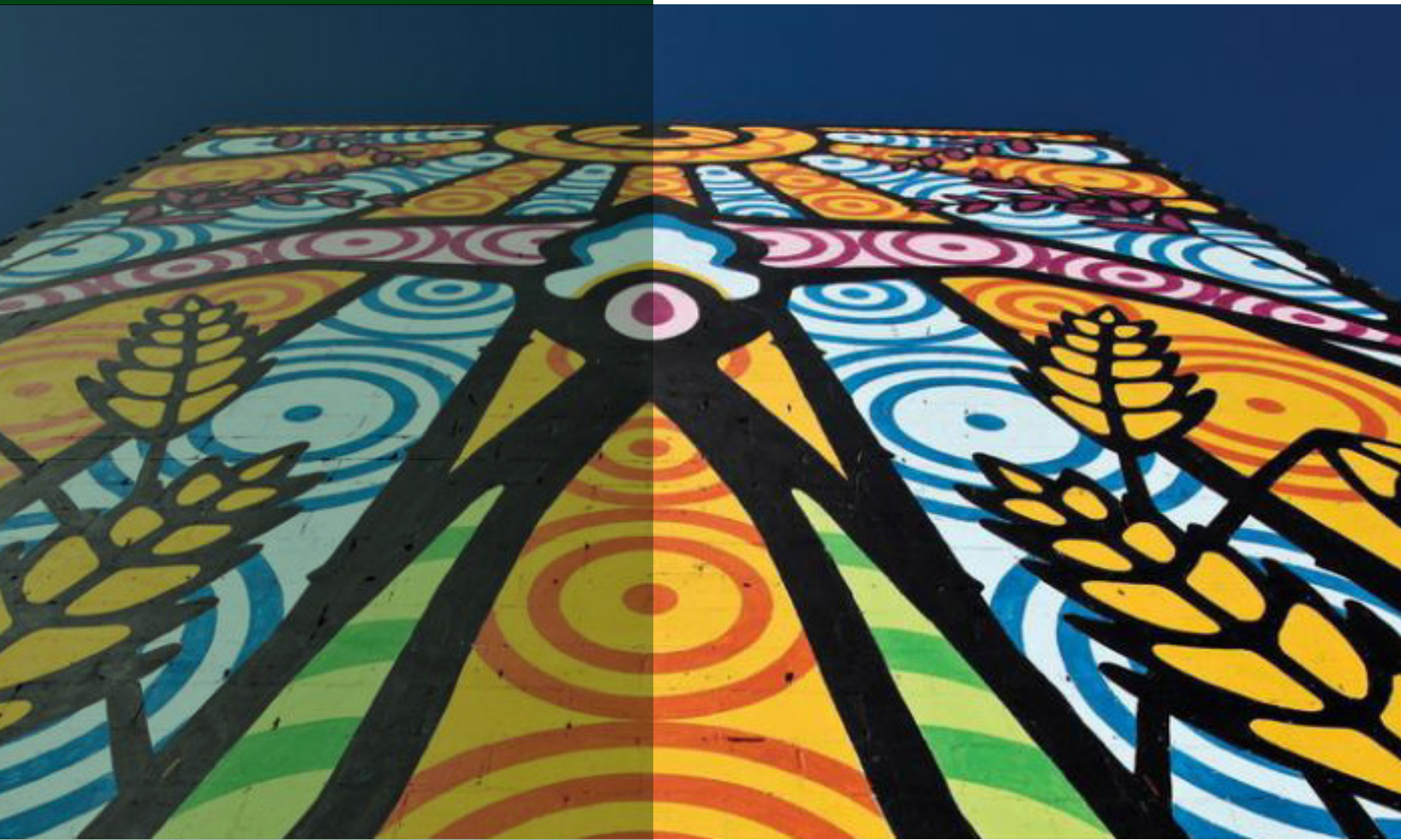




WHERE THE FUTURE IS BUILT

## ULI Oklahoma Strategic Plan 2026-2029

**Shaping the future of the built environment for transformative impact worldwide.** ULI's mission is at work in Oklahoma through its members—real estate professionals from across the land use industry. Informed by data gathered from those same ULI members, ULI Oklahoma's Advisory Board is shaping the future of ULI across the region, laying the groundwork for the next three years of ULI's work across the state and beyond.



