
INCOG EDD

Annual Performance Report 2015

Indian Nations Council of
Governments Economic
Development District

PREFACE

The INCOG Economic Development District (EDD) is at the halfway point of implementing the five-year Comprehensive Economic Development Strategy (CEDS). This designated EDD, approved by the US Economic Development Administration (EDA), is comprised of Creek, Osage and Tulsa counties and the cities and towns within them. The Annual Report was prepared to apprise our stakeholders, and EDA, about the various activities undertaken over the past year and the impact of all projects since the District's inception in 2008. In addition to a list of EDA-funded projects we broadened the scope of information provided here regarding activities and outcomes that inform, support and help to stimulate jobs and enterprises in the communities of the three-county EDD. Our work is varied and our efforts are aimed at cooperation among constituencies, diversifying the region's economy, and contributing to the long-term economic viability of the region.

In February 2015, the EDD Board approved an addendum to the original 2013 CEDS with a new policy initiative as follows:

In order to assist the EDD members, \$17,500 (total) over the two-year grant term may be used to provide consulting and/or technical assistance directly to local governments, educational or nonprofit organizations. Projects will exhibit innovation and regional collaboration, leverage public-private partnerships, and support economically distressed communities. Economic development matters might include planning for industrial park development, marketing, land use regulations, historic preservation activities, economic development initiatives, programs and business development opportunities. Funds will require a fifty-percent match from the project sponsor(s) and may be used in conjunction with other local, state and federal funds.

In March 2015 we partnered with the Tulsa Industrial Authority to sponsor a visit by MacArthur Fellowship awardee, Bill Strickland, with a \$1,400 match contribution. Strickland, CEO of the nonprofit Manchester Bidwell in Pittsburgh, discussed his approach to transforming communities through music, arts, design and education. The Tulsa Industrial Authority, Oklahoma Department of Environmental Quality and several community leaders participated. Strickland's 2002 TED talk can be viewed at www.ted.com. To date, this is the sole technical assistance funding disbursed by the District under the initiative.

INTRODUCTION

In 2012-2013 Indian Nations Council of Governments (INCOG) worked with regional partners to complete an updated Comprehensive Economic Development Strategy (CEDS) for Creek, Osage and Tulsa Counties. INCOG receives an annual planning grant from the Economic Development Administration (EDA) to coordinate and implement eligible economic development activities for the cities, towns and counties within the designated area. Projects undertaken with EDA

funding correspond to the adopted CEDS for the INCOG Economic Development District (EDD). Oklahoma is a member of the five-state Southwest Region covered by the EDA regional office in Austin, Texas.

The 2013 CEDS Committee was comprised of approximately 40 representatives from municipalities, counties and organizations throughout the INCOG EDD. Members developed key goals and activities addressing five broad categories:

- I. Ensuring a healthy, attractive and sustainable environment, vibrant, thriving communities and a high quality of life for all the region's residents.***
- II. Fostering a regional business climate that supports high quality private investment and job creation.***
- III. Ensuring residents have better access to living wage jobs and employers have access to world class talent.***
- IV. Harnessing and capitalizing on the entrepreneurship and technology innovation assets in the region.***
- V. Advancing the region's transportation infrastructure to meet the demands of a globally connected modern economy.***

Goals and objectives were further defined as specific initiatives within the planning document. Since its inception, various INCOG staff managed the CEDS programs and projects. CEDS members worked to align the goals with EDA's **national strategic priorities** to further economic development through:

- Clean energy & green technologies*
- Sustainable manufacturing*
- Information technology infrastructure*
- Communities impacted by auto industry restructuring*
- Natural disaster mitigation & resiliency*
- Access to capital for small/medium & ethnically diverse enterprises*
- Innovations in science, healthcare & alternative fuel technologies*

In February 2015 the EDD Board made recommendations for replacing members of the CEDS committee who were no longer active as representatives and to accommodate new rules of membership implemented by EDA during the previous calendar year. Thirty-two CEDS committee members are currently listed.

