The Tulsa region plays a significant role in Oklahoma’s economy, with the Tulsa’s Future plan leading its economic development accomplishments. This year, the plan continued its positive momentum by welcoming its third phase, Tulsa’s Future III.

As economic development trends continue to evolve, Tulsa’s Future III ensures the region is primed to lead by capitalizing on new and growing industries. In 2016, Tulsa’s Future directly contributed to or assisted with the creation of 3,787 jobs across the region and propelled vital strategies to ensure a skilled, educated workforce and a business-friendly, entrepreneurial culture.

As we look to the road ahead, we see limitless opportunity to solidify the region as a leader on the national scale. That kind of achievement is only possible through the many strong partnerships we have in Tulsa’s Future.

The development and implementation of Tulsa’s Future III would not have been possible a decade ago. It is your vision, involvement and persistence as investors that have allowed this plan to exist, evolve and achieve unprecedented successes.

Through your continued support and dedication, Tulsa’s Future III will pursue new heights. We are confident that, with our solid regional partnerships, we can continue building upon our previous successes. Your continued support makes a true difference as we pursue the region we all envision.

Pierce Norton
2016 Chair, Tulsa’s Future
President & CEO | ONE Gas

David Stratton
2016 Vice Chair, Economic Development
Oklahoma Region Head | Chase
2016 OVERSIGHT COMMITTEE

JEFF DUNN
2016 Chair,
Tulsa Regional Chamber
President, Mill Creek
Lumber & Supply Co.

ALAN ARMSTRONG
President & CEO
The Williams Companies, Inc.

CHIEF BILL JOHN BAKER
Principal Chief
The Cherokee Nation

STEVE BRADSHAW
President & CEO
BOK Financial

THE HONORABLE
G.T. BYNUM
Mayor
City of Tulsa

CHET CADIEUX
Chairman, President &
CEO
QuikTrip Corp.

MARK EASTON
Managing Director, Tulsa
Technical Operations
American Airlines

DR. SHARON FLETCHER
President & CEO
CommunityCare

CHIEF JAMES FLOYD
Principal Chief
Muscogee (Creek) Nation

STEPHANIA GROBER
Vice President, Sales and
Marketing, Blue Cross and
Blue Shield of Oklahoma

KEVIN GROSS
President & CEO
Hillcrest Healthcare System

HANS HELMERICH
Chairman
Helmerich & Payne, Inc.
To begin refreshing and refining the Tulsa’s Future economic development plan, a comprehensive process was facilitated by Market Street Services, a globally-recognized economic development consulting firm. Market Street principals and project managers gained inclusive guidance from the Tulsa’s Future Steering Committee, regional partners, municipalities, tribal entities and extensive public input to assist in shaping the new direction for northeast Oklahoma’s economic development strategies through 2020.
Tulsa’s Future III research and strategy was developed through a comprehensive public input process. This included numerous focus groups, one-on-one interviews with regional leaders, a diverse steering committee and an online survey resulting in 1,315 responses.

The result of this inclusive, detail-oriented information gathering and strategy process was the development of four key pillars, the core tenets and priorities for Tulsa’s Future III.

1. Prosperous Future
2. Innovative Future
3. Skilled Future
4. Livable Future

Setting a New Course

FOUR PILLAR APPROACH
A successful regional growth strategy depends on the ability to attract new industry and investment.
DEFINING TULSA’S POTENTIAL

In economic development, at least 80 percent of job growth comes from existing industry. However, a successful regional growth strategy depends on the ability to attract new industry and investment. For Tulsa, the energy sector’s downturn has been a reminder of the need to further diversify the local economy. The Tulsa’s Future III regional economic development strategy plays a leading role in growing northeast Oklahoma’s seven target industries. As Tulsa’s Future staff and regional partners execute the strategies and initiatives outlined in the Market Street plan, key activities stand out as crucial to ensuring the region’s ability to compete for national site location projects.

Hosting consultants for regional familiarization tours is a key marketing tool for promoting northeast Oklahoma.

LIVIN’ ON TULSA TIME

Tulsa is not home to many national site location consultants, the firms and individuals who serve as an intermediary between communities and companies during the search process for corporate relocation or expansion. To effectively market the region, these individuals need opportunities to experience the tremendous growth and development of northeast Oklahoma over the past decade. The Tulsa’s Future team brings top consultants to the region for familiarization tours to see its assets and meet with local business and community leaders. The result is almost always immediate. In 2016, the largest new business project considering Tulsa was the direct result of a consultant visit to the region.

