

BROKEN ARROW

ECONOMIC DEVELOPMENT CORPORATION

2023 Annual Presentation

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2023 in Review – Letter from the President and CEO

I am pleased to present the Economic Development Corporation’s Annual Report for the City of Broken Arrow. As we reflect on the achievements of the past year, it is evident that our city continues to evolve into a dynamic hub for economic activity.

Through strong partnerships between the City of Broken Arrow, Broken Arrow Public Schools, and private businesses, Broken Arrow has positioned itself as a leading community in Oklahoma and throughout the Midwest. Over the past year, our city has seen remarkable growth and development across various sectors. From attracting new businesses to supporting the expansion of existing ones, Broken Arrow remains committed to creating a business-friendly environment that encourages investment and job creation.

In this report, you will find detailed insights into those key economic indicators, job creation and capital investment, and the successful implementation of various economic development initiatives and projects.

I extend my gratitude to you, the City Council and the City Manager for your partnership, leadership and support as we continue to shape a future where Broken Arrow thrives as a model of economic resilience and prosperity.

Thank you for being an integral part of the economic success story that is the City of Broken Arrow.

Sincerely,

A handwritten signature in blue ink, appearing to read 'Jennifer Conway', with a stylized flourish at the end.

Jennifer Conway

President & CEO, Broken Arrow Chamber of Commerce & Economic Development Council

Economic Outlook

Economic Health & Indicators

In 2023, Broken Arrow has witnessed a notable surge in economic growth, marked by a robust increase in business activity across a variety of sectors. The Economic Development Corporation’s strategic initiatives directly contributed to the growth of Broken Arrow’s economy.

Quality of Life

Broken Arrow citizens saw their quality-of-life increase in 2023. According to the US Census Bureau, Broken Arrow saw a Median Household Income of \$82,547, an increase of 1.4% from the year prior. Median household income for BA residents is 31% higher than Tulsa County and 10% higher than Wagoner County.

There are a total of 46,755 housing units in Broken Arrow, up 4.2% or 1,895 total units. 70.1% of residents own their own in Broken Arrow while 24.9% rent.

Approximately 5% of homes in Broken

Arrow are vacant. Median home values in Broken Arrow rose sharply at 3.3% from \$203,988 in 2022 to \$210,800 in 2023.

Broken Arrow residents experience an average commute time of just 21.5 minutes to work, nearly 5.5 minutes shorter than the United States Average.

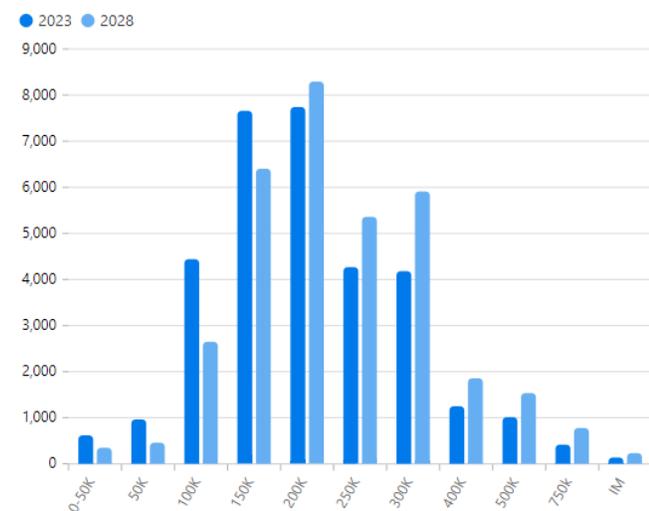
2023 Statistics

- 27,604 people live outside BA and work in BA
- 44,673 people live in BA and work outside BA
- 8,854 people live in BA and work in BA

Population Growth

The City of Broken Arrow, Tulsa County, and Wagoner County continue to see strong and consistent growth year over year. According to the US Census Bureau, from 2020 to 2023,