INCOG staff for the EDD is funded, in part, by the EDA Planning Grant to manage and service the CEDS program of work throughout the three-county region. Staff attends EDA sponsored conferences, peer reviews, training and workshops as well as state and regional economic development meetings on a regular basis to gain greater understanding of the challenges and opportunities of the regional and national economy and improve knowledge of best practices and trends.

In November 2015 the National Association of Development Organizations (NADO), an EDA partner, selected Tulsa for training Southwest Region Economic Development District directors in a newly developed program. Ten ED directors from the five-state region, Louisiana, Arkansas, Texas, New Mexico and Oklahoma, met to review a variety of challenges and opportunities facing their communities. A tour of the new Tulsa County Macy's facility, as they were gearing up for the holidays, was a major focus of the group's training visit.

EDA-FUNDED ECONOMIC DEVELOPMENT ACTIVITIES, PROJECTS, RESULTS & OUTCOMES 2008-2015

In September 2015 representatives from the Washington DC office of EDA were in Tulsa to perform a **validation visit**. Staff officials toured the Tandy Supercomputing Center, located in Tulsa's City Hall, and took a driving tour along the Arkansas River Corridor. Also in September, EDA announced an invitation for applications to the *i6 Challenge*, a national initiative designed to support the creation of centers for innovation and entrepreneurship that increase the commercialization of innovative ideas and research into viable companies capable of creating jobs, leveraging private sector investment and fostering regional prosperity. **Tulsa Research Partners**, a cooperative of local public and private colleges and universities, submitted its proposal for matching funds to create a Community Technology Commercialization Concentrator Portal. EDA announced an award of **\$351,000** for the project in February 2016.

Each calendar year the INCOG EDD is required to provide data to the federal administration detailing the resources provided, investment leveraged, types of projects and jobs created. A copy of the 2015 GPRA Data Collection Form is attached. Please note, **ten** EDA-funded initiatives were reported, with a total EDA investment of \$6,800,000. The estimated number of **jobs** created or retained as a result is **340**; the estimated public sector investment generated is an additional **\$34,000,000**; and the estimated **private sector investment leveraged is \$543,400,000!**

Projects either completed or underway, partially funded by the EDA are:

1. **Tulsa County** received an EDA grant award in September 2014 for a Jobs Access Project. The grant of \$950,000 in federal funds for was road improvements along 76th Street North to accommodate the increase in vehicular and freight traffic for the Macy's Fulfillment Center. Total cost for the public improvements was more than \$2.2 million. Existing per capita income and employment statistics within a ten-mile radius of the site are significantly lower than the metro area, which were important factors in securing the federal grant funding. Macy's invested \$160 million; the company confirmed 1,000 current new employees with a seasonal peak of 3,400 jobs in 2015. The economic impact of the project is estimated to be more than \$53 million annually.

The completed project represented a successful partnership among the County, City of Owasso, Owasso Chamber, Cherokee Nation, Oklahoma Department of Transportation, Tulsa Regional Chamber and Oklahoma Department of Commerce. Governor Mary Fallin committed \$1.5 million from the Governor's Closing Fund for job training efforts. INCOG assisted with the EDA application and guided the County through the process of establishing a Tax Incentive District that offers a five-year property tax abatement to the company. Owasso Public Schools was instrumental in approving the incentive district. INCOG also assisted with securing Industrial Access Road funds from ODOT.

2. In April 2012, **Tulsa Industrial Authority** was awarded a \$200,000 matching grant from EDA for construction of sidewalks connecting the Blue Dome District, ONEOK Field and the Brady/Greenwood Districts. These improvements, nearly complete, provide a safe, attractive, pedestrian, bicycle and vehicle friendly pathway between these districts where, previously, severely deteriorated conditions occurred. Matching funds were provided through the Blue Dome Tax Increment District. Additionally, the project includes installation of new LED light fixtures, street trees and grates on both sides of this street that adjoins a railroad track.



