

A low-angle, upward-looking photograph of several tall skyscrapers in a city, likely Oklahoma City. The buildings are made of glass and steel, reflecting the clear blue sky. The perspective creates a sense of height and urban density. A large yellow rectangular box is overlaid on the left side of the image, containing the title and date. In the bottom right corner, the EY logo and tagline are visible.

Greater Oklahoma City Economic Development Strategy

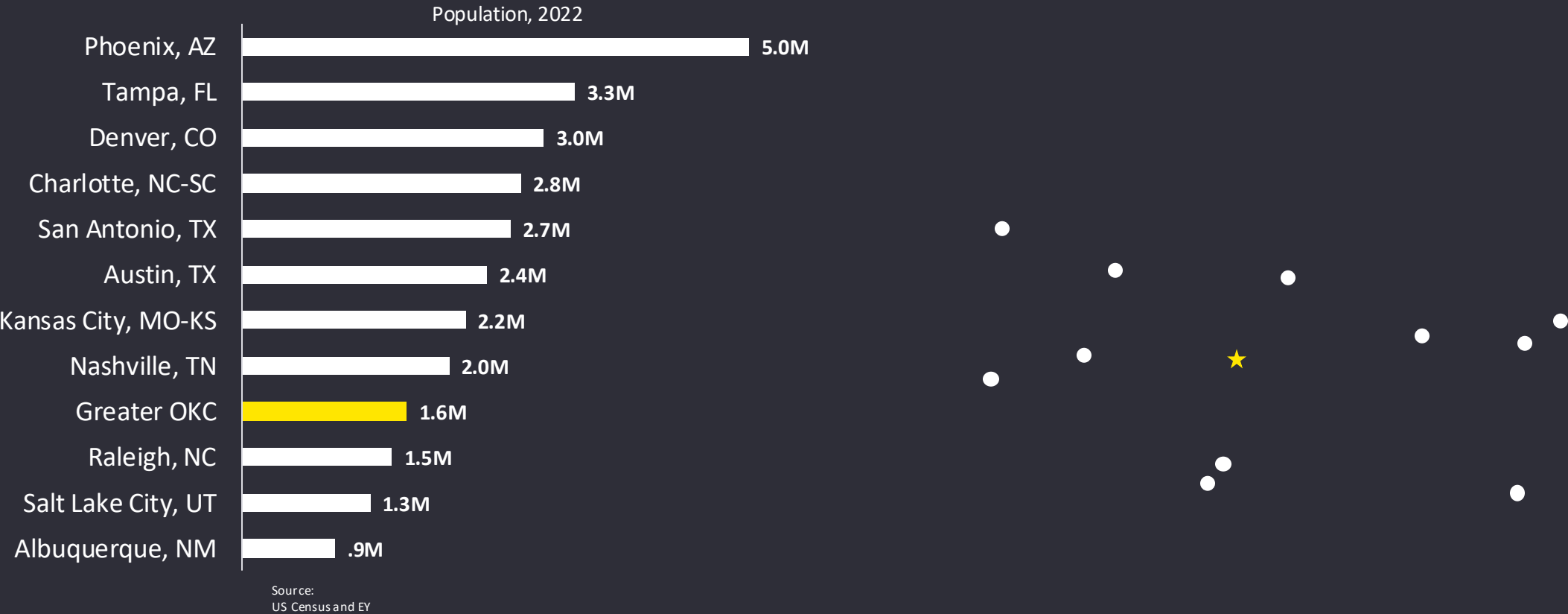
April 19, 2024



Building a better
working world

Elevating the competition

We assessed the current state of the Oklahoma City region and ranked it against benchmark communities, both peer and aspirational, in a variety of categories. These benchmark communities have been selected for their comparable economic dynamics, growth trajectories and strategic relevance to Oklahoma City; providing a practical basis for comparison in understanding where Oklahoma City stands in respect to and how to improve against these competitors.



We engaged over 370 community leaders, business leaders and other stakeholders across the region.

20+

One-on-one interviews with community leaders and business owners across the region

12

Focus groups, divided based on industry and community expertise

18

Steering committee participants

3

Steering committee workshops



Translating qualitative and quantitative insights into key themes

Through comprehensive research and robust stakeholder engagement, numerous strategic priorities and themes emerged. Working closely with the steering committee, Chamber staff, and key stakeholders, these themes were shaped into the bold vision and strategy shared on the following pages.



