

SUMMARY OF UPDATED INCOG EDD ACTION PLAN

The CEDS Action Plan Update for Creek County, Osage County and Tulsa County was adopted by the INCOG EDD Board on February 14, 2008.

SECTION I - REGIONAL VITALITY

GOAL: Move toward a more formal regional governance structure that encompasses increased planning coordination, shared services and joint public/private involvement.

OBJECTIVE 1: Support initiatives to enhance quality of life through development in the Arkansas River Corridor.

INITIATIVES	LEAD	TIME FRAME	APPROACH/PERFORMANCE MEASURE(S)
Fund, design and construct top two priority low water dams identified by Master Plan (Estimated Cost \$60M) - Creek Turnpike Low Water Dam - Sand Springs Main Street Low Water Dam	Tulsa County/ Corps of Engineers	2008-2010	Completion of detailed design, EIS and 404 permit process; construction of two low water dams and river lakes with pedestrian bridges.
Modifications to existing Zink Lake and Dam facilities to improve safety and related ecosystem issues (Estimated Cost \$15M)	Tulsa County/ Corps of Engineers	2008-2010	Completion of detailed design, environmental clearance and construction of modifications to Zink Dam to address safety and sediment issues, adding more gates to improve sand passage downstream and fish passage upstream during spawning; implemented plantings and bank improvements.
Bank stabilization designed to return the Arkansas River to a more natural condition.	City of Tulsa/ Tulsa County/ Corps of Engineers	2008-2010	Completed environmental studies and plans construction of bank stabilization and ecosystem restoration improvements.
Fund, design and construct Trails, Parks and Public Spaces (Estimated Cost \$12M +)	River Parks	2007-2010	Implementation of Trails Master Plan

OBJECTIVE 2: Identify and Promote Regional Transportation Initiatives

INITIATIVES	LEAD	TIME FRAME	APPROACH/PERFORMANCE MEASURE(S)
Study the feasibility of creating a Regional Transportation Authority	INCOG	2007	MOU between affected local governments
Passenger Rail Alternatives Analysis	INCOG	2008	Corridors have been identified and next step is to secure funding to initiate studies on 3 priority rail corridors
Expansion of Transit Services to Suburban Communities	MTTA	Unknown	Regular Suburban Service with dedicated funding

SECTION II - REGIONAL INFRASTRUCTURE INVESTMENTS

GOAL: Support regional infrastructure investments that enhance economic growth and development opportunities.

OBJECTIVE 1: Identify and promote regional physical infrastructure project investments.

INITIATIVES	LEAD	TIME FRAME	APPROACH/PERFORMANCE MEASURE(S)
Transportation			
a) Gilcrease Parkway-Osage Expressway to I-44 (Estimated Cost – \$152-400M)	City of Tulsa/ ODOT	2008-2012	Construction of parkway
b) US-169 Preconstruction Activities -I-244 to SH 20 (Estimated Cost - \$3M)	ODOT	2008-2010	Design Planning for Expansion of highway and re- construction of interchanges
c) I-44 (I-244 to SH-66)	ODOT	Unknown	Design Planning for Expansion of highway and re- construction of interchanges
d) Port Road Extension from SH-11 to Sheridan	City of Tulsa	Unknown	Right of Way, Funding and Construction
e) Opening and 4-laning South 81st Street from SH 97 to SH 66 (Estimated Cost \$36M)	Creek County/ ODOT	Unknown	Funding and Construction
f) Northwest Passage Feasibility Study	KDOT/ODOT/OTA	Unknown	
Tourism and Recreation			
a) Osage Prairie Trail-Skiatook to Barnsdall/Birch Lake (Estimated Cost – \$6M)	Osage County/ INCOG	Unknown	Funding strategy and trail design
b) Oklahoma Botanical Gardens (Estimated Cost – \$10M)	Oklahoma Botanical Gardens	Undetermined	Completion of initial construction for Gardens
c) Double Deck Arkansas River Pedestrian Bridge (Estimated Cost – \$2M)	River Parks		
Industrial Facilities/Research Parks			
a) Establish New Research and Technology Park	Tulsa Metro Chamber/ Public & Private Higher Ed	2008-2012	Innovation Institute 501C(3) Organization has been created
b) Addition hangar space for American Airlines (Estimated Cost – \$10.4M)	Tulsa Industrial Authority	2008	Utilization of State Opportunity Fund as primary construction funding
c) Continued development of Tulsa International Airport Industrial Areas	Tulsa Int'l Airport	2008-2009	Continued marketing and development of North Development Area (250 acres)
d) Establish New South Tulsa County Industrial Area within US 75 Corridor	City of Glenpool	2007-2008	Acquisition and initial development of 300-400 acres as a Certified Industrial Park (s)
e) Develop New Regional Industrial Park in Sapulpa area of Creek County	Creek Co. Industrial Authority/ City of Sapulpa	2007-2008	Acquisition and initial development of 200+ acres as a Certified Industrial Park
f) Expansion of the Cherokee Industrial Park	Tulsa Metro Chamber/INCOG	2007-2008	Continued marketing, acquisition and/or development of additional industrial area (100- 200acres)