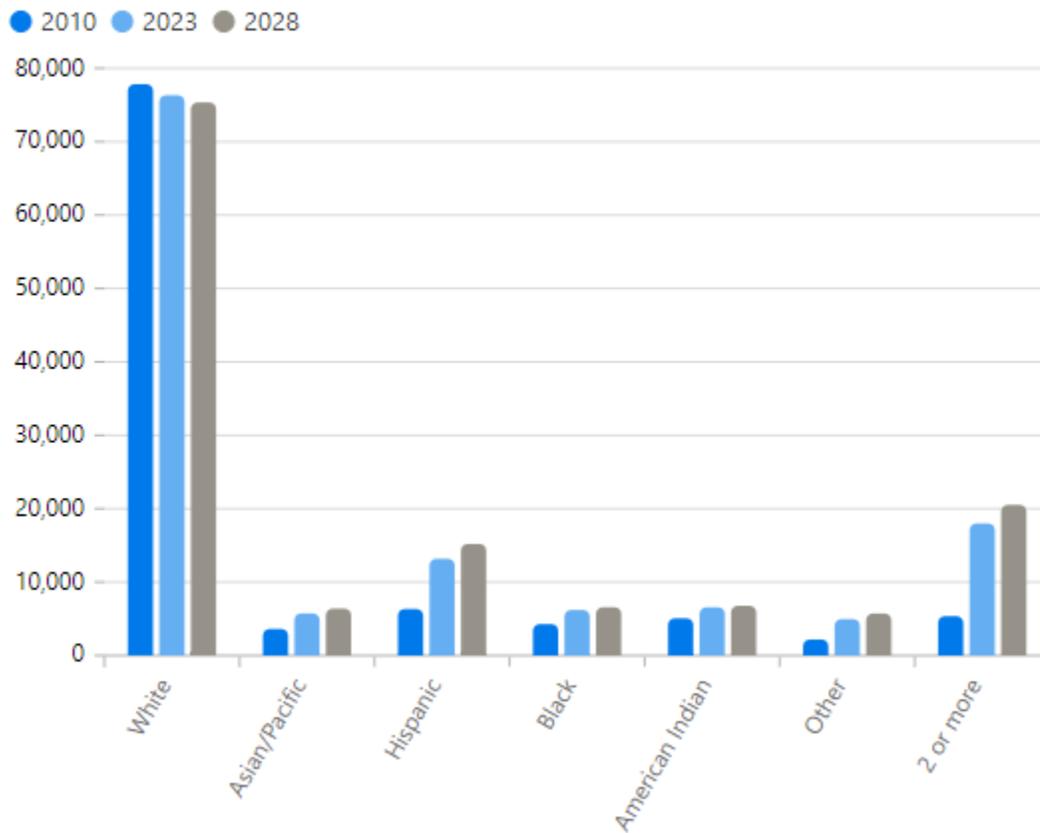
Home Value



Broken Arrow’s population rose 3.8% from 113,556 people to 117,911. That’s a 19.2% increase from the previous census estimate of 2010.

Wagoner County grew at a rate of 6.9% from 80,986 in 2020 to 86,644 in 2023, while Tulsa County grew just 1.2%, 669,272 residents in 2020 to 677,358 in 2023. Wagoner County continues to see strong growth as industrial and residential interest and new development continues to move south and east. The EDC anticipates more growth in Wagoner County in 2024.

Population By Race



Labor Force

Broken Arrow has a labor force participation rate of 68.2% of its total population of civilian population eligible to work of 92,622, equaling to approximately 63,168 people, which is up more than 2.5% from 2022 and is consistent with its population growth.

Broken Arrow’s labor force participation rate is 2.9% higher than Tulsa County, 7.1% higher than Wagoner County, and 5.6% higher than the United States Average.

Broken Arrow continues to increase in diversity and is definitely noticeable within the manufacturing industry. Employers are looking at the BAEDC to assist with attracting and hiring a relevant and skilled workforce.

Jobs & Employment

Broken Arrow saw a net new job growth of 894 new jobs, totaling up to 45,247 jobs, which is up 2% overall from 2022.

Broken Arrow’s top industries for new job growth (see chart A) in 2023 were Healthcare and Social Assistance at +3%, Food Services at +2%, Construction at +2%, Manufacturing at +1% and Retail Trade at +1%.

From 2018 to 2023, Broken Arrow’s top industries for job growth (chart B) were Food Services at +888, Retail Trade at +683, Construction at +429, Transportation & Warehousing at +184, and Healthcare at +122.

Chart A:

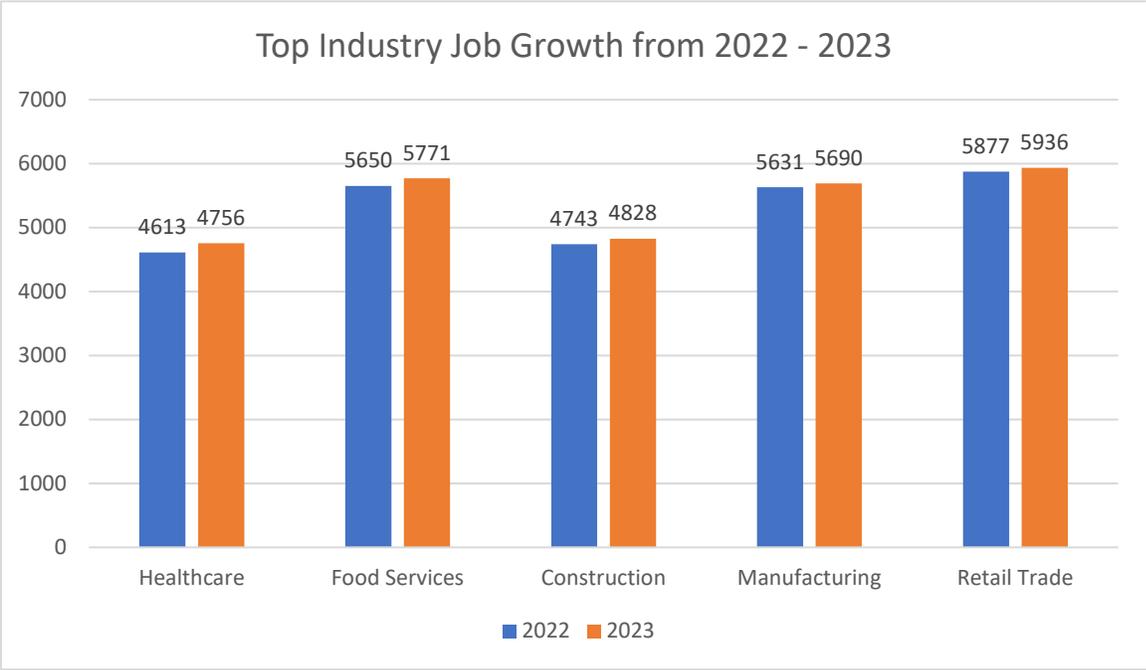
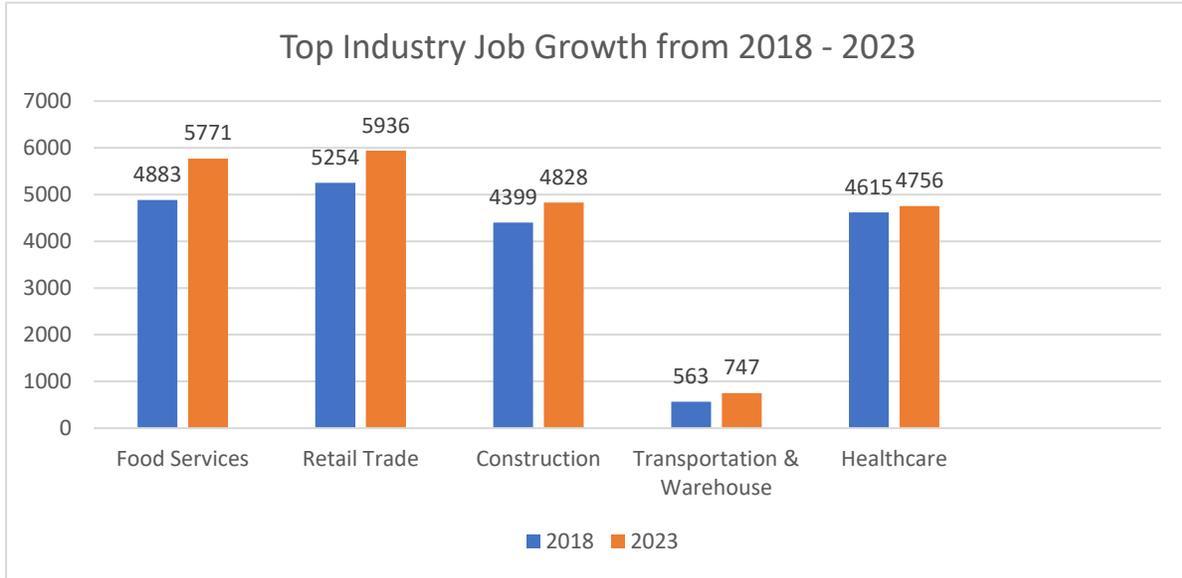