3. EDA awarded the **City of Sapulpa** a \$1,500,000 grant in September 2012 to provide roadway and utility infrastructure critical to retention and expansion of an industrial park adjacent to Interstate 44. Once an underdeveloped tract of land, this project significantly improves access to the site. A unique collaborative effort of the City of Sapulpa, Tulsa County, Oklahoma Department of Transportation and BNSF Railroad, these partners contributed \$1,300,000 toward the EDA match. To date, this investment has realized private investment of \$27,000,000 and produced 190 new jobs. Completion is expected in the Spring 2016.

4. A ribbon cutting was held in 2013 as a result of the September 2011 EDA award to the **Oklahoma Innovation Institute (OII)** of \$800,000 in funds for the Tulsa Community Supercomputer, now called the Tandy Supercomputing Center. A significant grant from the Tandy Foundation was secured in part as a result of the investment by EDA. OII's flagship asset, a dense memory supercomputer, provides the only computing capabilities of its kind in the region and puts this area on the map with the most competitive technology



clusters in the United States. Currently, seven full-time staff are on site with OII for management of the project. The supercomputer leverages universities, colleges, research centers, enterprises and small business to address computational needs across multiple industries and disciplines. OII represents a historic, collaborative, multidisciplinary research partnership formed by local universities and colleges. Research outcomes are already producing measurable and marketable results for university clients in the region.

<http://oklahomainnovationinstitute.org/>

5. The **City of Tulsa** completed construction of a 10,000 l.f. water line to serve the **Tulsa Botanic Garden** in 2015. EDA awarded \$1,000,000 in 2010 to be used with matching funds for design and construction of this vital infrastructure. The Garden created a new master plan in 2013 making the land, gardens and utility systems more environmentally efficient throughout its life. In 2010, the Garden had 1-2 part time employees. The facility has blossomed now with 12 employees on staff under the guidance of its executive director.

Tandy Floral Terraces opened in 2015 and the Children’s Discovery Garden is scheduled to open this spring. The Garden also received a \$3,000,000 foundation grant to fund capital and operational costs and there is an \$18,000,000 capital campaign currently underway.

The Garden, which will include a research and education center, secured sixty acres of land donated by a group of investors and led by Tulsa businessmen. One hundred acres of Cross Timbers ancient forest and prairie are also being preserved for historical and ecological significance. The site is



in southeastern Osage County and within the City of Tulsa fenceline.

The Spears School of Business at Oklahoma State University has estimated the Garden will generate \$107 million annually for the Tulsa area economy and will employ nearly 300 people. The site also serves as a living laboratory where researchers and educators are expanding the knowledge and understanding of Oklahoma’s resources. Educational partners are Oklahoma State University, Tulsa Community College, Tulsa Technology Center, University of Oklahoma, and the University of Tulsa. <http://www.tulsabotanic.org/>

6. In September 2011, EDA awarded the **Tulsa Economic Development Corporation** \$600,000 to help build a permanent home for the organization and **The Forge**, a business development center established by Tulsa’s Young Professionals for start-ups and existing

small businesses in the region. Startup companies have filled the space since its completion providing the long term economic benefit of retaining young professionals in the region.



A recent tour of the offices demonstrated success in addressing the need for affordable space and auxiliary services for entrepreneurs. Each of the spaces was rented, and the startups were employing 1-4 staffers per space. Networking, educational and advisory resources are available at no-or-low cost to the tenants. The facility has seen several new businesses graduate to become self-sustaining and successful startups in the EDD.

<http://theforgetulsa.com/>

7. In 2013, **i2E** launched its IMMERSION program to provide core curriculum, training and seed funding

for start-up technology businesses with high growth potential. For example, five small companies worked with i2E specialists during a 12-week period of intensive business and market analysis to refine their business models in order to achieve an improved outlook for success. The team also partners these clients with venture advisory services to support successful technology commercialization.