Responses to "One word to describe your ideal Greater Oklahoma City" exercise at the Greater Oklahoma City Chamber Leadership Summit, October 2023

OUR VISION

Greater Oklahoma City is the nation's most engaged, collaborative, and dynamic region.

OUR STRATEGY

OKC forwards this vision by elevating quality of place, reframing education, accelerating economic growth, marketing the region as a destination, and boosting civic leadership.

1

Quality of place

- **Proactively building infrastructure needed to support a growing region**
- Investing in downtown, neighborhoods, and riverfront placemaking
- Enhancing regional sports, recreation, film, arts and cultural offerings
- Investing in transportation options that improve connectivity

2

Education

- **Driving regional PreK-12 public education innovation**
- Preparing graduating regional students for in-demand careers, certification and degrees
- Connecting education providers, employers and learners to connect labor supply and demand
- Increasing the output, retention and attraction of individuals with advanced degrees

3

Economic growth

- **Growing targeted industries of the future**
- Aligning incentives around market needs and gaps
- Investing in technology and innovation infrastructure
- Advancing innovation ecosystem tools and collaboration
- Increasing accessibility of small business resources

4

Marketing

- **Developing a cohesive brand story for the market**
- Launching an aggressive national/international marketing campaign
- Creating a convention attraction strategy tied to targeted industries
- Expanding flight connectivity
- Highlighting diverse local stories to share with national publications

5

Civic leadership

- **Passing collaborative leadership ideals to future business, civic and public sector leaders**
- Engaging an evolving community in local decision-making processes
- Advancing a pro-economic development climate at local, state and federal levels

1

Elevating quality of place



1

Elevating quality of place

We have transformed our region through intentional investment, but we must continue to prioritize investments in our quality of place to maintain our competitive advantage.



Strategic priorities:

Proactively building infrastructure needed to support a growing region

Investing in downtown, neighborhoods, and riverfront placemaking

Enhancing regional sports, recreation, film, arts and cultural offerings

Creating transportation options that improve connectivity

1 Elevating quality of place

Quality of place investments stimulate economic activity, encourage long-term commitment to our community, promote regional connectivity and position Greater OKC to attract new residents, businesses and tourists.



How we will measure success:

Livability index /
Resident satisfaction
survey

Affordability Index

Transportation
access

Cost of living

Increase in tax base

1 Elevating quality of place

Leading practices

Greater Kansas City Chamber of Commerce: Big 5 Initiatives

Beginning in 2010 and updated every few years, the chamber identifies five major, achievable goals that would transform the Kansas City region. It brings together community partners to drive progress in significant areas through collaborative action and by identifying champions, resources and key data points. The most recent community-based projects include kindergarten readiness, urban neighborhoods, entrepreneurship, transportation and the arts. The Big 5 initiative, dynamic and evolving over time, aims to continually shape the future of Kansas City, driving transformative change across a range of community priorities.



Nashville Chamber of Commerce: Moving Forward Initiative

The Nashville Chamber is dedicated to developing a comprehensive mobility plan that suits the burgeoning needs of the Middle Tennessee region. They are advocating for a system that will stimulate job growth and make existing job and education opportunities more accessible. As part of these efforts, the Chamber spearheads the Moving Forward initiative - a volunteer-led initiative focused on devising regional transportation solutions by mobilizing business, community, and transit leaders to address transportation issues crucial to the region. The Chamber is also a member of the Connect Mid TN coalition – a wide-ranging coalition of businesses, nonprofits, faith communities, and educational institutions dedicated to backing transit and transit funding for the Middle Tennessee region.

2

Reframing education

THINK
ABOUT
THINGS
DIFFERENTLY

Our future economic success will largely be driven by our ability to reframe education and improve student outcomes across all levels in our region.



Strategic priorities:

Driving regional PreK-12
public education
innovation

Preparing graduating
regional students for in-
demand careers,
certification and degrees

Connecting education
providers, employers
and learners to balance
labor supply and
demand

Increasing the output,
retention and attraction
of individuals with
advanced degrees

By reframing education, we can foster an environment that improves access to educational opportunities, aligns the skills and knowledge of our students with the demands of industry and prepares our workforce for the realities of the future marketplace.