Chart B:



Top Industries & Gross Regional Product:

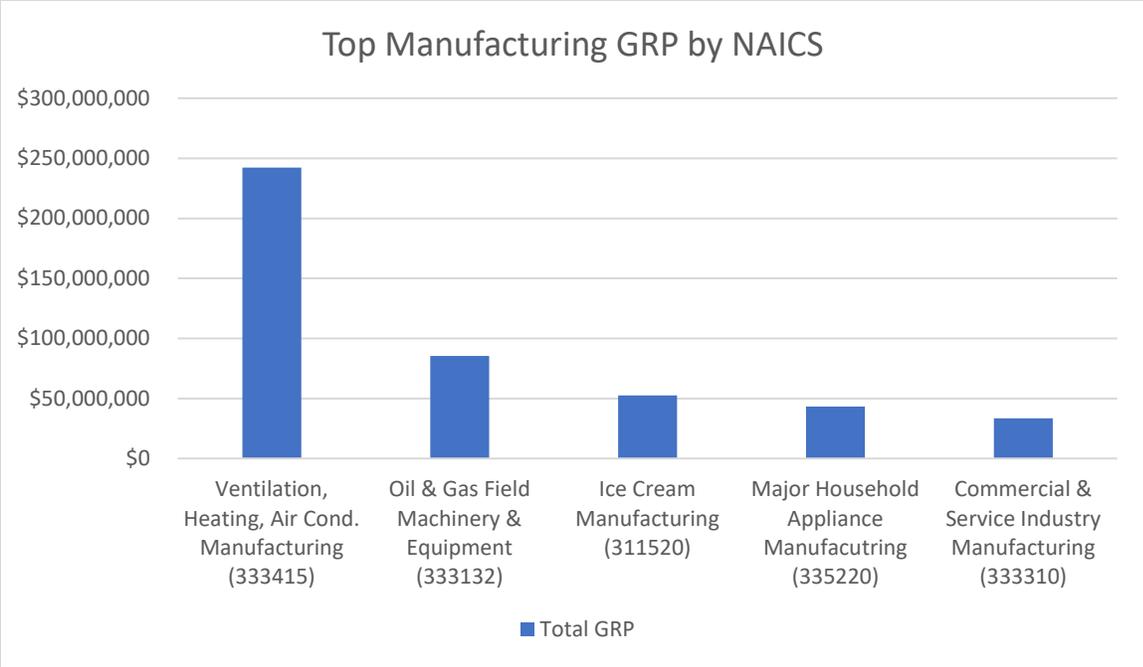
Broken Arrow's total GRP, Gross Regional Product, in 2023 was \$4,189,168,764.

Gross Regional Product (GRP) is Gross Domestic Product (GDP) for any region smaller than the United States, such as a state or metro. GRP measures the final market value of all goods and services produced in the region of study.

Broken Arrow's Top Industries by GRP in 2023:

- Manufacturing: \$762.69 M
- Retail Trade: \$487.18 M
- Construction: \$460.97 M
- Healthcare and Social Assistance: \$332.9 M
- Wholesale Trade: \$306.1 M

Broken Arrow's top producing industry is manufacturing, specifically NAICS 333415, Air Conditioning & Warm Air Heating Equipment and Commercial and Industrial Refrigeration Equipment Manufacturing with a total GRP of \$242,216, 241 and was sparked by Alfa Laval's relocation of manufacturing operations from New York to Broken Arrow. Another example of private businesses that represent this industry would be AG Equipment.