# ULI's Mission Commitments

**CONNECT** active, passionate, diverse members through the foremost global network of interdisciplinary professionals

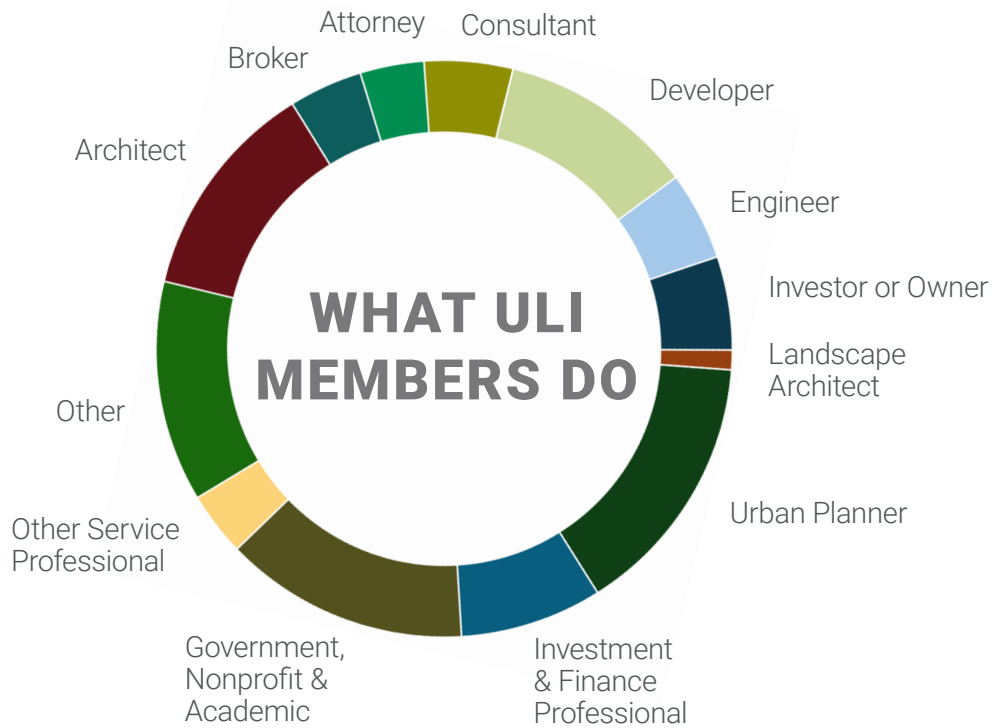
**INSPIRE** best practices for equitable and sustainable land use through content, education, convening, mentoring, and knowledge sharing

**LEAD** in solving community and real estate challenges through applied collective global experience and philanthropic engagement

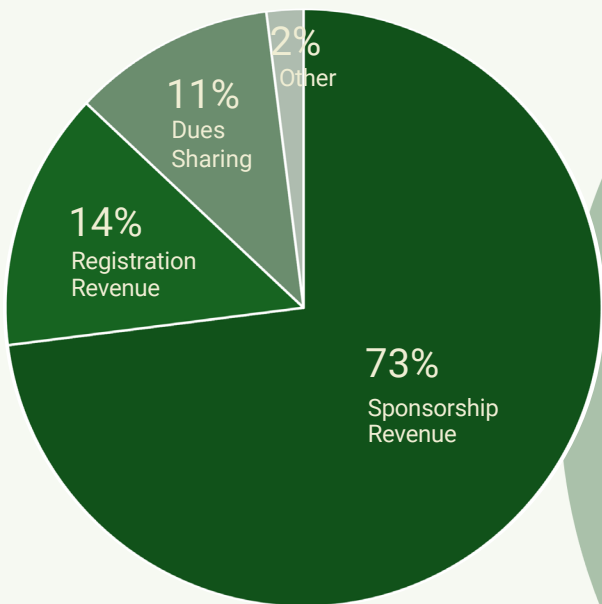
# Who is ULI Oklahoma?

## Member Profiles

ULI members represent the full array of professionals comprising the full spectrum of real estate development and land use industries.



## ULI Oklahoma Financial Resources



### Drivers of revenue across district councils

- » Approximately 50% of district council revenue (on average) comes from annual sponsorship
- » Between 10-20% of revenue comes from event registration fees

# 2026 Member Survey Key Findings

The following key themes were gathered from recent surveys of ULI members in Oklahoma City and Tulsa.

