

# 2019

## ANNUAL REPORT



ECONOMIC DEVELOPMENT  
STRATEGIC PLAN

# Table of Contents



Owasso's Economic Development Strategy.....	2
STRENGTHENING OWASSO'S VALUE PROPOSITION.....	3 – 5
Workforce Owasso.....	3
Incentives Guide & Policy.....	4
Site & Building Development.....	4
Advocacy.....	5
GROWING & RECRUITING BUSINESS TO OWASSO.....	5 – 7
Medical Cluster Development & Expansion.....	5
Expand & Attract Business.....	6
Entrepreneurship & Incubation.....	7
MARKETING OWASSO.....	7 – 8
Owasso Identity.....	7
Owasso's Online Presence.....	8
Year in Review / What's on Deck.....	9
Acknowledgements.....	10

# 2019



# THE STRATEGY

## PLAN PURPOSE

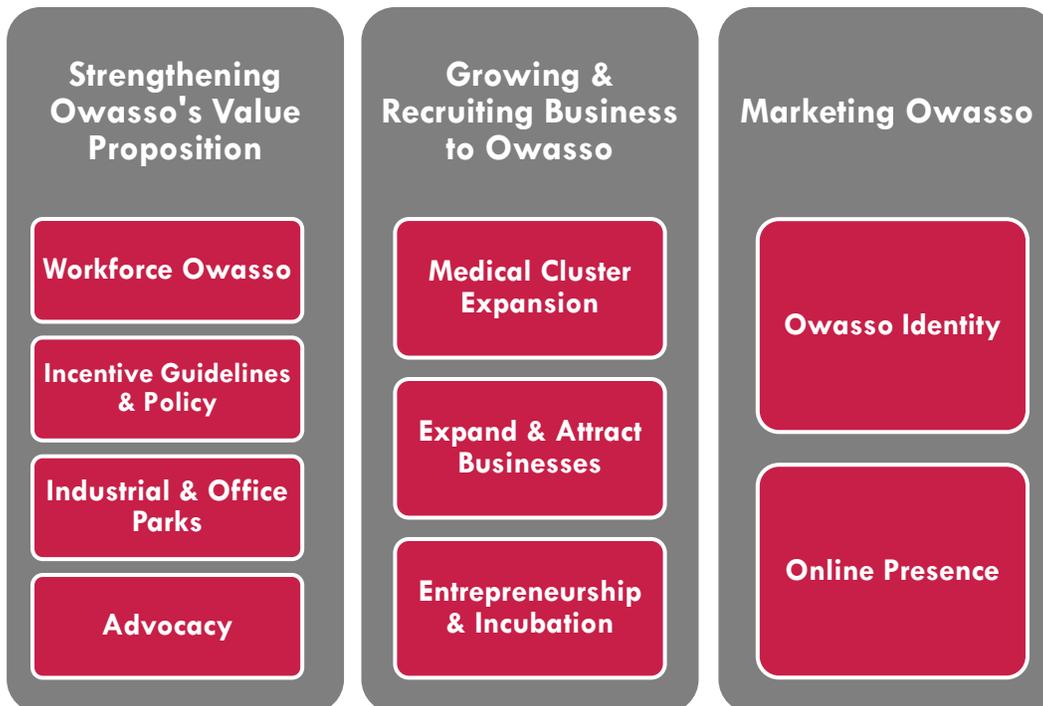
Owasso is one of the most desirable communities for residents in the Tulsa region. Quality housing and robust retail growth have been a focus for community leaders. To sustain growth of retail and lifestyle amenities, it is important to intentionally work on a more developed community to accommodate opportunities for not only living and playing in Owasso, but also quality employment opportunities. Employment in basic industries - those industries that bring new wealth in a community by selling a product or service outside the region - pay higher wages for skilled workers. Basic industries located in Owasso increases daytime population so that more money is spent locally for retail, restaurants and local services.

