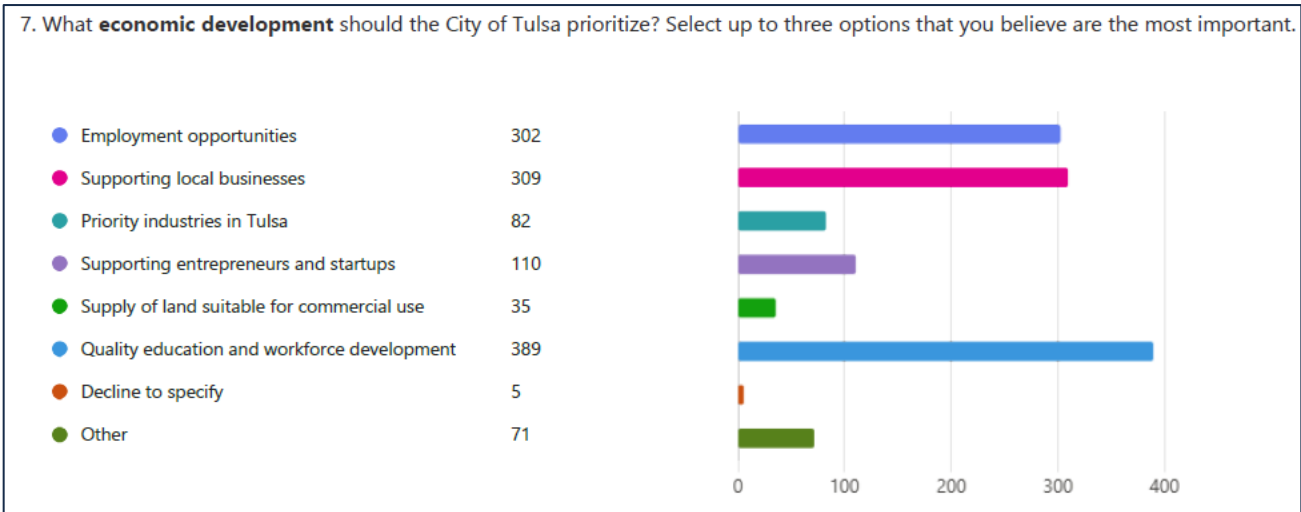
478 RESPONSES

Economic Development

Economic Development shapes residents' access to jobs, education, and local services. Strong employment opportunities and thriving businesses create stability for families and improve the quality of life across our city. A resilient economy supports long-term sustainability by fostering local entrepreneurship, reducing economic disparities, and strengthening workforce skills. These priorities align with the city's goals for inclusive growth and community well-being.

Residents emphasized the importance of quality education, workforce development, and job access as the foundation for Tulsa’s economic strength. Support for local businesses and entrepreneurs was a recurring theme, while some noted crime and homelessness as barriers to growth.

Based on this feedback, future sustainability planning efforts should explore investing in education and training programs, expanding employment pathways, and creating policies that sustain a healthy local business environment.



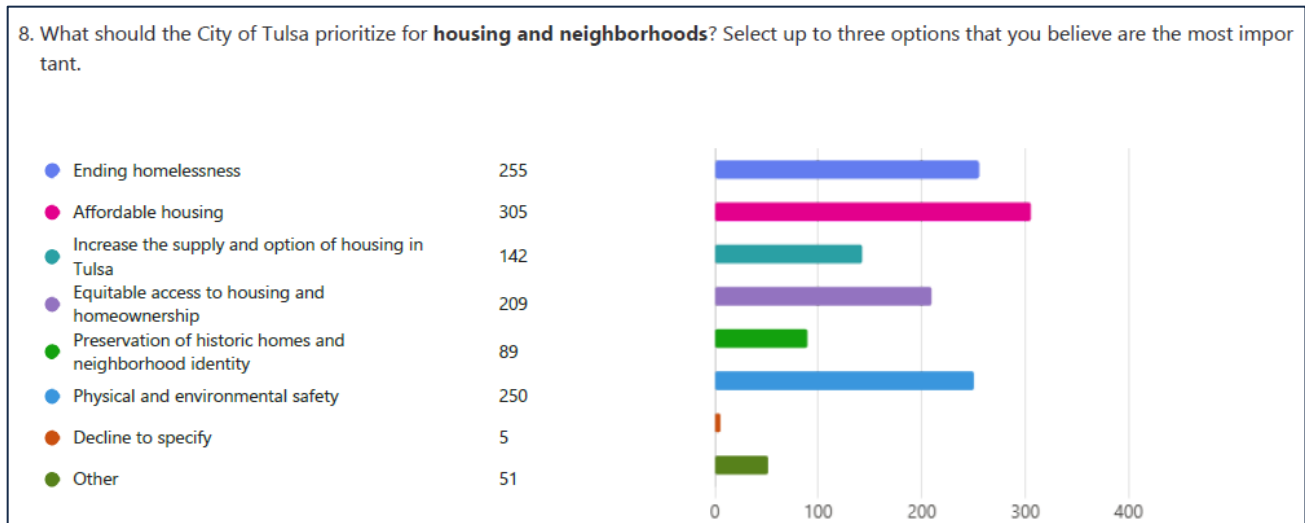
478 RESPONSES

Housing and Neighborhoods

Housing affordability and neighborhood conditions directly affect residents’ sense of security, stability, and quality of life. Clean, safe, and livable communities foster pride and well-being. Affordable housing and walkable neighborhoods are essential for equity and environmental sustainability. These priorities support the city’s vision for inclusive growth, economic fairness, and vibrant, connected communities.

Residents expressed concern about housing affordability and homelessness, calling for solutions that balance safety, dignity, and livability. Many emphasized the need for cleaner, safer downtown areas and structured support systems for vulnerable populations. Sustainability was often linked to livable housing and walkable neighborhoods.

Based on this feedback, future sustainability planning efforts should explore expanding affordable housing initiatives, improving neighborhood cleanliness and safety, and investing in programs that address homelessness with compassion and structure.



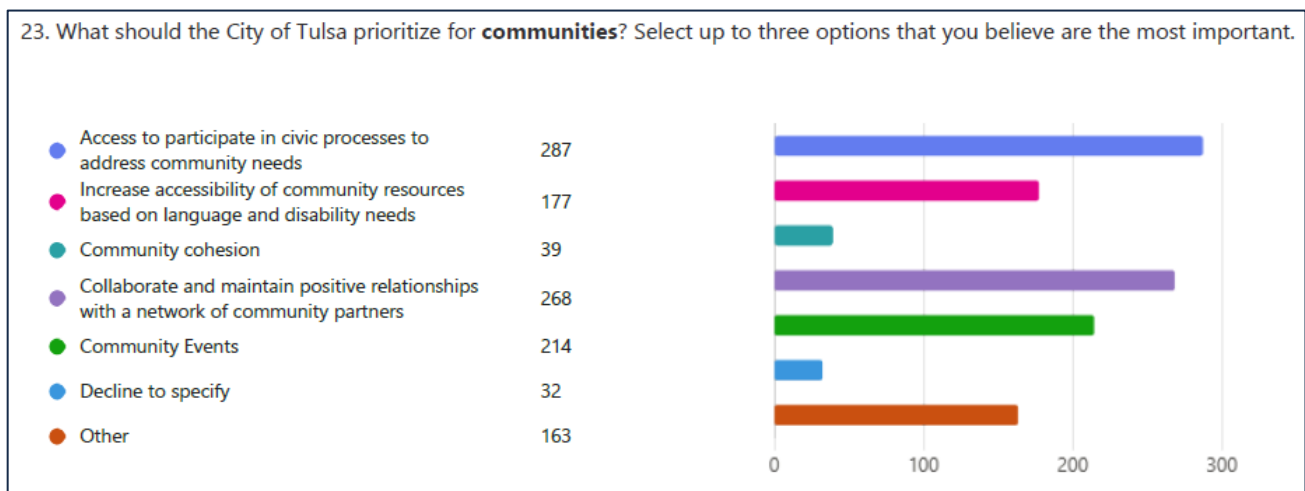
478 RESPONSES

Communities

Strong community engagement ensures residents feel heard and connected to local decision-making. When outreach is effective, people can participate in shaping policies and programs that affect their neighborhoods, schools, and public spaces. Civic engagement builds trust and collaboration, which are essential for implementing sustainable initiatives and achieving city-wide goals. Inclusive outreach strengthens social resilience and ensures that diverse voices guide long-term planning.

Residents appreciated being asked for feedback, but expressed frustration with limited outreach. Many learned about Community Conversation events by chance or through social media, and suggested more proactive communication.

Based on this feedback, future sustainability planning efforts should explore expanding outreach strategies to make civic engagement accessible and consistent across all neighborhoods.