## Site Tours and Experiential Learning are strong draws

### Takeaways:

- Site tours are repeatedly described as engaging, educational, and high-value
- Respondents appreciate behind-the-scenes access and learning about real-world challenges and successes
- Tours also serve as an effective networking and peer-learning platform

## Education & Professional Development are highly valued

### Takeaways:

- Members want more structured, substantive education
- There is a desire for hands-on real estate development education (e.g., underwriting, capital stacks, market studies) using a tiered or cohort-based learning model
- Fireside chats, panels, and career conversations should be continued

## Public-Private Engagement is a core strength

### Takeaways:

- There is a strong interest in discussing the realities of private-sector development with public officials
- More dialogue is desired between elected officials, planners, and developers
- ULI is uniquely positioned to convene key conversations and elevate development incentives and policy alignment with officials

## Intentionality and Quality is important for networking

### Takeaways:

- Networking events are valued, and members want more intentional mixing of ages and experience, and formats that encourage interaction and integration of early-career professionals
- Members appreciate small touches that reduce barriers to relationship building



## Strategic Planning Committee



## Oklahoma

**Bruce Bolzle**, TYTO Property Group

**Geoffrey Butler**, City of Oklahoma City

**Olen Cook**, The Alliance for Economic Development of OKC

**Erica Emery**, Monarch

**Randy Entz**, City of Edmond

**Brent Gathright**, Cowen Construction

**AJ Kirkpatrick**, ADG Blatt

**Josh Kunkel**, Method Group

**Jim Parrack**, Price Edwards & Company

**Emily Pomeroy**, Center for Economic Development Law

**Reeve Tarron**, Legacy Bank

**Ashley Terry**, PIVOT

**Sandino Thompson**, Public Strategies

**Karyn Weitl**, PartnerTulsa

**Mark Zitow**, Johnson & Associates

### ULI Facilitators

**Aletha Dunston**, Executive Vice President

**Karen Kotowski**, Vice President

**Grace Hill**, Senior Director

### ULI Oklahoma Staff

**Michelle McBeath Lubbers**, Executive Director

**Travis Tinnin**, Tulsa Coordinator

# Where are we going?

With the focus group feedback and member survey responses in hand, ULI Oklahoma's Strategic Planning committee met in February 2026 to discuss, plan, and refine the potential path forward for ULI's work in the region.

## Strategic Focus

### Be *the* source for **Programs and Impact**



Convene the best and brightest in the region to elevate, educate, and engage around topics of importance to the development industry.

#### Key Tactics

- Explore topics more deeply, taking the time to go beyond the "101 level"
- Create local product councils, possibly using topics to convene members, such as pre-approved plans and development incentives
- Expand ULI development range to also featuring best practices for suburban communities
- Deepen educational sessions beyond one-hour engagements
- Create a strategy for engagement with new and potential members at events and through post-event engagement
- Host a Mayor's Development Roundtable, possibly as a joint program to broaden the tent
- Revive reciprocal trips to mid-sized cities and expand the reach to all members, ensuring the event is welcoming to all

### Be the connector for **Statewide Relationships**



Identify and engage real estate leaders, emerging developers, and young talent, bringing them together to shape the future of Oklahoma.

#### Key Tactics

- Build and strengthen relationships, particularly between members in Tulsa and OKC, by encouraging cross-market attendance using ULI's statewide platform
- Host events with that bring OKC connections to Tulsa and vice versa
- Use peer city tours to broaden the ULI tent and deepen ULI members' relationships
- Consider other statewide options, such as the newsletter and awards program, and how they complement local programs, like site tours
- Explore more active roles in aligned programs, e.g., National Main Street Conference
- Realign the ULI Oklahoma leadership platform to strengthen statewide influence while maintaining local impact

### Build organizational **Capacity and Influence**



Achieve diversified revenue, healthy reserves, and multi-year sponsorship commitments, guided by shared ownership over the process.

#### Key Tactics

- Seek opportunities to engage with policy makers locally and at the state level
- Map opportunities and positions statewide to match ULI members to opportunities of influence
- Use the ULI OK newsletter more deliberately to share industry information statewide and potentially track legislation impacting real estate
- Identify and articulate the business case for additional ULI staff support
- Leverage the governance committee to assist with statewide revenue planning
- Evaluate programs, including Impact Awards, to identify what should be protected, what could sunset, and what could expand