IN 2016:

• The largest new business project considering Tulsa was the direct RESULT OF A CONSULTANT VISIT to the region.
• The Tulsa’s Future regional partners hosted THREE NATIONAL SITE LOCATION CONSULTANTS for familiarization tours, showcasing the region’s strengths and attributes.
ON THE ROAD AGAIN
Over the course of each year, staff and regional partners conduct more than ten “call trips” to major cities with a concentration of site location professionals. During these visits, staff and partners provide updates on major developments, existing business expansions, new business announcements and new sites. This helps ensure the Tulsa region remains on the minds of consultant teams as they evaluate cities for corporate clients.

IN 2016:
• Staff submitted FIVE PROPOSALS FOR PROJECTS that were a direct result of visits with consultants in targeted cities.
• Staff hosted BUSINESS DEVELOPMENT TRIPS to Dallas, Chicago, Minneapolis, Charlotte, Greenville, New York, Atlanta, and Houston.
• Five regional partners participated in scheduled appointments in targeted cities.

MARKETING NORTHEAST OKLAHOMA
A key component of the Tulsa’s Future new business development strategy involves print and digital marketing. These efforts expand the region’s reach to not just site location consultants, but to real estate staff and companies considering relocation. The goal of Tulsa’s Future regional marketing is to create a strong message that resonates with consultants and companies.

IN 2016:
• Mailed 24 business development post cards highlighting our diverse and growing region to a list of 1,133 consultants and national contacts.
• More than 1,000 SITE LOCATION CONSULTANTS receive the Tulsa’s Future monthly consultant newsletter focusing on new business announcements and quality of life amenities.
• Staff produced and CONTACTED 123 LEADS FOR NEW BUSINESSES with the potential to expand in northeast Oklahoma.

REGIONAL COMPETITIVE IDENTITY
The Chamber’s economic development team and regional partners, in coordination with VisitTulsa (the convention and visitor’s bureau housed at the Chamber) and the Chamber’s education and workforce division, worked with Canadian firm Resonance Consultancy to research and develop a new brand and marketing strategy for the region. This new brand will lead combined marketing efforts for tourism, workforce attraction and economic development. By leveraging common messages and design, this branding will further increase national awareness of the Tulsa region. Resonance Consultancy is in the process of executing market testing for campaign messaging. The new brand is expected to launch in the third quarter of 2017.
ManuFacturers’ CounCil
In 2015, the Chamber launched the Manufacturers’ Council to better connect and understand the issues facing regional manufacturers. Today, the council is flourishing under the volunteer leadership of area companies. The council meets bimonthly and is hosted by a manufacturer at their facility. This rotating format provides council members an opportunity to tell their story and offer a tour of their facilities. Each meeting features a speaker and topic identified as an area of interest by council members. During 2016, topics included hiring best practices, safety and SHARP certification and innovative health care practices in manufacturing, among other issues.

» 817 visits with existing businesses
» 49 expansion projects closed
» 28 expansion projects active as of March 2017

Number of jobs added by industry: 3,787 total jobs

• Advanced Manufacturing: 1,277
• Aerospace: 575
• Energy: 65
• Health Care: 333
• Information Technology: 35
• Professional Services: 1,167
• Transportation, Distribution, Logistics: 335

ColLaborating for success | A team-based approach
For much of 2016, the potential merger of Tulsa’s own Williams Companies with Dallas-based Energy Transfer Equity (ETE) dominated headlines. To the relief of the region and state, the deal collapsed. However, the merger process reinforced the importance of retaining existing employers, and the need to ensure they have the resources and assets necessary for current and future success.

SuPporting growth at home
At the beginning of 2016, Tulsa’s Future staff revamped the division’s Business Retention and Expansion (BRE) efforts, with a focus on developing and rebuilding relationships with key resource partners in the community. At newly implemented quarterly meetings, regional partners meet to share information on local companies that are expanding, facing challenges or looking for support from service providers. Tulsa’s Future staff also engages resource partners to participate in visits to existing businesses, and when working retention and expansion projects. This direct engagement has proven to be a highly successful model, as companies can quickly connect with solutions they need to be successful in northeast Oklahoma.

BRE resource partners:
• City of Tulsa
• Goodwill Industries
• OK2Grow
• Oklahoma Center for the Advancement of Science & Technology
• Oklahoma Department of Commerce
• Oklahoma Employment Security Commission
• Oklahoma Manufacturing Alliance
• ONE Gas
• Public Service Company of Oklahoma
• Tulsa Community College
• Tulsa Tech
• Workforce Tulsa
The Innovative Future pillar aims to foster an entrepreneurial culture and increase business diversity in the Tulsa region.
INVESTING IN TULSA’S ENTREPRENEURIAL CULTURE

Creating and sustaining vibrant startups and small businesses is integral to attracting and retaining young talent to the Tulsa region. Through the third phase of Tulsa’s Future, the Tulsa Regional Chamber and its partners make cultivating local entrepreneurs a key strategic priority.