The purpose of this plan for Owasso economic development efforts is to strategically invest resources so that we sustain and perpetuate opportunities for Owasso citizens. By diversifying job opportunities Owasso will suffer less negative impact from cyclical economic challenges.

We also value how the community can be involved and informed in these efforts. Our vision is for all pieces to really work together – to communicate and collaborate. This plan is not a city government plan; it involves teams of committed partners making a positive impact for growing Owasso’s economy collectively.

## STRATEGIC INITIATIVES

The Owasso Economic Development Strategy encompasses nine strategic initiatives, organized into three related categories:



## STRENGTHENING OWASSO'S VALUE PROPOSITION

During the planning process, the Competitiveness Assessment and subsequent focus groups with local employers revealed gaps and liabilities in Owasso's asset offerings that are critical to Owasso's success in growing and attracting businesses in Owasso. If these issues are not addressed, the work of the other two strategic initiative categories will encounter more obstacles and waste resources.

### WORKFORCE OWASSO

#### GOAL

Network of employers, resources and service providers for recruiting and retaining a workforce of excellence in Owasso, Oklahoma.

#### WHY IMPORTANT?

Local employers provided resounding input on the critical factor of attracting and retaining skill and unskilled candidates to work at their Owasso operations. By convening "Workforce Owasso" it not only demonstrates proactive efforts for listening to employer needs, but also shows that Owasso is interested in acting on solutions that support employer needs.

Nationally, talent is the leading driver for business growth and competitiveness through innovation. Communities that are focused on helping local employers access talent, as well as partner on upgrading skills, are growing through talent capacity. These communities are also gaining attention outside of the marketplace as potential areas for new locations because they are addressing employer talent needs.

#### 2018-19 HIGHLIGHTS



Started Workforce Owasso program with monthly meetings

Working with Tulsa Transit and Grand Gateway on potential bus lines for employers and Tulsa Tech campus



Partnered with Owasso Public Schools to start a Career Explorations Program

Added bi-monthly programming to meetings for value-added content for employers

#### METRICS – WORKFORCE OWASSO

PROCESS METRICS	OUTCOME METRICS
<ul style="list-style-type: none"> <li><input checked="" type="checkbox"/> Establish "Workforce Owasso"</li> <li><input checked="" type="checkbox"/> Assemble workforce resources</li> </ul>	<ul style="list-style-type: none"> <li><input checked="" type="checkbox"/> 15 employers engaged in Workforce Owasso (2.5% of Owasso businesses)</li> <li><input checked="" type="checkbox"/> 7 service providers engaged in program</li> <li><input checked="" type="checkbox"/> Collecting employer and service provider testimonials of resources received since program started</li> </ul>

NSP HAS BENEFITED TREMENDOUSLY THROUGH WORKFORCE OWASSO FROM RECEIVING A WEALTH OF KNOWLEDGE, ASSISTANCE AND SUPPORT THROUGH PARTNER REFERRALS, INCENTIVE PROGRAMS, AND TRAINING AND DEVELOPMENT IN IMPROVING OUR CURRENT WORKFORCE CHALLENGES, WHILE KEEPING IN MIND OUR FUTURE WORKFORCE NEEDS FOR OUR CONTINUED BUSINESS SUCCESS.

Julie Brugger, Director of Human Resources  
NSP Proteins

## INCENTIVES GUIDE & POLICY

### GOAL

Establish incentive guidelines and policy.

### WHY IMPORTANT?

Incentives can be a highly controversial topic for communities. Strategic communities utilize incentives as tools to close a deal – *if* it helps the community to achieve what economic growth they are trying to influence AND only *if needed*.

The importance of this initiative is to thoughtfully consider how incentives will help Owasso advance efforts towards what the community needs to achieve – for the short and long-term. Because we have limited resources, we want to make smarter investments utilizing these limited resources for maximum return on investment.