Public Infrastructure a)Berryhill Sewer- (Estimated Cost Undetermined) b)Lower Bird Creek Wastewater Treatment Plant (Estimated Cost – Undetermined)	Tulsa County	Unknown	
	City of Tulsa	Unknown	
Cultural Facilities a)Infrastructure for <i>The American</i> Statue and Oklahoma Centennial Botanical Gardens (Estimated Cost – 44.7M) b) John Hope Franklin Center for Reconciliation (Estimated Cost \$3M) c) American Indian Cultural Center & Museum Complex (Estimated Cost – \$19M) d) Infrastructure for Osage Language Immersion Campus (Estimated Cost – \$1.5M)	Osage County/ Osage Nation/ City of Tulsa	2008-2009	Construction of infrastructure to serve area
	Greenwood Chamber of Commerce/ City of Tulsa	2008-2009	Construction of Reconciliation Park and related facilities
	National Indian Monument and Institute	Unknown	Construction of new complex
	Osage Nation	2008-2009	Construction of infrastructure

SECTION III – WORKFORCE DEVELOPMENT AND TALENT ATTRACTION

GOAL: Create a sense of urgency about the importance of workforce development, build initiatives and engage stakeholders.

OBJECTIVE 1: Support and promote the strategic framework contained in the Workforce Tulsa 2006-2007 Strategic Plan by engaging partners in workforce solutions; facilitating local and regional collaboration; aligning service delivery and the development of achievement measures.

INITIATIVES	LEAD	TIME FRAME	APPROACH/PERFORMANCE MEASURE(S)
Emphasizing targeted clusters, Workforce Tulsa will take a leadership role engaging the workforce system to fully support local and regional economic development and continually engage the business community and increase awareness of Workforce Tulsa's programs and services.	Workforce Tulsa	2008-2009	Implement Key Strategy Tactical Actions
Implement performance excellence into Workforce Tulsa's career centers; exceed mandates, requirements and expectations of each customer segment.	Workforce Tulsa	2008-2009	Implement Key Strategy Tactical Actions
Ensure the availability and efficient use of resources for accomplishing Workforce Tulsa's economic mission.	Workforce Tulsa	2008-2009	Implement Key Strategy Tactical Actions
Help people achieve success and keep them in Workforce Tulsa's local economic region.	Workforce Tulsa	2008-2009	Implement Key Strategy Tactical Actions

SECTION IV – QUALITY JOBS

GOAL: Assist in the creation of 10,000 primary jobs and 16,000 secondary jobs over a five year period. Primary jobs will have a \$45,500 average wage.

OBJECTIVE 1: Retain and grow existing businesses

INITIATIVES	LEAD	TIME FRAME	APPROACH/PERFORMANCE MEASURE(S)
Expand company visitations with existing companies to identify expansion and or retention opportunities.	Tulsa Metro Chamber	2006-2010	239 visits were made to local companies and assistance was provided to 19 local expansions.
Expand network of existing contacts focusing on the following clusters: Aerospace, Advanced Manufacturing, Technology and Business Services and Energy	Tulsa's Future	2007	City/Chamber systematic business call and visitation program plan or MOU 100 Calls
Initiate an external headquarters visitation program utilizing local business executives' assistance.	Tulsa Metro Chamber	2006-2010	In 2006 4 out of state headquarters were visited including Trinity Structural Towers, Sunoco, Dover Corporation and Gemstar TV Guide
Assist companies to expand, or retain, their presence in the Tulsa Metro area by working with appropriate state and local government agencies.	Tulsa Metro Chamber	Ongoing	In 2006 12 area companies were assisted in an effort to seek local and state governmental assistance to expand their presence in the Region

OBJECTIVE 2: Recruit new businesses to the Tulsa area

INITIATIVES	LEAD	TIME FRAME	APPROACH/PERFORMANCE MEASURE(S)
Develop and launch a marketing/public relations campaign to promote the region's business advantages, including national media placement efforts.	Tulsa Metro Chamber/ Tech Business Development	2006-2008	Develop and implement a new "brand" program for Tulsa area
Partner with the Oklahoma Department of Commerce and Tulsa Area Partnership in national and international business recruitment activities.	Tulsa's Future	Ongoing	Meet monthly with Tulsa Area Partnership members and quarterly with industrial/commercial real estate contacts. Conduct 10 – 12 national and international recruitment missions, targeting: <ol style="list-style-type: none"> 1. National headquarters of key regional employers 2. Site location consultants 3. Targeted corporate executives 4. Targeted cluster companies and supporting industries

