WHERE THE FUTURE IS BUILT

ULI Oklahoma City

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 metro and beyond.





ULI's Mission Commitments

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

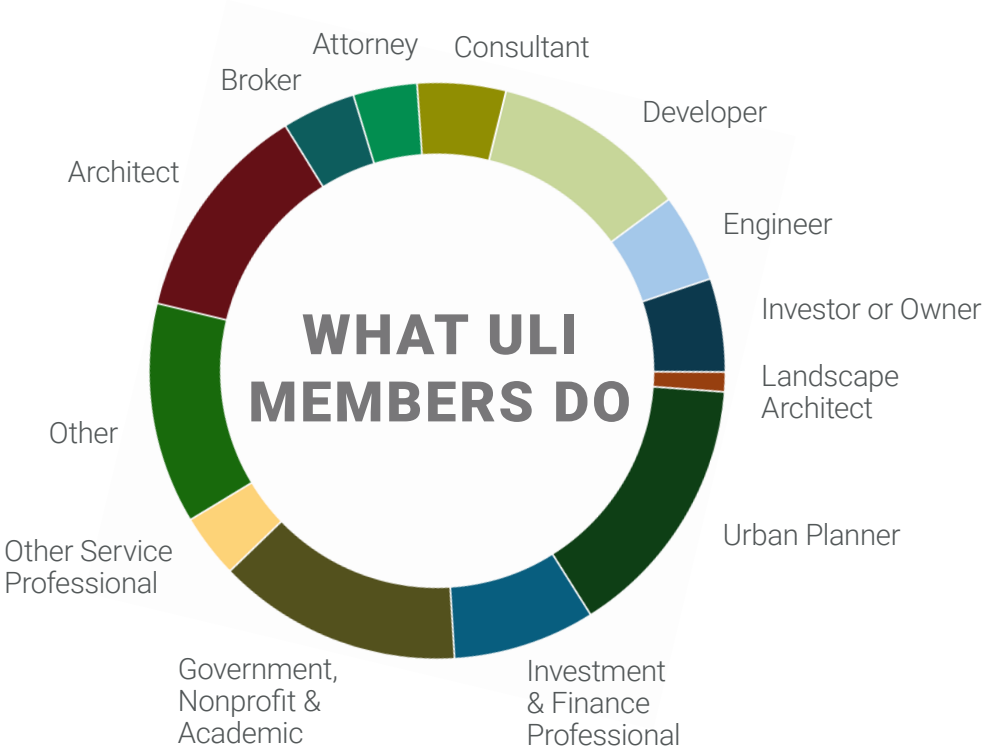
INSPIRE best practices for equitable and sustainable land use through content, education, convening, mentoring, and knowledge sharing

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

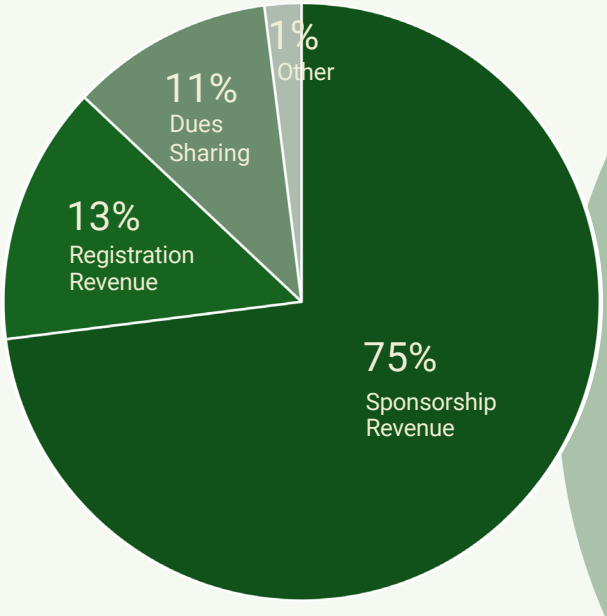
Who are ULI members?

Member Profiles

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



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 ULI member surveys.

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 eduction
- 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

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, the Strategic Planning committee met in February 2026 to discuss, plan, and refine the potential path forward for ULI's work in the metro.

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

Enhance **Statewide Relationships**

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

Key Tactics

- Become a trusted conduit between our members and partner organizations (APA, AIA, Housing Forward, etc.)
- Continue to grow our reach in suburban communities to highlight best practices in development
- Host high-value events that bring OKC connections to Tulsa and vice versa
- Use peer city tours to broaden the ULI tent and deepen ULI members' relationships
- Explore more active roles in aligned programs, e.g., National Main Street Conference

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