How we will measure success:

High school
graduation rates

College & career
readiness

Certificate
production

Population 25 and
older with a
Bachelors degree

College graduate
retention

2 Reframing education

Leading practice: Nashville, TN

Academies of Nashville offers 35 academies to students within the Metro Nashville Public School system. Each academy has a specific thematic or academic focus, and students can select an academy based on their interest. Business and community partners influence curriculum and program design to provide an effective college and career prep experience. After completion of the academy and graduation, students were prepared to receive full-time positions. The program has been recognized by the White House as a “national high school transformation model.”



Key lessons learned from Academies of Nashville:

Tailored curriculum

Identifying career paths
for students

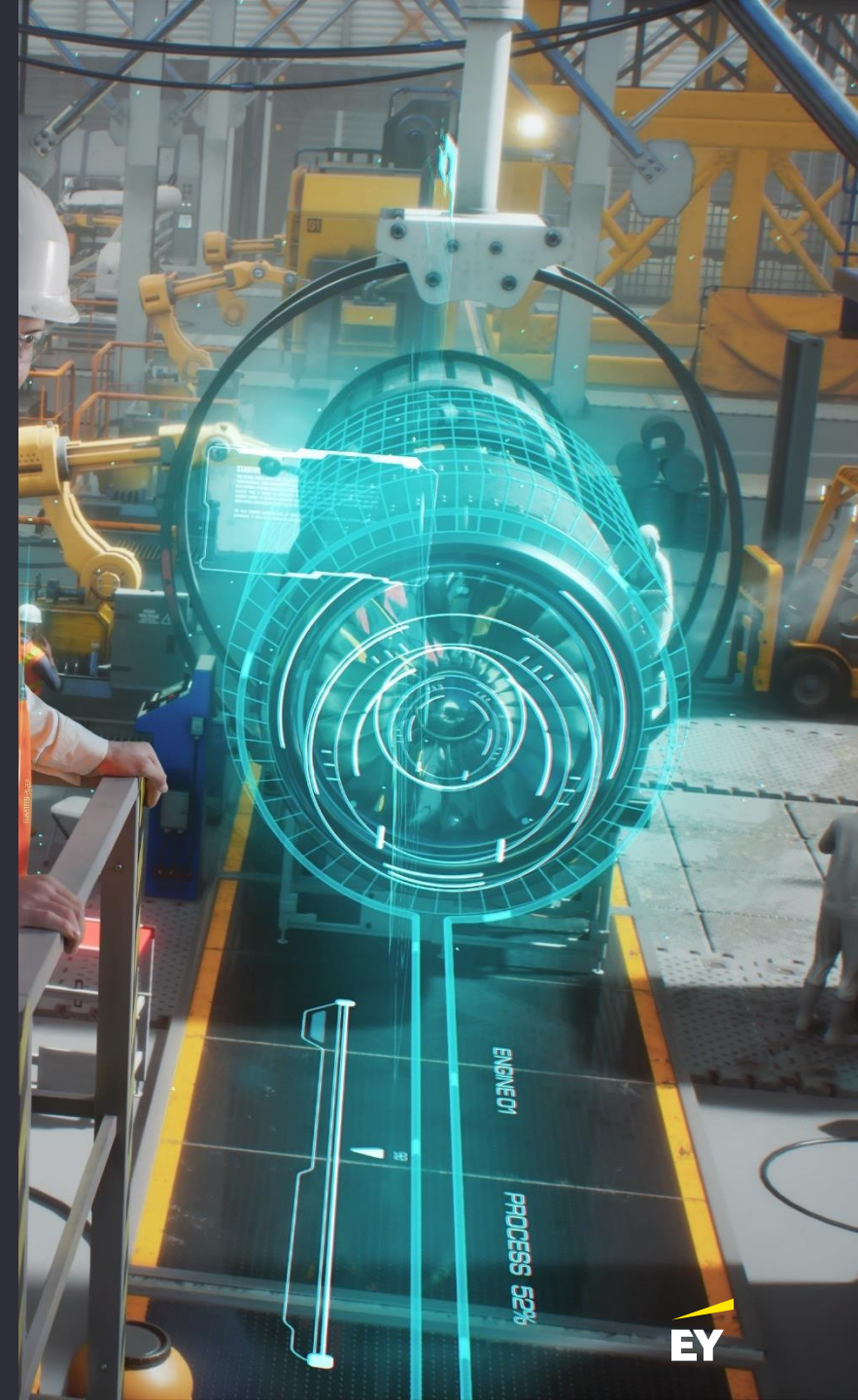
Public education and
business partnerships