Research Analysis, Strategic Planning, and Advocacy

The BAEDC provides support to businesses in several different ways outside of the primary functions of workforce and BRE. EDC staff does this by responding to requests for data information, advocating for businesses, and helping new businesses get started through referrals.

Research

The BAEDC has licenses to multiple research tools and provides data to the City of Broken Arrow and its businesses. Over 55% of the business support requests that the EDC receives are research requests. These requests vary from businesses looking to move here asking for traffic counts and demographical data to current Broken Arrow business owners asking for workforce data as they plan to hire new employees.

Strategic Planning

Staff is utilizing a new economic impact tool, Implan, to give a more comprehensive breakdown of new projects. Implan provides economic impact analyses which help the EDC provide a much larger scale report on the impact new projects will make on the Broken Arrow economy assessing things like direct and indirect jobs created.

Advocacy

In 2023, the BAEDC advocated on behalf of the business community in Broken Arrow. This was done in several ways such as the President and CEO, Jennifer Conway serving on City of BA

Zoning Ordinance and Stakeholder Advisory Committee. President & CEO and Vice President also visited Washington D.C. for the Broken Arrow Chamber DC Fly In advocating for BA businesses while there. Staff also participated in Tulsa Chamber Economic Development, OneVoice Committee meetings to help guide advocacy efforts throughout the year.

Additional Advocacy

- The EDC is working directly a local manufacturing businesses on a NAICS code related issue, specific to the Oklahoma Quality Jobs qualifications. Currently, the employer does not qualify, however with their current payroll, hiring plans, and capital investment, the EDC is exploring avenues to assist with a potential qualification.
- The EDC led by the Broken Arrow Chamber of Commerce and Senator John Haste assisted with the advocacy of Senate Bill 167; a bill removing language prohibiting offering of certain courses by certain institutions; thus allowing Northeastern State University to be a four year higher education institution.
 - The bill failed to pass the legislature with a vote of 17 to 29.
- The EDC supported the additional bills in the legislature:
 - HB2138 (Not Heard): Provides and income tax exemption for recent graduates of college, university or carer tech employed full time in state, up to \$75k for two years
 - SB1068: Provides sales tax exemption by expanding manufacturing as it applies to the sales tax exemption for manufactured goods to include the manufacturing, compounding, processing, or fabrication of materials into articles of tangible personal property according to the special order of a customer
- The EDC opposed bills:
 - HB1379: Requiring voter approval of any Tax Increment Financing District
 - HB1378: Prohibits governments from entering into NDA's with private developers/companies
 - HB1030: Creates state data privacy policy for companies

In addition, the BAEDC provides letters of support for businesses applying for state incentives. In 2023, staff provided three letters of support for companies who applied to be awarded these incentives.

- One letter of support was written and provided for Blue Bell as they applied for the Business Expansion Incentive Program.
- Two letters of support were written and provided for bdtronic and Project Fuego as they applied for the Quality Jobs incentive.

Business Retention and Expansion

A primary function of the Broken Arrow Economic Development Corporation is business retention and expansion. The EDC team directly assisted multiple businesses, leading to expansion and growth of their facility in Broken Arrow, leading to an increase in expansion projects this year from 22 new projects in 2022 to 34 new projects in 2023.

Summary

- EDC in partnership with Ascension St. John's announced the expansion and opening of their new ICU unit.
- EDC in partnership with Blue Bell Creameries announced expansion
- EDC in partnership with City of Broken Arrow and Alfa Laval held a press conference announcing manufacturing operations moving from New York to Broken Arrow
- Multiple Broken Arrow business received the Oklahoma Innovation Expansion Program Incentive from the Department of Commerce
- BAEDC hosted the Know My Community, Grow My Community workshop by Oklahoma Commerce for economic developers across the region discussing RFPs, site selection strategy, and more
- BAEDC in partnership with The City of Broken Arrow participated in BA Business Blitz visiting over 75 businesses over two weeks and visiting 24 businesses for pre-scheduled Blitz meetings
- Facilitated 427 Business Retention visits leading to 34 active business expansion projects in 2023
- According to the CRM that tracks BAEDC project data, BR&E potential capital investment is \$158.5M and there are 835 potential new jobs via expansion projects that will become available over the next few years as the expansions take place

Capital Investment by Existing Employers

- \$121M (results pulled from end of year survey sent to large employers)
 - Blue Bell Creameries: \$78M
 - Molded Products: \$1M
 - Alfa Laval: \$13M
 - Russelectric: \$1.4M
 - Other Capital Investment Not Publicly Announced: \$6.4M

Expansion Projects

Throughout the 427 business retention visits, the EDC helped facilitate multiple expansion projects in 2023 ranging from manufacturing expansion projects to capital investment.

- Alfa Laval: announced the relocation of manufacturing from New York to Oklahoma with the creation of 30 new jobs, \$13 million in capital investment, and an average wage of \$66,000.

