



# TULSA HOUSING STRATEGY

April 2024



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# Foreword

It is with great enthusiasm that we present this Tulsa Housing Strategy, the result of a collective effort to create an actionable plan in response to the Tulsa Citywide Housing Assessment released in 2023. That assessment showed a pent-up demand for 4,000 housing units, and a need to increase housing production over the next 10 years in Tulsa to close the current gap of 12,900 housing units.

Nationally, we are seeing a housing shortage that is only anticipated to increase. Over the last several years, there has been momentum across the country and at the national level to respond to the housing gap. For instance,

- The City of Columbus, Ohio issued \$50 million in loans and grants through an affordable housing bond in 2019 to support the development of more than 1,300 housing units over two years. The success of that initiative led voters to support and additional \$200 million in affordable housing bonds in 2022.
- Charlotte, North Carolina raised \$100 million (\$50 million in public bonds and \$50 million in private funding) to launch Charlotte Housing Opportunity Investment Fund (CHOIF) in 2021, which has supported more than 1,200 units to date and not all of the public funds are committed. A new \$67 million fund was announced in 2023 based on the success of CHOIF and the continued need for affordable housing.

At the state level in Oklahoma, a record number of housing bills have been filed, the Oklahoma Academy released recommendations to build more affordable housing that came out of their fall 2023 Town Hall focused on housing, and most recently the Governor signed the Oklahoma Housing Stability Program Act emergency rules into law.

It's Tulsa's turn to maintain this focus on housing at a local level. Tulsa has an opportunity to take bold action to meet the current housing crisis and to set our city on a pathway to greater resilience and economic vitality.

This strategy calls for a community-wide effort. The strategy was designed with cross-sector input from developers, philanthropy, neighborhood stakeholders, and social service providers. While local government plays a critical role in implementing the housing strategy and the city's \$75 million commitment to housing in the Improve Our Tulsa sales tax package is an important start, successful implementation will require significant commitment and investment from the private sector, philanthropy, and community members. This is a plan that will impact all income levels in Tulsa and contribute to our future growth and economic vitality.

As you delve into these pages, you will find a comprehensive approach that lays the groundwork for a resilient future in Tulsa. This document outlines priorities, programs, recommendations, funding levels, and roles for sustainable growth and economic prosperity. The plan focuses on three primary ways the city can encourage and support housing development:

- Developing and preserving housing;
- Removing development barriers and supporting equity; and
- Providing support to the people doing the work.

The connection between housing and overall wellbeing of the Tulsa community is strong. We believe implementation of this strategy will enhance local economic stability, help attract and retain a skilled workforce, and promote a thriving Tulsa community.

Thank you for your commitment to our community's growth and prosperity.



**Alison Anthony**  
President and CEO, Tulsa Area United Way



**Mayor G.T. Bynum**  
Board Chair, PartnerTulsa



**Bill Major**  
President, The Anne and Henry Zarrow Foundation



**Michael S. Neal**  
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### **AVENZANDO JUNTOS**

### **BANK OF OKLAHOMA**

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### **CDFI FRIENDLY TULSA**

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### **CITY OF TULSA**

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### **GROWING TOGETHER**

### **HABITAT FOR HUMANITY**

### **HOMEBUILDERS ASSOCIATION OF GREATER TULSA**

### **IMPACT TULSA**

### **INDIAN NATIONS COUNCIL OF GOVERNMENTS (INCOG)**

**Thank you to The Anne and Henry Zarrow Foundation for their generous funding and support of the Tulsa Housing Strategy.**





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**TULSA DAY CENTER**  
**TULSA DREAM CENTER**  
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Image credits: Development Strategies, PartnerTulsa

Development Strategies works with communities to craft plans, strategies, and policies that matter. We built a holistic, diverse, and collaborative practice to help communities navigate complex challenges in real estate, community, and economic development, urban design, and policy. We are national leaders in housing policy, and pride ourselves in creating strategies that are implementable and impactful. Andy Pfister leads our housing practice and has nearly 20 years of experience in housing, real estate, and community development. He focuses on aligning national best practices and innovations with local realities to ensure the recommendations meet local needs.







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# Executive Summary

### What is the Tulsa Housing Strategy?

The **Tulsa Housing Strategy** describes how Tulsa can meet the demand for 12,900 units described in the 2023 Citywide Housing Assessment. It is clear from the Assessment and conversations that inform this strategy that **producing more housing units is the first step** in addressing other barriers and challenges. This strategy focuses on what funding programs, policies, and supportive actions are needed.

### Four Strategies

The strategy is organized around four focused strategies:

1. **Fund the gap for new development, preservation, rehab & renovation**, to make more types of housing at a variety of affordability levels economically feasible.
2. **Facilitate housing development and redevelopment** to make housing development opportunities more doable and build a more robust development pipeline.
3. **Double down on Tulsa's older commercial areas, including Downtown and aging and/or underutilized commercial properties**, to support housing development.
4. **Advocate, align policy, and make process improvements** to remove barriers to housing development of all types.

### What comes next?

The strategy outlines the **programs, policies, funding goals, production targets, leadership, and partnerships needed** to produce the needed housing over the next decade.

Important implementation work is needed over the next several months to prepare for the community to launch these major housing initiatives:

- identify which actions can begin immediately as early implementation steps,
- individual organizations should decide where their core competencies best align with the priority actions and what resources they can commit,
- prepare implementation plan(s),
- decide on what structures and collaboration agreements need to be in place,
- refine roles and responsibilities,
- make funding commitments,
- establish accountability and progress tracking metrics, and
- establish needed partnerships.

It is important to note that some of the priority actions will take time to plan for, raise funds, align appropriate expertise, and execute, such as the investment, grant, and acquisition funds. Implementation planning for these types of initiatives can take six to 12 months. Others, such as hiring housing project coordinators, building a housing suitability map, and identifying potential sites for acquisition, are already under way.

\*Including IOT, other public funds, and private funds.

**15** Priority Actions

**\$370M** 10-year funding target\*



13,000-15,000 units supported over 10 years

**1**

## Fund the gap for new development, preservation, rehab, & renovation

- 1.a. Establish a **housing development grant program**.
- 1.b. Launch a **housing investment fund** to provide below-market, flexible financing.
- 1.c. Expand **local rental assistance funding** to support housing stability and prevent evictions.
- 1.d. Align and expand **landlord recruitment and incentives, landlord-tenant mediation** and related initiatives in Tulsa.

Impact Targets:

**\$280M**  
funding target



6,000,-8,000 housing units supported

**2**

## Facilitate housing development and redevelopment

- 2.a. **Acquire and prepare sites and vacant buildings** for housing development.
- 2.b. Build and regularly update a **housing suitability map**.
- 2.c. **Establish and fund city staff positions (housing project coordinators)**.
- 2.d. **Establish a pre-approved plans program** and pilot a small set of projects with an established community partner.

Impact Targets:

**\$70M**  
funding target



4,500,-5,500 housing units supported

**3**

## Double down on Tulsa's older commercial areas (Downtown & commercial corridors)

- 3.a. **Prepare redevelopment strategies** for sites and underutilized properties identified in the housing suitability map.
- 3.b. **Acquire an under utilized commercial property** to facilitate a housing pilot/demonstration project.
- 3.c. **Support office conversions to residential Downtown**.

Impact Targets:

**\$15M**  
funding target



1,500,-2,000 housing units supported

**4**

## Advocate, align policy, and make process improvements

- 4.a. Form a **Housing Coalition**.
- 4.b. **Improve the development review and approval process**.
- 4.c. Continue to **amend the zoning code** to remove barriers for housing.
- 4.d. Create an **affordable housing priority program**.

Impact Targets:

**\$5M**  
funding target



supports development & removes barriers



# Introduction



A projected 12,900 units of all types and price points are needed over the next 10 years to meet demand and support equitable growth. Current, pent-up demand accounts for approximately 4,000 of these units."

—Tulsa Citywide Housing Assessment, 2023, *Development Strategies*

## Why this Strategy?

The 2023 Tulsa Citywide Housing Assessment ([link](#)) showed a pent-up demand for 4,000 housing units and an additional 9,000 needed over the next 10 years. Tulsa needs all types of housing at all price points, while increasing the average annual production rate by 50 percent. Nearly \$40 million in new resources are needed each year to meet this need. While the community has initiated several new housing programs over the past five years, the current tools and policies are simply not enough.

The *Tulsa Citywide Housing Assessment* serves as a call to action because it quantifies what many residents, housing professionals, and community leaders have felt for years—that **Tulsa has a housing crisis**. There are simply not enough units to meet demand and the lack of units impedes progress on several other community goals, including:

- Supporting job growth and economic development
- Improving educational outcomes for children
- Reducing evictions and housing instability
- Addressing physical and mental health
- Creating pathways to building wealth
- Creating more attainable options for homeownership
- Working toward functional zero<sup>1</sup>

It is clear from the Assessment and conversations that inform this strategy that producing more housing units is the first step in addressing other barriers and challenges. This strategy focuses on what funding programs, policies, and supportive actions are needed.

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<sup>1</sup> This strategy focuses on housing development, and it is important to separate the need for production of housing units and the need for supportive services to make deeply affordable housing and permanent supportive housing successful. It is absolutely necessary for adequate funding and staffing to be in place to provide those critical services. The A Way Home For Tulsa Strategic Plan addresses these in detail and should be referred to for strategies and actions around homelessness. This strategy addresses Goal 3 of that plan, to “Increase Access to Housing.” Addressing the housing unit need will allow service providers to re-align resources to focus on service provision versus emergency housing and shelter needs.

What is clear from the experience of other communities is that any ambitious approach to housing requires **sustained leadership and consistent public commitment** to ensure that progress is being made and consistently evaluated, partners are being held accountable, housing projects are publicly supported, and there is consistent messaging about housing. There is also a need to remain flexible, as market dynamics can change quickly—meaning that the tools and resources may need to be adjusted to sustain momentum around housing.

## What is the Tulsa Housing Strategy?

The Tulsa Housing Strategy is a set of **recommended actions designed to meet Tulsa’s housing needs** over the next decade that are based on national best practices and emerging ideas. The strategy includes priority actions, which need to be implemented in the next three years to support housing development, and supportive actions that are needed to foster long-term success.

The strategy is based on the findings of the Assessment, as well as:

- Conversations with housing ecosystem and community leaders, including those in housing development (for-profit and non-profit), philanthropy, finance (traditional banks and CDFIs), healthcare, neighborhood development, economic development, major employers, city departments, city councilors, neighborhood development, and social services.
- An ecosystem gap analysis identifying gaps and needs in the housing ecosystem that limit the ability of housing developers and partners to meet housing demand.
- The experience of other communities—such as Omaha, Charlotte, Columbus, and Greenville—that have launched and expanded major housing initiatives over the past five years.

The strategy is organized into the following sections:

- **Basis for the Strategy**, which defines the overall goal of the strategy, summarizes key elements needed to achieve the goal, and highlights case studies of major housing initiatives in other communities.
- **Strategy Framework**, which describes each strategy, priority actions, and supporting actions.
- **Next Steps**, which lays out important actions to move toward implementation.

This strategy also includes recommendations for potential uses of the \$104 million in housing and neighborhood initiatives currently funded and included in the Improve Our Tulsa (IOT) Package that would substantially impact housing production, as outlined on page 50.

## Elements for Success

- **Leadership:** Leadership maintains focus on the goals of this strategy across political cycles and organizational dynamics. It requires accountability, neutrality, and an ability to build cross-sector coalitions.
- **Transparency:** Open and transparent communication creates buy-in and builds a strong and trustworthy process.
- **Commitment:** Making progress on complex, long-term problems requires the will to give resources and intentional effort to sustain progress.
- **Flexibility:** Responding and adapting to changing trends, resources, and roadblocks over time helps ensure that efforts are targeted where they can be most impactful.

## Building on Existing Strategies

Substantial work and conversation around housing occurred in Tulsa over the past five years and the focus of this strategy is to align, refine, and expand upon that work. A key element is that this strategy is for the whole housing ecosystem. Recent housing strategies and efforts that include housing recommendations are:

- City of Tulsa Affordable Housing Strategy (2020)
- Downtown and Surrounding Neighborhoods Housing Strategy (2020)
- A Way Home for Tulsa Strategic Plan (2019)
- PLANiTULSA: Tulsa’s Comprehensive Plan, Housing and Neighborhoods Chapter (2023)
- Housing, Homelessness, & Mental Health (3H) Task Force Recommendations (2023)



## What is the need? Key findings from the Housing Assessment

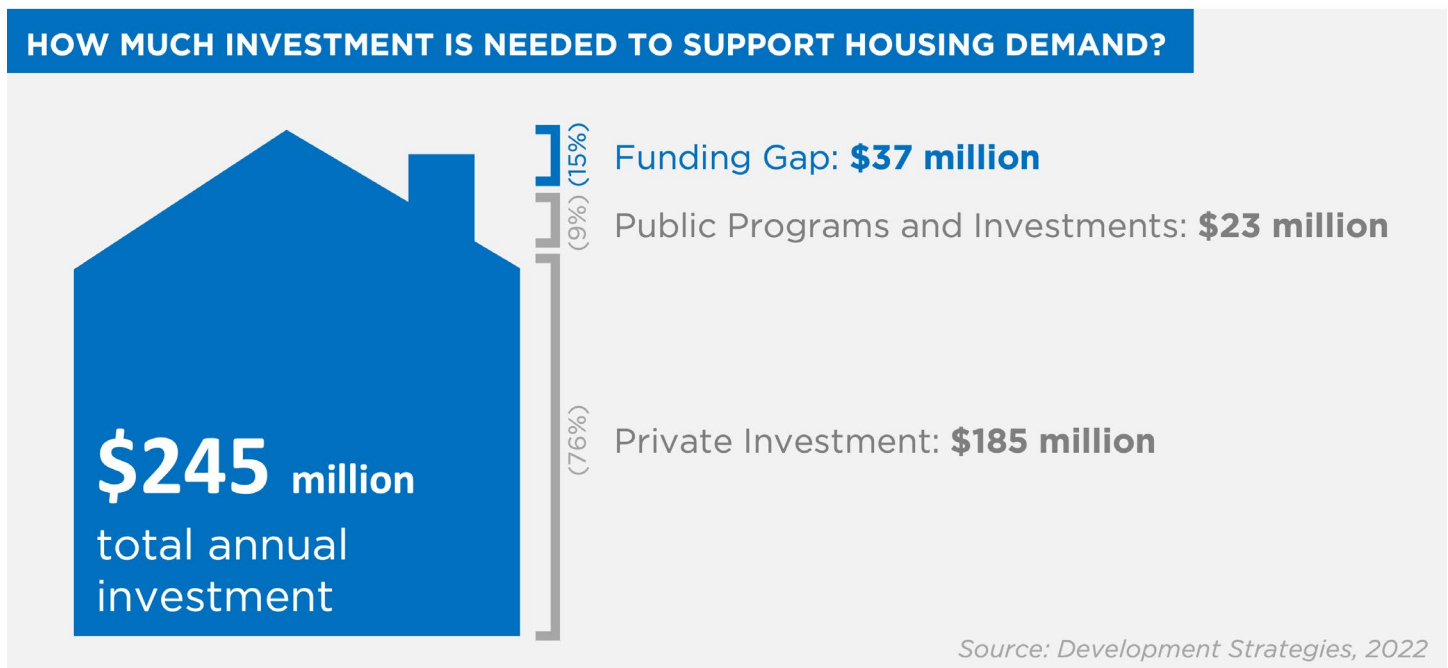
The [Housing Assessment](#) focused on five key housing trends, quantified demand for all types of housing units, and projected the resources needed to meet demand for all types of housing.