Improve education
outcomes

Prepared workforce

3

Accelerating economic growth



To accelerate economic growth, Greater OKC needs to cultivate a diversified and dynamic economy leveraging the region's strengths and strategic advantages, serving to enhance its resilience to disruptions and competitive position in the global economy.



Strategic priorities:

Growing targeted industries of the future

Aligning incentives around market needs and gaps

Investing in technology and innovation infrastructure

Advancing innovation ecosystem tools and collaboration

Increasing accessibility of small business resources

Accelerating economic growth stimulates innovation, encourages higher-wage job creation, drives new business growth, expands opportunities for residents, and attracts talent-- all elements that are integral to ensuring a prosperous, vibrant and sustainable economic future.



How we will measure success:

Growth in target
industry jobs

Target industry
location quotients

ROI of incentives to
capital investment

R&D funding

Patent production

3 Accelerating economic growth

Leading practice: Phoenix, AZ

Autonomous and Electric Vehicles | GPEC

By creating a unified strategy that mobilized private industry, local and state policymakers, and the region's academic institutions, Greater Phoenix has established itself as a hub for the development and testing of autonomous and electric vehicles. The region prioritized infrastructure improvements by being one of the first in the nation to deploy 5G and signaled their commitment to piloting autonomous technology by working with the Governor to design an executive order allowing for the testing of driverless vehicles on certain public roads. This pro-business regulatory environment has attracted nearly all major players in the autonomous vehicle supply chain to establish a presence in Greater Phoenix and contribute to the region's prosperity.



Key lessons learned from Phoenix:

Align partners around
your vision

Proactively invest in
infrastructure

Market the region's assets

Prioritize workforce
development

Think long-term

4

Marketing the region as a destination



Marketing the region as a top destination will require a strategic combination of community branding, aggressive marketing campaigns, and compelling storytelling to raise Oklahoma City's profile in the marketplace.



Strategic priorities:

Developing a cohesive brand story for the market

Launching an aggressive national and international marketing campaign

Creating a convention attraction strategy tied to targeted industries

Expanding flight connectivity

Highlighting diverse local stories to share with national publications

Elevating the region's profile as a destination plays a crucial role in attracting tourists, businesses and talent as it stimulates economic development, improves quality of life and shapes the city's identity.



How we will measure success:

Overnight visitors

Visitor expenditures

Number of conventions
hosted

Air passenger traffic and
direct flights

Reach of marketing
campaigns

Leading practice: Nashville, TN

Cities can realize the value of creating a brand story to attract businesses, residents, and tourists. In Nashville, they successfully rebranded to “Music City” and have been refining its brand over the years. The city’s branding efforts have amplified Nashville’s identity as a creative hub with not just music but also areas like entrepreneurship and cuisine. By positioning itself as an authentic, friendly and unpretentious destination, they have successfully attracted visitors and businesses alike.



Key lessons learned from Nashville:

Leverage authenticity

Diversify beyond the “one thing”