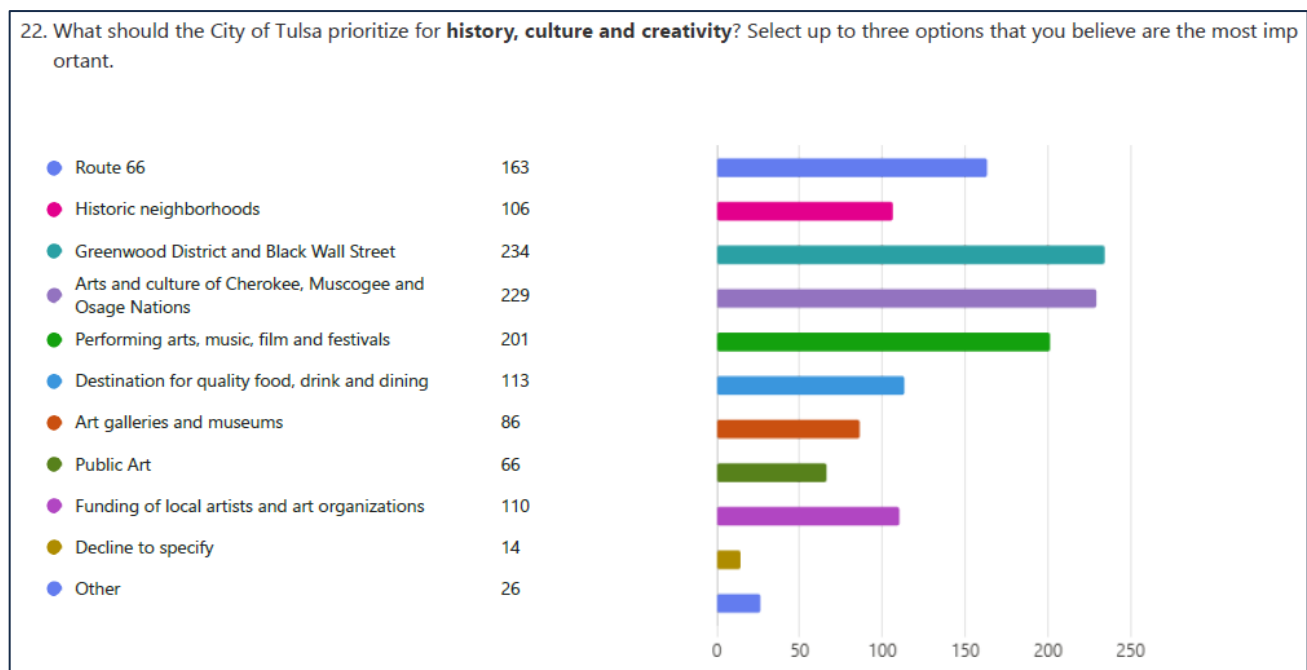
478 RESPONSES

History, Culture, and Creativity

Tulsa's cultural identity shapes community pride and quality of life. Residents emphasized celebrating Indigenous and Black history, particularly the Greenwood District and Black Wall Street, as well as the arts and culture of the Muscogee, Cherokee, and Osage Nations. Performing arts, like music, film, and festivals, were frequently mentioned along with Route 66, historic neighborhoods, and culinary experiences that make Tulsa a destination. Support for local artists and art organizations appeared often, while public art and museums were noted less consistently.

Celebrating history and supporting creative expression provides residents with opportunities for connection, learning, and entertainment, while also attracting visitors and strengthening the local economy. Investing in arts, heritage, and cultural programming fosters social cohesion and economic resilience. These efforts align with city priorities to honor diverse histories and cultures, promote inclusivity, and create vibrant spaces that support tourism and local businesses.

Based on this feedback, future sustainability planning efforts should explore prioritizing cultural heritage initiatives, expanding creative programming, and promoting Tulsa as a hub for arts, history, and tourism.



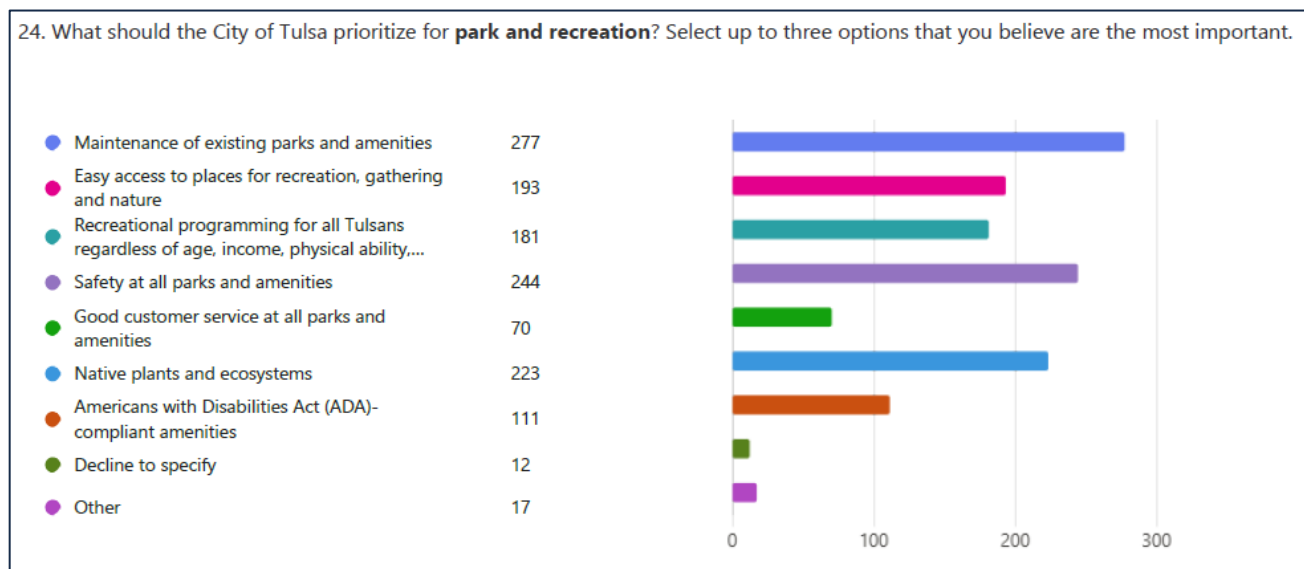
478 RESPONSES

Parks and Recreation

Parks provide spaces for relaxation, exercise, and community gatherings, making them essential for residents' health and well-being. Clean, safe, and well-maintained spaces create reliable places for families and individuals to enjoy nature and recreation every day. Healthy parks contribute to environmental sustainability by preserving green spaces, supporting biodiversity, and incorporating native plants. These priorities align with the city's goals for livability, equity, and environmental stewardship.

Residents repeatedly emphasized maintaining existing parks, with safety and upkeep mentioned most often. Many expressed interest in native plants to keep parks environmentally healthy, and recreational programming appeared often enough to show that inclusive activities are valued.

Based on this feedback, future sustainability planning efforts should explore prioritizing park maintenance and safety, expanding nature-based features, and offering programming that serves diverse community needs.



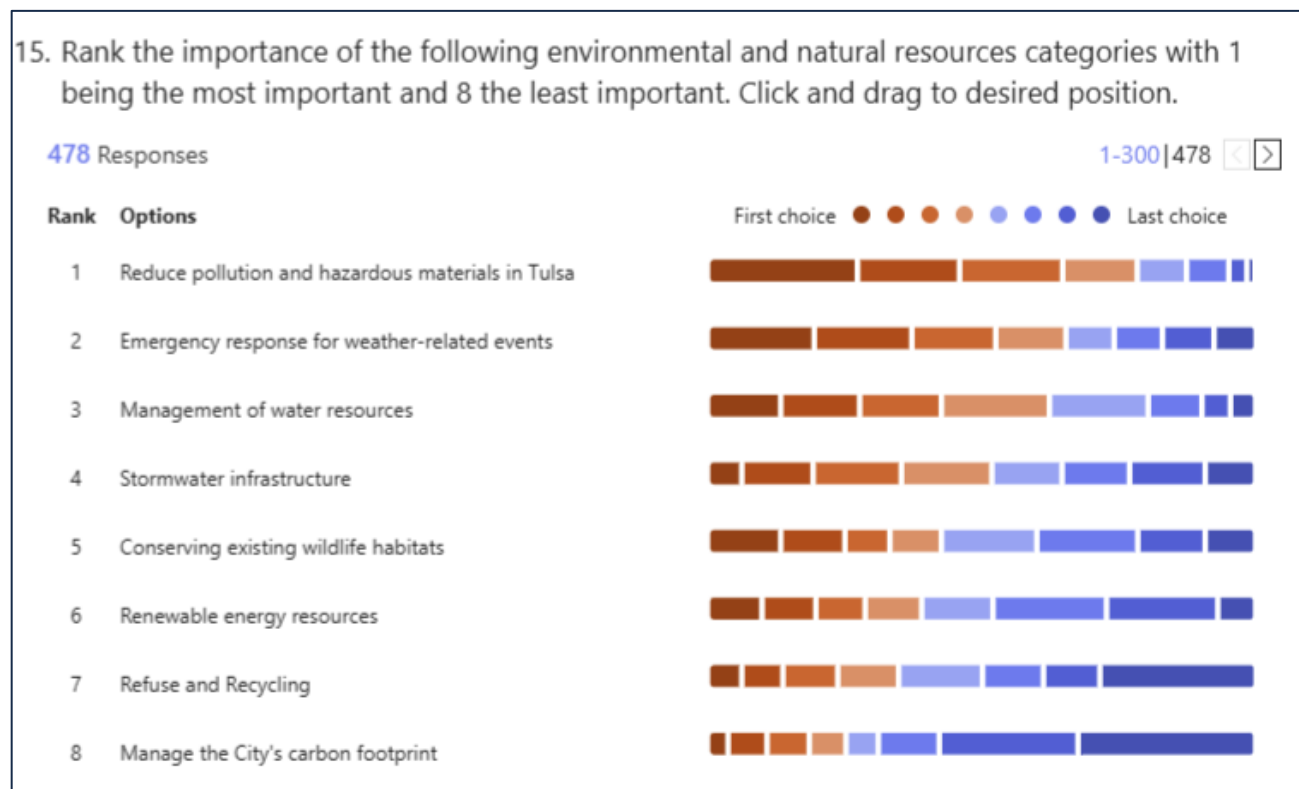
478 RESPONSES

Environment and Natural Resources

Environmental health influences air and water quality, recreational opportunities, and overall well-being. Protecting natural resources ensures residents have access to clean, safe environments for living and leisure. Environmental protection is vital to sustainability and aligns with city-wide goals for resilience and quality of life. Preserving ecosystems and managing resources responsibly supports long-term economic and social stability.

Nearly three-quarters (74%) of respondents identified environmental protection as a key component of sustainability. Among open-ended responses, about one-fifth specifically mentioned the environment and natural resources.