### 2018-19 HIGHLIGHTS



Researched incentives policies, procedures, and applications

Developed and implemented Economic Development Incentives Policy, Policy Guide, and Application

### METRICS – INCENTIVE GUIDELINES & POLICY

PROCESS METRICS	OUTCOME METRICS
<input checked="" type="checkbox"/> Summary Document of Research completed	<input checked="" type="checkbox"/> Published Incentive Guidelines and Policy
<input checked="" type="checkbox"/> Draft goals	<input checked="" type="checkbox"/> Implemented pre-application process
<input checked="" type="checkbox"/> Draft criteria	<input checked="" type="checkbox"/> Published Project-Incentive application
<input checked="" type="checkbox"/> OEDA review & recommendation	
<input checked="" type="checkbox"/> City Council adoption	

## SITE & BUILDINGS DEVELOPMENT

### GOAL

Identify competitive sites ready for development and available buildings, all with complete information, to meet target prospect needs for industrial and office operations.

### WHY IMPORTANT?

Businesses need a place to locate. They will locate expansions and new operations where they can meet their project timelines. This requires us to not only have complete information on available sites and buildings documented, we also need to have sites and buildings ready to meet their needs. By working on industrial and office parks proactively we will be better positioned to provide speedy client response and compete more effectively for investment and employment projects.

### 2018-19 HIGHLIGHTS



Created a property database available on ChooseOwasso.com

### METRICS – SITE & BUILDINGS DEVELOPMENT

PROCESS METRICS	OUTCOME METRICS
<input checked="" type="checkbox"/> Clear communications established with real estate partners	<input checked="" type="checkbox"/> Published database of available properties

## ADVOCACY

### GOAL

Provide education and information about issues, policy, and laws affecting Owasso, Oklahoma.

### WHY IMPORTANT?

Leadership across the community is concerned about the implications of policy for long-term economic health of Owasso and all Oklahoma cities. Current challenges with the state budget already draw attention to fiscal policy issues necessitating an update. Including this initiative in the Owasso Economic Development Strategy is a sign of true leadership to advance Owasso's future, so that we may be able to provide quality services for residents and businesses as we grow.

### 2018-19 HIGHLIGHTS



Created Advocate Owasso, a forum for all citizens, area legislators, and advocacy groups to discuss issues affecting Owasso, meeting monthly on the first Friday of the month



Started hosting monthly "working" meetings with dignitaries and elected officials

### METRICS – ADVOCACY

PROCESS METRICS	OUTCOME METRICS
<input checked="" type="checkbox"/> Start Advocate Owasso program	<input checked="" type="checkbox"/> Started hosting Dignitary "working" meetings (4) resulting in increased relationships, exposure, and projects ROI

## GROWING & RECRUITING BUSINESS TO OWASSO

The initiatives in this category focus on three different avenues to expand basic industry employment and investment in Owasso by basic industries specifically.

### MEDICAL CLUSTER DEVELOPMENT & EXPANSION

#### GOAL

Establish Owasso as a destination for medical treatments and R&D to grow high-paying, sustainable jobs in Owasso. Position Owasso as nationally-recognized medical cluster and increase specialized services.

#### WHY IMPORTANT?

Owasso already has a strong and growing medical cluster anchored by two major hospitals. The medical field will always be in demand and rely on skilled positions with higher-earning opportunities. Local schools have programs in place (and developing more programs) to train workers for medical-related positions. Many communities, not just in the Tulsa region and throughout Oklahoma, but throughout the USA are targeting medical expansions as well. This initiative is important to allocate thoughtful and dedicated efforts to make Owasso stand out as a location for exceptional medical business growth. Owasso benefits beyond economic growth with this initiative as residents will also have access to the expanding services and programs.

### 2018-19 HIGHLIGHTS



Started meeting with both major hospitals



Identified medical cluster strengths and started marketing

## EXPAND & ATTRACT BUSINESS

### GOAL

Retain existing businesses and recruit diverse, high-growth companies of targeted basic industries (metal manufacturing, aircraft parts, office/headquarters, information technology, and medical) in order to grow wealth and increase daytime employment in Owasso.