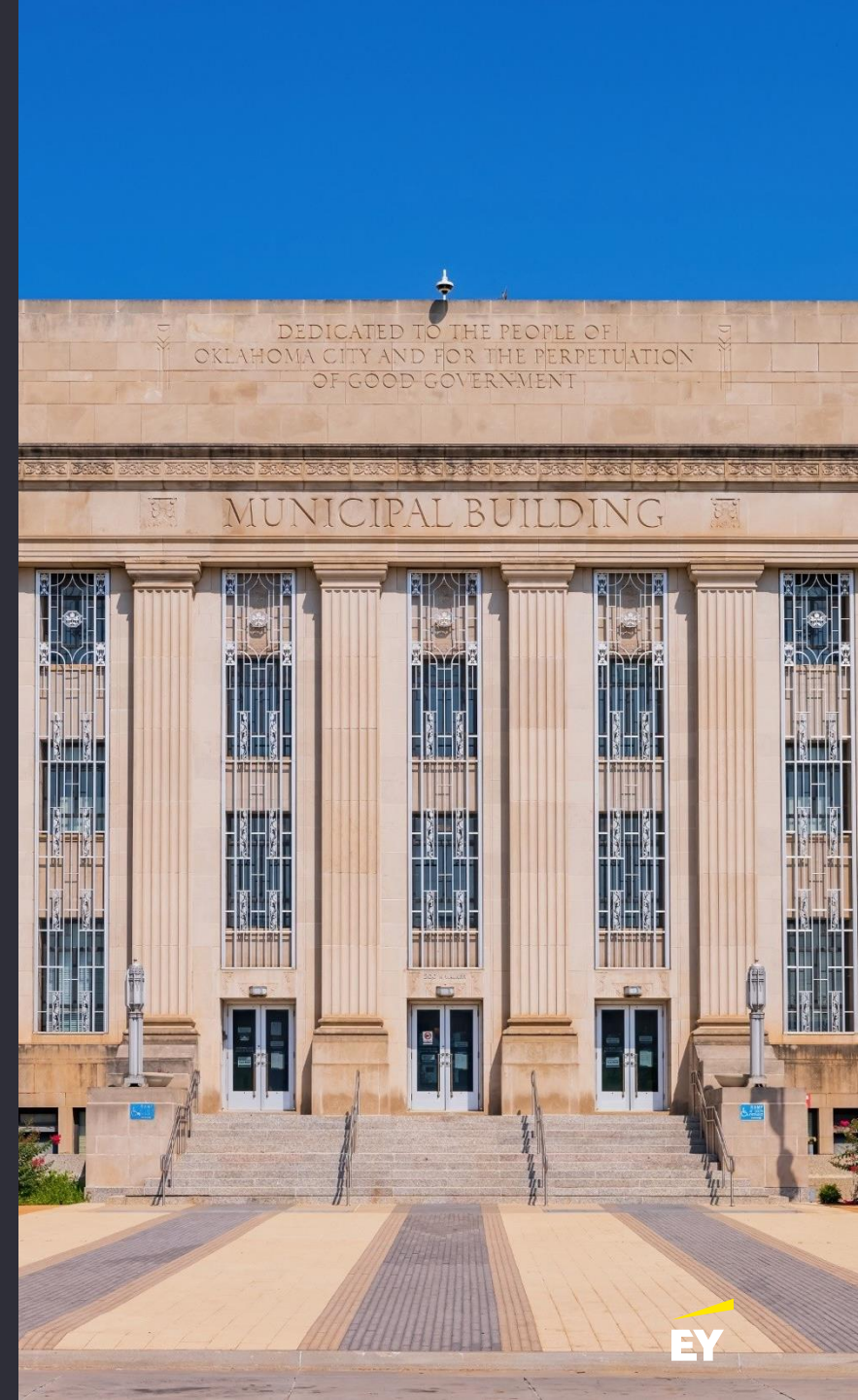
Consistent messaging

Collaboration with stakeholders

Measurable impact

5

Boosting civic leadership



Boosting civic and public leadership will help foster a new generation of pragmatic leaders and maintain an engaged community that supports a pro-business climate. Engaging the changing community in local decision-making processes will help bring more leaders to the table and build support for economic development initiatives.

Strategic priorities:

Passing collaborative leadership ideals to future business, civic and public sector leaders

Engaging an evolving community in local decision-making processes

Advancing a pro-economic development climate at local, state and federal levels



Leading practice: San Antonio, TX

Residents of San Antonio, Texas can get involved with their community through the [Neighborhood Leadership Academy](#). Offered by the City of San Antonio, the six-month program teaches residents the inner workings of local government. Participants can use their knowledge acquired during the program to become better advocates for their neighborhoods and learn how to effectively organize their community. The no-cost program requires interested residents to apply to participate.



Key lessons learned from Neighborhood Leadership Academy:

Bridging the gap between
community members and
local government

Advocacy

No participation cost

Collaboration amongst
community members

EY | Building a better working world

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