The **five key trends** are illustrated in the graphics on the top of the facing page and have important implications about what the strategy should address. The assessment concluded **demand for nearly 13,000 housing units** and segmented the projections down by income category, as summarized in the graphic on the bottom of the facing page. It is important to note that:

- **More than half** of the projected demand is for housing attainable to extremely low income, very low income, and low income households. One of the reasons for this high need is that affordable housing development has been significantly under-resourced for decades, so there is substantial pent-up demand. There is a need for new gap funding, financing tools, removing barriers from policies and processes, advocacy, and expanding capacity to meet this need.
- **More than one-third** of the projected demand is for the high-income category, so the housing strategy must focus on removing barriers, typically in policy or development process, to the private market producing these units. The shortage of high-income units adds more pressure on moderate-income units; therefore, addressing high-income demand has the benefit of alleviating pressure downstream.
- **The remaining 20 percent** of demand is for housing attainable to moderate income households. Supports for this housing segment have also historically been limited.

Additional detail about the demand projections is on pages 3 to 6 of the Housing Assessment document.

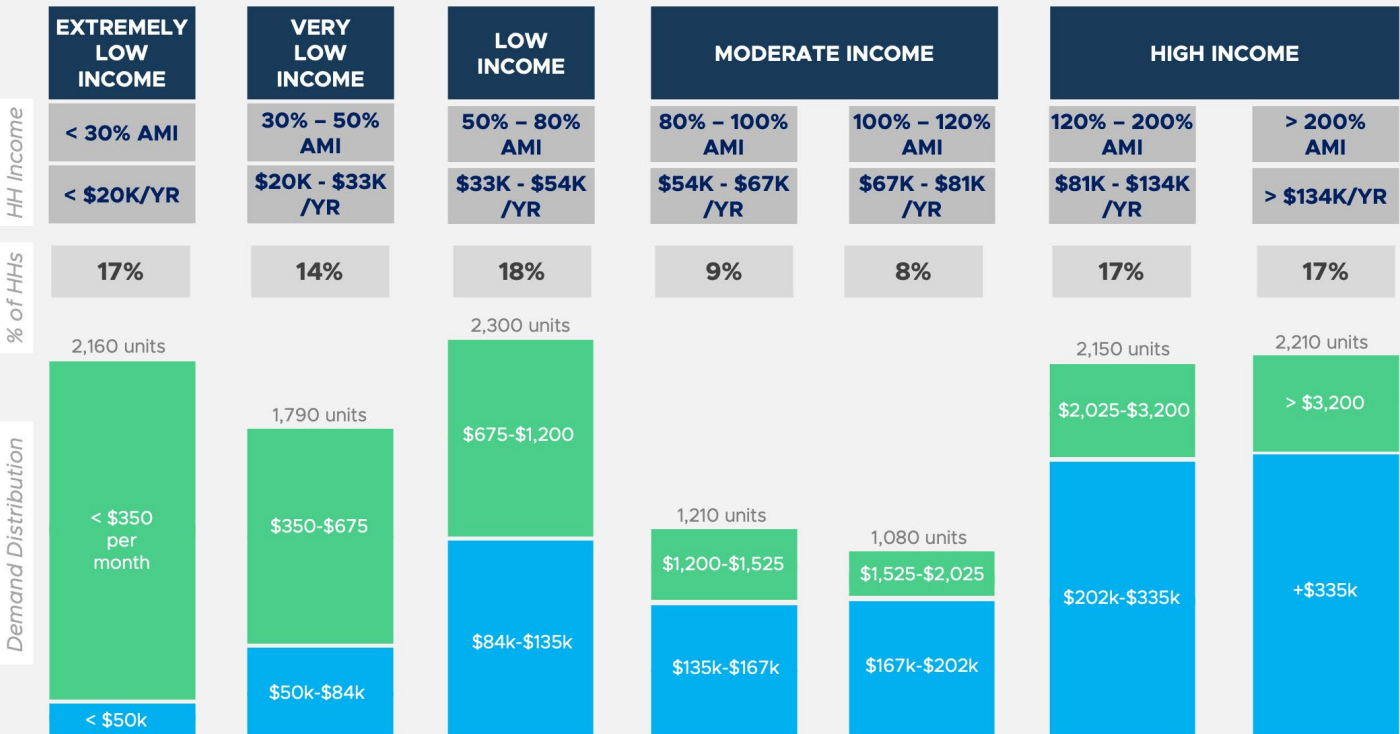
The Assessment also quantified how much investment is needed to support housing demand and concluded that \$37 million in gap funding is needed, on average, each year to meet housing demand. This is in addition to public programs available at the time, as well as private investment.<sup>2</sup> The following graphic is from the Housing Assessment and additional detail is included in that document. It is important to note that the estimates are based on 2022 dollars and assume a mix of new construction, renovations, multifamily, single-family, and missing middle housing types.



<sup>2</sup> There has been some confusion about what is meant by private investment after the release of the Assessment. Almost all housing projects have private investment in the form of equity and/or permanent financing. For instance, a traditional market rate apartment development would have at least a permanent loan from a private institution with a loan-to-value ratio of 70 to 80 percent. A LIHTC deal would also have a permanent loan from a private financial institution, but that loan would be for approximately 15 to 30 percent of the total development cost.



### TEN-YEAR DEMAND SUMMARY



Includes PSH for homeless population

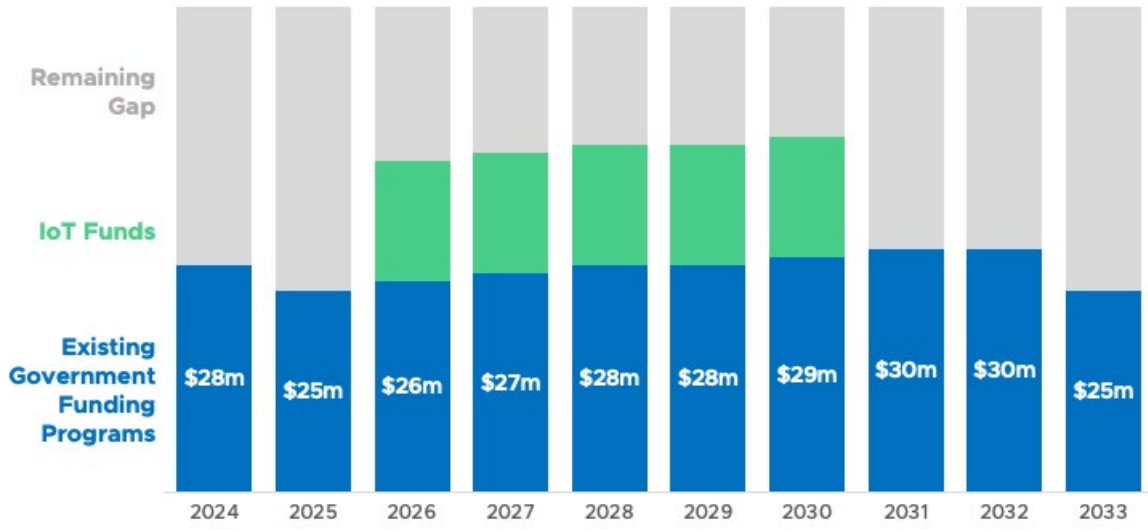
**12,900** UNITS OF TOTAL DEMAND OVER THE NEXT 10 YEARS

■ For-sale units    ■ Rental units

Source: Development Strategies, 2022; Rents calculated as 30% of income minus \$150/mo. for utilities (i.e., net rent or street rent); for-sale prices include property taxes and insurance



**INVESTMENT: HOW COULD THIS LOOK OVER THE NEXT 10 YEARS?**



The Housing Assessment was released before the announcement that \$75 million in new funding would be included for housing in the Improve our Tulsa bond package, and additional public resources have been announced since then, including HOME-ARP, ARPA, and other dollars. Thus, the projections have been revised and should be evaluated annually. The graphic at the top of the page demonstrates our best understanding of current and future resources, as well as the remaining gap.<sup>3</sup>



3 The IOT dollars will vary each year based on sales tax receipts and other obligations



Housing Successes



Developed and owned by the **Tulsa Housing Authority (THA)**, **River West** is Tulsa's first intentional **mixed-income community**. It replaced a distressed public housing property and affordable property with 435 new rental units across six housing phases that included a mix of subsidized, workforce/tax credit, and market rate apartments. The \$180 million development leveraged \$35 million in HUD Choice Neighborhoods (CNI) grant funds with 9% low-income housing tax credits, philanthropic funding from the Anne and Henry Zarrow Foundation and the George Kaiser Family Foundation, Community Development Block Grants (CDBG), and City of Tulsa infrastructure funding.



**Green County Habitat For Humanity** builds affordable homes and provides low-interest mortgages to individuals who complete their homeownership program. Their supporting affiliate, **Boomtown Development Company**, provides workforce- and missing middle-attainable rental and for-sale homes. Together, the organizations have scaled up from annual production of around 20 homes to more than 85 homes per year, with goals of continued increases.



Housing development accelerated in Downtown following the 2020 Downtown and Surrounding Neighborhoods Housing Strategy. **Since 2020, more than 600 units were added to the Downtown market and more than 1,000 are under construction or planned.** Most of these developments are supported by the Downtown Development and Redevelopment Fund (DDRF) and/or TIF.

Promising Efforts

The **Affordable Housing Trust Fund (AHTF)** was created in 2021 with \$4 million in City funds and \$7.5 million in private contributions. The AHTF provides no-interest and forgivable loans for housing development and grants for housing services (rental assistance, landlord incentives, down payment assistance, and homeownership training). The AHTF has supported more than 80 affordable homes and funded rental assistance to support 240 tenants. The recent RFP received 16 proposals totaling nearly 1,600 units and \$31 million in requests.



**CDFI Friendly Tulsa** is a strategy to increase fair and patient lending for Tulsa's Black-owned businesses, affordable home ownership, rental housing, and commercial real estate.



**Growing Together** implemented Tulsa's first Neighborhood Investment Trust, intended to preserve affordable housing through a shared equity model in the Kendall-Whittier Neighborhood.



\$42.6 million in **Tax Incremental Financing (TIF)** was passed near the **Peoria-Mohawk Business Park**, with \$35 million to be used to support neighborhood rehabilitation and homeownership in the area over the next 25 years.



**Tulsa Housing Authority** has led the development of Tulsa's second intentional mixed-income community, **36N**, which was awarded a \$50 million CNI grant in 2022 following years of community engagement and design through the Envision Comanche process. The approximately \$200 million development includes subsidized, workforce, and market units side by side and will develop 545 rental units and 8 single family home ownership units.





# Strategy Framework

The overarching goal of this strategy is to support the development of the nearly 13,000 units Tulsa needs over the next 10 years.

## Housing Ecosystem Analysis

The housing ecosystem analysis focused on identifying barriers and other challenges within the housing ecosystem that limit the community's ability to meet housing needs. The purpose of this analysis is to help focus the strategy on programs, policies, and funding that directly address ecosystem shortcomings.

Most of the individuals interviewed said that *the shortage of housing units is the key limitation of the community's ability to make progress on other housing issues*. Five additional themes were reported by most ecosystem participants:

1. There is a need for more **gap funding of all types** (incentives, low-interest/favorable loans, grants, equity options, etc.).
2. There is a need for a more clear and *consistent development process*.
3. There is a need for strengthening the **workforce pipeline and capacity building** within the housing ecosystem, particularly for minority contractors and developers.
4. There are **challenges around zoning**—particularly re-zoning—which creates uncertainty around the feasibility of projects and deters developers from certain projects.
5. There is a need for **broader awareness of Tulsa's housing needs** in order to build stronger community and governing body support for citywide policy and neighborhood-level housing development.

### What is the housing ecosystem?

The housing ecosystem refers to all participants of the housing development sector, including government, financial institutions, funders, non-profit and for-profit developers, contractors, Realtors, home builders, property managers, community and neighborhood development organizations, providers of homeowner and tenant supports, and other housing service providers.

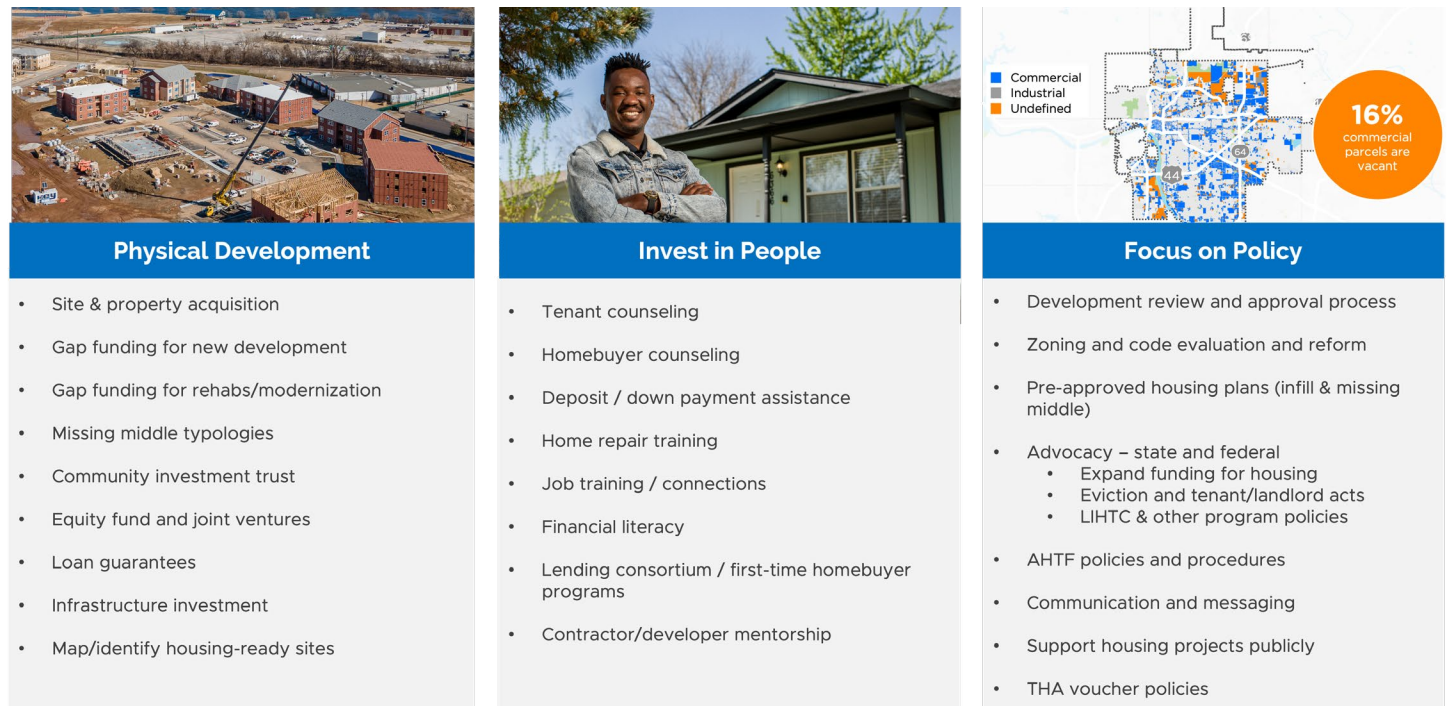


# Understanding Housing Strategy Options

Housing strategies typically focus on three areas:

- The **physical development** of housing, including new construction, renovations, conversions, and innovation;
- **Investments in people** that support long-term success and stability; and
- Actions around **policy**, including the development process, zoning code, funding and housing authority policies, as well as advocacy, messaging, and communication.