### WHY IMPORTANT?

Taking care of existing businesses is like a business taking care of existing customers. Not only does this ensure that recruitment of new businesses to Owasso builds on the current economic base, but also satisfied local businesses can be important advocates and proof to prospective businesses considering an Owasso location.

The importance of proactively retaining and recruiting targeted businesses is essential to transforming and evolving the growth of Owasso's economy. Being intentional in positioning Owasso's assets for, and in front of, targeted industries is a better use of marketing and economic development resources than a reactive approach for retaining and recruiting businesses choosing to locate in Owasso.

### 2018-19 HIGHLIGHTS



Inventoried and categorized Owasso businesses



Partnered with Executive Pulse to track business activity through a customer relationship management (CRM) tool



Designed & implemented BusinessTHRIVE, Owasso's Business Retention & Expansion Program  
Developed a plan for a program (Encore) serving Owasso's retired professionals

### METRICS – EXPAND & ATTRACT BUSINESS

#### PROCESS METRICS

- Comprehensive database of existing Businesses
- Implement CRM tools for tracking business activity
- Create a BR&E program
- Assemble BR&E council
- Start business visits

#### OUTCOME METRICS



**BUSINESSTHRIVE IS GOING TO MEET A GREAT NEED FOR OWASSO AND ITS SURROUNDING BUSINESSES BY FILLING AN OFTEN OVERLOOKED SECTOR IN ECONOMIC DEVELOPMENT -- OUR EXISTING BUSINESS. BY SUPPORTING, MENTORING, AND LISTENING TO THOSE WHO HAVE ALREADY INVESTED IN OWASSO, THIS PROGRAM WILL HELP BUSINESSES IDENTIFY NEEDS, DISCUSS SOLUTIONS, AND SHARE WISDOM GAINED FROM EXPERIENCE, ALLOWING ALL OF OWASSO'S BUSINESSES' TO THRIVE. I ENCOURAGE ALL BUSINESS OWNERS AND THEIR MANAGEMENT TO ENGAGE IN BUSINESSTHRIVE. THE STRENGTH OF THIS PROGRAM WILL COME FROM ITS PARTICIPANTS AND ITS SUCCESS WILL BE A SUCCESS FOR ALL OF OWASSO.**

Todd Ward, Vice President Commercial Lending  
RCB Bank

## ENTREPRENEURSHIP & INCUBATION

### GOAL

Develop and implement a structured program of entrepreneurship resources, including an incubator in the Redbud District, to foster start-up and fast-growing businesses in Owasso to stay here as they grow.

### WHY IMPORTANT?

Entrepreneurs start businesses where they want to live. There are many reasons why people want to live in Owasso and this resident-attraction strength is an opportunity to leverage for business development through entrepreneurship. Often, where a company starts is where they continue to have a presence for the long run ... *if* they get the resources and assistance they need to expand and grow.

The Competitiveness Assessment uncovered many entrepreneurship resources throughout the Tulsa region, but none of these resources are located in Owasso. There is a connection link that is needed to maximize the value of these resources for local businesses and entrepreneurs.

### 2018-19 HIGHLIGHTS



- Monitoring Redbud District revenue for incubator funding
- Exploring options for entrepreneurship program focus

## MARKETING OWASSO

In the era of robust information and immense competition in economic development, Owasso must tell its story to get attention. And the story must be authentic and clear so that it is understood, believable and memorable to stand out in the chatter of overwhelming media.

## OWASSO IDENTITY

### GOAL

Define consistent identity for Owasso supported with relevant message and facts.

### WHY IMPORTANT?

As a suburban community, it is valuable to leverage the known community of the region – Tulsa. Yet, there are many suburbs clamoring for attention and Owasso needs to define compelling, authentic and unique attributes to frame a cohesive and memorable identity for who Owasso is now and in the future.