Based on this feedback, future sustainability planning efforts should explore prioritizing policies that safeguard natural resources, expand green infrastructure, and promote environmental stewardship across all city initiatives.



478 RESPONSES

Public Services

Public services form the backbone of community life, ensuring residents have access to education, safe infrastructure, and reliable utilities. Schools, water systems, and emergency services directly affect daily routines, safety, and long-term stability. Strong public services support social equity and resilience. Maintaining infrastructure and essential systems aligns with city priorities for sustainability by reducing resource waste, improving efficiency, and fostering community well-being.

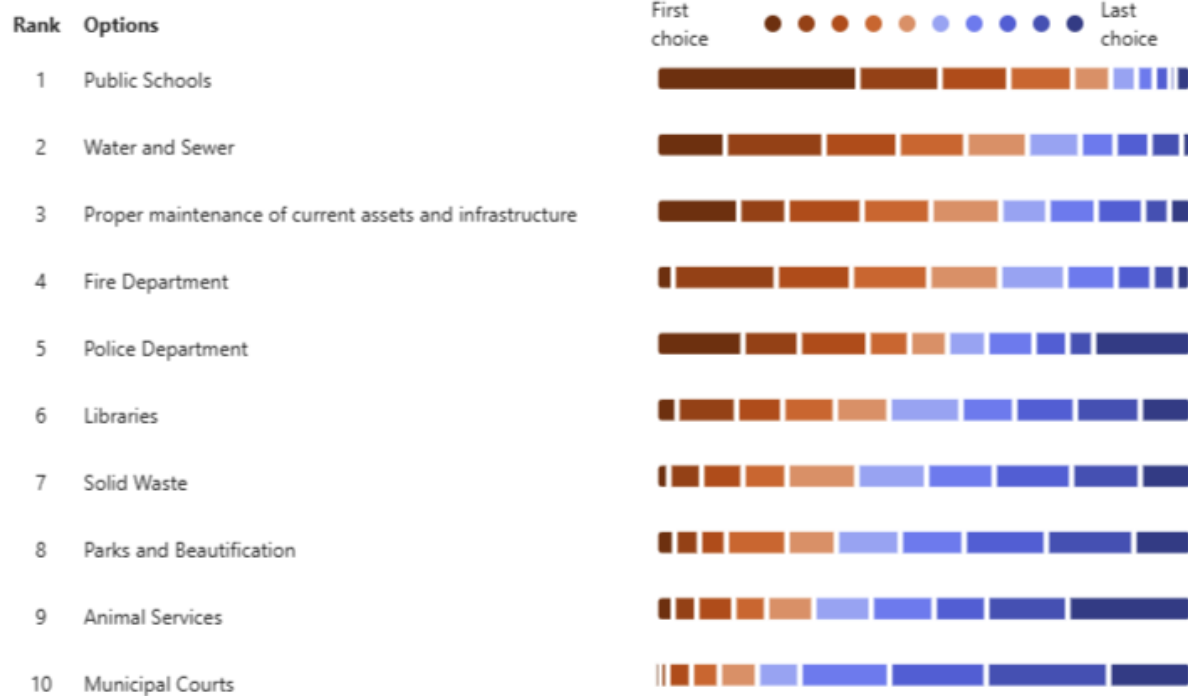
Residents consistently ranked public schools, infrastructure maintenance, and water and sewer services as top priorities, reflecting a strong focus on dependable basic services and improved educational outcomes. Fire and police services were also highly valued for safety and emergency response. Other services, such as animal care, parks beautification, and municipal courts, appeared less frequently, indicating they matter but are secondary to core infrastructure and education.

Based on this feedback, future sustainability planning efforts should focus on strengthening essential systems and ensuring reliable utilities to support daily life and long-term community stability.

14. Rank the importance of the following public services with 1 being the most important and 10 the least important. Click and drag to desired position.

478 Responses

1-300|478  



478 RESPONSES

Business Survey Key Findings

The businesses and organizations that completed the survey represent a range of sectors such as manufacturing, parks and recreation, environmental nonprofits, recycling centers, restaurants, and community institutions. While the number of respondents represents a small percentage of the total businesses located in Tulsa, these insights provide an initial view of how businesses are thinking of sustainability efforts. Additional data collection and engagement with Tulsa businesses is needed to understand a fuller picture of how sustainability is being implemented across Tulsa. Among those businesses that responded to the survey, there is a commitment to sustainability across operations, planning, and community involvement. The responding businesses highlight the importance of conservation, recycling access, and community education in the city's overall strategy. Together, the seventeen businesses and organizations demonstrate high readiness for collaboration and alignment with citywide sustainability goals. Below are key findings and themes.

1. Sustainability is important – 15 of 17 respondents rated sustainability as either *Extremely Important* or *Important* to their mission. Their responses reflect a shared understanding that sustainable practices support environmental responsibility, economic efficiency, and community wellbeing.



17 RESPONSES

2. Overall, these businesses and organizations are actively reducing environmental impact while improving operational efficiency. The most common efforts included:
 - a. Waste management and recycling
 - b. Energy consumption and efficiency improvements such as LED upgrades and energy management
 - c. Reducing carbon footprint through tracking, building improvements, and operational changes
 - d. Water conservation technologies, especially in manufacturing sectors.
3. Responding Businesses and organizations integrate sustainability into daily operations. This demonstrates widespread use of sustainability as an organizational value, not just a project-based effort. Some examples of this are below:
 - a. One organization has a strategic plan related to sustainability and participates in watershed protection, creek cleanups, and community rain barrel programs.
 - b. Another organization maintains a sustainability committee and ongoing public programming.
 - c. Manufacturing companies integrate solar powered systems, LED conversions, and water conservation across manufacturing and CO2 tracking and green building practices.
 - d. One company chooses eco-friendly materials such as low-VOC paints, FSC-certified wood, recycled content flooring, and energy-efficient lighting.
 - e. A company providing mobile services uses energy efficient vehicles
 - f. One organization supports Local Entrepreneurs in Green Industries.
 - g. A higher education institution has institution-wide recycling programs and part of a tree canopy program for several years.

-
4. Opportunities for city collaboration. Respondents identified several ways they can support the City of Tulsa's sustainability goals and showed interest in deeper, long-term collaboration with the city.
 - a. Participating in commissions or joint sustainability initiatives
 - b. Continuing to operate recycling centers, public education programs, and collection events
 - c. Hosting community sustainability programs, workshops, or demonstrations
 - d. Supporting data sharing and coordinated planning
 5. Businesses and organizations also identified several ways the City of Tulsa can strengthen its sustainability efforts:
 - a. Increased funding for recycling systems and public services
 - b. Continued partnership in public private initiatives such as watershed restoration, creek cleanups, and conservation education
 - c. Clearer communication, coordination, and shared planning
 - d. Incentives for energy efficient upgrades, renewable energy adoption, or waste reduction
 - e. Support for community outreach and visibility of sustainable practices

Task Force Recommendations

Overarching Recommendations

1. Create a City of Tulsa Sustainability Coordinator Role

To continue the momentum begun by the task force and to ensure that there is a comprehensive approach to incorporating sustainability into the City's goals, the task force recommends creating a city-wide Sustainability Coordinator role. Key responsibilities would include: Developing and implementing a city-wide strategic sustainability plan; tracking environmental performance using key metrics; securing external funding opportunities; liaising between departments for cohesive policy implementation and efficient project execution; and leading public outreach and education on sustainable practices and community goals. The appropriate city department or office where this position will be housed should be decided after consulting with relevant departments to ensure it has the necessary administrative support and authority to work cross-functionally, convene departments, engage with the public, and make recommendations.



Rationale:

Each city we surveyed or spoke to has a role focused on sustainability to coordinate, track, and champion efforts.



Benefit:

Increased internal coordination, public awareness, efficiency, and accountability.



Cost:

Salary and benefits for position.

2. Establish a City of Tulsa Sustainability Commission

The City of Tulsa is fortunate to have over 800 residents contribute their time and talents to serving on nearly 50 authorities, boards, and commissions; many more contribute their time on advisory boards, planning groups, and task forces. The Sustainability Task Force recommends establishing a Sustainability Commission, codified in city ordinance. The Commission will provide the city with a standing group of experts who can provide recommendations and guidance on the myriad complex sustainability issues, support the coordination of existing efforts across various city departments, recommend more efficient use of city resources and assets, and foster public engagement and consensus necessary for widespread adoption of sustainable practices and policies.



Rationale:

A city commission formalizes the importance of sustainability work and ensures continuity and longevity across administrations and city councils.



Benefit:

Expertise and best practices inform city programs and policies, and supports accountability.



Cost:

Staff time to create and staff the commission.

3. Formalize Partnerships with Tribal Nations on Sustainability Goals

The Task Force benefited from the active participation of representatives from three Tribal Nations who provided invaluable perspectives and input. Through the work of the Task Force, the City of Tulsa, Muscogee Nation, Cherokee Nation, and Osage Nation discovered shared goals and potential areas of collaboration on sustainability. The Task Force recommends convening these four governments at least once per year in a sustainability summit or conference.



Rationale:

This partnership advances a mayoral priority of co-governance with tribal nations and the recognition of shared stewardship of land and resources across governments.



Benefit:

Increased collaboration and cooperation to achieve sustainability goals that impact all Tulsa residents.



Cost:

Event and program costs, staff time.

4. Conduct Additional Comprehensive Reviews of Key City Plans Related to Sustainability

While the task force's initial charge involved reviewing the city's comprehensive plan, *planitulsa*, it recognized that other existing plans should inform this work going forward. The task force recommends conducting a comprehensive review similar to the review of *planitulsa*, of the City's 2011 Sustainability Plan, and the City's 2024 Hazard Mitigation Plan.



Rationale:

The Task Force aims to build on previous work that the City has done.



Benefit:

Reduce duplication or reinvention.



Cost:

Staff time to review.