The project was a joint venture between INCOG and i2E to implement an EDA-funded Long-Term-Industry Plan designed to encourage success for technology businesses. This partnership with the Oklahoma non-profit provided expansion of the goals of the grant. Due to the accomplishments of this intensive and comprehensive program, i2E subsequently secured a direct EDA grant of \$393,756 to expand its services. Their presence in Tulsa serves to foster business and job growth throughout the region and partners regularly with The Forge and Oklahoma Innovation Institute. <http://i2e.org/>

8. In the fall of 2012, a grand opening was held for the 20,000 s.f. multi-bay business incubator building in Pawhuska. Two years earlier, EDA awarded the **Osage County Industrial Authority** (OCIA) \$750,000 in matching funds for construction. The grant was part of a \$2 million funding package, which included the Osage Nation and the City of Pawhuska. OCIA recently acquired high-speed internet connections, 1000mbs, for its tenants.

In 2013, the company used the facility to train more than 400 workers resulting in the hire of 250 for permanent pipeline jobs. The Osage Nation received an award from the US Department of Labor in 2015 in recognition of its outstanding efforts in job training and creation through its 477 program. In addition, one bay and eight offices are occupied with

new businesses, primarily Osage-owned. One of the tenants, Blue Star Studio, has won a Social Environmental Economic Design (SEED) 2015 Award for Public Interest Design for its work on a resilient community master plan project on the Rosebud Indian Reservation in South Dakota. One of Blue Star's principals was also recognized by the National Center for American Enterprise Development, 2015 Native American 40 Under 40, for his demonstrated leadership, initiative and dedication in making significant contributions in their business and community.

Tri-County Technology Center, based in Bartlesville, provided furnishings and a lease to maintain and operate the facility. Tri-County also provides a full-time staff position as well as classes for area students and prospects. Business incubators are designed to accelerate the successful development of entrepreneurial companies through an array of business support resources and services. This historic partnership is a proud accomplishment for the region.



9. **Tulsa's Future**, a nonprofit subsidiary of the Tulsa Regional Chamber, was awarded a \$160,000 EDA grant in 2013 for technical assistance to conduct a *Workforce Analysis and Strategy Project* for the Economic Development District. The project focused on three population segments of the region, west, north and east, experiencing the lowest employment and education rates in greater Tulsa. A national consulting firm, Council for Adult & Experiential Learning (CAEL), employed a successful model of studying workforce issues. The project goal was to identify industry sectors with the best opportunity for ALL residents, enhance education and training alignment to support these sectors, and remove barriers to skill development opportunities.

A completed study was delivered in September 2014 and included an implementation plan for workforce agencies and partners. Other contributing partners to the project were AEP Public Service Company of Oklahoma, the George Kaiser Family Foundation, Community Service Council, INCOG and Tulsa Regional Chamber. For more information or to obtain a copy of the study, please contact Denise Reid denisereid@tulsachamber.com

10. In 2008 EDA provided \$500,000 in matching funds, awarded to **Tulsa County**, for preliminary analysis of proposed **Arkansas River Corridor** projects. A scope of services was developed to meet the goals of the EDA grant, and to prepare as much technical information as possible with the funding available to ultimately assemble a complete Section 404 permit application as required by the Clean Water Act and the U.S. Army Corps of Engineers (USACE) regulation; this was accomplished in 2013. Due to the completion of the activities and reports from the Corridor Study the EDA-funded project advanced

significantly addressing the various regulatory requirements. Significant development projects are now underway.

With major funding from the **George Kaiser Family Foundation**, a new 75-acre park under construction along Riverside Drive in Tulsa will be connected to the river, south of 21st Street. With an expected cost of \$350,000,000, the park will feature wetland gardens, playgrounds, sports courts, nature walk and earth bridges. A few miles south, at 81st Street, the **Creek Nation** is constructing a high-rise hotel and entertainment venues on the Arkansas River bank totaling more than \$350,000,000. Hundreds of jobs have already been created.