### 2018-19 HIGHLIGHTS



- Defined messaging and Owasso's value proposition
- This strategic initiative is completed

### METRICS – OWASSO IDENTITY

#### PROCESS METRICS



#### OUTCOME METRICS

- New identity imagery
- Design & message guidelines

## OWASSO'S ONLINE PRESENCE

### GOAL

Establish effective online presence for Owasso with information available “24 X 7” to save staff time.

### WHY IMPORTANT?

Owasso has no economic development-specific website and limited social media accounts and messaging. The leading marketing tool for economic development marketing is a website that presents relevant data, case studies of local businesses, maps and other points of interest that influence business location decision-making. Not only is this the first place a business or site selector seeks information, it may be the only place information is gathered before a desktop screen of the community is made. No information available online may result in elimination of consideration.

A website also serves as a place to house the most current information for staff to present to businesses and the community at-large. In turn, a website provides the information around the clock and saves time – for businesses, site selectors and staff.

Regarding social media, increasingly businesses and site selectors are gathering news from these outlets. In addition, as a means to share information, relationships develop based on the value of that information and dialoguing. When a community is not participating in social media, there is a void that competitors can fill with news about their communities.

### 2018-19 HIGHLIGHTS



Researched, interviewed, and selected economic development developers & content managers



Launched ChooseOwasso.com in February 2019

### METRICS – OWASSO'S ONLINE PRESENCE

PROCESS METRICS	OUTCOME METRICS
<input checked="" type="checkbox"/> URL purchased	<input checked="" type="checkbox"/> Up-to-date website
<input checked="" type="checkbox"/> Site map for website developed	<input checked="" type="checkbox"/> Social media account analytics
<input checked="" type="checkbox"/> Design completed for website	<input checked="" type="checkbox"/> Website visit analytics
<input checked="" type="checkbox"/> Launch website	



OUR ECONOMIC DEVELOPMENT STRATEGIC PLAN HAS PROVIDED UNITY OF PURPOSE AND CLARITY OF VISION FOR ALL CITY STAKEHOLDERS ON THE EXTREMELY IMPORTANT BUSINESS OF ECONOMIC DEVELOPMENT. CHELSEA LEVO FEARY HAS TAKEN ON THE LEADERSHIP OF IMPLEMENTING THE PLAN IN A MANNER THAT INSPIRES CONFIDENCE FOR THE CONTINUED AND FUTURE ECONOMIC GROWTH OF

OWASSO.

Warren Lehr, City Manager  
City of Owasso



## A YEAR OF HIGHLIGHTS

-  Started Workforce Owasso program
  - Engaged 15 employers, 7 service providers, and Schools
  - Partnered with OPS on a Career Explorations Program (CEP)
-  Started discussion with Tulsa Transit about extending transit options for Owasso employers
-  Implemented an incentives policy document
-  Created Advocate Owasso with a mission to become educated about legislation and legislative efforts to improve our community
-  Started inviting state dignitaries and elected officials to discuss local issues and tour Owasso
-  Identified growth areas for our Medical Cluster
-  Implemented a Code of Conduct for the OEDA
-  Created BusinessTHRIVE, a BR&E program
-  Identified a way to help retirees' network, volunteer, and/or re-enter the business world
-  Identified a need and method to assist small businesses and entrepreneurs
-  Launched ChooseOwasso.com, a full-service economic development website

## WHAT'S ON DECK

-  Engage Rejoice High School and Homeschool Co-ops in Career Exploration Program
-  Develop commercial site infrastructure improvement plans, identifying funding sources and timelines
-  Schedule an Owasso Day at the Capitol for Advocate Owasso
-  Survey for public input on advocacy issues
-  Industry cluster marketing
-  Launch Encore Program
-  Develop Small Business Assistance Program
-  Survey business industries
-  Start BusinessTHRIVE Industry Roundtable Meetings

# Acknowledgements

The Owasso Economic Development Strategy is more than a simple document. It is a living and active plan developed by an expansive list of engaged and committed leaders in our community. It is because of this tremendous leadership that we are able to take on bold and critically important initiatives laid out in this plan.