5. Model Sustainability in City Operations

The City should explore a user-friendly tool or the creation of a dashboard to embed sustainability benchmarks into city processes. Despite a long history of using data to drive decisions and change, the City does not have a comprehensive citywide metrics or a tool to track or measure its sustainability work or impact.



Rationale:

There is no current standardized method at the City of Tulsa to track sustainability progress or impacts.



Benefit:

Increased awareness and accountability of efforts, better tracking of efficiency, and potential cost savings.



Cost:

Costs to purchase a license for a tool or creation of dashboards and assessments.

Recommended *planitulsa* actions

The Tulsa Sustainability Task Force was charged with reviewing the City’s 2023 comprehensive plan, *planitulsa*, and recommending actions that were most closely related to sustainability and aligned with mayoral priorities. The task force divided into working groups and reviewed over 700 actions for their relation to sustainability. Below are the actions divided into short-term and long-term actions. An action was considered short or immediate term if it could reasonably be started or implemented within one year, and longer-term actions are those that could be reasonably started in twelve to thirty-six months.

Parks and Recreation

SHORT TERM

<i>Planitulsa</i> Action #	Link to <i>planitulsa</i> chapter: https://tulsaplanning.org/plans/planitulsa/planitulsa-07-Parks-Recreation.pdf
PR 1.4.3	Explore implementation of a “workcreation” program for children to participate in the maintenance of park facilities by completing simple tasks with incentives, including free admission to programming and other activities.
PR 3.4.1	Evaluate destination parks to determine needs for capital improvements or additional programming.
PR 5.1.3	Host and permit events and programs to promote healthy lifestyles, healthy ecosystems, and environmental stewardship. ¹
PR 5.4.1	Support efforts to establish new community gardens, urban farms, and food forests.
PR 7.2.2	Utilize landscaping and urban forestry management approaches to increase shade and reduce urban heat island (UHI) effects.

LONG TERM

<i>Planitulsa</i> Action #	Link to <i>planitulsa</i> chapter: https://tulsaplanning.org/plans/planitulsa/planitulsa-07-Parks-Recreation.pdf
PR 9.3.2	Evaluate progress on maintenance issues on annual basis to calibrate.

¹ Includes the possibility of a city-wide summit on sustainability.

Environment and Natural Resources

SHORT TERM

<i>Planitulsa</i> Action #	Link to <i>planitulsa</i> chapter: https://tulsaplanning.org/plans/planitulsa/planitulsa-08-Environment.pdf
EN 2.6.3	Ensure stormwater needs are assessed during the capital funding project identification phase.
EN 4.1.6	Establish a citywide tree inventory and develop a Street Tree Master Plan in coordination with Up With Trees.
EN 5.1.1	Increase municipal participation at the Oklahoma Corporation Commission to reduce regulatory barriers to renewable energy production.
EN 5.1.3	Engage PSO to develop energy programs dedicated to renewable energy, energy efficiency, electric vehicles, battery storage, and microgrids.
EN 5.5.2	Adopt the 2021 International Energy Conservation Code (IECC) for new construction.
EN 5.5.3	Increase building code enforcement and building inspector education opportunities to ensure compliance with energy efficiency requirements.
EN 5.5.6	Evaluate whether to cease opting out of PSO's energy efficiency requirements.
EN 7.4.1	Annually update the content for the American Council for an Energy-Efficient Economy (ACEEE) Scorecard.

Environment and Natural Resources (Cont'd)

LONG TERM

<i>Planitulsa</i> Action #	Link to <i>planitulsa</i> chapter: https://tulsaplanning.org/plans/planitulsa/planitulsa-08-Environment.pdf
EN 3.2.1	Develop a program to implement green infrastructure improvements, starting with streets that contribute the highest rates of runoff volume and pollutants to the stormwater system.
EN 3.4.2	Develop regulations and stormwater management standards for alternative methods of development that better retain natural site drainage and reduce impervious surface coverage, such as low-impact development and green infrastructure.
EN 4.3.3	Enhance the capacity and funding for naturalist positions and maintenance needs across all of Tulsa's parks and wildlife refuge facilities.
EN 6.3.6	Support existing work with local industrial employers to determine ways to reduce hazardous emissions through the Sustainable Tulsa SCOR3CARD. (The Sustainability Alliance- Scor3card)

Economic Development

SHORT TERM

<i>Planitulsa</i> Action #	Link to <i>planitulsa</i> chapter: https://tulsaplanning.org/plans/planitulsa/planitulsa-03-Economic-Development.pdf
ED 1.1.3	Coordinate across departments to align planning and implementation of new infrastructure intended to support localized economic growth.

LONG TERM

None

Housing and Neighborhoods

SHORT TERM

<i>Planitulsa</i> Action #	Link to <i>planitulsa</i> chapter: https://tulsaplanning.org/plans/planitulsa/planitulsa-04-Housing-Neighborhoods.pdf
HN 3.4.1	Encourage new and innovative housing types for affordability and sustainability.
HN 4.3.4	Leverage public properties for the development of affordable housing.

LONG TERM

<i>Planitulsa</i> Action #	Link to <i>planitulsa</i> chapter: https://tulsaplanning.org/plans/planitulsa/planitulsa-04-Housing-Neighborhoods.pdf
HN 4.2.4	Ensure affordable housing development is located in high opportunity areas with adequate access to public transportation, jobs, schools, and amenities.
HN 4.3.5	Embed affordable housing goals and funding into Tax Increment Financing (TIF) and other public incentives, particularly in areas of high need.

Transportation

SHORT TERM

<i>Planitulsa</i> Action #	Link to <i>planitulsa</i> chapter: https://tulsaplanning.org/plans/planitulsa/planitulsa-02-Transportation.pdf
TR 6.1.6	Increase tree canopy along transportation corridors to mitigate urban heat island effect and assist in improving air quality.

Transportation (Cont'd)

LONG TERM

<i>Planitulsa</i> Action #	Link to <i>planitulsa</i> chapter: https://tulsaplanning.org/plans/planitulsa/planitulsa-02-Transportation.pdf
TR 1.3.3	Evaluate the feasibility of a fare-free transit system.
TR 1.5.5	Support mobile grocery distribution services, particularly to serve older adults and Tulsans with mobility limitations.
TR 2.3.3	Establish a position focused on bicycle and pedestrian coordination to identify and pursue funding and be the primary point of contact for these initiatives.
TR 5.1.1	Incentivize mixed-use zoning and land uses along bus rapid transit routes.

Public Services

SHORT TERM

<i>Planitulsa</i> Action #	Link to <i>planitulsa</i> chapter: https://tulsaplanning.org/plans/planitulsa/planitulsa-09-Public-Services.pdf
PS 06.5.2	Identify areas of the city that have higher rates of refusal to participate in the curbside recycling program and engage with residents in those areas to identify potential challenges and promote participation.

LONG TERM

<i>Planitulsa</i> Action #	Link to <i>planitulsa</i> chapter: https://tulsaplanning.org/plans/planitulsa/planitulsa-09-Public-Services.pdf
PS 02.2.1	Create a Facility Condition Index (FCI) to inform future budget and capital needs.
PS 05.7.1	Convene a group of stakeholders to begin discussions about the best approaches for mitigating fire risks at Tulsa's wildland - urban interfaces (WUI).
PS 06.3.2	Periodically evaluate the feasibility of adding recycling services for multi-dwelling unit residential properties, and study the potential participation rate of multi-dwelling unit residents, the costs associated with the service, the rate of contamination in comparison to detached housing properties, and other relevant information needed to properly plan full adoption of multi-dwelling unit property recycling services.
PS 09.2.1	Establish a working relationship with the school districts within the city limits to collaborate on land use and development initiatives, such as planning for and siting new schools, expanding joint-use opportunities, and redeveloping closed schools.

Future Land Use

SHORT TERM

<i>Planitulsa</i> Action #	Link to <i>planitulsa</i> chapter: https://tulsaplanning.org/plans/planitulsa/planitulsa-01-Land-Use.pdf
LU 4.4.6	Permit and facilitate alternative options for healthy food access, including urban agriculture, community gardening, food forests, and farmers' markets.

LONG TERM

<i>Planitulsa</i> Action #	Link to <i>planitulsa</i> chapter: https://tulsaplanning.org/plans/planitulsa/planitulsa-01-Land-Use.pdf
LU 1.1.3	Work with other departments to identify obstacles to infill development, including infrastructure capacity and public investment priorities.
LU 6.2.1	Incentivize rezoning of properties along bus rapid transit (BRT) lines to mixed-use zoning as recommended in the associated BRT Land Use Frameworks.
LU 6.2.3	Support higher density residential development along BRT corridors in locations identified in corresponding Land Use Frameworks.
LU 9.2.1	Identify barriers to redevelopment of existing buildings, and revise zoning regulations to address issues.
LU 10.2.1	Enable "Missing Middle" housing types in developed areas of the city by updating the zoning code.

History, Culture and Creativity

SHORT TERM

<i>Planitulsa</i> Action #	Link to <i>planitulsa</i> chapter: https://tulsaplanning.org/plans/planitulsa/planitulsa-06-History-Culture.pdf
HCC 4.2.2	Promote high density and mixed-use development.

LONG TERM

None

Communities

SHORT TERM

<i>Planitulsa</i> Action #	Link to <i>planitulsa</i> chapter: https://tulsaplanning.org/plans/planitulsa/planitulsa-05-Communities.pdf
CO 1.4.1	Facilitate the Mobile City Hall program to provide access to City services and assistance in every Council district.
CO 5.5.1	Continue supporting naturalization efforts and citizenship ceremonies, including outreach specifically targeted to new residents' voting participation, and a database for immigration legal support.
CO 6.1.1	Create and maintain a distribution list of organizations that serve the community, including contact information and services provided, and facilitate the formation of partnerships between local groups by sharing the catalog on the City of Tulsa website.
CO 6.2.1	Host "open houses" for organizations and groups to learn about, stay connected with, and get involved in civic processes.
CO 6.2.2	Frequently circulate surveys to community organizations that assist with civic work to understand the quality of the working relationship with the City and identify ways to improve.
CO 6.3	Prioritize partnerships and collaborative efforts that address the needs of traditionally underserved and vulnerable populations.