The Innovative Future pillar aims to foster an entrepreneurial culture and increase business diversity in the Tulsa region. The majority of its initiatives are implemented through The Forge, the Chamber’s accredited business incubator; 36 Degrees North (36°N), Tulsa’s “basecamp for entrepreneurs”; and the Tulsa Small Business Connection, a dedicated suite of Chamber programming for companies with fewer than 50 employees. These collaborations grow the region’s entrepreneurial community, increase the number of startup business ventures and assist companies in reaching commercialization.

The Forge, an initiative of the Chamber founded in 2005, accelerates the development and success of regional startups and existing businesses. Incubators provide a number of specialized benefits, and tenants at The Forge gain access to personalized guidance from mentors, business planning, tax incentives and free Chamber membership.

In January 2016, the Chamber, The Forge and members of Tulsa’s entrepreneurial community celebrated the opening of 36°N. This co-working space and entrepreneurial hub, located in the heart of Tulsa’s Brady Arts District, offers entrepreneurs the opportunity to connect with people and resources. The Chamber is a proud founding partner of the venture, along with the George Kaiser Family Foundation, the Lobeck Taylor Family Foundation and Tulsa Tech.

36 Degrees North Founding Partners.
For growth-oriented businesses in need of affordable office space, 36°N has membership plans ranging from shared tables to private offices. In addition to providing physical space, 36°N partners with organizations across the region to host dozens of events and activities, including Tulsa’s sixth annual Global Entrepreneurship Week. The Forge and 36°N have increased the pipeline of potential tenants due to the broader reach of their combined marketing channels. For entrepreneurs who do not meet The Forge’s requirements, 36°N offers an alternative.

The Tulsa Small Business Connection, funded by the Tulsa’s Future program, serves companies that achieve commercialization with exclusive resources, programming and educational opportunities. In 2016, the Chamber assisted 18 startups representing several industries, and celebrated the commercialization of three companies: Hire 360, Skater Trainer and Guardiola Outreach Development.

Tulsa’s entrepreneurial community is not only growing, but thriving. Startups and small businesses truly are the heart of the regional economy, with 82 percent of Tulsa-area companies employing fewer than 10 people. As Tulsa’s Future continues its support of entrepreneurship, the entire region benefits from these companies’ economic impact and the caliber of employees they attract.

**IN 2016:**

- **ASSISTED THREE REGIONAL COMPANIES IN REACHING COMMERCIALIZATION:** Hire 360, Skater Trainer, Guardiola Outreach Development.
- **The Tulsa Regional Chamber ASSISTED WITH 18 START-UPS** representing the following industries:
  - Software Development - 7
  - Consumer Products - 3
  - Technology - 3
  - Professional Services - 2
  - Educational Services - 1
  - Finance - 1
  - Industrial Wholesaler - 1
“The Forge helped me move faster, stay focused, get infused with learning and make valuable connections. Even though I have been in business in Tulsa for over 10 years, starting any new venture comes with its challenges. I am thankful to have had support from The Forge.”

- Adrienne Kallweit, founder of Gig BigWig, a 2016 Forge tenant.
The Chamber’s education and workforce division lays the foundation for a talent supply chain that aligns with the region’s industry needs.
SPREADING AWARENESS

One of the barriers to achieving a more educated workforce is lack of awareness about available educational opportunities. In 2016, several of the Chamber’s education and workforce initiatives tackled this problem, supporting an increase in the percentage of adults in the region with an associate’s degree or higher toward the Tulsa’s Future III five-year goal of 40 percent.

Based on recommendations from a comprehensive regional workforce analysis completed in 2014, the Chamber initiated a career awareness campaign in 2016 to inform current and future jobseekers about the region’s seven high-growth industry sectors. This project also led to the creation of career pathways, which use data from local employer surveys to map out educational and training requirements for advancement within each key economic sector. This new resource is now available for students and jobseekers to see opportunities for lateral or vertical movement within industries, and to funnel more people into regional postsecondary education programs.

RAISING THE BAR THROUGH EDUCATION

By 2020, 60 percent of Oklahoma jobs will require a credential beyond a high school diploma. Yet in 2016, only 34.8 percent of the Tulsa region’s adult population held an associate’s degree or higher. In order to meet the demands of the emerging job market, Tulsa’s Future III sets goals around raising this percentage through increasing the number of degree-holding adults in the current workforce and attracting new talent to the region. The Chamber’s education and workforce division lays the foundation for a talent supply chain that aligns with the region’s industry needs.
To ensure education providers understand current workforce opportunities and challenges, Tulsa’s Future staff convene regional community leaders for greater collective impact. In 2016, the Chamber launched the Workforce Advisory Council, which brings C-level executives from the education and business sectors together to build alignment between classroom curriculum and the regional talent supply chain. The Workforce Collective, also launched in 2016, includes more than 30 education, workforce and community partners that build capacity and programming around regional needs.