Examples of potential actions and programs are summarized in the following graphic.



## Case Studies: How other communities are approaching this challenge

Another key aspect of this strategy is learning from the work that is already underway in other communities. The strategies and priority actions described in the next section focus on helping Tulsa scale up the housing development ecosystem to have the most impact over the next 10 years. The recommendations are informed by the housing-focused work underway in *Charlotte, North Carolina, Greenville, South Carolina, Omaha, Nebraska, and Columbus, Ohio*. Key details about the approach of the housing funds and initiatives in those communities are summarized on the following pages.

These initiatives share several important characteristics:

- They are focused on quickly deploying substantially more funding (in the form of loans, grants, and equity) toward the **supply-side shortcomings** of their respective markets. In other words, they focus on scaling up the development pipeline.
- They are **designed to be flexible** and the operators are adjusting policies, tools, and programs as they implement and learn what is most useful for different development types.
- They **create, expand, and/or align broad partnerships** across the housing ecosystem to build advocacy networks, establish clearer messaging around housing, and evolve local policies to better support the housing that is needed. This is how they continue to work on investments in people, the development process, zoning, etc.



# Four Strategies

The strategy recommendations for Tulsa are detailed on the following pages. They include several major undertakings that will require substantial funding commitments. It is **imperative for housing partners to commit gap funding to support housing development over the next two to three years** in the face of high interest rates and other market pressures versus waiting for IOT funds to become available. This will help ensure that the development pipeline continues to grow and units are delivered in the short- and long-term.

The priority gaps identified in the Ecosystem Analysis are the basis for the following housing strategies.

1. **Fund the gap for new development, preservation, rehab, & renovation**, to improve the economic feasibility of more types of housing developments at a variety of affordability levels.
2. **Facilitate housing development and redevelopment** to make housing development opportunities more doable, support demonstration projects, and build a more robust development pipeline.
3. **Double down on Tulsa's older commercial areas**, including Downtown, and aging and/or underutilized commercial properties, to support housing development and district revitalization.
4. **Advocate, align policy, and make process improvements** to remove barriers to housing development of all types, improve messaging around housing needs, and advocate for more supports and resources at the state level.

Priority and supportive actions are defined under each strategy.

**Priority actions** are programs, policies, and other efforts that are needed to address this strategy's primary goal of increasing housing production.

**Supportive actions** are programs, policies, and other efforts that are important to a holistic housing ecosystem, focusing on expanding supports that are currently challenged because of the lack of housing availability.

The priority actions are summarized on the facing page. Additional detail is included on the following pages, including descriptions of each action, funding and production targets for initial implementation, target affordability and tenure, and how each relates to existing efforts. Supportive actions are described at the end of each of the four strategy sections.

It is important to note that the **funding and production targets** are intended to be an initial starting point that would have substantial impact in the short-term.

A summary of **key elements and best practices** for each priority action is included in the appendix. This additional detail is intended to provide implementers and practitioners with more focused policy concepts and success factors that are critical for implementation.

\*Including IOT, other public funds, and private funds.

**15** Priority Actions

**\$370M** 10-year funding target\*



13,000-15,000 units supported over 10 years

**1**

**Fund the gap for new development, preservation, rehab, & renovation**

- 1.a. Establish a **housing development grant program**.
- 1.b. Launch a **housing investment fund** to provide below-market, flexible financing.
- 1.c. Expand **local rental assistance funding** to support housing stability and prevent evictions.
- 1.d. Align and expand **landlord recruitment and incentives, landlord-tenant mediation** and related initiatives in Tulsa.

Impact Targets:

**\$280M**  
funding target



6,000,-8,000 housing units supported

**2**

**Facilitate housing development and redevelopment**

- 2.a. **Acquire and prepare sites and vacant buildings** for housing development.
- 2.b. Build and regularly update a **housing suitability map**.
- 2.c. **Establish and fund city staff positions (housing project coordinators)**.
- 2.d. **Establish a pre-approved plans program** and pilot a small set of projects with an established community partner.

Impact Targets:

**\$70M**  
funding target



4,500,-5,500 housing units supported

**3**

**Double down on Tulsa's older commercial areas (Downtown & commercial corridors)**

- 3.a. **Prepare redevelopment strategies** for sites and underutilized properties identified in the housing suitability map.
- 3.b. **Acquire an under utilized commercial property** to facilitate a housing pilot/demonstration project.
- 3.c. **Support office conversions to residential Downtown.**

Impact Targets:

**\$15M**  
funding target



1,500,-2,000 housing units supported

**4**

**Advocate, align policy, and make process improvements**

- 4.a. Form a **Housing Coalition**.
- 4.b. **Improve the development review and approval process**.
- 4.c. Continue to **amend the zoning code** to remove barriers for housing.
- 4.d. Create an **affordable housing priority program**.

Impact Targets:

**\$5M**  
funding target



supports development & removes barriers



## Strategy #1: Fund the gap for new development, preservation, rehab, & renovation

### Why?

The lack of housing units was cited as the biggest barrier to addressing many of the community's housing goals and existing resources, particularly for affordable housing of all types. More funding is needed to scale up the development of housing attainable to extremely low, very low, and low-income households.

1.a.

Establish a **housing development grant program** to fund the development gap for deeply affordable properties.

Housing grant programs are often designed to fill the last remaining gap for deeply affordable housing, or housing units that are attainable to extremely low-income households (those earning less than 30 percent of AMI). Housing development grant programs are typically focused on very specific product types—including *PSH*—and affordability levels because funding is finite and grant funds can be depleted very quickly.

### Relationship to Existing Efforts

Nearly all of the funds that make up the AHTF will be deployed in 1st Quarter 2024, which include a limited number of forgivable loans and grants. The housing development grant program represents a substantial expansion of what was possible with the initial launch of the AHTF.

### Precedents

City of Columbus Affordable Housing Bond<sup>1</sup>; City of Columbus Affordable Housing Trust and Housing Action Fund; Front Porch Investments

<sup>1</sup> The average grant amount for the 2019 housing bond program in Columbus was \$38,500 per unit, mostly for 4 percent LIHTC projects. That number is likely higher today because of construction cost increases, and would be higher for PSH and other deeply affordable housing projects.





## Columbus, Ohio: City of Columbus Affordable Housing Bond Program

The City of Columbus included \$50 million as an affordable housing bond in a 2019 bond package to address urgent housing needs and test a new approach to supporting affordable housing in the city. The success of that effort led the city to include \$200 million in its 2022 bond package for affordable housing.

**Primary Funding Source:** Affordable Housing Bonds

**Amount:** \$250 million combined

**Focus Areas:** approximately 50/50 split between favorable loans and capital grants, with the grants focused on filling the final feasibility gap to maximally leverage the state's 4 percent LIHTC program and supporting deeply affordable housing.

**Operations:** City Department of Development

- Pending information (RFP)
- The City coordinates with the Affordable Housing Trust when their funding tools would also benefit the project.

**Impact:** The initial \$50 million bond was split almost evenly between loans and capital grants and supported the development of more than 1,300 units. The average grant amount was \$38,500 per unit.

## Columbus, Ohio: Affordable Housing Trust and Housing Action Fund

The Affordable Housing Trust is a CDFI-certified organization providing flexible and favorable loans to developers to preserve or produce affordable housing in Columbus and Franklin County.

**Primary Funding Source:** Private Donors

**Amount:** Approximately \$100 million

**Focus Areas:** Favorable loans

**Operations:** Non-profit 501(c)3 and CDFI

- Applicants can apply for loan funds at any time and the process begins with a consultation with staff, followed by the application and review process. All loans require board approval.

**Impact:** Over 200 housing projects and \$300 million in loans disbursed. In 2022 alone, over 949 units of affordable housing were produced or preserved, with \$51 million in closed loans.

## Omaha, Nebraska: Front Porch Investments (FPI)

Front Porch Investments is a \$54 million public-private fund providing loans for affordable and workforce multi-family and single-family housing. Additionally, the fund provides grants to nonprofits that support housing opportunities and innovative solutions to the housing space.

**Primary Funding Source:** Primarily philanthropic plus City of Omaha ARPA funds

**Amount:** \$20 million in public dollars and \$34 million in private dollars

**Focus Area:** Financing for multi-family and single-family affordable and workforce housing, grants to housing service providers, and a Greenlining fund pilot focused on homeownership and housing stability in historically disinvested areas.

**Operations:** Private fund with public involvement

- FPI manages the fund in collaboration with a local CDFI
- The city plays a role in the approval process of public dollars

**Impact:** \$22 million in loans and \$4 million in grants awarded in the first two funding rounds, supporting more than 860 units of affordable and mixed-income housing.



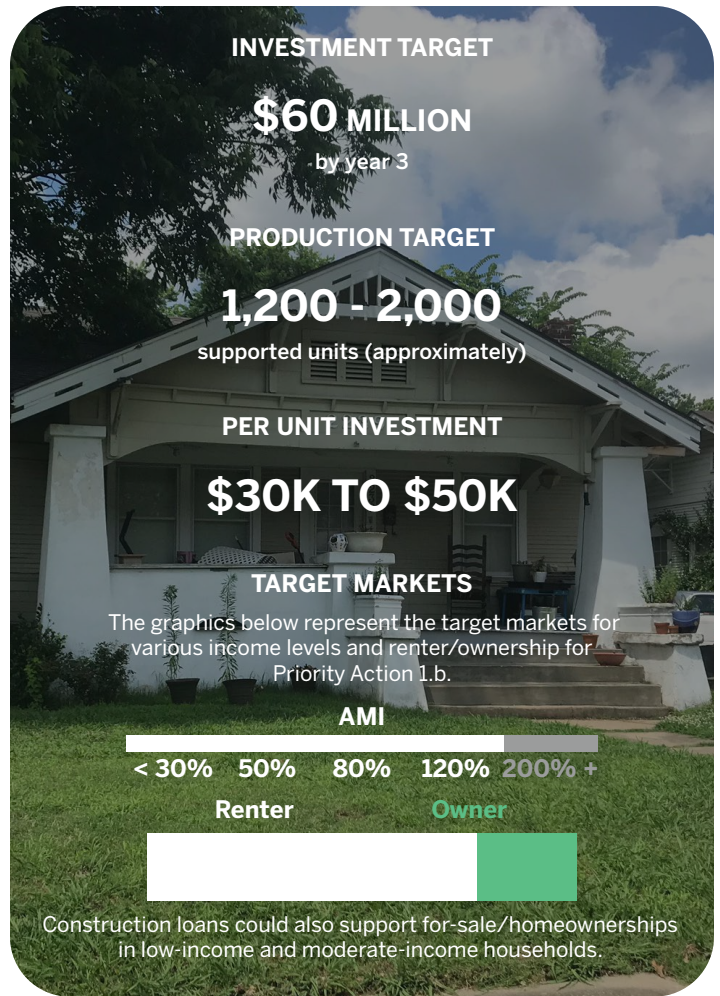
**1.b.** Launch a **housing investment fund** to provide below-market financing for construction loans, permanent loans, and predevelopment and acquisition.

Several housing investment funds launched over the past five years in cities like Omaha, Charlotte, Detroit, Nashville, and others to accelerate housing production by offering favorable financing terms and equity products. The intent is to reduce interest rate risk and financing costs to make projects that are almost feasible pencil out. Housing investment funds are designed to be *very flexible* so that the financing provided meets the needs of each specific project. For instance, in a high interest rate environment, a construction loan charging three percentage points below market would provide substantial savings. In another case, an equity investment could help balance the loan-to-value ratio to best leverage private financing. Most loan funds offer subordinate debt, meaning they are combined with a market-rate loan and other capital sources to meet the financing needs of specific projects rather than serving as the primary debt source.

Housing investment fund products are often designed to make utilization of 4 percent LIHTCs more feasible, which would unlock an underutilized funding source in Oklahoma.

### Relationship to Existing Efforts

The AHTF currently offers no-interest and forgivable loans to support affordable housing development. The AHTF does not offer construction financing or equity investments, which are important components of the case study funds. AHTF loan funds will be effectively expended following the planned awards in 1st Quarter 2024. The housing investment fund could expand what the AHTF is able to do, or could replace it fully with a modified set of policies reflecting national best practices.



### Precedents

Charlotte Housing Opportunity Investment Fund; Greenville Housing Fund; Front Porch Investments Development and Redevelopment Fund; Central Ohio Housing Action Fund

## Affordable Housing Trust Fund

**Tulsa's Affordable Housing Trust Fund (AHTF)** launched in 2020 to address affordable housing needs in the city by funding housing development, rental assistance, landlord incentives, and homeowner supports. It was seeded by \$4 million in city funds and \$7.5 million in philanthropic contributions. To date, the program has disbursed more than **\$2 million to support 52 affordable housing units** (108 total units) with no-interest loans, **homebuyer classes and downpayment assistance for 157 households, landlord incentives, and rental assistance for 134 households**. Another \$1.5 million is under contract for similar uses.

PartnerTulsa modified the application process for the AHTF in 2023 with a revised loan policy to make the funds more usable for the development community and issued a Request for Proposals (RFP) that received 16 applications for more than \$31 million in funding requests, a substantial increase in application activity. The applications are in final review stage as of February 2024 and current recommendations would fund **\$6.2 million to support more than 500 affordable units**.

This Strategy proposes creation of both an Investment Fund and a Grant Fund with substantially larger target funding levels than what has been present in the AHTF. An important decision point in implementing this strategy will be to decide whether the AHTF will continue to serve as a vehicle for PartnerTulsa and the City, or if it will be replaced by a new structure.



## Charlotte, North Carolina: Charlotte Housing Opportunity Investment Fund (CHOIF)

CHOIF is a \$167 million fund facilitating the development of primarily mixed-income and multifamily projects through grants, equity, and debt.

**Primary Funding Source:** Public – City bonds, Private – including philanthropic seed money

**Amount:** \$50M in city bonds and \$50M in private funding; with a new \$67M fund announced

**Focus Area:** Soft gap financing for mixed-income and multifamily through grants, equity, and low-interest loans

**Operations:** Housing Trust Fund is public and CHOIF is private/philanthropic

- CHOIF managed by LISC Strategic Investments
- There is a joint RFP annual process in collaboration with the City's Housing Trust Fund where applicants can access all funding types and underwriters can align the best mix of grants, equity, and/or loans.
- Projects with Housing Trust Fund dollars are subject to City Council approval.