LONG TERM

<i>Planitulsa</i> Action #	Link to <i>planitulsa</i> chapter: https://tulsaplanning.org/plans/planitulsa/planitulsa-05-Communities.pdf
CO 5.1.2	Research, acquire, and disperse funding to support community and neighborhood-led activities and events.
CO 6.3.2	Using the Tulsa Planning Office's Strategic Planning approach, identify underrepresented groups to engage during planning projects, to serve on steering committees, and to advise on community engagement processes.

Funding Strategies

The task force raised the issue of funding during its meetings, noting that changes in federal funding make it essential to find alternative private and other revenue sources. Many other cities successfully use a variety of funding streams to support their sustainability efforts, including positions, education, and outreach programs. The task force advises hiring a grant writer with experience in securing sustainability grants. Funds for a grant writer position have already been included in the FY 2026 budget by the Mayor and City Council, and the task force recommends using this resource to specifically pursue grants for sustainability projects.

The task force devoted some of its time to brainstorming potential funding sources. A preliminary list of those grant opportunities can be found in Appendix F. As implementation plans are developed for the recommendations, additional funding sources should be pursued.

Appendix A.

Flyer for Let's Talk Sustainability Community Conversation Events



WEST TULSA

Thursday, August 28

5:30 – 7 p.m.
Zarrow Regional Library
2224 W. 51st St.

SOUTH TULSA

Tuesday, September 2

5:30 – 7 p.m.
Hardesty Regional Library
8316 E. 93rd St.

MIDTOWN

Thursday, September 11

5:30 – 7 p.m.
Central Library
400 Civic Center

NORTH TULSA

Monday, September 15

5:30 – 7 p.m.
Rudisill Regional Library
1520 N. Hartford Ave.

EAST TULSA

Tuesday, September 23

5:30 – 7 p.m.
Martin Regional Library
2601 S. Garnett Rd.

Language translation assistance will be available. Reasonable accommodations will be made in compliance with the Americans with Disabilities Act of 1990 for those with disabilities or those who require an interpreter for languages other than English or Spanish.

Please contact communicationdept@cityoftulsa.org to request accommodations at least 48 hours in advance.



JOIN IN THE CONVERSATION.

Even if you are unable to attend the sessions, scan the QR code for a short survey.

QUESTIONS? EMAIL:

Mayor@cityoftulsa.org

This event is not affiliated in any way with the Tulsa City-County Library. The Library neither sponsors nor endorses this event, the speaker(s) or the organization.

Appendix B.

Resident Survey Questions

1. What does sustainability mean to you?
2. How important is sustainability to you?
3. Rank the importance of the following categories in terms of sustainability with 1 being the most important and 9 the least important. Click and drag to desired position.
4. What are the key events that have significantly impacted the City of Tulsa in the last five years (2020 – 2025)? You can select up to three events.
5. What are the biggest challenges the City of Tulsa will face in its sustainability efforts?
6. Rate how you feel about the following statements: (people ranked how they felt about certain sustainability themes)
7. What economic development should the City of Tulsa prioritize? Select up to three options that you believe are the most important.
8. What should the City of Tulsa prioritize for housing and neighborhoods? Select up to three options that you believe are the most important.
9. What should the City of Tulsa prioritize for transportation? Select up to three options that you believe are the most important.
10. In the past six months, how many times did you use public transportation in the city of Tulsa?
11. In the past six months, how many times did you use sidewalks in the city of Tulsa?
12. In the past six months, how many times did you cycle in the city of Tulsa?
13. Select all activities you would likely engage in if they were more accessible or available.
14. Rank the importance of the following public services with 1 being the most important and 10 the least important. Click and drag to desired position.
15. Rank the importance of the following environmental and natural resources categories with 1 being the most important and 8 the least important. Click and drag to desired position.
16. How often does your household recycle?
17. How often do you use a recycling drop-off location?
18. Do you feel you have the knowledge and information needed to recycle effectively?
19. What is the main reason you would recycle?
20. What are some reasons you would not recycle?
21. What should the City of Tulsa prioritize for future land use? Select up to three options that you believe are the most important.
22. What should the City of Tulsa prioritize for history, culture and creativity? Select up to three options that you believe are the most important.

-
23. What should the City of Tulsa prioritize for communities? Select up to three options that you believe are the most important.
 24. What should the City of Tulsa prioritize for park and recreation? Select up to three options that you believe are the most important.
 25. Overall, how would you rate the event?
 26. I learned about the Sustainability Task Force during the event.
 27. How likely are you to recommend this event to a friend or colleague? Please skip this question if you did not attend the public meeting.
 28. Is there anything else you would like to share about this event?
 29. Gender
 30. Race
 31. Ethnicity
 32. Age Range
 33. Household Income Range
 34. Geographic Location. Please enter your residential ZIP code if you work in the City of Tulsa, but do not live in the City of Tulsa
 35. Length of Residence in the City of Tulsa
 36. Do you own or rent your residence?
 37. Education

Appendix C.

Business Survey Questions

Survey for Businesses and Organizations Questions:

1. How important is sustainability to your business/organization?
2. Which of the following categories apply closely to your business/organization?
3. What is your business/organization doing in terms of sustainability?
4. Can you list the sustainability efforts you're aware of in your organization?
5. In what ways do you think your business/organization can help the City of Tulsa's efforts in sustainability?
6. How can the City of Tulsa support your business/organization in your sustainability efforts?
7. Name of your business/organization
8. How long has your business/organization been in operation?
9. How many people does your business/organization employ?
10. Location of your business/organization

Appendix D.

Peer City Survey Questions

Peer City Survey Questions:

1. Name
2. What city do you work for?
3. Best email and or phone number for you or your sustainability office
4. Webpage or link to where we can learn more about your sustainability efforts.
5. What are ways you have messaged your efforts to the public?
6. How do you receive feedback from the public on your efforts?
7. Can you share strategies you have used to engage city employees in developing a sustainability culture?
8. Can you share strategies you have used to engage communities in shaping a sustainability culture?
9. Does your office, or sustainability program collaborate with another organization? If so, in what ways. Examples would be helpful.
10. What are some of the best practices you've found to ensure community buy-in and support?
11. Which partnerships have been key to the success of your sustainability goals/programs?
12. Who are some of the champions for this work in the community?
13. What partnerships did you have to build? Did you have any existing sustainability organizations contribute to your program?
14. Have your sustainability efforts been implemented into policy in your city? (i.e. an official office/commission)
15. Did you have to create an ordinance or local law for any of your policies or programs?
16. What policies or procedures had to change within your city to reflect sustainability priorities?
17. How has your sustainability office/program/policies affected the condition of your facility portfolio?
18. What was your strategy and process for integrating sustainability throughout your teams/departments? What challenges still exist?
19. What programs/policies have had staying power and why?
20. Who (role, office, multiple depts, etc.) is responsible for your sustainability efforts in your city?
21. Have any of your sustainability efforts conflicted with existing city plans and if so, how did you address that?
22. Did you partner with tribal governments? If so, in what ways did you collaborate on policy development and implementation?
23. How much operating or capital funds did it take to implement the key elements of your sustainability program?

-
24. Have resources, such as grants (federal, state or private), been utilized to implement your sustainability efforts?
 25. Do you recommend pursuing certain types of funding over another type? What funding mechanisms have you found the most helpful?
 26. If you anticipated cost savings, did the cost savings meet what you anticipated?
 27. Can you share any surprises or unanticipated challenges you experienced in developing your sustainability programs?
 28. What are some things you wish you knew when starting your program?
 29. Were there cities you looked to when developing your plan?
 30. Would you be willing to speak with our sustainability task force?
 31. Anything we missed?

Appendix E.

Executive Order

Office of the Mayor
City of Tulsa, Oklahoma

EXECUTIVE ORDER NO. 2025-04

**ESTABLISHING THE TULSA SUSTAINABILITY TASK FORCE AND
LAYING THE FOUNDATION FOR A CITY OFFICE OF SUSTAINABILITY
AND/OR AN AUTHORITY, BOARD, OR COMMISSION OF CITY
SUSTAINABILITY**

WHEREAS, the City of Tulsa recognizes the urgent need to address sustainability challenges to ensure a thriving, resilient community for current and future generations;

WHEREAS, Tulsa is part of a network of resilient cities that define resilience as the ability to survive, adapt and thrive through chronic stressors or acute shocks;

WHEREAS, a holistic resilience framework can be used to address sustainability challenges, and these dimensions of resilience include: Health & Wellbeing; Economy & Society; Infrastructure & Environment; and Local Governance & Planning;

WHEREAS, the City's comprehensive plan, *planitulsa*, emphasizes the importance of sustainability in urban planning, environmental stewardship, and economic development;

WHEREAS, sustainable practices can reduce energy usage and home expenses for families, freeing up valuable resources and improving the home environment for children;

WHEREAS, issues of environmental sustainability require regional coordination with tribal nations, counties, cities, and towns in order to align resources and insights;

WHEREAS, sustainable building practices are essential for the development of affordable and attainable housing to functionally solve homelessness in the Tulsa region;

WHEREAS, business leaders in Oklahoma have prioritized sustainability to optimize their operations, reduce their impact on the natural environment, and promote beneficial practices for their employees and customers;

WHEREAS, Tulsa's economic development requires diversification of industries and the energy resources needed to support these industries;

WHEREAS, residents of Tulsa expect their local government to be prudent stewards of taxpayer dollars by seeking more efficient ways to operate facilities, fleet, and natural resources;

WHEREAS, neighborhood revitalization efforts that include energy efficient lighting upgrades, increases in tree canopy coverage, and access to disaster preparedness information will contribute to Tulsa becoming the Safest Big City in the US;

WHEREAS, food security is critically important for the health and well-being of the Tulsa community, and a diversity of sustainable cultivation practices, including urban agriculture, community gardening, food forests, and farmers' markets will make healthy food options more readily available for residents experiencing food insecurity;

WHEREAS, a dedicated effort is required to identify actionable strategies to implement the sustainability goals outlined in planitulsa and to coordinate efforts across city departments, businesses, and community organizations; and

NOW THEREFORE, BY VIRTUE OF THE POWER VESTED IN ME AS THE MAYOR OF THE CITY OF TULSA, OKLAHOMA, IT IS HEREBY ORDERED:

SECTION 1. ESTABLISHMENT OF THE TULSA SUSTAINABILITY TASK FORCE.