Chamber education programs also help prepare students to enter the workforce. In the fall of 2016, the Chamber’s Beyond High School College and Career Fair brought more than 70 in- and out-of-state college, university and industry recruiters to showcase postsecondary opportunities to more than 1,500 Tulsa Public Schools juniors and seniors. The 2016 Road Trip for Teachers took 60 TPS educators to the Cancer Treatment Centers of America Tulsa hospital to highlight career opportunities for their students in the healthcare industry—one of the region’s seven high-growth industry sectors. In the spring, the Reverse Road Trip program facilitated college and career tech visits at each TPS high school. Representatives answered students’ questions about financial aid, and presented information about college and career options to graduating seniors.

1,500 high school students exposed to postsecondary education opportunities, including college and career tech, at the 2016 Beyond High School College and Career Fair

7 regional high-growth industries mapped out by the career pathways research

A DESTINATION FOR TALENT

To help fill current high-skill job openings, Tulsa’s Future III recognizes the need to attract individuals to the region who already have a bachelor’s degree. In 2016, the percentage of adults moving to the Tulsa region who met this criteria was 25.5 percent. With the support of the Chamber’s talent attraction initiatives, this number increased from the 2015 benchmark, moving closer to the five-year goal of 30 percent.

In particular, Tulsa’s Young Professionals (TYPros) exists to make Tulsa a more desirable place for young people to live and work, and the organization continued to grow its reach. In 2016, TYPros held more than 80 events, with a focus on professional development, civic engagement and placemaking, and grew its membership to 9,000. A concerted voter engagement campaign helped increase young voter turnout by 50 percent for Tulsa’s mayoral election, ensuring the young professional voice has a meaningful influence on public policy.

9,000 TYPros members in 2016
80 events held to ENGAGE YOUNG PROFESSIONALS
Unlike previous generations, millennials are likely to choose a city for its quality of place.
HOW “PLACE” INFLUENCES ECONOMIC DEVELOPMENT

Over the past decade, phrases such as “quality of life” and “quality of place” have become commonplace to most Tulsans. While they encompass a variety of meanings, both convey that a community provides the environment and infrastructure to attract and retain talent. As the modern workforce becomes increasingly mobile, creating communities that have a strong quality of place is imperative for successful economic development. As a result, the Tulsa’s Future III strategy implements metrics around creating a “livable” region. These goals directly complement and amplify the strategy to retain and grow existing industry, attract new companies and grow the regional workforce.

90 miles comprise the region’s existing trail system, which continues to expand each year

WALKABILITY AS A DRIVER OF ECONOMIC GROWTH

Millennials have redefined how career and location decisions are made. Unlike previous generations, millennials are likely to choose a city for its quality of life, and then search for a job. As a result, cities with denser, walkable environments have grown and thrived. Over the past 10 years, the Tulsa region has increasingly focused on investing in public infrastructure to ultimately create more walkable communities. From reinvestments in the region’s historic main streets, to the passage of Oklahoma’s first dedicated transit tax to fund Tulsa’s Bus Rapid Transit line, the Tulsa region is taking steps to create places where all forms of transportation are safe, accessible and encouraged.

IN 2016:

• In April of 2016, TULSA VOTERS PASSED THE STATE’S FIRST DEDICATED TRANSIT TAX to fund a Bus Rapid Transit system. The new transit lines will provide 15-minute service along a north-south route via Peoria Avenue, and an east-west route via 11th Street.
Tulsa’s Young Professionals has been a consistent, vocal advocate of enhanced transit options, touting the economic and social benefits of improved connectivity for the entire city. In 2016, the organization’s annual community redevelopment initiative, Street Cred, simulated enhanced transportation options along 11th Street to showcase Route 66 as a multi-modal transit destination.

**$144.8 million** - Amount to be invested in the Arkansas River and surrounding amenities as a result of the passage of Vision Tulsa in April 2016. The continued investment in the river and surrounding trails will further enhance one of Tulsa’s key walkable assets.

**A STRONG CORE**

Since the completion of the BOK Center in 2008, downtown Tulsa has attracted more than $840 million in completed investment, with an additional $450+ million announced or underway. The continued revitalization of Tulsa’s urban core is a crucial component in ensuring the region is competitive with other U.S. cities.