OBJECTIVE 3: Research

INITIATIVES	LEAD	TIME FRAME	APPROACH/PERFORMANCE MEASURE(S)
Incorporate relevant, information-rich data into the Tulsa Metro Chamber website with emphasis on tracking Tulsa's cluster target industries and meeting national site selection firms' expectations	Tulsa's Future	2006-2010	Tulsa Metro Chamber of Commerce will develop performance measures
Gather MSA-level data to be used in economic development marketing materials for comparison purposes among other metro areas and Request For Information responses	Tulsa Metro Chamber Research and Information	Ongoing	Tulsa Metro Chamber of Commerce will develop performance measures
Spearhead the effort to update portions of the Wadley-Donovan 2002 Labor Market Study for the 10-county area around Tulsa that will support ED expansion and recruitment efforts.	Tulsa Metro Chamber Research and Information	2007-2010	Tulsa Metro Chamber of Commerce will develop performance measures

OBJECTIVE 4: Promote Collaborative Public and Private Relationships

INITIATIVES	LEAD	TIME FRAME	APPROACH/PERFORMANCE MEASURE(S)
Assist in building regional assets and resources that support the growth and health of the Innovation Economy and knowledge based jobs; focusing on Higher Education, Research and Development (public and private) and Entrepreneurship	Tulsa's Future	2006-2010	Convene Tulsa Research Consortium on a quarterly basis
Build and strengthen local relationships with other regional economic development organizations/institutions that provide support and resources toward improving regional amenities and growing quality jobs	Tulsa Metro Chamber/Community Development and Workforce Attraction/Career Tech	Ongoing	Strengthen and maintain relations with ODOC, OCAST the State Regents and the State Chamber ONI and Career Tech organization represented by Tulsa Technology Center, Central Tech and Tri-County Technology Center

SECTION V – TARGETED INDUSTRY CLUSTERS

GOAL: Create a proactive growth and development strategy in each of the Industry Target Clusters

OBJECTIVE 1: Development of cluster specific economic development strategies

INITIATIVES	LEAD	TIME FRAME	APPROACH/PERFORMANCE MEASURE(S)
<p>Identify Champion, select members and convene cluster taskforces to identify and plan solutions to critical issues and opportunities in each cluster:</p> <ul style="list-style-type: none"> a) Aerospace, Transportation, Logistics b) IT and Telecommunications c) Financial and Business Services d) Advanced Manufacturing and Technical Services e) Healthcare and Molecular Science f) Education and Knowledge Creation and g) Hospitality, Tourism and Entertainment 	<p>All: Tulsa Metro Chamber/ Tulsa's Future/ Workforce Tulsa/ Higher Ed/ Business and Industry Alliances/ Tulsa Technology/ Central Tech/ Tri-county Technology Center</p>	<p>2006-2009</p>	<ul style="list-style-type: none"> a) A proposal to develop the Tulsa Aerospace and Technology Park was submitted to the Oklahoma Opportunity Fund b) All Groups – In 2006 151 calls were made to existing businesses in the targeted sectors. 71 companies, without current expansion plans, were assisted by providing resources or information.
<p>Develop and implement cluster specific strategies to grow quality employment and investment opportunities in the identified clusters</p>			

SECTION VI – INNOVATION ECONOMY

GOAL: Create a regional culture of innovation by building and promoting needed change and or improvements in education, research and development and entrepreneurship

OBJECTIVE 1: Provide opportunities for a variety of land use and resources to attract Corporate Research & Development Tenants; Companies Commercializing Research; Federal Labs; and University Research Components.

INITIATIVES	LEAD	TIME FRAME	APPROACH/PERFORMANCE MEASURE(S)
Establish an Innovation Institute and related Research Park Initiative by: a) Creating a Business Plan; b) Adopting a focused mission; c) Creating a Master Plan for the Park; d) Securing real estate opportunities; e) Creating Marketing and Sales Plans; and f) Exploring the establishment of a Federal Research Facility in Tulsa related to regional strengths in federal establishments, private and university research, employment concentration and talent critical mass.	All: Step Up Tulsa i2E Tulsa Metro Chamber	2007-2009	Business Plan and Master Plan drafts complete Final Business Plan complete Secure funding for expert Master Plan partner Secure project funding strategy

OBJECTIVE 2: Support policy and resource development at the Federal, State and Local levels

INITIATIVES	LEAD	TIME FRAME	APPROACH/PERFORMANCE MEASURE(S)
Program, Policy and Resource support for basic and applied research and development initiatives at OSU-Tulsa; OU-Tulsa; the University of Tulsa; OSU HSC; OU Medical College; the Tulsa Research Consortium	Tulsa Metro Chamber	2008-2010	TMCC and CEDS Strategy Committee will develop performance measures
Increase and/or maintain federal grant resources in support of ED/CD efforts	INCOG	Ongoing	Submit minimum of 30 grant applications to private and public entities annually