- A. There is hereby established the Tulsa Sustainability Task Force (hereafter "Task Force"), charged with developing actionable recommendations to implement key sustainability elements of planitulsa.
- B. The Task Force shall be composed of no fewer than 15 members, appointed by the Mayor, to include representatives from the following:
 - City of Tulsa departments;
 - Local businesses and industries, particularly those committed to environmental sustainability;
 - Nonprofit organizations and community groups with expertise in environmental justice, renewable energy, and urban planning;
 - Academic institutions with a focus on sustainability research;
 - Residents representing diverse neighborhoods and perspectives; and
 - The Muscogee, Cherokee, and Osage Nations.

SECTION 2. DUTIES AND RESPONSIBILITIES. The Task Force shall:

- A. Conduct a comprehensive review of planitulsa's sustainability goals and prioritize elements for immediate and long-term implementation;
- B. Identify successful sustainability offices, initiatives, and programs of other cities and document what made these offices, initiatives, and programs successful;
- C. Identify funding sources, including grants, public-private partnerships, and federal programs, to support sustainability initiatives;
- D. Submit an initial report to the Mayor and City Council within six months of its formation and a final report within one year, detailing actionable strategies and a roadmap for implementation.

SECTION 3. SUPPORT FOR THE TASK FORCE.

- A. The City shall provide administrative and technical support to the Task Force through the Office of the Mayor and other relevant departments.
- B. The Task Force shall be empowered to seek expert consultation, hold public meetings, and engage stakeholders to inform its work.

SECTION 4. TRANSPARENCY AND COMMUNITY ENGAGEMENT.

- A. The Task Force shall ensure that its process is transparent, including regular updates to the public through meetings, reports, and online communication channels.
- B. Community input shall be solicited throughout the Task Force's work to reflect the diverse voices and priorities of Tulsa's residents.

SECTION 5. EFFECTIVE DATE. This Executive Order shall take effect immediately upon signing.



Mayor

ATTEST:



City Clerk



Date

APPROVED:



City Attorney



Appendix F.

List of Potential Grant Opportunities

TABLE 1. PUBLIC FUNDING OPPORTUNITIES

Grant	Funding Opportunity	Link
Unpaved Roads Program	Oklahoma Conservation Commission grants of up to \$75,000 fund best-management practices on public unpaved county roads, prioritizing projects in watersheds with impaired water bodies.	https://conservation.ok.gov/unpaved-roads-program/
EERE Funding Opportunities	The U.S. Department of Energy's Office of Energy Efficiency and Renewable Energy (EERE) provides competitive, merit-based funding via its open solicitations for projects that advance energy technologies with high potential energy, environmental, or economic benefits.	https://www.energy.gov/eere/funding/eere-funding-opportunities
Urban Bird Treaty Grant	The U.S. Fish & Wildlife Service, through its Urban Conservation Treaty program, funds urban bird-habitat restoration, bird-friendly building retrofits, and community engagement, prioritizing treaty cities and underserved neighborhoods.	https://www.fws.gov/service/urban-bird-treaty-grant
Community Change Grants (EPA)	The EPA's Inflation Reduction Act Community Change Grants (Environmental and Climate Justice Program) provided ~\$2 billion to community-led projects via two grant tracks: one for community-scale pollution reduction/resilience work and one for meaningful engagement in governmental decision-making.	https://www.epa.gov/inflation-reduction-act/community-change-grants-selections

Environmental & Climate Justice Program (EPA, IRA)	Under the Inflation Reduction Act, the EPA is distributing \$2.8 billion in financial assistance and \$200 million in technical support through its Environmental and Climate Justice (ECJ) Program to support capacity-building, planning, and implementation of equitable environmental justice activities.	https://www.epa.gov/inflation-reduction-act/inflation-reduction-act-environmental-and-climate-justice-program
USDOT	The U.S. Department of Transportation's (USDOT) Better Utilizing Investments to Leverage Development (BUILD) grant program provides grants for surface transportation infrastructure projects with significant local or regional impact. The eligibility requirements of BUILD allow project sponsors, including state and local governments, counties, Tribal governments, transit agencies, and port authorities, to pursue multi-modal and multi-jurisdictional projects that are more difficult to fund through other grant programs.	https://www.transportation.gov/BUILDgrants

TABLE 2. PRIVATE NATIONAL FOUNDATIONS

Grant	Funding Opportunity	Link
NRPA	The National Recreation and Park Association runs a 16-week, cohort-style learning program for rural and suburban park agencies and their community-based organization partners, offering peer workshops, coaching, and a \$10,000 stipend for the CBO.	https://www.nrpa.org/our-work/partnerships/initiatives/sustainability-in-practice/

NFWF	On-the-ground wetland, riparian, in-stream and/or coastal habitat restoration	https://www.nfwf.org/programs/five-star-and-urban-waters-restoration-grant-program
Bloomberg Philanthropies	Accelerates climate action in cities worldwide, focusing on areas like clean energy transition and data-driven solutions	www.bloomberg.org
The Kresge Foundation	Supports projects that enhance urban resilience and help cities combat and adapt to climate change while advancing racial and economic justice	kresge.org
Rockefeller Foundation	Funds initiatives globally that build urban resilience, promote sustainable development practices, and address health disparities linked to environmental factors	www.rockefellerfoundation.org
Doris Duke Charitable Foundation	Supports environmental initiatives across the U.S. related to climate change mitigation and the conservation of wildlife habitats.	www.ddcf.org
Walton Family Foundation	Focuses on protecting oceans and rivers globally (including the Colorado and Mississippi River basins in the U.S.) and supporting sustainable livelihoods.	www.waltonfamilyfoundation.org
The Summit Foundation	Supports cities in expanding and electrifying transit networks, removing fossil fuels from buildings, and promoting alternatives to single-occupancy vehicles.	www.summitfdn.org/sustainable-cities/
Rockefeller Brothers Fund (RBF)	Encourages collaboration between government, business, and civil society on global environmental conservation and sustainable development planning.	www.rbf.org/programs/sustainable-development

The David and Lucile Packard Foundation	Supports a wide range of environmental initiatives, with a global focus on ocean conservation and climate change mitigation strategies.	www.packard.org
Ford Foundation	Awards grants globally to non-profits with scalable solutions to eliminate inequality, including projects that intersect with environmental justice and sustainability	www.fordfoundation.org/work/our-grants/grant-opportunities/
The Coca-Cola Foundation	Provides grants globally to non-profits focused on sustainable access to safe water, circular economy initiatives, and climate resilience	www.coca-colacompany.com/about-us/the-coca-cola-foundation

Appendix G.

Peer City Profiles and Key Insights

Buffalo, New York

Buffalo has revitalized its sustainability strategy through a combination of green infrastructure, neighborhood resilience, and workforce development. The city focuses on addressing energy burdens, housing efficiency, and equitable economic opportunity.

Buffalo's challenges include older building stock, limited staff capacity, and the need for regional collaboration. However, leveraging state-level climate initiatives and local partnerships has allowed Buffalo to scale up its work.

Cincinnati, Ohio

Cincinnati's leadership in municipal sustainability is anchored in the Green Cincinnati Plan, a comprehensive, community-driven strategy that connects climate action with public health, equity, and job creation. Federal and philanthropic grants have been essential to implementation, particularly through recent infrastructure and climate legislation.

Despite shifts in federal policy support, Cincinnati has remained resilient by maintaining local commitment and clear long-term goals. The city highlights that two decades of consistent investment, both political and financial, are vital to making sustainability permanent rather than project-based.

Columbus, Ohio

Columbus's sustainability office operates with consistent general fund support in addition to external grants, allowing the city to retain professional staff and manage long-term initiatives. Columbus stresses that reliable staffing, not just funding for projects, is the backbone of program effectiveness.

The city's work spans climate adaptation, clean energy, and equitable workforce development. It continues to monitor program cost savings, recognizing that financial return can vary but long-term social and environmental benefits justify ongoing investment.

Dubuque, Iowa

Dubuque's program, Sustainable Dubuque, is nationally recognized for integrating sustainability into civic identity. Its "three pillars" approach of economic prosperity, environmental integrity, and social/cultural vibrancy ensures that sustainability is community-driven, not government-imposed.

The city's public-private partnerships have yielded measurable results, including improved water quality, energy efficiency programs, and strong community engagement. Dubuque underscores that the key to success lies in long-term relationship-building and inclusive civic participation.

Halifax, Nova Scotia

Halifax has made significant strides through its HalifACT plan, one of Canada's leading climate adaptation frameworks. The plan sets ambitious targets for carbon neutrality while focusing on resilience to coastal and infrastructure risks.

Funding comes from a combination of local investment and national climate programs. Halifax's emphasis on risk assessment and resilience planning reflects the growing importance of sustainability and resilience in government.

Indianapolis, Indiana

Indianapolis centers its sustainability strategy around equity, resilience, and collaboration. The city's efforts are housed within the Department of Public Works and draw on both general funds and grants.