**WALKABLE TULSA**

In 2016, the Chamber, in conjunction with Tulsa’s Downtown Coordinating Council, commissioned a study to increase walkability in downtown. Led by Jeff Speck, author of “Walkable City: How Downtown Can Save America, One Step at a Time,” the study provides an in-depth analysis of key factors that determine walkability. It then assesses downtown Tulsa against these factors, and provides recommendations on how the city can improve walkability through street design and planning.

The initial report, released in early 2017, recommends modifications for the planned improvements along Boulder and Cheyenne Avenue. Additionally, the study provides a prioritization for future improvements, and recommends the implementation of a simple downtown overlay to ensure future development best promotes walkability.
REGIONAL COMMUNITIES INVEST IN DOWNTOWN

In addition to the renaissance of downtown Tulsa, communities across the region are investing in their historic main streets, downtowns and public spaces. 2016 was a banner year for development in downtown Claremore, with public and private investments exceeding $10 million. Additionally, the city led a public process to recruit the Main Street Tavern to downtown. More than $5 million was invested to remodel the Will Rogers Lofts into apartments for young professionals. Similar investment efforts were championed in Owasso, Jenks, Broken Arrow, Bixby, Muskogee and other regional communities, demonstrating northeast Oklahoma’s commitment to developing assets that attract and retain talent.

$840 million – total investment made in downtown Tulsa since the completion of the BOK Center in 2008.

More than $450 million – the value of announced and in-progress projects in downtown Tulsa.

$55 million – Approved in the Vision Tulsa package to invest in the Convention Center.
As northeast Oklahoma competes for high-value jobs, talent and capital investment, it is imperative that the Tulsa region grows its competitive position against its peer cities for jobs and people.
## 2016 PERFORMANCE REVIEW

<table>
<thead>
<tr>
<th>METRIC</th>
<th>DESCRIPTION</th>
<th>DIVISION OWNER</th>
<th>5 YEAR GOAL</th>
<th>YEAR 1</th>
<th>NOTES ON GOAL PROGRESS</th>
</tr>
</thead>
<tbody>
<tr>
<td>PROSPEROUS FUTURE</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Jobs created with an average annual wage above $50,000</td>
<td>Expansion or new business projects which staff has led or provided direct assistance, where the average wage for all new jobs is above $50,000</td>
<td>Economic Development</td>
<td>12,500</td>
<td>1,888</td>
<td>One-fifth of the five year goal for this metric equates to the creation of 2,500 jobs each year. The Year 1 progress toward this goal falls below this target, but was largely impacted by the continued decline in the energy industry and the corresponding impact on the regional economy. Based upon project activity initiated at the end of 2016 and early project activity in 2017, staff expects progress on this goal to move closer to the Year 2 average progress mark.</td>
</tr>
<tr>
<td>Jobs created with an average annual wage below $50,000</td>
<td>Expansion or new business projects which staff has led or provided direct assistance, where the average wage for all new jobs is below $50,000</td>
<td>Economic Development</td>
<td>10,000</td>
<td>1,899</td>
<td>One-fifth of the five year goal for this metric equates to the creation of 2,000 jobs each year. The Year 1 progress toward this goal falls only slightly below this target. Based upon current active expansion and new business projects with average wages below $50,000, staff expects Year 2 progress to meet or exceed the 4,000 jobs that would place the goal on track.</td>
</tr>
<tr>
<td>Capital investment in the region by primary employers</td>
<td>Expansion or new business projects which staff has led or provided direct assistance, where the company has made a new capital investment in the region</td>
<td>Economic Development</td>
<td>$1,100,000,000</td>
<td>$146,500,000</td>
<td>One-fifth of the five year goal for this metric equates to $220,000,000 in capital investment generated each year of the 5 year plan. While the Year 1 progress is below this target, staff is currently leading multiple active expansion and new business projects that would put the goal on target or above for Year 2.</td>
</tr>
<tr>
<td>INNOVATIVE FUTURE</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Assist with the startup of entrepreneurial and small businesses</td>
<td>Number of entrepreneurial or small businesses assisted via The Forge, 36 Degrees North, or the Tulsa Small Business Connection</td>
<td>Economic Development</td>
<td>125 entrepreneurial and small businesses</td>
<td>18</td>
<td>The Tulsa Regional Chamber assisted with eighteen start-ups in 2016 representing the following industries: Software Development (7), Consumer Products (3), Technology (3), Professional Services (2), Educational Services (1), Finance (1), and Industrial Wholesaler (1). Although the number of start-ups assisted is slightly below one fifth of the five year goal, activity with start-ups increased over the second half of 2016. This trend is expected to continue in 2017.</td>
</tr>
<tr>
<td>Assist companies in achieving commercialization</td>
<td>Number of companies achieving commercialization that received assistance via The Forge, 36 Degrees North, or the Tulsa Small Business Connection</td>
<td>Economic Development</td>
<td>25 companies</td>
<td>3</td>
<td>The companies of Hire 360, Skater Trainer and Guardola Outreach Development all reached commercialization. The number of companies assisted with commercialization was slightly under one fifth of the annual metric for this goal. We expect this metric will be on target at the end of 2017 due to the collaboration with 36 Degrees North that is partially funded through Tulsa’s Future III.</td>
</tr>
</tbody>
</table>
## Skilled Future