- Lt Governor Matt Pinnell, President and CEO Jennifer Conway, City Manager Michael Spurgeon, Mayor Debra Wimpee, and Alfa Laval GM Brandy Moore all attended and participated in the announcement.
- Blue Bell Creameries: announced a \$78M, 100,000 square foot cold storage expansion project at their Broken Arrow facility.
 - This expansion is anticipated to create 15 new jobs following their acceptance of the Business Expansion and Retention Incentive Program (BEIP) award of \$2.25 million
- Molded Products: 10,000 SF expansion of manufacturing and warehouse space with an investment of \$1 million adding 10 new jobs
- Zeeco: Awarded Oklahoma Quality Jobs in 2023 and are adding 275 high wage positions with an average wage of \$80k/year
- McElroy: Purchased the former Baker Hughes manufacturing facility, hiring 100 team members who will be working in the 173,000-square-foot plant by mid-2024
- Russelectric: created 15 new jobs and invested \$1.4 million in capital for FY 2023 at the Broken Arrow facility

Oklahoma Innovation Expansion Program Award Recipients

- Rise Manufacturing, LLC: \$100,000
- R.L. Hudson & Co: \$150,000
- L6 Inc d/b/a Total Valve Systems: \$96,500
- Hill Manufacturing and Fabrication: \$50,000
- Gavco Plastics, Inc: \$114,500
- Cameron Glass LLC: \$100,000
- Air Hygiene International, Inc.: \$145,000

Open Expansion Projects Snapshot

Note: Project snapshot limited to active projects with recent movement in 2023.

Project Name	Capital Investment	Total New Jobs	Industry
Project Shock	\$6M	100	Service/Manufacturing
Project Inferno	\$10M	200	Manufacturing
Project Lamp	\$15M	29	Manufacturing
Project Sub	N/A	100	Engineering

Trends

In a remarkable display of economic vitality, the Economic Development Council experienced a substantial 55% increase in the number of expansion projects undertaken from 2022 to 2023. This surge in activity not only signifies a heightened level of engagement but also highlights the conducive environment for business development. Additionally, the EDC witnessed a 14% increase in potential jobs during the same period, reflecting the tangible impact of the EDC's

efforts in driving job creation and economic growth. These impressive statistics collectively indicate that Broken Arrow businesses are on a trajectory of sustained growth.

Additional Business Retention Initiatives

- EDC staff and leadership Tulsa’s Future Manufacturer’s Council to represent Broken Arrow manufacturers and economic development initiatives.
- Business Retention and Expansion Committee met bimonthly to discuss goals and strategies for the year
 - Discussed a marketing plan to promote major employers
 - Crafted a survey to send to employers to craft roundtable topics for the benefit of BA employers
- EDC staff attended Heartland Economic Development Course in Blue Springs, MO to further development economic development skills as well as learn best practices in the industry.

2023 Economic Outlook and Amplify BA Economic Development Awards

BAEDC hosted the 2023 Economic Outlook and Amplify BA Economic Development Awards.

- Innovation – This award recognizes a successful project, program, product, or service that thinks outside of the box and continues to stretch the boundaries of and has proven to be a leader in innovation. **Recipient: Innovation, Access Optics**
- Restoration – This award recognizes a project that brings new life into an aging building or program. **Recipient: Restoration, Crunch Fitness**
- Transformation – This award recognizes a building, project or program that transforms the world around it, impacting the entire community and fostering economic growth of those around it. **Recipient: Transformation, Born Again Restored**
- Creation – An individual who exemplifies entrepreneurship by creating a successful new business or industry. **Recipient: Creation, Cohesion Coworking – Zach Pfaff & Jared Auld**
- Amplification – An individual or business that has made a significant investment of resources (time, talent, treasures) in Broken Arrow that fosters economic development, positively impacting the quality of life by creating opportunity and ensures the success of Broken Arrow and the economy. **Recipient: Amplification, Alfa Laval**



BA Blitz

BA Blitz is a two-week long initiative and partnership with the City of Broken Arrow to get out and meet as many local Broken Arrow businesses as possible. The purpose of the campaign is to

thank businesses for being in Broken Arrow while connecting the EDC and City to business owners and establishing the EDC and the City as resources to businesses.

The EDC and City Tourism and Economic Development team engaged with over 100 businesses throughout the two-week timeframe. Nearly 25 of those visits were pre-scheduled while 75 of those visits were “drop-in”. This year’s effort shifted the focus to quality over quantity in order to build better relationships with businesses and provide more meaningful resources.

Businesses Visited:

Access Optics	JM Design Group	Allied Home Health
Blue Bell Creameries	Colburn Electric	CWDC auto and electric
UNITS of Tulsa	Trasor	Graphic Horizons Inc
OsecoElfab	JNR Air Ride/ Axis Unlimited Manufacturing	Action Roofing
Express Employment	Stough Tool	Perma Jack systems
Security Bank	Robinson Manufacturing	Masi Mechanical Air Systems Inc
Hampton Inn Broken Arrow	Tacos 4 Lyfe	VCA Woodland Broken Arrow
Alfa Laval	Black & McDonald	Keo
Solar Turbines	Apollo filters and strainers for	J Spencer
Champion X	Society	Red Bud Therapy
Hewett, Bledsoe, Gullerson CPA	Big Red Fasteners	Cedar Creek
Metro Tulsa Foot and Ankle Specialists	Hillary Machinery	Waldos Chicken & Beer
Capriottis	AMC Urgent Plus	Swift Recon
Regent Bank	Famous Footwear	NewSkool DJ Productions LLC
Tacos4Life	Bath and Body Works	Greg’s Automotive
Broken Arrow Lanes	Maurice's	La Lupita
Habaneros Mexican Grill	PetSmart	Dollar General
Target	Davis H Elliott	Ferguson
Midfirst Bank	Kays Jeweler	Johnson Flooring
Spring dental	Ulta	PC Dance
CATO	Rally House	Farmers Insurance
Rhanes Spa	TEDC Creative Capital	Galaxy home
VNN Nails	CSI Aerospace	IBC Bank
Jimmy’s Egg	Clary Sage Salon	DBK
Tokyo Sushi	Polar Bear Jacks	Pho 71
Mexico Lindo	BioLife	Fat Guys
VSC Fire and Security	Fast Signs	Palen Music Center
Arrow Group	Print-N-Copy	B&B Liquor
PACCAR Winch	Lifetime Transmission	Pottery Barn
Warren Clinic	Lima	Zeeco
Gerber Collision	Subway	Tactical Electronics
Oklahoma Natural Gas	Rise Armament	Tonya Ellison Chinowth and Cohen