**Impact:** CHOIF has supported the construction of 1,167 units in three years (nearly 400 per year), with the majority at 80 percent or lower AMI.

## Favorable Financing Impact

Housing investment funds across the country offer various below-market financing products that have a track record of supporting and accelerating affordable housing production.

**What is the impact of favorable financing?** We did the math to illustrate how favorable financing would benefit a 240-unit, \$40 million housing development. An interest rate reduction from 8% to 4% would:

- **save \$3 million in construction interest** (\$12,500 per unit), and
- **save \$2 million in permanent debt payments** (\$8,000 per unit).

*\*The construction loan assumes interest-only payments over 36 months. Permanent financing assumes 75 percent loan-to-value and 20-year amortization. It also assumes that 75 percent of the permanent financing would be at market rates and 25 percent would be at favorable terms. A discount rate of 8.5 percent was used to calculate the net present value (NPV) of the annual payment savings.*

## Greenville, South Carolina Housing Fund

The Greenville Housing Fund is an advocate, convener, and funder of affordable and workforce housing in Greenville, South Carolina through land acquisitions and financing of projects.

**Primary Funding Source:** Public and private funding

**Amount:** \$30.4 million combined

**Focus Area:** Financing for land acquisition, demolition, and pre-development expenses, and construction for affordable and workforce housing projects.

- City has contributed \$17 million since 2017 and approved committing \$2.5 million annually through at least 2027

**Operations:** Private non-profit under a local CDFI, CommunityWorks Carolina

**Impact:** Since its establishment, \$17 million has been invested in producing 1,158 affordable homes in the city.



1.c.

Expand **local housing payment assistance funding** to support housing stability and prevent evictions/foreclosures.

Housing assistance in the form of rent/mortgage and utility payments is an effective way to keep more households in their current homes and support housing stability. This is particularly important in a tight housing market because housing options at all price points are limited, so if a household is forced to move or loses their home, they have very few options to find suitable new housing. Such programs were widely expanded during the COVID-19 pandemic; however, those resources are mostly depleted. Most housing payment assistance programs cover rent and/or utility payments and some cover mortgage payments for households at risk of foreclosure.

### Relationship to Existing Efforts

Grant funds from the AHTF have supported rental assistance offered through Restore Hope.

### Precedents

Emergency Solutions Grants (ESG); Emergency Rental Assistance Program (ERAP); Denver Rent and Utility Assistance; Indiana Emergency Rental Assistance Program

### Tulsa Rental Assistance Programs

PartnerTulsa has worked with local organizations to distribute rental assistance funds: the Global District and El Centro, which support east Tulsa residents; Tulsa Housing Solutions through their Landlord Tenant Resource Center; and Restore Hope Ministries. Subsidies cover rent, utilities, security deposits, and application fees to support tenants who need rental assistance to become or remain stably housed. The program has helped people facing a variety of barriers to accessing housing, including homelessness, prior criminal records, and eviction records—in fact, in 2022 and 2023, 95 percent of rental assistance payments went to households who reported prior eviction as a housing barrier. Rental assistance has also been an important tool in Tulsa's racial equity work: during 2022 and 2023, 44 percent of rental assistance payments supported BIPOC households and 51% supported Hispanic or Latino households.

### Temporary Rental and Utility Assistance (TRUA) Program, Denver, CO

This program provides rental, utility, and relocation assistance to area households that are earning 80 percent or less than the Area Median Income (AMI) and experiencing a financial hardship or housing crisis. Subsidies may cover past, current, and future rent; security deposits; application fees; and water, gas, or electric payments.



1.d.

## Align and expand **landlord recruitment and incentives, landlord-tenant mediation, and related initiatives** in Tulsa.

One of the challenges Tulsa and many communities face is fully utilizing existing housing voucher programs, and a main reason why this occurs is that not enough landlords will accept that form of payment. This is particularly challenging in a strong rental market, where property owners and landlords can easily rent their units to households that do not necessarily need housing assistance. Further, the investment market has led non-local investment firms to purchase dozens of apartment properties, and many of these companies no longer accept vouchers. One way communities are addressing this challenge is to proactively recruit landlords to accept vouchers and other rental assistance. This is accomplished through collaboration among many community partners, offering various incentives, having a mitigation fund, and having people/resources for both landlords and tenants to call when an issue arises.

## Relationship to Existing Efforts

THA launched a landlord incentive program using CARES funding and recently created a permanent Landlord Relations Specialist while also re-launching the incentive program. The AHTF funded several landlord incentive programs, while Housing Solutions recently started the Landlord-Tenant Resource Center (LTRC). This program would align and formalize existing programs under one entity in a similar way as Omaha Metro Housing Collaborative, detailed below.

### Precedents

Omaha Metro Housing Collaborative; THA Landlord Incentive Program

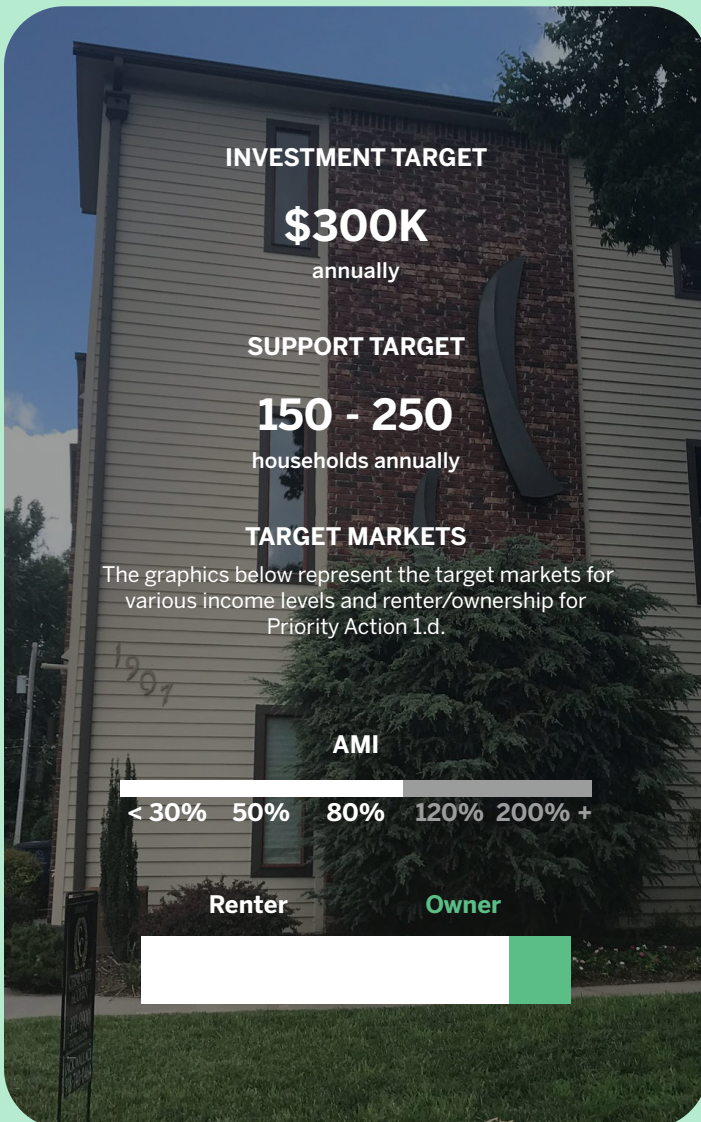
## Omaha Metro Housing Collaborative

Omaha Metro Housing Collaborative was launched in 2021 to join together the efforts of more than 50 community partners in the Omaha region with a goal to “grow relationships with our neighborhood property owners and managers (POMs) to provide services and support to help end homelessness in the metro.” **Their primary goal is to better help those experiencing a housing crisis by improving relationships between property owners, community partners, and tenants.**

Key programs include:

- **Connecting the community partner network** to share knowledge and resources.
- **Building relationships with landlords and property owners** to increase affordable housing options, particularly for voucher holders and housing-vulnerable populations.
- **Rental incentives and risk mitigation funding** to increase housing approval rates for tenants and provide landlords with resources should non-payment or property damage occur.
- **Mediation between parties as a neutral party.**
- **Tenant education and ongoing communication support** between tenant, landlords, and community partners.

Source: <https://metrohousingcollaborative.com/>





## Supportive Actions for Strategy #1

- ◎ As the launch of CDFI Friendly Tulsa progresses, **identify partnership and referral opportunities between housing finance programs funded as a result of the Strategy**, with the goal of leveraging the national networks, increasing funding resources available to CDFIs, and targeting the customer base of Tulsa's new housing-focused CDFI.
- ◎ **Use GIS to map housing projects** supported by the AHTF and future projects supported by the recommended programs **to track progress and encourage transparency**. Include details such as unit types, affordability classification, year built, programs/incentives used, etc.
- ◎ Regularly (at least every 6 months) **evaluate incentive policies (i.e., TIF, Downtown Revolving Loan Funds, and others) to ensure they complement other tools and prevailing market conditions** and are driving production in housing types and sizes in greatest demand.
- ◎ **Continue to apply for state and federal funds** that would support housing development, including brownfield funding, energy efficiency programs, YIMBY funds, National Housing Trust Fund dollars, and others.
- ◎ **As unit production increases, expand homeowner supports**, including down payment assistance, homebuyer training, homeowner training, and foreclosure preventions, through AHTF and other programs.
- ◎ **Continue financial empowerment programs**, such as financial counseling.
- ◎ **Expand home repair programs**, including those that support accessibility modifications so that aging-in-place is more attainable.
- ◎ **Expand eviction prevention, landlord/tenant mediation, and other stability supports** to keep households in their current housing, including rent and mortgage payment supports and utility payments.
- ◎ As more units are brought online, **realign funding** that is currently supporting emergency housing and hotel stays to fund needed supportive services.
- ◎ **Continue proactive code enforcement activities to address condition challenges and tenant vulnerabilities at aging rental properties** and inform property owners of the programs and/or funding opportunities to fix issues while maintaining affordability. Ensure that the penalties for persistent code violations are substantial enough to encourage action.
- ◎ **Continue to raise public funds for housing through future city bond issues.**







## Strategy #2: Facilitate Housing Development and Redevelopment

### Why?

Tulsa currently has a housing deficit, and several members of the housing ecosystem who were interviewed expressed concern about whether the development community has the capacity to meet the need, particularly in the next three to five years. There is a need to proactively support housing development and expand the local developer ecosystem while also attracting national developers, particularly for affordable housing.



2.a.

### Acquire and prepare sites and vacant buildings for housing development.

Providing development-ready sites and properties at a low cost to housing developers is a highly catalytic approach to supporting unit production. This is because entitlement risk and uncertainty about site and property conditions would be eliminated. This, combined with low acquisition cost, would be a substantial financial incentive to attract regional and national developers, while also meeting local housing goals and needs.

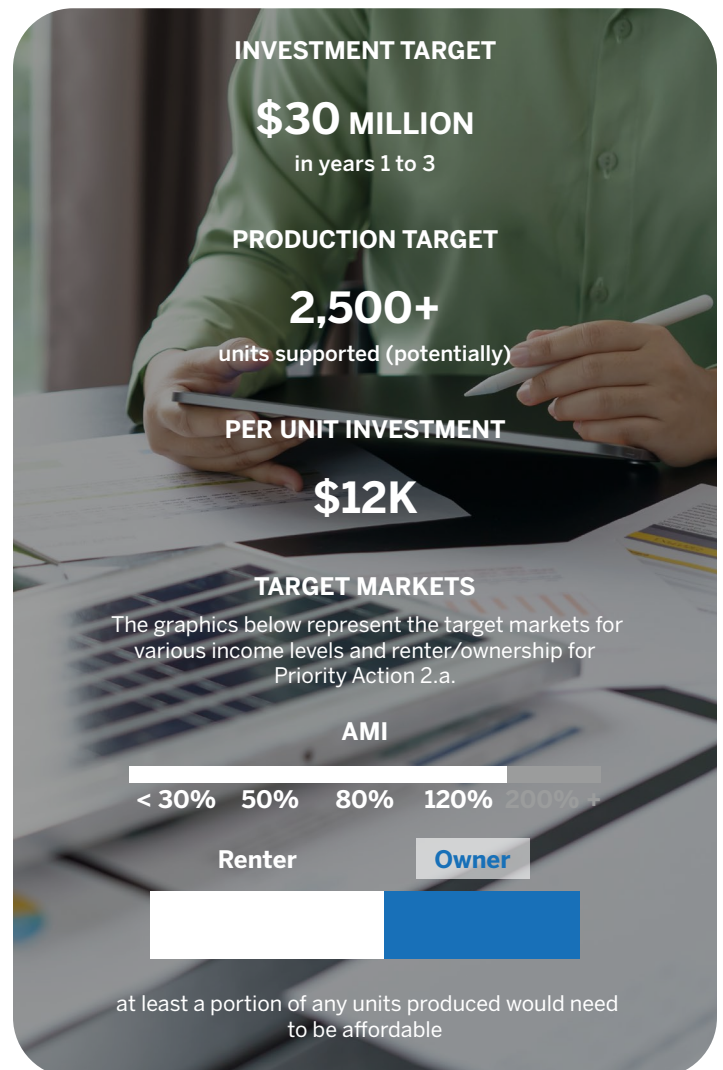
### Relationship to Existing Efforts

PartnerTulsa has prioritized the disposition of legacy assets of the Tulsa Development Authority since its creation in 2021, resulting in the sale of 23 parcels that will support the development of 167 new housing units. An additional seven parcels are in the process of being sold, which will further increase the impact of these transactions. These efforts reflect the power of leveraging publicly-owned real estate in furtherance of housing development goals. There is opportunity to build upon this success by leveraging PartnerTulsa's skill set in managing assets and partnering with private development partners to achieve housing goals.

The Downtown Office Conversion Study will define what office buildings Downtown are suitable for housing. (see page 36)

### Precedents

Greenville Housing Fund; Atlanta Affordable Housing Initiatives; Columbus Affordable Housing Bond



## Greenville, SC

The Greenville Housing Fund (GHF) works with partners to increase and preserve the supply of safe, accessible, high-quality, affordable housing choices in Greenville County, South Carolina. They coordinate a variety of programs in service of this goal, including provision of **flexible acquisition, gap, and bridge financing for new construction, rehabilitation, and conversion of housing, and financial support for low- and moderate-income homeowners making home repairs and improvements.** The GHF Land Reserve Bank Program acquires parcels that are appreciating quickly in Black and working-class neighborhoods and preserves them until they can be used for community-centric, affordable housing goals.