A key to Indianapolis's success has been engagement in professional networks such as the Urban Sustainability Directors Network (USDN) and ICLEI, which offer access to best practices and peer mentorship. Leadership support has also been critical: sustainability is recognized as a citywide goal, not just a departmental function.

Iowa City, Iowa

Iowa City approaches sustainability through a climate action and adaptation plan emphasizing community engagement, flood resilience, and renewable energy adoption. Its efforts are heavily informed by regional challenges such as flooding and agricultural emissions.

The city relies on grants, partnerships with the University of Iowa, and strong local participation to drive progress. A key focus is communicating how sustainability aligns with residents' everyday concerns, safety, resilience, and affordability.

Lincoln, Nebraska

Lincoln integrates sustainability across departments, promoting a distributed leadership model rather than centralizing efforts in one office. Early Department of Energy grants funded foundational work on energy efficiency and greenhouse gas planning.

Lincoln's most important takeaway is organizational: success depends as much on internal political relationships as on technical expertise. Building buy-in among departments and aligning sustainability with their core missions helped overcome early resistance.

London, United Kingdom

While not necessarily a peer city, London's Environment Strategy provides a unified framework for air quality, energy, waste reduction, and transport. Its success is rooted in measurable targets and public accountability.

London demonstrates how city-level action can be ambitious yet pragmatic, combining long-term climate commitments with visible local improvements in housing and transport. Data transparency and public engagement are embedded in every stage.

Oklahoma City, Oklahoma

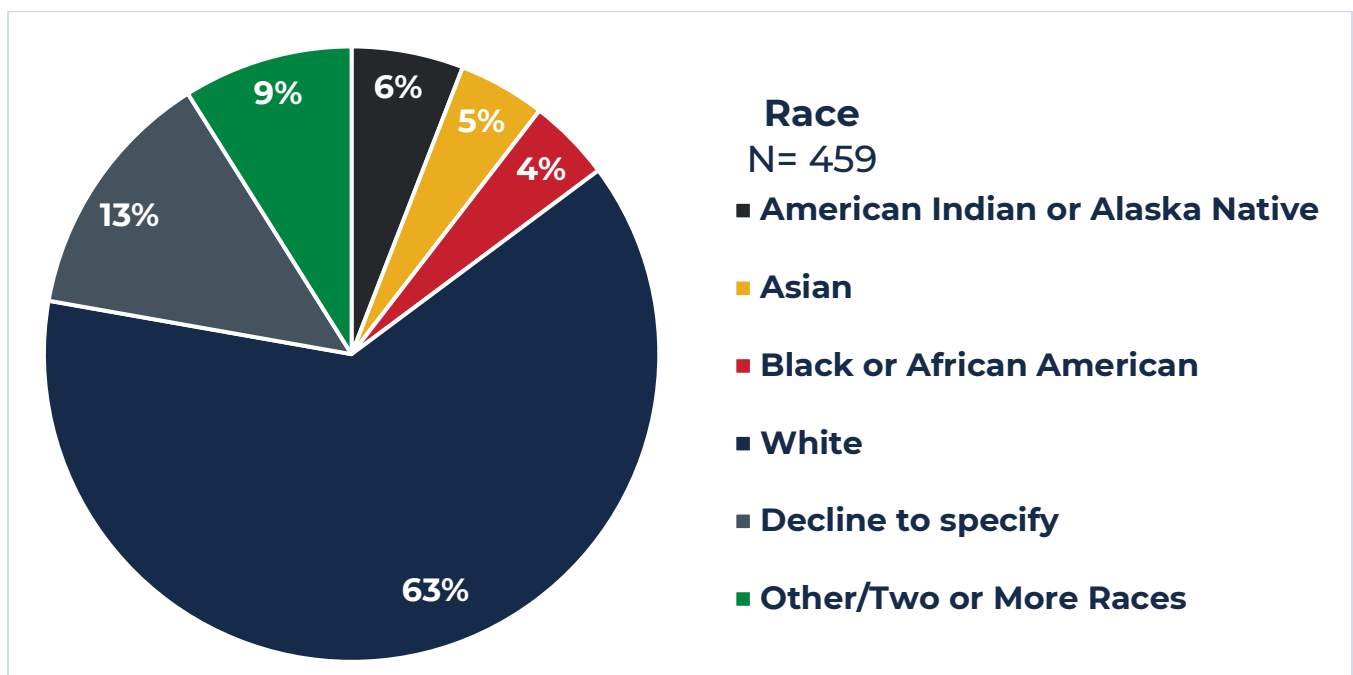
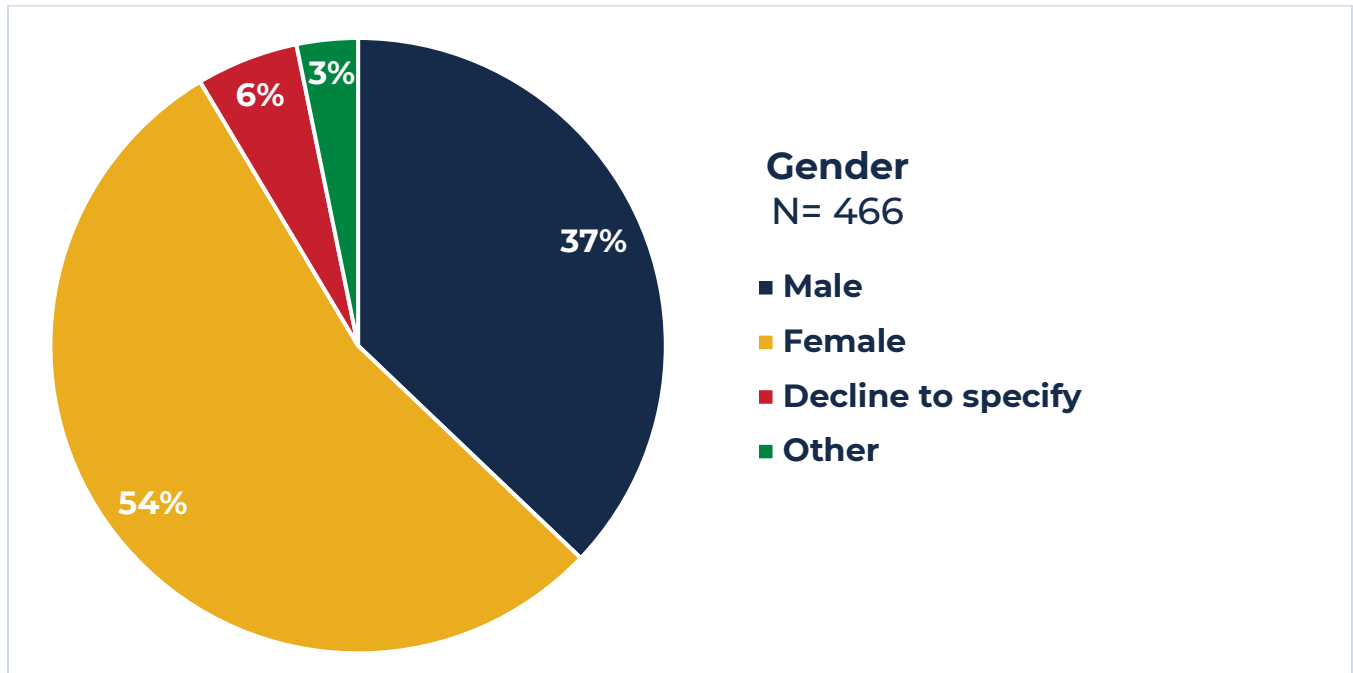
Oklahoma City centers its sustainability work on clear communication and community input. The city shares updates through its AdaptOKC website, public plan chapters, and regular reports, and it gathers feedback through surveys and comment periods. Staff training on low-impact development and internal performance indicators help keep sustainability a consistent part of city operations.

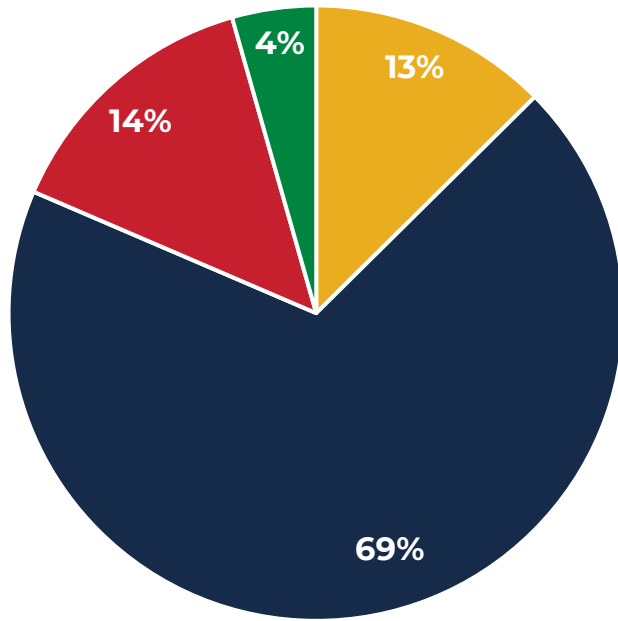
Community involvement is woven into major initiatives. Volunteers support projects like the Urban Heat Island Campaign, and residents join workshops on energy efficiency, resilience, and renewable energy through neighborhood partnerships. Collaboration with NOAA, utilities, universities, and community groups strengthens these efforts and helps build trust in the city's long-term sustainability goals.

Appendix H.

Demographic Data of Resident Survey Responses

To protect confidentiality some responses have been aggregated.