We Street	Cox Internet	Cohesion Co-Working
Littleton Legal		

New Business Attraction

While Broken Arrow saw a sharp rise in business retention visits in 2023, the EDC also saw significant growth in new business attraction. EDC staff received nearly 70 more requests for information (RFI's) in 2023 than previous years, demonstrating the growth the United State continues to see throughout the country.

Summary

- The BAEDC hosted six site visits in 2023
- EDC staff identified speculative developers for build to suit opportunities
- EDC staff identified 600+ acres of industrial land for development
- President and CEO attended site consultant event at Hotel ZaZa in Dallas, TX meeting with site selection consultants from all areas to network and learn about Oklahoma's economic momentum
- Vice President of Economic Development attended and participated in Area Development Consultant's Forum in Detroit
- Vice President of Economic Development attended and participated in Tulsa's Future Call Trip to Chicago, IL.
- Staff assisted new business relocating headquarters/operations to Broken Arrow at Creek 51

Incentive Policy

In February of 2023, Broken Arrow voters approved a 25-year renewal of the city's franchise tax with Public Service Company of Oklahoma (PSO) with 1% going to economic development initiatives.

The EDC in partnership with the City of Broken Arrow constructed a comprehensive economic development incentive policy to incentivize projects with the following goals:

- Diversify the Local Economic Base
- Retain Local Jobs
- Create Quality New Jobs & Opportunities
- Create New Capital Investment in Broken Arrow
- Increase Sales Tax Revenues
- Increase Ad Valorem Revenue & Property Values

The policy was presented to City Council in July of 2023 and was approved unanimously.

Three applications were submitted for the incentives in 2023.

Acres to Promote in Broken Arrow

- Creek 51 Business Park
 - Light industrial park on Highway 51 and the Creek Turnpike.
 - First project, Sunbelt Rentals, broke ground in 2023
 - Six of the eight lots have been sold or put under contract.
- Jackson Mills
 - 50 acres across from Creek 51 Industrial Park
- 81st & County Line
 - Two, forty acre parcels located at the intersection of Houston and County Line
- Off-Market Properties
 - EDC is working with two land owners to promote over 400 acres of industrial land



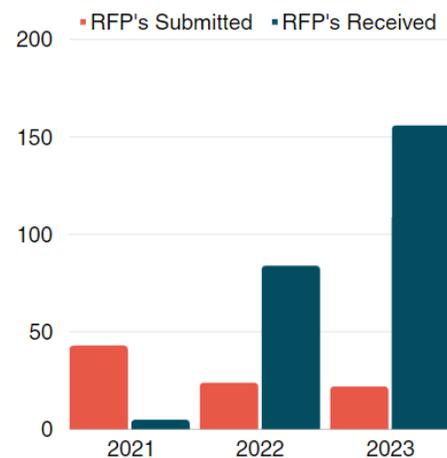
Identifying Developers & Industrial Speculative Builders

- BAEDC in partnership with the City of Broken Arrow hosted a national development firm that specializes in commercial and sports tourism development
- BAEDC hosted Agracel, a national industrial development firm, for a community familiarization tour
 - The tour included a community overview as well as on site visits of available industrial properties
- Hosted Developer Roundtable where area developers and brokers came together to discuss projects and available land in Broken Arrow
- Worked with Scannel who signed a letter of intent (LOI) for 35+ acres at Creek 51 to construct a spec building concept



RFP's & Projects

BAEDC received 156 RFPs in 2023 either through Tulsa's Future or the Oklahoma Department of Commerce which was an 85% increase in RFPs received just from 2022 showing a major increase in Oklahoma as a place of interest for businesses to locate.



- The EDC submitted to 22 RFPs
- 134 RFPs BA could not respond to
 - Top reasons for no submission:
 - Lack of available acreage
 - Lack of square footage in existing BA buildings
 - Ceiling height requirements
 - Lack of dock doors/height of dock doors
 - Lack of Proximity to rail
- There are 15 projects RFPs from 2023 that remain open and active.
 - From those projects there are 1,360 potential jobs with \$170.2B potential capital investment

The EDC has seen that the greatest challenge continues to be lack of available buildings for attraction and expansion in Broken Arrow.

Site Visits

EDC staff saw a 100% rise in site visits in 2023, hosting six site visits from businesses interested in Broken Arrow, up from three in 2022.

- Project Particle:
 - The company intends to build the world's first utility-scale quantum computer and has plans and are looking for a production site and a state that is willing to invest in production of quantum computers.
 - 200-300 Jobs
- Project Odin:
 - This company is a nickel-zinc battery manufacturer that serves the data center & telecom industries.
 - Project Odin may potentially relocate their headquarter operations as well
 - Jobs: 1,370
 - Average Annual Wage: \$55,000
 - Capex (machinery & equipment): \$93M
- Project Turbo:
 - This company develops scientific instruments and software ecosystems that are designed to increase the speed of development and discovery. The company's

instruments enable scientists and companies to do research in a less expensive manner.