Source: <https://greenvillehousingfund.com/>

## Laura Dester Project

Since TAEO/Partner Tulsa was formed in 2021, a total of 33 parcels of city-owned land have been sold—including 10 project sites and 10 remnant lots. To date, the sale of these parcels of land has produced 167 housing units. One project on the horizon is being built on the Laura Dester site, a plot whose future has been uncertain for years after originally housing the Tulsa Boys Home. Now, **PartnerTulsa and the Tulsa Development Authority have partnered with Amenome, LLC and developer Kevin Rice on a \$14 million development project that will include 72 apartments in five existing buildings, 10-15 townhomes, and a new three-story, 18,000-square-foot retail and office building.**

## Atlanta, GA

The City of Atlanta and Community Foundation for Greater Atlanta have partnered to jointly invest in affordable housing with a **\$100 million affordable housing bond issue and a \$100 million philanthropic commitment** made possible by the Robert W. Woodruff Foundation and Joseph B. Whitehead Foundation. The team is focused on ensuring deep, **long-term affordability for communities at higher risk of displacement;** expediting the development of affordable housing on publicly owned land; preserving housing affordability where it already exists; and **securing additional funding needed to get shovel-ready projects under construction.**

Source: <https://cfgreateratlanta.org/>

## Columbus, OH

In 2022, voters in Columbus, Ohio approved a **\$200 million bond package for affordable housing.** These funds are being split up into four areas: \$80 million to build affordable rental units, \$40 million to preserve housing affordability in targeted neighborhoods with rising home prices, \$30 million for programs and housing to support those experiencing homelessness, and \$50 million for affordable homeownership through the Central Ohio Community Land Trust, a program that includes acquisition of sites for affordable housing.

Source: <https://www.dispatch.com/local/2022/11/09/columbus-voters-approving-affordable-housing-infrastructure-bonds/69605995007/>



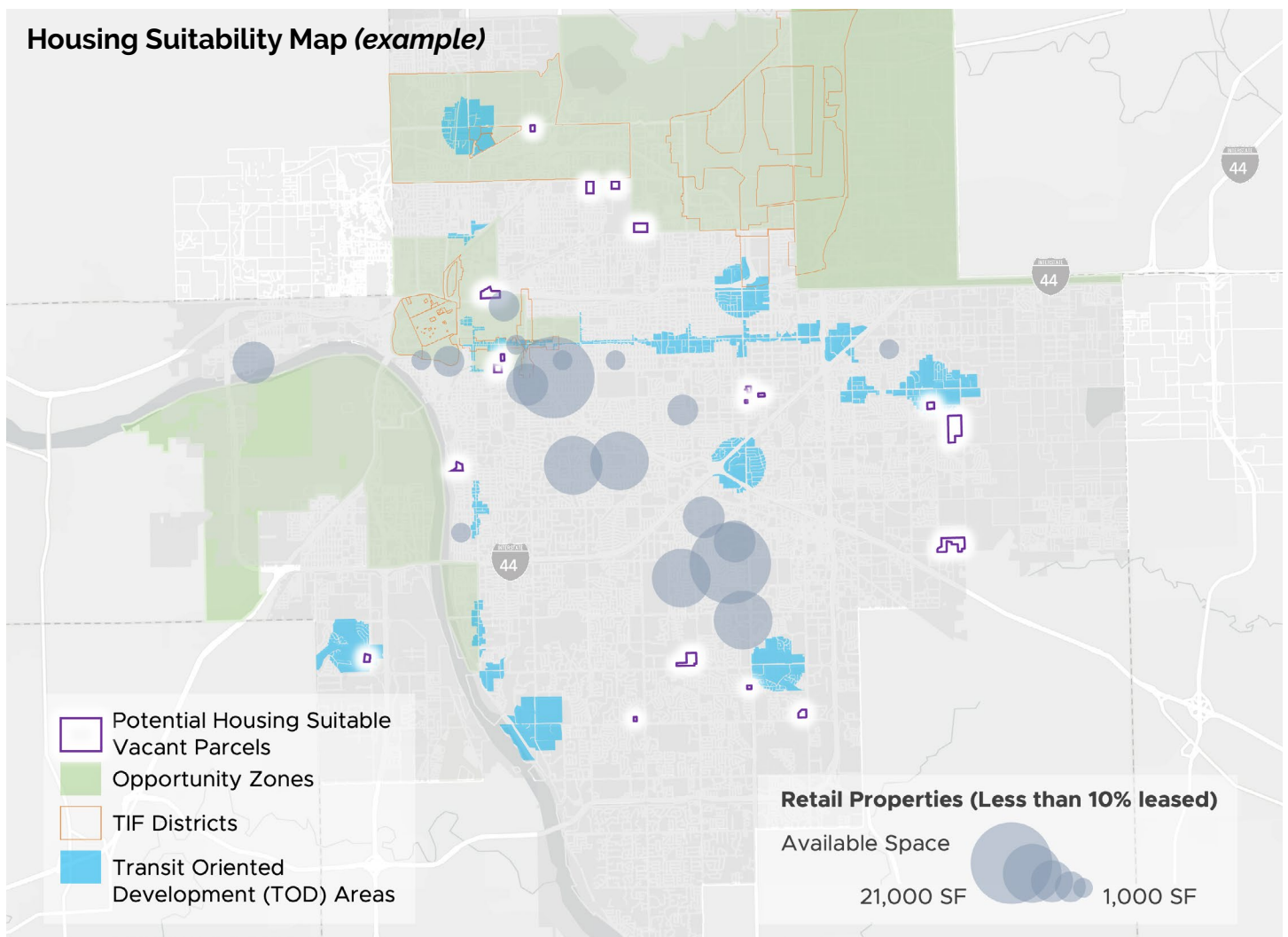
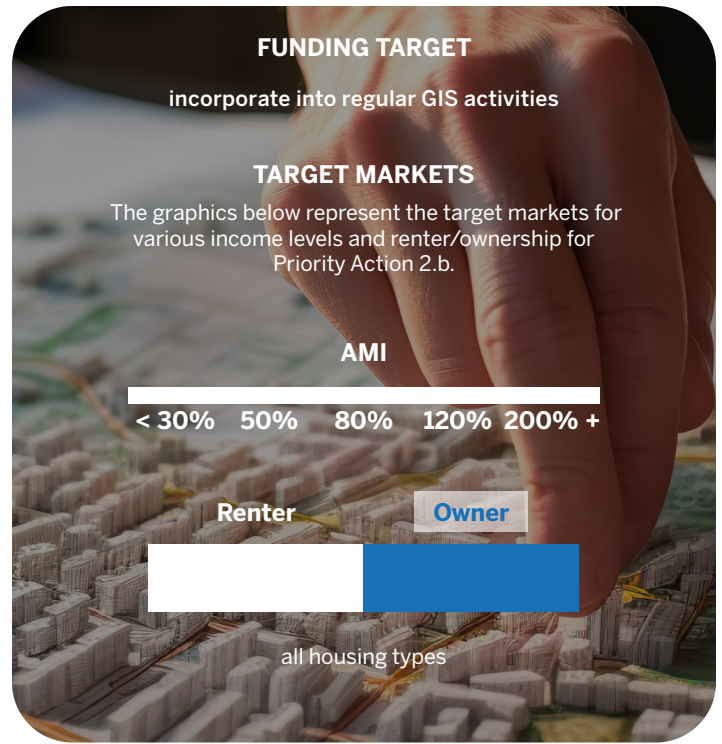
2.b.

Publish and regularly update a **housing suitability map** that identifies housing-ready sites and properties.

Another way to proactively support housing development is to use tools such as GIS to analyze what sites and properties are ideal for housing. This analysis can be used to plan for infrastructure improvements to support development, identify what sites need to be rezoned, where publicly-owned sites and properties could be further leveraged to assemble catalyst development opportunities, and other factors.

### Relationship to Existing Efforts

Tulsa Planning Office began building a housing suitability map in mid-2023 and is currently working with a draft version to guide policy on many of the programs recommended in this Strategy. It is important to continue to refine the map and update it regularly.



**Establish and fund city staff positions (housing project coordinators) to guide housing developers through the entitlement, permitting, and development approval processes.**

**2.c.**

Several stakeholders—including developers, finance professionals, funders, and design professionals—indicated that a significant barrier to housing development in Tulsa is the development review and approval process. Those interviewed cited recent and current projects where delays arise because of how City staff across multiple departments address development projects and issues that arise along the way. The most common challenges include:

1. Different or inconsistent requirements across individuals and City departments.
2. Multiple review and comment cycles that cause substantial delays—this was reported to be less common in the past and in other cities.
3. A lack of collaborative problem solving as unique circumstances arise, particularly for infill projects.

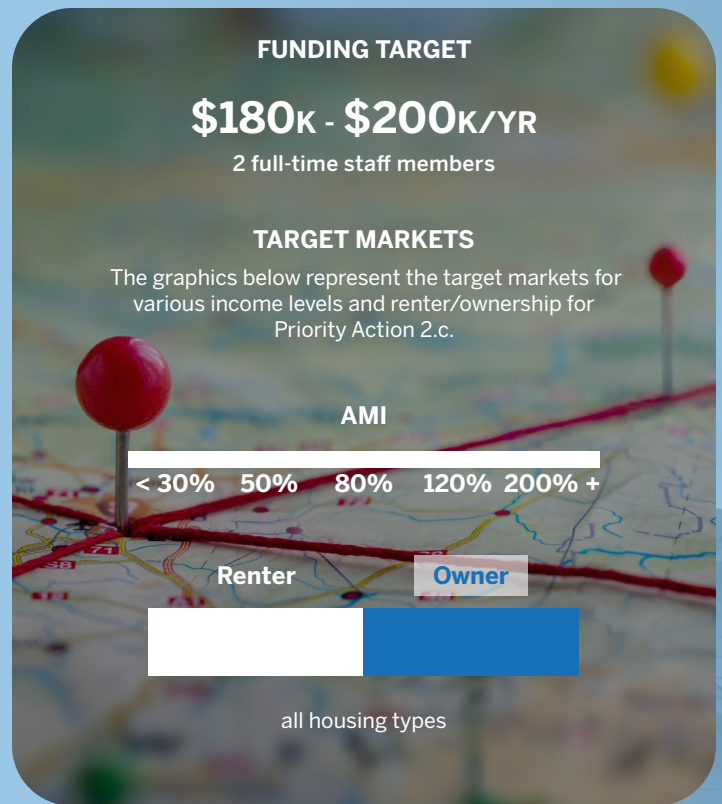
The intent of the Housing Project Coordinator is to help developers and city staff navigate the development approval process in a more collaborative and efficient manner. It will be imperative that this position has the support of department leadership and is able to influence the decision-making process.

### Relationship to Existing Efforts

The City of Tulsa Department of Development Services is in the process of updating its website to include all pertinent application requirements, link to codes and other information, list average review and approval times, and identify key contacts, among other important information. This will occur by mid-2024 and could align with the Project Coordinator by being a one-stop resource for development-related information.

Development Services has also contracted with a provider to implement an online permitting system that will help applicants identify what type of permit they need to apply for, what information is needed, where the application is in the review process, and who to contact.

The Department of City Experience is requesting funding for this position in the FY 2025 budget request.





2.d.

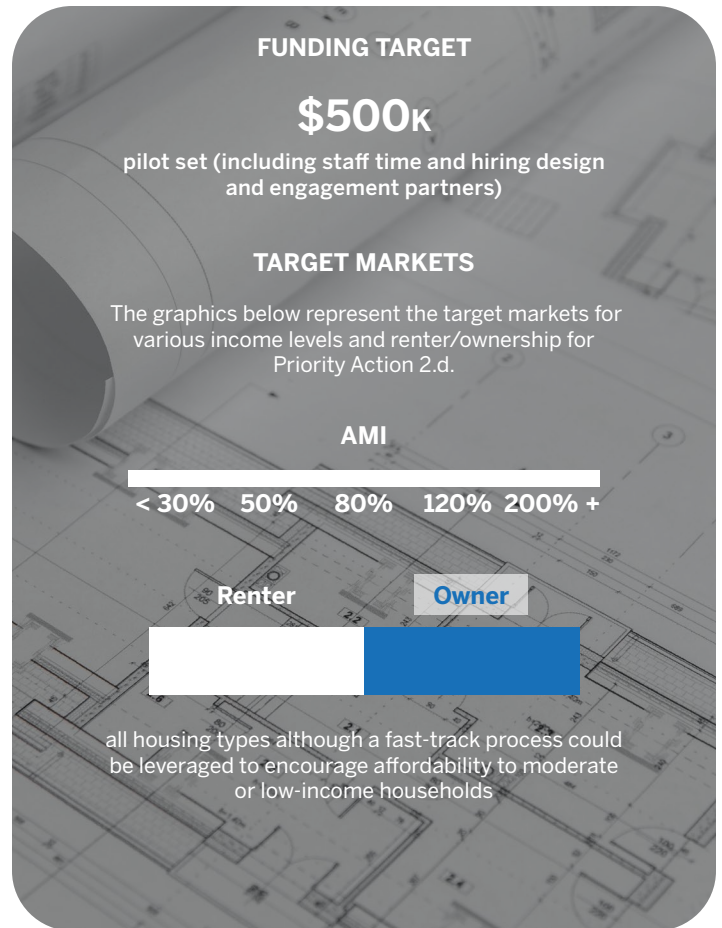
**Establish a pre-approved plans program and pilot a small set of projects with an established community partner.**

Development is an expensive and time-consuming process that can be made longer when a range of housing options may not be easy to build. By prescribing desired architectural features and materials, including design variations for exterior layouts, this tool can reduce design and approval time for the developer or property owner and allow for faster construction. Pre-approved plans can also provide critical guidance and cost savings to mission-oriented housing providers with less development experience, such as nonprofits and community development corporations (CDCs). This can be a useful tool to support infill development in established older neighborhoods, help new builders gain experience, and offer a range of new housing options to first-time home buyers.

It is important that the pre-approved plans fit into existing neighborhood contexts and focus on ADUs, duplexes, triplexes, and other missing middle housing types.

### Relationship to Existing Efforts

Pre-approved plans were recommended in the Downtown and Surrounding Neighborhoods Housing Strategy, the Affordable Housing Strategy, and PLANiTULSA, and discussions are ongoing about how to implement a small pilot set. The Department of City Experience is including funding for a pilot pre-approved plan project in its FY 2025 budget request.



### Precedents

Claremore, OK; South Bend, IN; and Kalamazoo, MI Pre-Approved Plan Sets

## Pre-Approved Plans

Pre-approved plans programs provide building plans that fit the context of a specific area within a community and expedite the approval process, thereby reducing overall development costs and time for small-scale projects. These programs are especially supportive of small developers and mission-oriented community development corporations (CDCs) that have fewer resources and less experience.

Coordination and oversight is managed by the public sector or a public-nonprofit partnership, with expert input from the private sector (e.g., architects, developers) and community members during program setup.

**Kalamazoo:** Since the first program home model was built in 2022, 48 homes have been built using pre-approved plans; in 2022 alone, the City’s nonprofit partner helped 106 local residents buy or significantly improve their homes.

**South Bend:** The program is also part of a larger effort to provide robust support for small developers contributing to incremental development, many of whom are women and people of color and working in neighborhoods that have experienced historical disinvestment.

**Claremore:** Claremore implemented a pre-approved plans program through Pattern Zoning, which pairs pre-approved housing types with simple development regulations. This has substantially expedited the permitting process, especially for infill housing development.