## OWASSO CITY COUNCIL

Dr. Chris Kelley, Bill Bush, Doug Bonebrake, Lyndell Dunn, Kelly Lewis

## OWASSO CITY STAFF

Chief Scott Chambless, Daniel Dearing, Brian Dempster, Michele Dempster, Larry Escalante, Earl Farris, Chelsea Levo Feary, Karl Fritschen, Chris Garrett, Dwayne Henderson, Marsha Hensley, Chief David Hurst, Lynda Jones, Larry Langford, Warren Lehr, Julie Lombardi, Jennifer Newman, Morgan Pemberton, Josh Quigley, Darlene Starks, Julie Stevens, Roger Stevens, Teresa Willson, Jason Woodruff

## OWASSO ECONOMIC DEVELOPMENT AUTHORITY

Gary Akin, David Charney, Lyndell Dunn, Skip Mefford, Dominic Sokolosky, Dr. Bryan Spriggs, Dr. Dirk Thomas

## EDSP STEERING COMMITTEE

Gary Akin, Brian Beam, Brian Bigbee, Dr. Leslie Clark, Lyndell Dunn, Dr. Amy Fitchner, Brian Dempster, Chelsea Levo Feary, Michael Gordon, Warren Lehr, Dr. Paul Loving, Keith Mason, Andy McMillan, Renee Mowery, Martie Oyler, Chris Phillips, Stan Sallee, Janet Smith, Dr. Bryan Spriggs, Julie Stevens, Roger Stevens, Brien Thorstenberg, Dr. Paula Willyard

## ADDITIONAL COMMUNITY LEADERS INVOLVED IN THE EDSP

Robert Aery, Julie Brugger, Shelley Cadamy, Dr. Kathy Campbell, Shelly Casey, Margaret Coates, Jed Cochran, Kari Coulter, Tommy Coulter, Mike Craddock, Cornell Cross, Kathy Curtis, Sen. JJ Dossett, Emily Drake, Bill Emery, Brian Emery, Anne Foster, Tandy Groves, Art Haddaway, Kevin Harper, Spencer Hall, Rachel Hutchings, Jamie Hutchison, Brandon Irby, Joanna Jefferies, Lisa Johnson, Gabe Kalafat, Matt Litterell, Nick Lombardi, Scott MacGregor, Keith Mason, Tom McPherson, DeAnne McWilliams, Matt Miller, Bill Murphey, Jimmy Newman, Rep. Monroe Nichols, Derek Osborn, Martie Oyler, Bob Parker, Kimberly Petty, Chris Phillips, David Phillips, Erik Reynolds, Tim Rich, Emily Robinson, Brandi Roper, Teri Ruggiero, April Sailsbury, Kate Schlichter, Pete Selden, Scott Shortess, Jennifer Smith, Stuart Solomon, Sheila Stringer, Cherie Stierwalt, Zach Stoycoff, Ramey Studebaker, Brien Thorstenberg, Rep. Mark Van Curen, David Vines, Brian Wallace, Todd Ward, Evan Wei-haas, Valerie Wei-haas, Evelyn Werner, Keith Whitfield, Bill Willson, Mike Wilson, Jennifer Workman, Keith Yorman

## ECONOMIC DEVELOPMENT PARTNERS

Tadzo Consulting, Owasso Chamber of Commerce, Tulsa Regional Chamber, Indian Nations Council of Governments, Oklahoma Economic Development Council, Oklahoma Department of Commerce, Oklahoma Governor's Economic Development Marketing Team, University of Oklahoma Economic Development Institute, International Economic Development Council, Southern Economic Development Council, 365 Degree Total Marketing, GIS WebTech, Executive Pulse, Impact Data Source