- 32 jobs
- \$60,000 average wage
- Project Cat:
 - This company is a heavy manufacturer looking for approximately 60-80 acres of greenfield to relocate 400k+ square feet of manufacturing operations and headquarter operations.
 - The EDC has hosted multiple site visits and is currently working with the landowner and business on a potential fit.
 - 300-400 Jobs
- Project Boomer (Virtual Site Visit):
 - The company is looking for a location for its environmentally friendly lithium-ion battery recycling facility and would like to have the option to expand beyond the battery recycling facility to include a battery cell manufacturing facility.
 - 50 jobs for the battery recovery facility, 100 jobs for the manufacturing facility
 - \$18 million (battery recovery) and \$20 million (battery cell) in capital investment

Marketing Trips

Paris International Air Show

- President and CEO, Jennifer Conway attended the Paris Air Show with delegation from Oklahoma, advocating for Broken Arrow.
- While there, she networked with 12 companies including the headquarters of one of BA's manufacturers and was in attendance when Broken Arrow company, CymSTAR, announced collaboration agreement with AWx.

Zaza Conference

- President & CEO, Jennifer Conway attended Select Oklahoma's annual Zaza conference in Dallas to network and build relationships with site selectors.

Area Development's Consultant's Forum – Detroit

- Vice President of Economic Development, Nik Duffle attended the conference in June of 2023.
- Limited to 135 attendees, the conference provides the opportunity to hear from and engage face-to-face with 18 leading site consultants and corporate real estate advisors, featuring multiple boardroom presentations and roundtable discussions.

Tulsa's Future Chicago Marketing Trip

- Vice President of Economic Development attended and participated in Tulsa's Future Call Trip to Chicago, IL to meet with business leaders and site selection consultants to showcase the region and Broken Arrow.

Innovation, Entrepreneurship, Small Business Development

In 2023, the BAEDC focused on identifying resources for local entrepreneurs and small businesses. This was exemplified by engagements with TEDC to discuss small business loan programs in Broken Arrow, consulting with a startup who was relocating from California to Broken Arrow, and multiple engagements with 36 Degrees North to facilitate discussion on resources for Broken Arrow entrepreneurs.

Entrepreneur Meet and Greets

The Meet and Greets were established to help entrepreneurs meet each other and network. It was also meant for them to share their pain points or share how they overcame them.

- The Succulent Shop hosted where Andrew Meredith, the owner, spoke about his journey as an entrepreneur
- Penelope and Lu hosted where Co-Owners, Cassie and Julie talked about their journey as entrepreneurs, the challenges they faced, and their wins along the way
- Eastern Oklahoma Chiropractic hosted where Dr. Travis Ring spoke about his best practices
- Cohesion Co-Working hosted where Zach Pfaff presented to attendees on his entrepreneur journey and latest venture, Cohesion Co-Working and him

Entrepreneurship Committee

The committee reviewed a preliminary draft of the Small Business Toolkit, and they met every three weeks to continue work and have a completed draft by the May meeting. The Committee met again in August to be more intentional about the work they were doing and to assess the current needs and resources for entrepreneurs in Broken Arrow. The consensus from that meeting determined they needed to narrow their focus and facilitate an ecosystem assessment with the help of a consultant.

The Committee also heard from a regional consultant to discuss partnership and creation of entrepreneurial resources for Spanish speaking population including funding, mentorship, and business resources.

Ecosystem Assessment

The committee met several times throughout 2023 and ultimately, after having many in depth and productive conversations led to the understanding that the work and research around entrepreneurship needed to be more granular and intentional to the community's needs. This led to the BAEDC executing a contract for a consultant to do an ecosystem assessment.

Staff sent out an RFP for a consultant to do an ecosystem assessment for the needs of business owners in Broken Arrow. At the end of the year, staff entered into a contract with a consultant to build out the entrepreneurship ecosystem.

Key Deliverables:

- Assessment of current activity of entrepreneurs in Broken Arrow
- Best practice recommendations on best to serve those entrepreneurs with KPI's to track metrics

Business Support Requests

Staff completed 81 business/citizen support requests which include requests for site searches, research, and new business support. In addition to the research that the EDC does, staff also searches for sites for businesses or individuals looking for a building or land in Broken Arrow.

- 55% were research requests
- 22% were property searches
- 1.6% were new business support requests

This data shows that the number one need of citizens/businesses in BA is research such as workforce data, MLS data, demographic data, etc.

Workforce Development

Workforce development initiatives are crucial for equipping individuals with the skills and knowledge needed to meet the demands of a rapidly evolving job market. These programs bridge the gap between education and industry, empowering Broken Arrow to cultivate a highly skilled workforce that not only strengthens local businesses but also enhances the overall economic resilience of the region.