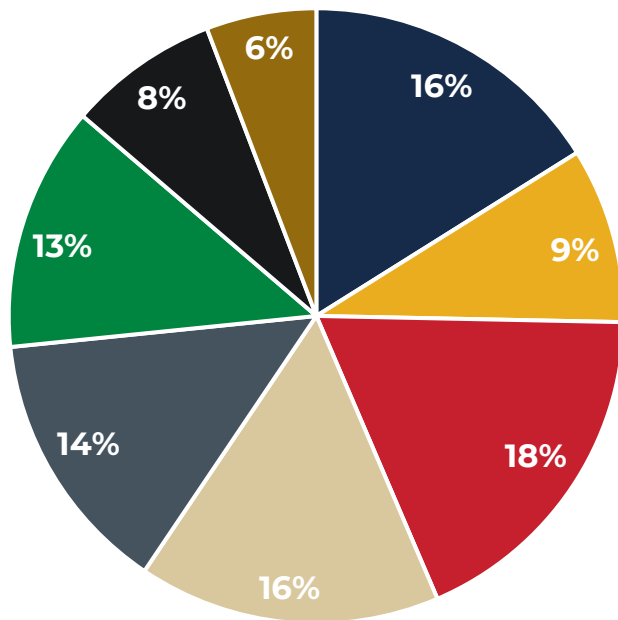




Ethnicity

N= 453

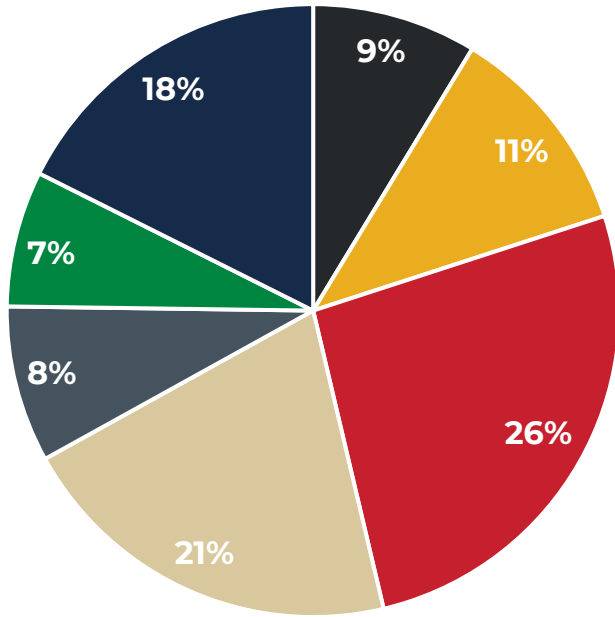
- Hispanic or Latinx
- Non-Hispanic or Latinx
- Decline to specify
- Other



Age

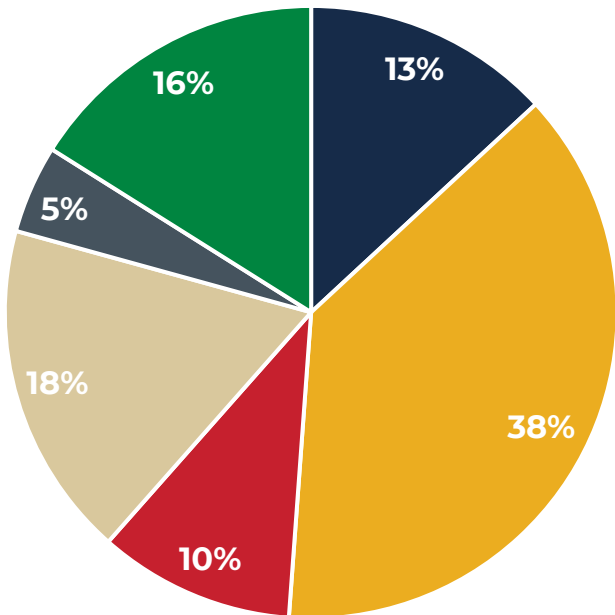
N= 466

- 15-19 years
- 20-29 years
- 30-39 years
- 40-49 years
- 50-59 years
- 60-69 years
- 70 years or older
- Decline to specify/Other



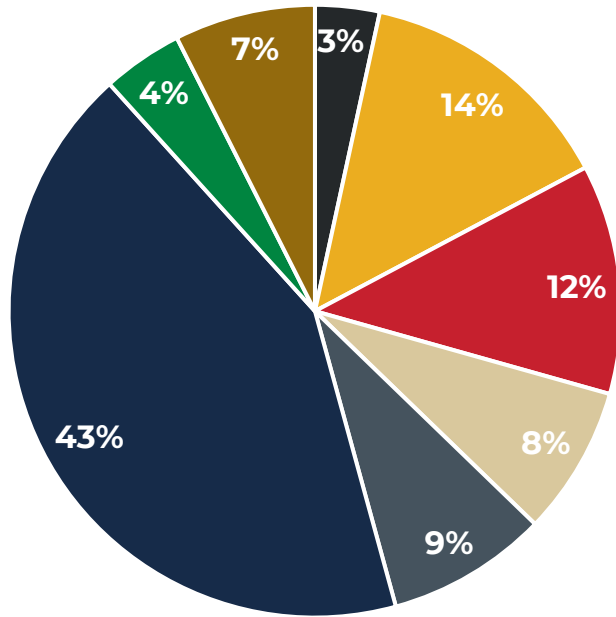
Household Income Range
N=460

- Less than \$25,000
- \$25,000 - \$49,999
- \$50,000 - \$99,999
- \$100,000 - \$149,999
- \$150,000 - \$199,999
- \$200,000 or more
- Decline to specify



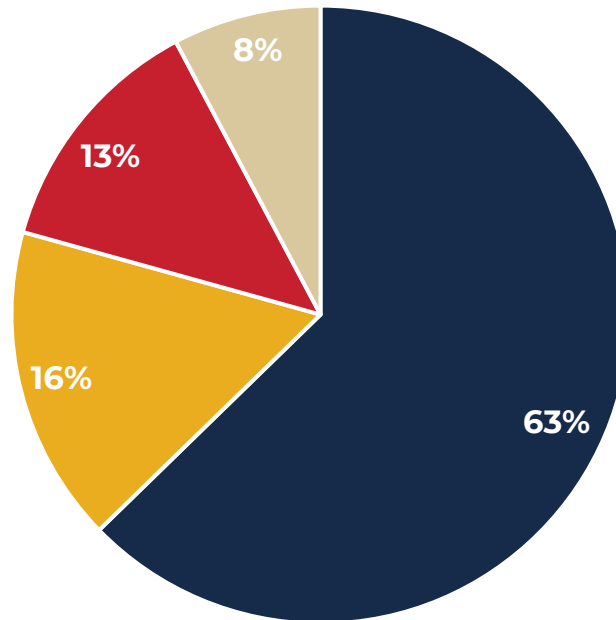
Respondent Zip Code by Region
N=473

- East
- Midtown
- North
- South
- West
- Other



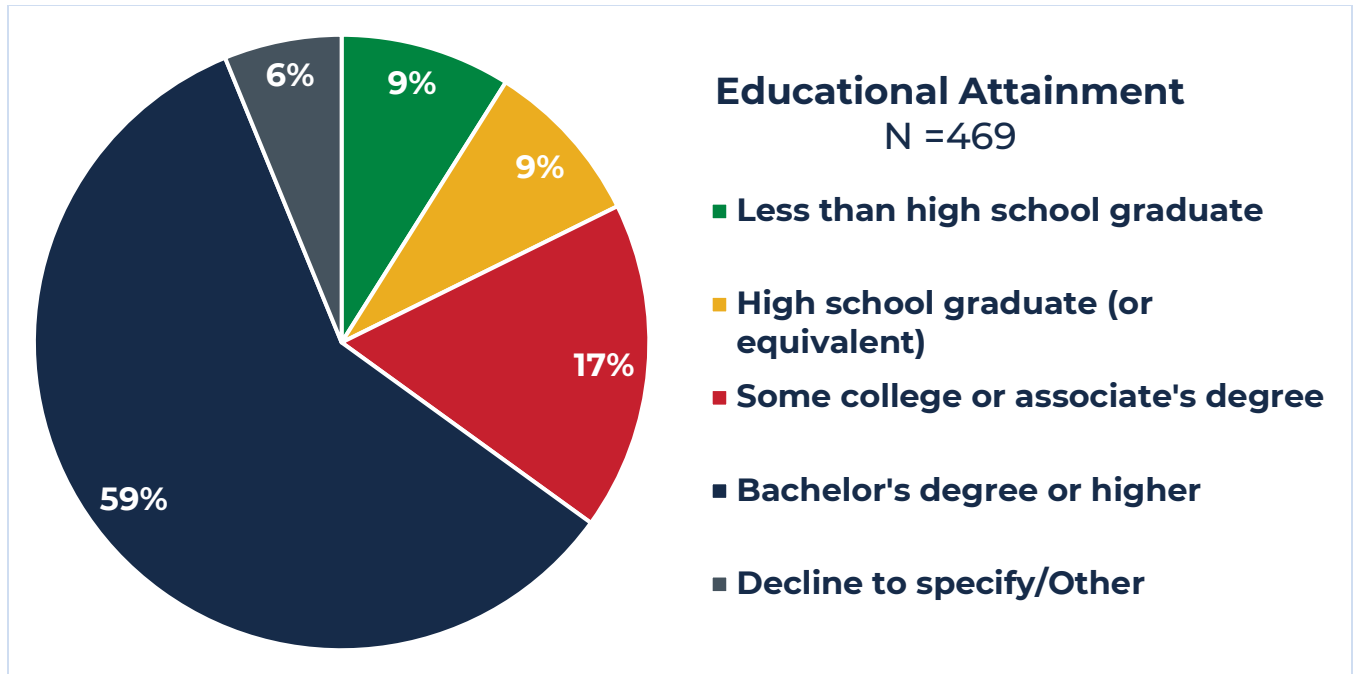
Length of Residence in Tulsa
N=470

- Less than 1 year
- 1-5 years
- 6-10 years
- 11-15 years
- 16-20 years
- More than 20 years
- Decline to specify
- N/A/Other



Own or Rental Status
N=464

- Own
- Rent
- Live with family or friends
- Decline to specify/Other



Contact Information

For questions or comments about this report, please contact:

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