## Supportive Actions for Strategy #2

- ① **Plan for needed infrastructure improvements to and investments near housing sites** as indicated in the housing suitability map.
- ① **Ensure needed infrastructure improvements and investments are incorporated into the City's Capital Improvement Plan**, and identify opportunities to prioritize improvements that have the greatest potential to quickly drive or support housing development.
- ① Continue to **facilitate housing developer training and mentorship programs** in Tulsa, especially for minority developers.
- ① **Publish and regularly update a housing suitability map** that identifies housing-ready sites, as well as those that need more work to make ready.
- ① Identify and execute interventions in the nuisance property process to **move vacant and abandoned properties into productive use**.
- ① **Facilitate pilot projects** for pre-approved plans (2.d.) and catalyst redevelopment (3.a.).
- ① Actively **recruit national and regional housing developers** to work in Tulsa (for-profit and non-profit).
- ① **Improve public engagement around housing**, both overall and as specific projects arise.



## Strategy #3: Double down on Tulsa's underutilized commercial areas (Downtown & citywide sites)

### Why?

Existing developments that are underperforming are becoming some of the greatest opportunities for housing and economic development in cities across the U.S. As described in the Citywide Housing Assessment, some of Tulsa's older commercial areas—including portions of Downtown—have high vacancy and large sites that could accommodate housing of all types in mixed-income, mixed-use redevelopment projects. Many of these areas also face the least regulatory barriers to denser development, as well as affordable and workforce housing. These sites also create opportunities to:

- Further leverage publicly-owned sites
- Develop without displacement, because there is no housing there today
- Create more housing opportunities near jobs, community amenities, and transit
- Establish partnerships to bring in services, provide entrepreneurial space at affordable rents, and include public amenities that enhance the surrounding neighborhoods
- Preserve adjacent single-family neighborhoods
- Phase investment and development over time
- In some cases, leverage more permissive zoning designations to avoid the time-intensive re-zoning process (although it will still be needed for certain sites outside of Downtown)
- Improve area infrastructure
- Integrate organizations and services that serve the surrounding communities

### 3.a.

Prepare **redevelopment strategies** for sites and underutilized properties identified in the housing suitability map.

Redevelopment strategies show what development is possible on a given site and lay out what it will take to achieve that development. More specifically, they would:

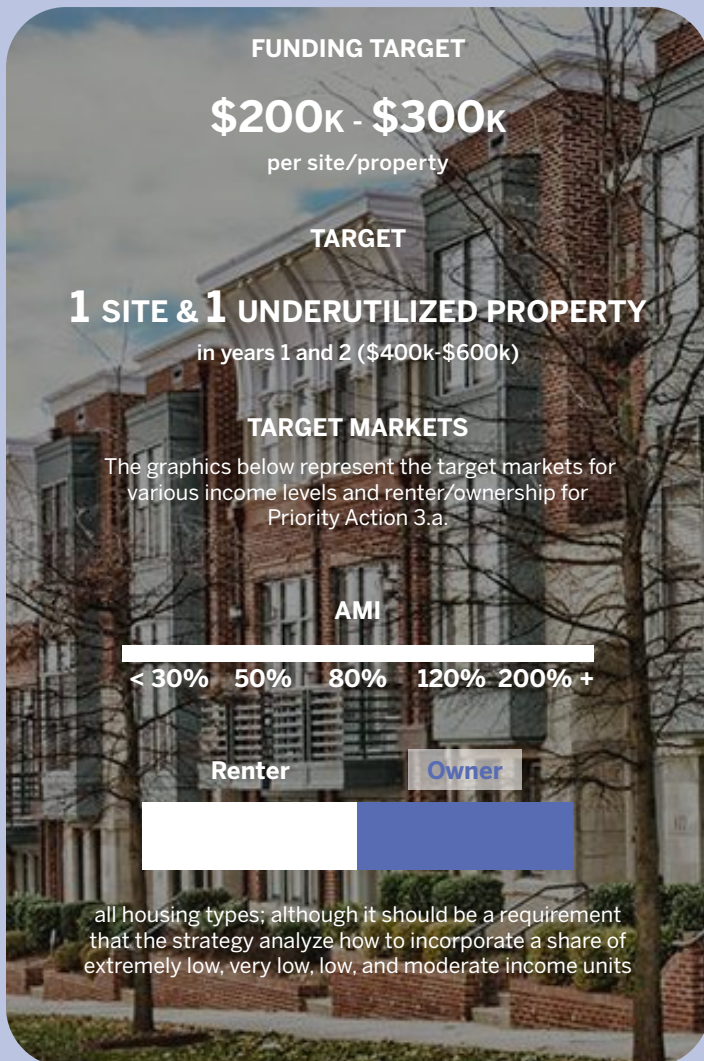
1. Assess market potential for housing and complementary uses (i.e., neighborhood retail, affordable small business space, medical clinics, social services, etc.)
2. Guide community conversations about what's possible from a development perspective, what concerns people have, how those concerns can be addressed, potential trade-offs of different approaches to development, and the potential benefits (i.e., community, fiscal, economic, etc.) of redevelopment.
3. Assess development feasibility to quantify the development gap, if any, for desired development types and price points.
4. Illustrate layouts and design concepts.
5. Identify potential barriers to achieving development vision.
6. Align incentives and other funding tools that would actualize the preferred development.
7. Align zoning, infrastructure investments, and other public resources.
8. Establish the parameters for a development RFQ/RFP process.

## Relationship to Existing Efforts

PartnerTulsa is currently conducting site planning exercises for the remainder of the historic Moton Hospital site, with the goal of understanding massing, housing typology, and infrastructure best suited to the site and surrounding neighborhood. Smaller scale efforts like this can inform future and larger attempts to establish redevelopment plans to guide the development of publicly-owned sites.

The Department of City Experience recently launched the City Design Studio, which will be able to illustrate various design concepts and site layouts and is intended to expand the city's ability to facilitate community conversations around housing and other development issues.

It is important to continue to repurpose publicly-owned properties—such as vacant schools, excess land, properties in the nuisance pipeline, etc.—while also looking for catalytic housing sites.





**3.b. Acquire an underutilized commercial property** to facilitate a housing pilot/ demonstration housing project and/or work with a property owner to redevelop.

This recommendation is an implementation step for this strategy and aligns closely with Priority Action 2.a. It is listed as a priority action because this type of redevelopment for housing has been limited in Tulsa, especially for aging and underperforming shopping centers. This approach would be proactive and serve as a demonstration project to catalyze similar redevelopments throughout the city.

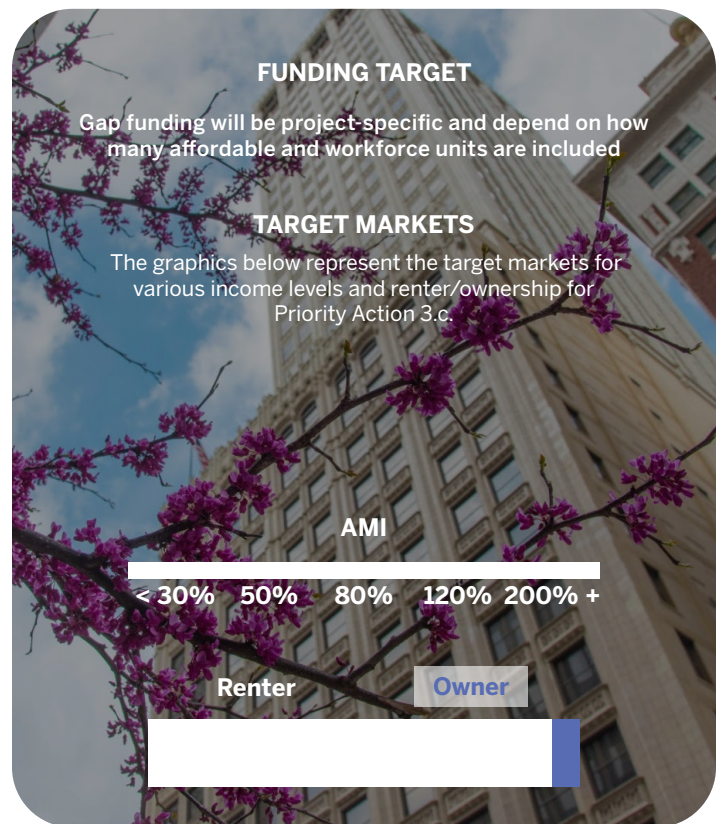
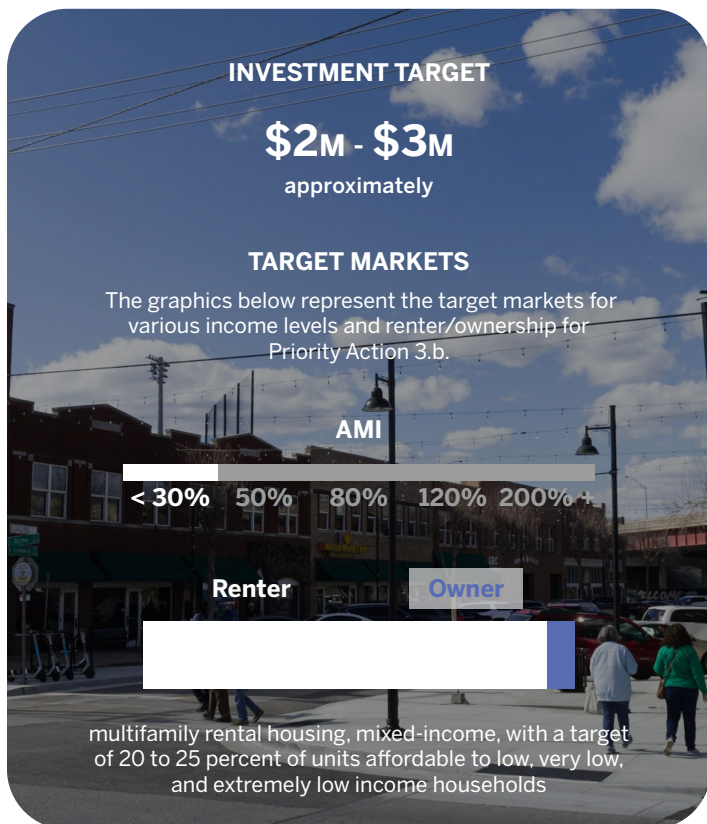
**3.c. Support office conversions to residential Downtown** through incentives, gap funding, process supports, and policy.

As the local and national office market continues to shift and adapt to a more mobile workforce, office vacancy is increasing. Converting underperforming or long-term vacant office buildings to other uses is an important opportunity to improve the vitality of Downtown.

**Relationship to Existing Efforts**

Downtown Tulsa Partnership and PartnerTulsa recently engaged a consultant team to conduct an Office Conversion Suitability Study. Twenty (20) Class B and C Downtown office buildings were analyzed, and it was determined that nine buildings with 1.5 million square feet may be good candidates for residential conversion. Those properties would support up to 1,400 residential units. Nine additional buildings are potential candidates if certain building conditions are met. The buildings ranking the highest were historic properties, illustrating the potential that Historic Tax Credits and other tools (i.e., DDRF, TIF, tax credits, or affordable housing programs) have to help make those projects feasible.

Several successful conversions were completed over the past five years or are underway, nearly all of which have been supported through Tax Increment Finance (TIF) or the DDRF.



### Tax Increment Financing (TIF)

A recommendation from the Downtown and Surrounding Neighborhoods Housing Strategy was to leverage TIF to encourage developers to include more workforce-attainable and affordable units in Downtown housing developments, which was not historically done. **Since 2021, developers have leveraged TIF to support the inclusion of 139 workforce-attainable and affordable units in six developments that will include 1,081 total units.** Thus, nearly 13 percent of the units in the projects utilizing TIF will be below-market, which aligns with best practice affordability set-aside targets that range from 10 to 25 percent.

The Peoria-Mohawk TIF in north Tulsa was designed to provide funds to support housing development, and funds will start to being available for that purpose in late 2024.

### Downtown Development Redevelopment Fund (DDRF)

Tulsa's DDRF has supported **14 housing projects with 857 total units** since it was created in 1996. **Over \$20 million in no-interest loans** were a valuable tool in supporting Downtown housing development.

### Sinclair Oil Building, Downtown Tulsa

The eight-story Sinclair Oil Building in Downtown Tulsa, which was one of the city's first high-rises when it opened in 1919 and has been largely abandoned since the 1980s, is undergoing a \$15 million mixed-use redevelopment. **The project will include over 600 square feet of commercial space and at least 60 apartments, at least three of which will be affordable for households earning below 60 percent of AMI and 18 of which will be workforce units, or affordable to households earning 60 to 120 percent of AMI.** Financial support for the development includes a \$2 million loan from TAEO and up to \$1.75 million from TIF district No. 13, a property tax district created in November 2018.

### Western Supply, Tulsa Art District

**The George Kaiser Family Foundation's \$114 million, 413,000 square-foot Western Supply construction project** on the Northwest corner of the Tulsa Arts District **will include 318 apartments, 25 percent (80) of which will be set aside as "workforce" affordable units (for households earning 60-120 percent of AMI).** Use of TIF funds will support these workforce units alongside ongoing public improvements, streetscaping, and parking.

## Supportive Actions for Strategy #3

- **Approve Housing Feasibility Amendments** to remove barriers to housing development in commercially-zoned districts.
- **Fund and implement projects identified in the Downtown Strategic Investment Plan** (when completed; anticipated 2nd Quarter 2024).
- **Ensure that incentive policies** (e.g., TIF and DDRF) **align with market needs.**
- **Fund and implement** projects identified in **Downtown Strategic Investment Plan** when completed in the second quarter of 2024



## Strategy #4: Align policy and process to support housing goals

### Why?

As described earlier, challenges with the development process were cited often as a barrier to producing more housing.<sup>1</sup> The re-zoning process is also considered a major barrier because it opens projects up to added public scrutiny, and this is when opposition often arises.<sup>2</sup> Communities are finding success in gaining more support for denser housing, affordable housing, and other controversial developments by proactively engaging the community and governing bodies on the need for and positive impacts of these housing types.

- 1 We refer to the development process and the development review and approval process, wherein a proposed project is reviewed by Development Services, Engineering, Public Works, the Fire Marshall, and Construction Permitting, all of which occur after zoning is approved.
- 2 This is a challenge in all communities across the country, where a project that may meet a community's housing goals and needs is turned down because of opposition or other factors.

### 4.a.

Form a **Housing Coalition** to communicate about, advocate for, and support housing at the local and state levels.

A housing coalition is an organization or coalition that includes businesses, developers, non-profits, financial institutions, community-based organizations, policymakers, advocates, individuals, government representatives, and others. Their primary goal is to ensure that housing issues are being addressed in a city or region.

A housing coalition would ideally be hosted within the organization leading the recommended housing grant and development funds or an established community organization with broad partnerships, such as United Way.