<table>
<thead>
<tr>
<th>Metric</th>
<th>Description</th>
<th>Division Owner</th>
<th>5 Year Goal</th>
<th>Year 1</th>
<th>Notes on Goal Progress</th>
</tr>
</thead>
<tbody>
<tr>
<td>Percentage of adults with an Associate’s degree or higher</td>
<td>Percentage of adults with an Associate’s degree or higher as reported via the US Census Bureau’s American Community Survey annually in [insert month]</td>
<td>Education and Workforce</td>
<td>40% of population</td>
<td>35.4%</td>
<td>Chamber collaborates with full educational pipeline on career awareness, career pathways and supportive assistance to ensure this number continues to grow.</td>
</tr>
<tr>
<td>Career Tech graduates in high-growth industry sectors</td>
<td>Increase in the number of graduates from Tulsa Tech in demand occupation program areas</td>
<td>Education and Workforce</td>
<td>25% increase</td>
<td>Decrease of 15%</td>
<td>Current employment landscape may be hindering enrollment numbers due to the large volume of openings and historically low unemployment numbers.</td>
</tr>
<tr>
<td>Percentage of adults with a Bachelor’s degree or higher moving to the region</td>
<td>Percentage of adults with a Bachelor’s degree or higher moving to the Tulsa MSA as reported via the US Census Bureau’s American Community Survey annually in [insert month]</td>
<td>Education and Workforce</td>
<td>30% of population moving to the region</td>
<td>25.8%</td>
<td>Chamber’s ongoing talent attraction initiatives to support area employers and highlight their highly skilled openings will help this number continue to grow.</td>
</tr>
<tr>
<td>Workforce assistance projects completed for Tulsa regional employers</td>
<td>Number of workforce assistance projects led by Tulsa Regional Chamber staff with existing industry in the Tulsa region</td>
<td>Education and Workforce</td>
<td>250 projects</td>
<td>39</td>
<td>Utilized the following criteria to analyze contacts: • Company must be in our seven targeted industries • Project is initiated by a company • Project involves multiple positions or addresses a broad workforce issue • Project addresses overcoming some type of workforce barrier • There is a documented value added result from our efforts to the company</td>
</tr>
</tbody>
</table>

## Livable Future

<table>
<thead>
<tr>
<th>Metric</th>
<th>Description</th>
<th>Division Owner</th>
<th>5 Year Goal</th>
<th>Year 1</th>
<th>Notes on Goal Progress</th>
</tr>
</thead>
<tbody>
<tr>
<td>Increase investment in downtown Tulsa</td>
<td>New, publicly announced or in-progress development projects within the Inner Dispersal Loop (IDL) of downtown Tulsa to which Tulsa Regional Chamber staff provided support or assistance</td>
<td>Economic Development, Community Development, Government Affairs</td>
<td>$600 million in capital investment (announced or in-progress)</td>
<td>See notes on progress</td>
<td>For Year 1 of the Tulsa’s Future III program, efforts around downtown development centered around discussions with the City of Tulsa regarding the future structure of the downtown promotion organization. Year 1 efforts on downtown development focused on funding the downtown walkability study led by Jeff Speck, which identifies and prioritizes key activities that will increase walkability in downtown Tulsa.</td>
</tr>
<tr>
<td>Increase Tulsa’s Walk Score</td>
<td>Tulsa’s overall Walk Score as defined by <a href="http://www.walkscore.com">www.walkscore.com</a>.</td>
<td>Economic Development, Community Development, Government Affairs</td>
<td>Increase to 40</td>
<td>38.6</td>
<td>In 2016, the Tulsa’s Future III program provided the seed funding for the Vision Tulsa campaign, which established the first dedicated public transit tax in the state of Oklahoma. In the lead-up to the vote, the Chamber was a vocal advocate for including funding for the transit tax and the proposed Bus Rapid Transit line. The Bus Rapid Transit line will serve as a catalyst for more walkable development along the Peoria and 11th Street corridors, while performing the dual function of creating greater access to job opportunities for Tulsa residents. Additionally, as noted in the downtown investment section, the Tulsa’s Future program funded a study by Jeff Speck on increasing the walkability of downtown Tulsa.</td>
</tr>
</tbody>
</table>
2016
3,787 TOTAL JOBS

