

Forward Oklahoma City III

An Economic Development Enhancement Strategy for Greater Oklahoma City

What Is Forward Oklahoma City?

The Forward Oklahoma City program was created in 1995 by the Greater Oklahoma City Chamber of Commerce to reposition Oklahoma City in the competitive world of economic development and leverage our advantages to grow the region's economy. While the first five years of Forward Oklahoma City was about "catching up," Forward Oklahoma City II focused on serious business climate issues and maintaining the jobs momentum.

The next five years are critical. The tremendous success seen in changing the community and growing the economy could cause some investors to become complacent. The Forward Oklahoma City III program will include those basic elements that will contribute to our success. It will also include new initiatives to address current issues and emerging opportunities designed to put Oklahoma City on a track to not follow the pack, but set the pace for economic development.

What are the Key Concepts of Forward Oklahoma City III?

- 1** A strong Government Relations/Public Policy theme, including but not limited to Workers' Comp reform and Tort reform to help us strengthen our pro-business environment.
- 2** Creation of a public fund for economic development projects such as Dell, Quad Graphics and Dayton Tire so that we can remain competitive.
- 3** Continued support for Tinker Air Force Base, our largest single employer.
- 4** Redevelopment of our Central City/Urban Core as we capture the excitement and energy of existing projects and ideas as well as new opportunities.
- 5** Build on and enhance our core job retention, expansion and recruitment program base.

KEY ACCOMPLISHMENTS OF FORWARD OKC I & II

- Announced 45,673 new primary jobs, another 78,368 secondary jobs and more than \$2 billion in capital investment, including Quad Graphics and Dell, Inc.
- Led the efforts to pass MAPS Extension, MAPS for Kids, Right to Work, Hotel/Motel Tax Increase, and Save Tinker Bond Issue.
- Created a 10-county Regional Partnership for Economic Development, bringing the economic development community together to market the region and improve service delivery to clients.
- Supported pro-business programs such as RIED and the Prosperity Project, creating a more business-friendly Oklahoma legislature.
- Protected Tinker AFB from BRAC in 1995 and 2003; secured additional workload and employment for Tinker; and led development of the MROTC on Tinker's east boundary.

POSITION MAXIMIZE OPPORTUNITIES FOR ECONOMIC GROWTH AND JOB CREATION

Business Retention/Expansion/Recruitment

- Enhanced Retention & Expansion Calling program
- Expanded Global Business Cluster Recruitment
- Implementation of the Bio-sciences strategy
- Ongoing support and complimentary development of Tinker Air Force Base

Reputation Management

- Development of a Tier II Visitor Strategy
- Implementation of an aggressive Sports Event Recruitment Program
- Development & Implementation of a Cultural/Arts Marketing Plan
- Aggressive Public Relations/Image Enhancement Strategy

Objectives of Forward Oklahoma City III

PLACE CREATE A GLOBALLY COMPETITIVE ENVIRONMENT

Government Relations

- Pursue Tort Reform
- Support Workers Comp Reform
- RIED Support/Prosperity Project
- Pro-Business Public Policy advocacy
- Transportation Infrastructure Funding
- Issue Advocacy – Ballot Initiatives/Referendums

Redevelopment of the Central City

- Multiple master plan development implementation
- 10th Street, I-40 Realignment, housing and retail, etc.
- Support Downtown OKC
- Land use, river area zoning

PEOPLE DEVELOP, RETAIN AND RECRUIT TOMORROW'S TALENT

- Support K-12 Education
- Complete implementation of MAPS for Kids
- Develop and Implement a Grad Capture/Attract – Attract Back Plan
- Foster Business/Education Partnerships

PROJECTS MOVE FORWARD CREATIVE, INNOVATIVE INITIATIVES WITH A JOB FOCUS

- Creation of localized/regional development districts
- Develop an Economic Development Strategic Reserve Fund for Oklahoma City
- MAPS III and other community issue campaigns

Forward Oklahoma City: Leveraging Economic Development Funding

The objectives of Forward Oklahoma City III are achievable if our investors are willing to work with us to develop a funding strategy for implementation.

As we look at how the Greater Oklahoma City Chamber of Commerce can lead and partner on these initiatives, the funding structure will include our Chamber membership resources; our public partners (City of Oklahoma City and Oklahoma County); and Forward Oklahoma City investors who step forward to make a financial investment in our community's future.

The successful and purposeful leveraging of these funds adds benefit for each of the partners. And the economic development strategy grows and becomes more successful because of this collaboration.

The dynamic growth of Oklahoma City and the development and implementation of aggressive economic development programs are no coincidence. For Greater Oklahoma City's phenomenal growth to continue, the focus and funding of significant and innovative strategies is imperative.

PRE - FORWARD OKC

Marketing
Recruitment
Business Retention & Expansion
Annual Chamber Funding: \$653,000
Annual City Funding: \$306,000
Total Annual Funding: \$959,000

FORWARD OKC I

<i>Technology Development</i>
<i>International Business Development</i>
<i>Aviation & Aerospace Development</i>
<i>Center City Development</i>
<i>Entrepreneurship</i>
<i>National Image Development</i>
<i>National Public Relations</i>
Marketing
Recruitment
Business Retention & Expansion
Annual FOKC Funding: \$1,660,000
Annual Chamber Funding: \$672,000
Annual City Funding: \$365,000
Total Annual Funding: \$2,697,000

FORWARD OKC II

<i>Local Image Development</i>
<i>Cluster / Target Marketing</i>
<i>Campaign Funding</i>
<i>Education & Workforce Development</i>
Technology Development
International Business Development
Aviation & Aerospace Development
Center City Development
Entrepreneurship
National Image Development
National Public Relations
Marketing
Recruitment
Business Retention & Expansion
Annual FOKC Funding: \$2,231,000
Annual Chamber Funding: \$623,000
Annual City Funding: \$641,000
Total Annual Funding: \$3,495,000

FORWARD OKC III

<i>Regional Bioscience Strategy Implementation</i>
<i>Tier II Visitor Strategy</i>
<i>Sports Event Recruitment</i>
<i>Cultural/Arts Marketing</i>
<i>Land Use/River Zoning Strategy</i>
<i>Grad Capture/Attract-Attract Back Plan</i>
<i>Business/Education Partnerships</i>
<i>Localized/Regional Development District</i>
<i>OKC Strategic Economic Development Reserve Fund</i>
Local Image Development
Cluster / Target Marketing
Campaign Funding
Education & Workforce Development
Technology Development
International Business Development
Aviation & Aerospace Development
Center City Development
Entrepreneurship
National Image Development
National Public Relations
Marketing
Recruitment
Business Retention & Expansion

Initiatives in bold and italics represent new initiatives added during each Forward Oklahoma City program cycle. Dollar amounts are average, per year, based on five-year program cycle, with the exception of the 1995 - Pre-Forward OKC amount.