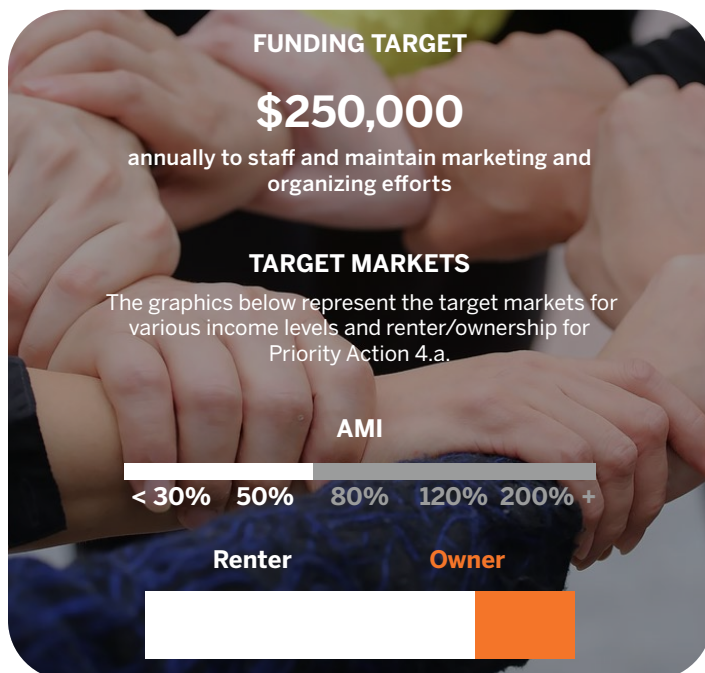
### Relationship to Existing Efforts

A Way Home for Tulsa, the area's Continuum of Care, is focused on addressing homelessness and is similar to a housing coalition in that it is centrally coordinated and made up of partner organizations and groups working on the issue. There are multiple groups advocating for housing policy reform at the state and federal levels, including the City of Tulsa, A Way Home for Tulsa, Greater Tulsa Association of Realtors, Home Builders

Association of Greater Tulsa, and the AARP; it is important to coordinate with and collaborate with those ongoing efforts.

### Precedents

Dallas Housing Coalition



## Dallas Housing Coalition

The Dallas Housing Coalition is a **multi-sector and volunteer-led coalition that formed to advocate for \$200 million in funding for housing initiatives as part of a \$1.25 billion bond package initiative**. With over 180 non-profit and for-profit members—including employers, developers, service providers, housing and policy experts, banks, and residents—the coalition has used its collective voice to draw attention to the city's current and growing need for 34,000 affordable housing units. As the City of Dallas planned a bond package up for vote in 2024, **the coalition played a role in sharing success stories, providing education and messaging, and organizing members to engage in the bond package development process and advocate for affordable housing funding**.

The United Way of Metropolitan Dallas hosts one staff person, funded through private and philanthropic dollars, who organizes and manages the operations of the Coalition, while all other activities are volunteer-led.

Source: <https://www.dallashousingcoalition.com>

## Tax Abatement

While advocates seek statute changes at the state level to expand the potential use of tax abatements to support affordable and workforce housing, more immediate opportunities may be found through **development partnerships with the Tulsa Housing Authority**. The Houston Housing Authority recently entered into partnerships with developers to provide tax abatements for 14 projects.

Another promising model is the **Texas Public Facility Corporation (TPC)**. A TPC is created by a local government and is able to enter into a development partnership wherein it takes ownership of the underlying land and leases it to the developer. The developer receives a tax exemption in return for charging below-market rents for a portion of the property's units.

Source: <https://taahp.org/wp-content/uploads/2023/03/Public-Facility-Corporations.pdf>

<https://www.houstonchronicle.com/news/houston-texas/housing/article/houston-housing-authority-tax-break-deals-not-pfcs-18623607.php>

## Potential Focus Areas

Conversations with housing stakeholders and community leaders indicate a need to focus on several key topics.

### Community-Focused

- Housing education campaign through social media, including sharing housing data, resident stories, and other information through infographics, short videos, and other media.
- Lead or participate in community conversations around housing, including specific housing developments.

### Advocacy Topics

- Annual OHFA Housing Stability Fund policies and application criteria.
- New state policies supporting the use of **tax abatements for housing** for terms of up to 15 years (state policy currently limits tax abatements to 5 years).
- New state policies to support the creation of Public Facility Corporations to allow for tax exemptions that make it possible to charge below-market rents in mixed-income properties.
- Expansion of state funding for housing, including modifying policies to make existing funding more useful for housing developments.
- Enabling local jurisdictions to enact inclusive zoning policies.



## 4.b.

As previously described, housing developers and other stakeholders expressed several frustrations with the current development review and approval process, which includes predevelopment, application, permitting, and inspection. Along with the planned website and permitting system upgrades, it is important to integrate process improvements that ensure consistency as different staff members are involved, while also reducing review times and the number of review cycles whenever possible.

Key recommendations include:

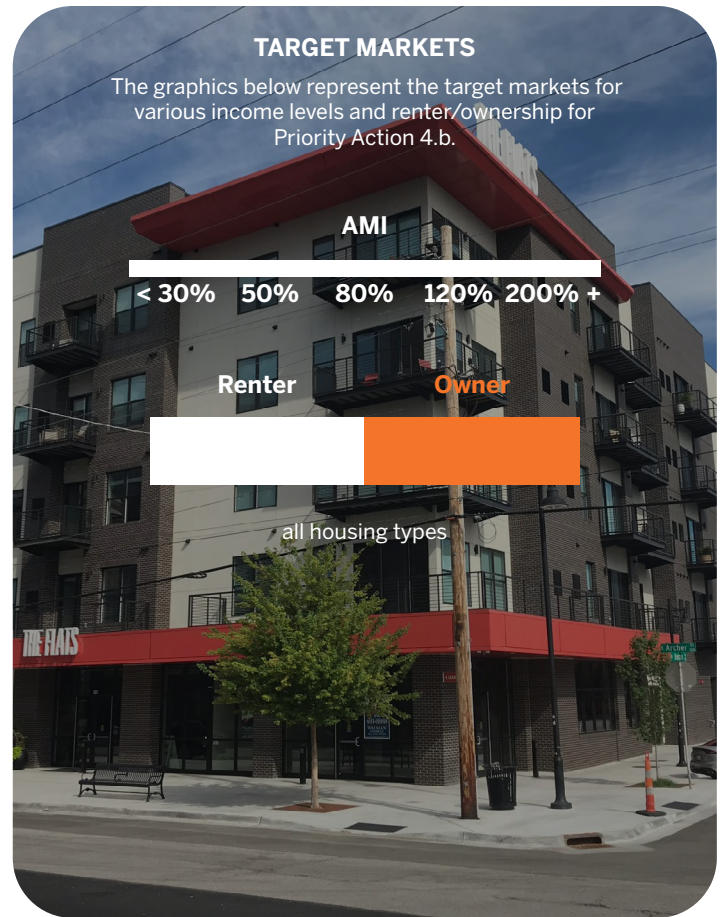
- Hire the Housing Coordinator(s)
- Implement a fast-track process for affordable housing and/or catalytic projects
- Leverage new systems to track and report progress around review times
- Offer free pre-application conferences for projects with affordable units
- Proactively communicate issues that commonly cause delays, other issues that could arise, and how those can be avoided during the application and review processes
- Continuously evaluate and improve processes based on customer feedback

### Relationship to Existing Efforts

As described in Priority Action 2.c., efforts are underway to improve application tracking and overall communication.

### Precedents

Austin Fast Track Process



### Fast Track Process, Austin, TX

The City of Austin offers an optional Fast Track Program to provide a quicker path for site construction for projects that go through a Consolidated Site Plan submission. The Fast Track process divides site plan review into two phases: **site preparation (F1) and vertical construction (F2)**. Site preparation includes building demolition, installing fencing and erosion protection, rough grading, tree removal, detention ponds, and paved areas and curbs. Pre-construction conferences and work toward approval of construction plans would occur during F1. Fast Track review times are the same as non-fast track projects; however, **developers can save time on the overall development because of the allowed site improvements**. Once F2 is approved, construction can begin.

#### 4.C.

### Continue to **amend to the zoning code** to remove barriers for housing development.

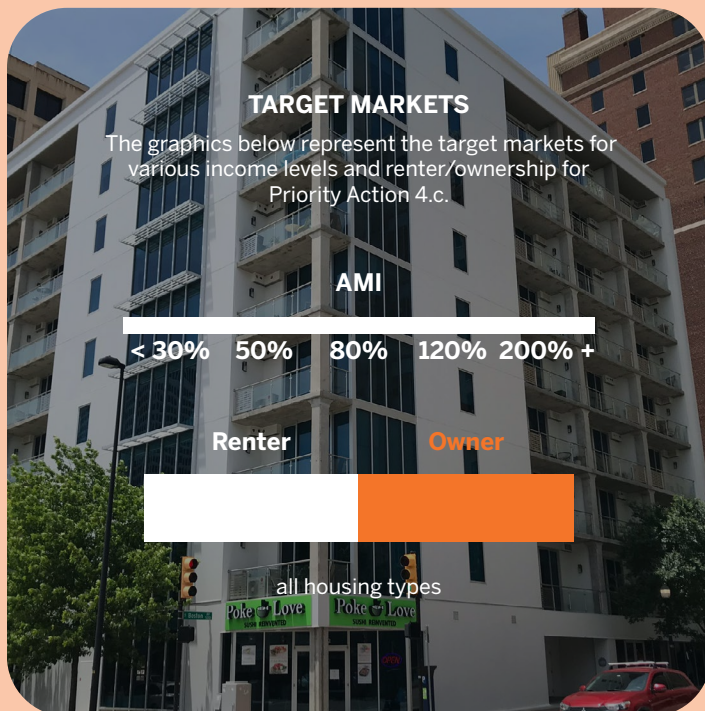
One of the most significant policy items that cities control is their zoning code, and a growing number of communities across the U.S. are modifying their zoning codes to allow for a greater variety and higher density of housing types.

Key recommendations around zoning are:

- Adopt the proposed Housing Feasibility Amendments
- Expand the Neighborhood Infill Overlay to additional neighborhoods throughout the city
- Consider adopting AARP’s Code Reform Roadmap for Tulsa (see sidebar on following page for summary of recommendations)
- Add provisions for density bonuses, reduced lot sizes, and ADUs when affordable units are included in a development
- In the long-term, consider adding inclusive zoning policies if state statutes are revised to allow it; this would require ongoing, coordinated advocacy

### Relationship to Existing Efforts

The Tulsa Planning Office continues to evaluate its zoning code to identify ways to better support the types of development that the community wants. The Neighborhood Infill Overlay was adopted in December 2021 in response to the 2020 Downtown



& Surrounding Neighborhoods Housing Study & Strategy. The intent was to make missing middle housing types and ADUs possible by-right in Tulsa’s core neighborhoods. The City facilitated significant community engagement to identify which neighborhoods wanted to participate and several have expressed interest in being included in an expansion of the Overlay.

Tulsa Planning Office also proposed Housing Feasibility Amendments to remove barriers to housing development in commercially-zoned districts. This is an important step to activating older commercial areas for housing-focused redevelopment.

### Precedents

American Planning Association’s Zoning Best Practices; St. Paul, Minnesota; Austin, Texas; Houston, Texas

### Examples of Zoning Code Changes

- **Houston, TX relaxed its minimum lot size requirement from 5,000 square feet to 1,400 to 3,500 square feet** (depending on certain open space standards) in select neighborhoods in 1998 and expanded it citywide in 2013. From 2007 to 2020, **this resulted in the development of more than 34,000 townhomes citywide**, even with an opt-out provision. The median assessed value of the townhomes is nearly 40 percent less than single-family homes, illustrating that the increased density encourages affordability.
- In December 2023, the **City of Austin, TX approved changes to its zoning code that allow homebuilders to construct up to three housing units on most lots in the city where single-family homes are currently allowed.** The intent is to accelerate housing development while allowing greater housing diversity and affordability.
- **The City of St. Paul, MN approved zoning changes in October 2023** to expand housing opportunities **by modifying its single-family zoning to allow up to two ADUs per single family home**; add density bonuses for ownership housing that is affordable, allowing more 1-to-4 unit cluster development along with increases in open space; adding design standards; and creating more options for lot splits. The changes were the result of substantial community engagement and a 1-to-4 Unit Housing Study that evaluated how zoning flexibility would support greater housing diversity.



## AARP's Tulsa Code Audit

AARP advocates at the local, state, and national levels for policies that support older adults, including policies that help create walkable, affordable, and livable communities. The AARP team evaluated the Tulsa Zoning Code, Tulsa Metro Area Planning Commission Subdivision and Development Regulations, PLANiTULSA, and Infrastructure development (Title 35) to identify code barriers and opportunities during the summer of 2023. This resulted in eight recommendations:

- **Enable more housing diversity by simplifying residential uses and building forms**
- **Relax residential site regulations**
- **Expand where ADUs are allowed**
- **Expand the Neighborhood Infill Overlay (NIO)**
- **Expand Mixed-Use and create a Transit Oriented Development (TOD) overlay**
- **Allow more grocery, convenience, and small-scale retail in neighborhoods**
- **Limit parking requirements**
- **Put road on a diet and improve block standards**

These recommendations are high-level and require further study, public engagement, public official engagement, and, ultimately, support and approval by City Council. They do reflect national best practices.

4.d.

### Create an **affordable housing priority program.**

An affordable housing priority program would create pathways to accelerate the development of affordable housing projects, including mixed-income properties. This should include offering a no-cost pre-development consultation with necessary departments, Housing Coordinator assistance, fast-track approval, and other supports.

There are limited examples of municipalities having a formal process focused on affordable housing. However, aligning city programs and funding with partner programs and supports will support the delivery of more affordable units.

### Supportive Actions for Strategy #4

- **Advocate for State legislative changes to allow for broader use of tax abatements to support housing (and other) development.** Specifically, the ability to implement and utilize tax abatements of up to 15 years would support LIHTC and other affordable housing developments.
- **Create a repeatable collaboration process for engagement between elected officials,** the Planning Office, developers and neighborhoods that ensures that all voices are heard and the development process before items come to the Tulsa Metro Area Planning Commission (TMAPC) and City Council. This could be supported by the City Design Studio.
- **Coordinate with ongoing advocacy efforts for housing-supportive policy at the state level,** including those underway by AARP, homebuilder's associations, Realtors associations, and other local governments.



# Next Steps and Implementation Recommendations

The strategy describes the programs, policies, funding goals, and production targets needed to achieve the goal of producing nearly 13,000 units over the next decade. Important implementation work is needed to prepare the community to launch these major housing initiatives.

## Working Toward Implementation

The Housing Assessment answered the question, “**What is Tulsa’s housing challenge and how much will it cost to meet demand?**”

This Housing Strategy answers the question, “**what is the community going to do to support the development of the housing that Tulsa needs?**”

The community-informed process to create the strategy described in the prior chapter provided substantial feedback and insights that were integral to finalizing the priority actions for Tulsa. Thus, *there is substantial buy-in for the strategy.*

The strategy does not; however, answer the question, “**How are we going to do this work?**” As described in the case studies for Omaha, Charlotte, Greenville, and Columbus, there is more than one way to implement major housing initiatives.