ADVANCED MANUFACTURING: 1,277
AEROSPACE: 575
ENERGY: 65
HEALTH CARE: 333
INFORMATION TECHNOLOGY: 35
HQ/PROFESSIONAL SERVICES: 1,167
TRANSPORTATION DISTRIBUTION & LOGISTICS: 335
As northeast Oklahoma competes for jobs, talent and capital investment, it is imperative it continues to grow its competitive position. The charts below depict the Tulsa region’s current stance against its nine peer cities. It is evident that the region must look for opportunities to further invest in education to ensure a strong workforce pipeline. As Tulsa’s Future III works toward meeting the goals outlined within each program pillar, favorable changes will be reflected in the region’s metric rankings.
The Tulsa Regional Chamber has secured $20,054,000 in pledge commitments or 95.5% toward its $21 million goal. The campaign has secured investment with 175 investors, including 28 Oversight Committee members and 32 Regional Partners. The campaign has secured $3.249 million from 65 new investors.*

*TULSA’S FUTURE OVERSIGHT COMMITTEE LEVEL INVESTORS

American Airlines  Bama  Bank of Oklahoma  BlueCross BlueShield of Oklahoma

Tulsa  A New Kind of Energy  Cherokee Nation  CommunityCare

George Kaiser Family Foundation  HP  Hillcrest HealthCare System  JPMorgan Chase & Co.

Magellan  MidAmerica Industrial Park  ONE Gas

ONEOK  AES - Public Service Company of Oklahoma  QT

Saint Francis Health System  St. John Health System  T.D. Williamson

Tulsa Regional Chamber  Tulsa World Media Company  verizon  Williams
REGIONAL PARTNER INVESTORS
Bixby Metro Chamber of Commerce
Broken Arrow Chamber of Commerce
Broken Arrow Economic Development Corporation
The Cherokee Nation
City of Bixby
City of Bristow
City of Broken Arrow
City of Claremore
City of Collinsville
City of Glenpool
City of Jenks
City of Okmulgee
City of Owasso
City of Sand Springs
City of Sapulpa
City of Skiatook
City of Tulsa
Claremore Industrial & Economic Development Authority
INCOG
Jenks Chamber of Commerce
MidAmerica Industrial Park
Muskogee City-County Port Authority
Muskogee (Creek) Nation
Okmulgee Area Development Corporation
The Osage Nation
Owasso Chamber of Commerce
Stillwater Chamber of Commerce
Tulsa Airports Improvement Trust
Tulsa County
Tulsa Port of Catoosa
Tulsa Regional Chamber
Wagoner County Economic Development Authority
PRIVATE INVESTORS
AAON, Inc.
Advance Research Chemicals Inc.
American Heritage Bank
American Waste Control, Inc.
Arthur J. Gallagher Risk Management Services, Inc.
Arvest Bank
AT&T
BancFirst-Tulsa
Bank SNB
Bill Knight Automotive Group
Big Elk Energy Systems
BKD CPAs and Advisors
Blue Sky Bank
BTC Broadband, Inc.
Cancer Treatment Centers of America
Capital One Auto Finance
Case & Associates Properties, Inc.
CCK Strategies
CF Industries
Citizens Bankshares, Inc.
Cole Hargrave Snodgrass & Associates
Commerce Bank
Community Care College
Conner & Winters, LLP
Covanta Tulsa Renewable Energy, LLC
Cowen Construction
Cox Communications
Cynergy AEC
Doerner, Saunders, Daniel & Anderson, L.L.P.
Eide Bailly, LLP
Eller & Detrich, P.C.
Ernst & Young LLP
Fabricant, Inc.
The First Nat. Bank & Trust Co. of Okmulgee
First Fidelity Bank, N.A.
First Oklahoma Bank
Flintco, LLC
Frederic Dorwart, Lawyers
GableGotwals
Gardner Denver, Inc.
Gitiw Creative
Grand Bank
Grand River Dam Authority
Grant Thornton
Greater Tulsa Association of REALTORS®
Griffin Communications, LLC (KOTV / KQCW)
Hall Estill
HoganTaylor LLP
HollyFrontier Tulsa Refining, LLC
Home Builders Association of Greater Tulsa
HP Enterprise Services
HUB International Mid-America
Hughes Lumber Co.
IBC Bank
Ihloff Salon & Day Spa
Imperial
ITC Great Plains
Jackie Cooper Imports of Tulsa, LLC
JD Young
Jim Norton Toyota
John Christner Trucking, LLC
Joshi Technologies International, Inc.
Linde Engineering North America Inc.
Lobeck Taylor Family Foundation
Lohrey & Associates, PLLC
Mabrey Bank
Manhattan Construction Group
Mariner Wealth Advisors - Oklahoma
Marshall Brewing Company
Matrix Service Company
McElroy Manufacturing Inc.
The McIntosh Group LLC
MidFirst Bank
Midstates Petroleum
Mill Creek Lumber & Supply Co.
Nabholz Corporation
Nadel & Gussman
Mr. Dan Neale
NORDAM
Northeastern State University
Oklahoma Surgical Hospital
Omni Air International, Inc.
Oral Roberts University
Orchids Paper Products
OSU in Tulsa / OU College of Osteopathic Medicine
Owasso Land Trust
Peclo Structural, LLC
Poe Enterprises, LLC
Program Management Group, LLC
Propeller Communications
PwC
R. L. Hudson & Company
Regent Bank
The Robson Companies, Inc.
Rogers State University
Schnake Turnbo Frank
Security Bank
SemGroup Corporation
Senior Star
Sherwood Construction Co. Inc.
Small Business Capital Corporation, in memory of Mickey Thompson
Spirit AeroSystems, Inc.
SpiritBank
Summit Financial Group, Inc.
SWEP North America, Inc
Switchgear Search & Recruiting LLC
Thornton Automotive Group
TTCU The Credit Union
Tulsa Community College
Tulsa Tech
UMB Bank
University of Oklahoma-Tulsa
University of Tulsa
Vacuwrsp Global, LLC
Valle National Bank
Webco Industries, Inc.
Williams Construction Co.
World Travel Service, LLC
WPX Energy Company
The Anne and Henry Zarrow Foundation
Zeeco, Inc.
# 2016 Financial Data