The **City of Jenks** and the Oklahoma Turnpike Authority are currently under construction with a \$20,000,000 road project that creates frontage roads along the Creek Turnpike providing upgraded access to the City of Jenks Riverfront Entertainment District. The dynamics of Riverfront South will be enhanced with the activities associated with a in the river lake created by a Low Water Dam on the Arkansas River at this location.

Major improvements to the **Arkansas River** will be on a ballot initiative before area voters in April 2016. Some of the concepts for the river can be seen on this video https://www.youtube.com/watch?v=kp_dVdij9v8&feature=youtu.be

OTHER ECONOMIC DEVELOPMENT ACTIVITIES

INCOG Economic Development staff is working with our District partners to address projects to benefit the region:

- Serve as member of the HUD Community Development Committee for the City of Tulsa.
- Facilitated an analysis of a multi-modal or transload facility that, when implemented, will accommodate relocation and expansion of a short-line rail system and possible future industrial development near Tulsa International Airport.

- Serve as a coalition partner for an \$800,000 EPA-funded Brownfields Revolving Loan Fund grant that offers clean-up funds for locally identified contaminated properties that are developable post-remediation.

- Participated in Collaboration Workshops to provide input and information to the newly-formed national Route 66 Alliance in its development of a The Road Ahead Initiative.

- More information is available at <https://www.sites.google.com/site/66roadahead/>

- Provide technical assistance for Tulsa's Future business recruitment efforts.

For questions or additional information about INCOG or its economic development programs, please contact jminer@incog.org, call 918.584.7526. A full copy of the 2013 CEDS document can be found on our website www.incog.org



Economic Development Administration
GPRA Data Collection Form

Economic Development Districts and Indian Tribes

PART I

Date March 12, 2015
 Recipient Name INCOG EDD
 Full Address 2 West 2nd Street, Suite 800 Tulsa OK 74103
 Authorized Contact Julie Miner EDFP
 Telephone (918) 579-9493 Fax (918) 579-9593
 Email (not optional) jminer@incog.org
 EDA Investment Planning Partnership Investments
 Investment Number 08-79-04456 Award Period 01-Jan-2008 to 31-Dec-2014
 Description of Investment: Economic Development District Indian Tribe

PART II

Recipients Provide the Following Information

1. Economic Development Districts (EDD) only

- a. Number of Sub-state Jurisdictions eligible to participate in the EDD 32
- b. Number of Sub-state Jurisdictions actively participating by attending meetings or financially contributing to the EDD. 50

2. Economic Development Districts and Indian Tribes

- a. Number of economic development initiatives from the Comprehensive Economic Development Strategy (CEDS) process implemented during the investment award period that led to private investment and jobs. 10
- b. Categorize type of project(s):
- | | | | |
|--|---------------|----------------|---------------|
| Facility Construction / Rehab. | <u>3</u> Qty. | Infrastructure | <u>4</u> Qty. |
| Technical Assistance | <u>1</u> | Planning | <u>2</u> |
| <i>(total of these five must be equal to 2a)</i> | | Other | <u> </u> |
- c. How many (if any) of the above were: Technology 2 Brownfields 1 *(should be subset of projects identified in 2a)*
- d. Number of Investments Funded by Any Source: *(Total must equal 2a. If EDA-funded investment, include only those awarded by EDA, during this reporting period and have an EDA investment number. Do not count this planning investment.)*

EDA Funded (Qty) 10 Funded by Other Source (Qty) 10

- e. Attach a list of economic development initiatives reported in 2a. Identify the sources of funding for each initiative, specify EDA, state, local or other federal agency(s).
- f. Estimated number of jobs created or retained as a result of projects in 2a 340
- g. Estimated amount of private sector investment generated by projects in 2a \$543,400,000
- h. Estimated amount of public sector investment generated by projects in 2a \$34,000,000