A key area of uncertainty emerged through the strategy creation process: whether or not an existing organization is best positioned to lead the work, particularly the housing development grant and investment funds. Where possible, it is ideal to enable a leader, or lead organization, that is seen as a *neutral coalition-builder*, meaning that they are able to work across political divisions, organizational differences, and other community dynamics to focus on advancing the housing work.

Deciding on the organizational structure, on who will lead the priority actions, is a critical next step in implementing the strategy.

## Key Next Steps: Implementation Planning

1. **Form a small working group** of key partners that will have an integral role in the priority actions.
2. **Set an aggressive, yet achievable timeline** to finish the implementation plan so that fundraising, launching the funds, and other key actions can occur as soon as possible.
3. **Decide on organizational structure and partnerships** that will create the best opportunity to align as many partners as possible, maximize fundraising, and leverage housing ecosystem strengths.
4. **Define and align roles** so organizations can scale up expertise and capacity where needed and decide where outside professional support is needed (such as a CDFI partner to manage an investment fund).
5. **Make leadership commitments** to formalize the “who is going to do what?”
6. **Fund raise** to gain commitments for the major initiatives and to build needed organizational capacity.
7. **Identify and work on early implementation tasks** by identifying potential pilot projects and acquisition targets, continuing housing suitability mapping efforts, creating needed staff positions, continuing to support Downtown office conversion projects, and working on housing-supportive policy.

## What are the Potential Roles?

The major housing initiative case studies illustrate different, yet successful, approaches to implementing a housing strategy.

**In Columbus,** there are two complementary initiatives. The City of Columbus Affordable Housing Bond is administered through established city departments; that is, substantial loan and grant funding is evaluated and dispersed by city staff. The Affordable Housing Trust for Columbus and Franklin County is a non-profit entity and CDFI that works in close partnership with the City.

**In Charlotte,** a city-led Affordable Housing Trust Fund works in close collaboration with LISC, a national non-profit, to align trust fund dollars and funding from CHOIF through a single RFP process to best meet the needs of affordable housing projects. It is a true public-private partnership.

**In Greenville,** public funds seeded the launch of the independent non-profit Greenville Housing Fund, and the city and county make annual contributions. Thus, administration and implementation is the responsibility of the housing fund, which leverages public funds to fund-raise for private dollars.

**In Omaha,** philanthropic funds seeded the launch of Front Porch Investments, an independent non-profit (similar in that regard to Greenville). The City of Omaha contributed \$20 million in ARPA funds after the launch, in part because of all of the planning that went into the launch of the organization.

(There was a regional housing study and strategy, followed by focused implementation planning to ensure that the products would be most impactful for the needs in the Omaha-Council Bluffs region.)

Tulsa is in a different position than each of these communities. The City is committing substantial funds through IOT, like Columbus and Greenville. It has an Affordable Housing Trust Fund, administered by PartnerTulsa, which could be scaled up or repositioned to support larger initiatives. It has a robust and generous philanthropic community that already deeply supports housing development, housing supports, and many of the organizations doing the work.

It is critical for the key partners to work together to decide the most impactful approach for Tulsa moving forward, especially considering the need to raise funds quickly to address pent-up demand. It is imperative to build a housing development pipeline in the face of challenging lending and construction conditions.

### Moving from Strategy to Implementation





## Suggested Roles and Responsibilities

The priority actions require the work and commitment from the City of Tulsa, PartnerTulsa, and community partners. The following tables provide a starting point for defining roles and responsibilities. The lead and supporting roles of each group will vary. For instance, the City controls the development review and approval process, as well as zoning. It *must* lead the strategies addressing those items. The City is also raising considerable funds to support housing, but does not currently have the capacity or structure to administer all of those funds. Thus, it must either rely on partners or build the capacity.

PartnerTulsa is established as the implementer and administrator of public finance tools and is the lead for economic development initiatives. It is positioned to acquire and prepare sites for housing, continue redevelopment planning/strategy efforts, and ensure that incentives align with market needs. It *could* scale, modify, or replace the AHTF to support the housing development grant fund and housing investment fund with the buy-in and support from the funder and investment community in Tulsa.

Community Partners could have many roles. There are organizations that already administer local rental assistance; there are others that could be scaled to create an organization like Omaha Metro Housing Collaborative. Community Partners are also funders and capacity builders, developers, housing service providers, business leaders, neighborhood organizations, and many others. Defining specific roles of different partners for each of the strategies is an important aspect of implementation planning.

In the following tables, “participant” generally means that the organization(s) would be at the table as a member organization, or perhaps a more active partner in terms of aligning resources and staff time.

### City of Tulsa

Positioned to Lead	Funder (from IOT and General Fund)	Participant
2.b Housing suitability map	1.a. Housing development Grant	4.a. Housing coalition
2.c. Housing project coordinators	1.b. Housing investment fund	3.c. Support office conversions
2.d. Pre-approved plans	1.d. Landlord recruitment and incentives	3.a. Redevelopment strategies
4.b. Improve development process	2.a. Acquire and prepare sites	
4.c. Continue to amend zoning code	3.b. Acquire underperforming commercial asset	
4.d. Affordable housing priority program		

## PartnerTulsa

Positioned to Lead	Participant	Participant
2.a. Acquire and prepare sites	2.b. Housing suitability map	1.c. Local rental assistance
3.a. Redevelopment strategies	1.c. Local rental assistance	1.d. Landlord recruitment and incentives
3.b. Acquire underperforming commercial asset	2.c. Housing project coordinators	4.a. Housing coalition
3.c. Support office conversions (incentives)	4.b. Improve development process	
1.b. Housing investment fund (requires partner support)		
1.a. Housing development grant (requires partner support)		

## Community Partners (Existing Organizations)

Positioned to Lead	Funders	Advocacy and Accountability
1.c. Local rental assistance	1.a. Housing development grant	4.b. Improve development process
1.d. Landlord recruitment and incentives (THA)	1.b. Housing investment fund	4.c. Continue to amend zoning code
	1.c. Local rental assistance	3.a. Redevelopment strategies
	1.d. Landlord recruitment and incentives	3.c. Support office conversions
	2.a. Site acquisition funds	

## Community Partners (Current Gaps)

Positioned to Lead
4.a. Housing coalition (hosted in existing or new organization)
1.b. Housing investment fund (assumes launch of new organization)
1.a. Housing development grant (assumes launch of new organization)



## Prioritization and Phasing

The Tulsa Housing Strategy recommends four strategic initiatives, 15 priority actions, and 21 supportive actions that are conceived to meet Tulsa's housing need for more nearly 13,000 units over the next decade. Not all of these actions can occur at once, nor should they. Rather, they should be added and expanded over time, systematically, as resources and capacity are built within the housing development ecosystem. The diagram on the top of the facing page summarizes recommended phasing for the priority actions.

As previously discussed, it is imperative to raise and deploy substantial gap funds to support housing development in the next two years, before IOT funds become available. In fact, there is a major opportunity to create the organizational capacity, partner buy-in, and seed funding for these initiatives so that the ecosystem is ready for the IOT funds and they can be maximally leveraged.

## Funding Recommendations

One of the important components of this strategy is to recommend where City of Tulsa funding, particularly the Improve Our Tulsa (IOT) funds, would have the most impact. By doing so, it also becomes clear where additional funding from partners and other state and federal sources will be needed.

There are many potential uses for public funds; however, most of the housing initiatives funded, in part or in whole, by public dollars are directed toward the following programs:

- Housing development grants/gap funding,
- Long-term favorable debt,
- Property acquisition and preparation,
- Rental assistance,
- Homeownership supports and down payment assistance, and
- Housing stability programs, such as eviction prevention, landlord-tenant mediation, landlord recruitment, and similar efforts.

These programs are commonly leveraged, where applicable, with other public finance tools like tax abatement and TIF. They are also complimented by policy and process improvements, similar to what is recommended in Strategies 2 and 4.

Based on conversations with city leadership, there is a strong focus on supporting housing unit production, especially of affordable housing.

These concepts raise important questions:

- Where will city funds have the biggest impact?
- What is needed in the next two years, before IOT funds become available?
- Where would philanthropic and other partner funds be most impactful/maximally leverage public dollars?

The diagram on the bottom of the next page summarizes recommended funding allocations for the first three years of implementation. A similar diagram illustrating a potential 10-year funding outlay is included on the last page.

The diagram includes several important assumptions and the **actual outlay of resources will vary from this as the programs and additional funding sources evolve.** This is intended to provide a starting point to help guide implementation conversations and fundraising activities. This does not represent any funding commitments on behalf of the City or community partners.

The City funds noted include:

- HOME-ARP funds (about \$5.5 million) as a grant;
- General Fund contributions, particularly in the first two years (before IOT funds start), to staff positions, fund specific programs (like pre-approved plans, support acquisition; and,
- A distribution of IOT funds among grants, investment funds, property acquisition & preparation, and rental assistance.

The City allocation does not include:

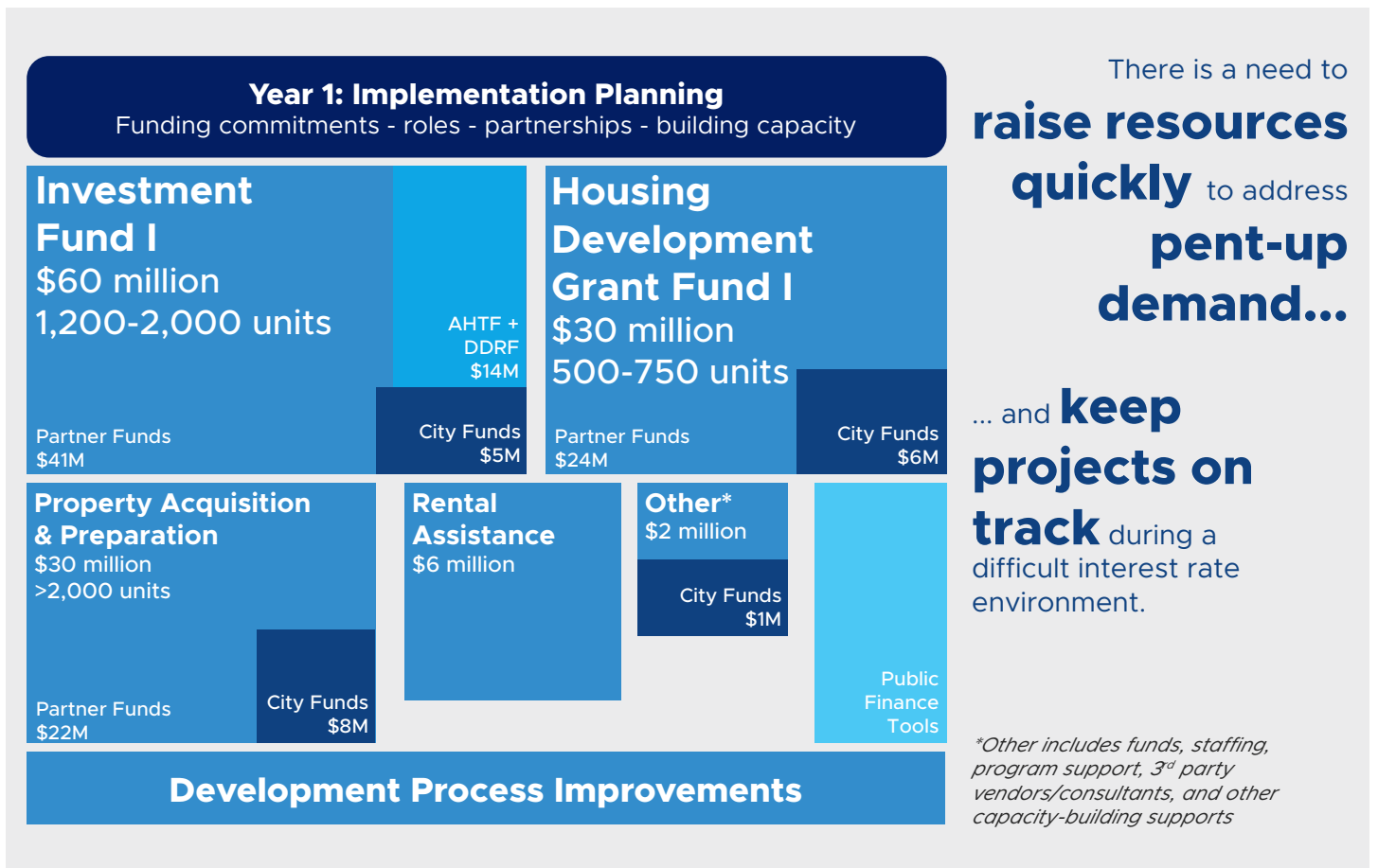
- Funds made available through the Opioid Settlements, which could fund housing initiatives;
- General Fund contributions to support IOT funds when IOT funds are also available;
- The potential funding that could be raised by a second housing bond issue (which is recommended); and,
- Any other City-controlled funding that could go toward housing.

It is also **recommended that individual organizations, including major funders, decide what resources they are willing to commit to housing in the short-term**, even as planning for larger, long-term initiatives are in the planning stages. So long as there is communication and coordination, these efforts would serve to build the housing pipeline.

Illustrative Prioritization Recommendations

Start Now	Build Capacity	Expand Efforts	Adjust and Sustain
Next 12 Months	Years 2-3	Years 3-6	Years 7+
Raise acquisition funds and acquire 1-2 properties per year	Adopt Housing Feasibility Amendments	Launch 2 <sup>nd</sup> Housing Investment Fund	Launch 3 <sup>rd</sup> Housing Investment Fund
Establish and fund 1st Housing Investment Fund	Expand Neighborhood Infill Overlay	Consider adopting AARP Code Reform Recommendations	Inclusive Zoning Policies
Launch Housing Development Grant Fund	Expand Local Rental Assistance	Prepare for next public bond issue; target \$100 million for housing	
Hire Housing Project Coordinators (submitted for FY 2025 budget)	Redevelopment Strategies & Commercial Redevelopment Pilot	Fast-track process	
Launch Housing Coalition	Affordable Housing Priority Program	Expand Housing Development Grant Fund	
Housing Suitability Map	Density bonuses and other opt-in zoning policies that support housing		
Pre-approved plans pilot (submitted for FY 2025 budget)	Landlord incentives and mediation		

Funding Recommendations for Years 1-3





## Conclusions

The Tulsa Housing Strategy is a community-informed effort that aligns national best practices and innovations with local needs. It focuses on scaling up housing production, while also providing resources to preserve existing housing and reduce housing insecurity. It is intended to build upon the strengths of the housing ecosystem and shore up key gaps identified by housing stakeholders, so that they can do their work better in the future.

No one strategy or priority action will solve Tulsa's housing challenges. It will continue to take the collective efforts of all stakeholders: housing service providers, advocates, developers, bankers, non-profits, funders, business leaders, City Councilors, the Mayor, PartnerTulsa, and the many other partners in the community. It will take consistent leadership and political will across election cycles, and new forms of collaboration and communication across organizations and institutions.

Development Strategies offers its sincere gratitude for all those community members, housing stakeholders, leaders, and partners who provided their valuable insights, critique, and time to this work.



### 10-Year Funding Outlay Example