## Revenue

<table>
<thead>
<tr>
<th></th>
<th>2016 Actual*</th>
<th>2016 Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tulsa's Future Revenue</td>
<td>3,524,324</td>
<td>3,523,745</td>
</tr>
<tr>
<td>Chamber Support</td>
<td>250,000</td>
<td>250,000</td>
</tr>
<tr>
<td>Contract with EDC</td>
<td>308,133</td>
<td>250,000</td>
</tr>
<tr>
<td><strong>Total Revenues</strong></td>
<td><strong>4,082,457</strong></td>
<td><strong>4,023,745</strong></td>
</tr>
</tbody>
</table>

## Expenses

<table>
<thead>
<tr>
<th></th>
<th>2016 Actual*</th>
<th>2016 Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td>Economic Development Staff</td>
<td>1,141,736</td>
<td>1,202,637</td>
</tr>
<tr>
<td>Research and Training</td>
<td>314,110</td>
<td>271,523</td>
</tr>
<tr>
<td>Meeting Services</td>
<td>26,588</td>
<td>46,500</td>
</tr>
<tr>
<td>Travel and Hosting</td>
<td>218,136</td>
<td>157,976</td>
</tr>
<tr>
<td>Marketing</td>
<td>453,808</td>
<td>493,885</td>
</tr>
<tr>
<td>Publications and Brochures</td>
<td>53,377</td>
<td>50,000</td>
</tr>
<tr>
<td>Advocacy</td>
<td>70,000</td>
<td>70,000</td>
</tr>
<tr>
<td>Tulsa's Your Professionals Program Support</td>
<td>316,183</td>
<td>316,183</td>
</tr>
<tr>
<td>Workforce Program Support</td>
<td>256,667</td>
<td>253,667</td>
</tr>
<tr>
<td>Downtown Development Program Support</td>
<td>111,168</td>
<td>193,683</td>
</tr>
<tr>
<td>Administrative &amp; Overhead Allocations</td>
<td>555,823</td>
<td>480,491</td>
</tr>
<tr>
<td>Issues Fund</td>
<td>564,862</td>
<td>487,200</td>
</tr>
<tr>
<td><strong>Total Expenses</strong></td>
<td><strong>4,082,457</strong></td>
<td><strong>4,023,745</strong></td>
</tr>
<tr>
<td><strong>Excess (Deficit)</strong></td>
<td><strong>0</strong></td>
<td><strong>0</strong></td>
</tr>
</tbody>
</table>

* Unaudited Financial Data
2017 TULSA’S FUTURE STAFF

Mike Neal, CCE, CCD, HLM
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Tulsa Future, Inc. is a 501(c)(3) non-profit organization (Federal ID # 23-7033283). For federal tax purposes, investments made to this program can be tax deductions as charitable contributions, or can be treated the same way as membership dues, ordinary and necessary to the conduct of business. No goods or services have been exchanged for this contribution. As with any contribution, please consult your tax advisor.