Key Initiatives

- Impact Partnership Grant
- Spring & Fall Career Fair
- Summer Stem Camp
- Healthcare & Manufacturing Career Day
- Baker Hughes Job Fair

Workforce Engagements

- Engaged with over 445 job seekers taking place via personal job seeker interactions, referrals to the EDC, the spring and fall career fair, and through WorkinBA.com
 - 88 job seeker referrals to employment opportunities and community partners



- Engaged with Union Aviation Academy Advisory Committee for new high school aviation program that will begin Fall of 2023.
 - 117 students currently enrolled
- Director of Talent Attraction and Workforce Development, Amber Miller presented at the Governor’s Council for Workforce and Economic Development representing the eleven (11) Centers for Workforce Excellence across the state of Oklahoma. The topic included the impacts each Center has on workforce in their community and region
- The EDC hosted Oklahoma Academy Town Hall Findings sessions where Executive Director, Julie Knutson discussed outcomes and key recommendations from 2022 Town Hall related to workforce development in Oklahoma
- Explored training curriculum provided from the Autism Foundation of Oklahoma that focuses on educating employers on inclusive hiring practices and ROI for individuals with disabilities.

Spring & Fall Career Fairs

Each year, the Economic Develop hosted two on-site career fairs in the Spring and Fall

- Hired In House Advertising for the marketing campaigns
 - They coordinated paid and organic ads
 - Spring Career Fair reached over 57,000 people on social media
 - Digital media put the Fall Work in BA Career Fair in front of potential job seekers' eyes 207,489 times and drove 1,440 clicks to the website contributing to 190 conversions
 - There were 186 on-Facebook leads
 - There were 402 event responses with the Career Fair video driving the greatest number of responses overall
- Over 40 employers attended the fairs
- More than 225 job seekers attended the fairs
- The BAEDC does not firsthand track direct job placements, but Director of Workforce has heard back from some of the employers confirming at least 15 job offers from the Spring career fair and 12 direct job placements from the Fall career fair



Baker Hughes Job Fair

In July of 2022, Baker Hughes announced the closure of their Broken Arrow manufacturing facility to take place in 2023. In response to the closure, the BAEDC facilitated the Baker Hughes Job Fair with the intention to aid the displaced workforce and keep as many employees in Broken Arrow as possible. The job fair was an overwhelming success with 36 on-site interviews

and on-site 8 job offers. The EDC directly helped place 98% of the displaced employees into new jobs through the job fair.

- The other 2% of displaced employees retired in 2023
- Over 140+ employees were reached
- 25 employers were on site at the job fair
- 36 interviews and 8 job offers came from the job fair
- BAEDC also helped a new manufacturer, McElroy, acquire and move into the former Baker Hughes building

Summer STEM Camp

The Broken Arrow Economic Development Corporation worked in partnership with Tulsa Tech to introduce students to healthcare and manufacturing careers with their Broken Arrow Summer STEM Camp that took place in June of 2023.



During the camp, 22 sophomore, junior, and senior students from Broken Arrow and Union High Schools had the opportunity to learn from real healthcare professionals and manufacturing industries by visiting employers and employees at work. Visits included behind-the-scenes tours for students, hands-on activities, and the opportunity to have questions answered by people who currently work in those fields.

- Participating Companies Included:
 - Zeeco, Brookdale Senior Living, St John Broken Arrow, RL Hudson, Council Oak, Davis H. Elliott, Public Service Company of Oklahoma, Saint Francis, Alfa Laval, Hillcrest, and KKT Architects.

Career Days

The Broken Arrow Economic Development Corporation facilitated Healthcare and Manufacturing Career Days impacting over 6,000 local high school students.



- Broken Arrow High School, Union High School, Union Alternative School, and BA Options Academy all participated
- EDC staff organized teacher trainings prior to both career days to review the objectives and prepare teachers on how to execute the program
- Students were able to participate in hands on activities with over 100 industry professionals who volunteered to lead the classrooms

- The goal of these Career Days is to inform encourage high school students to begin thinking about their future careers within alternative career paths as well as to develop future workforce pipelines

Work in BA

The BAEDC operates a dedicated workforce website, WorkinBA.com and Facebook page that has a job board, resume builder, the Career and Workforce Center and Co-Working Space, as well as additional workforce resources.

Throughout 2023, the Work in BA page reached over 138,596 different people, leading to:

- 34 direct job placements that were reported back to the Director of Workforce
- 55 resumes completed on the resume builder
- 102 local jobs posted on the Work in BA job board

Impact Partnership Grant (IPG)

In 2022, the BAEDC was awarded \$175,000 for the Impact Partnership Grant by the Oklahoma Department of Commerce to fund initiatives in workforce development and talent attraction. The team spent 2023 establishing the relationships and partnerships needed to facilitate a mechanical engineering pipeline in Broken Arrow starting from elementary school to higher education.

Why IPG

- Retain our talent in Broken Arrow, reduce “brain drain” and build a pipeline of talent for long-term engineering needs for Broken Arrow businesses
- Provide support and resources for the long-term sustainability and success for the Mechanical Engineering program at Northeastern State University, Broken Arrow.
- According from data from National Student Clearinghouse, of the 179 students enrolled at Tulsa Community College in the Associate of Science (AS) Engineering/Mechanical Engineering program between Fall 2018 and Spring 2022, 149 of the 162 students that stayed in Oklahoma, transferred to Oklahoma State University to complete a Bachelor of Science in Mechanical Engineering.
- According to TCC Institutional research data, of the 180 AS Mechanical Engineering graduates from 2018/2019 through 2020/2021, 21 graduates attended Broken Arrow High School and 18 graduates attended Union High School.
 - The high retention rate (92%) of students who pursue the Engineering AS to Mechanical Engineering BS pathway and remain in the region to complete their degree indicates both the demand and value of additional Engineering program options in the region.

IPG Key Accomplishments in 2023

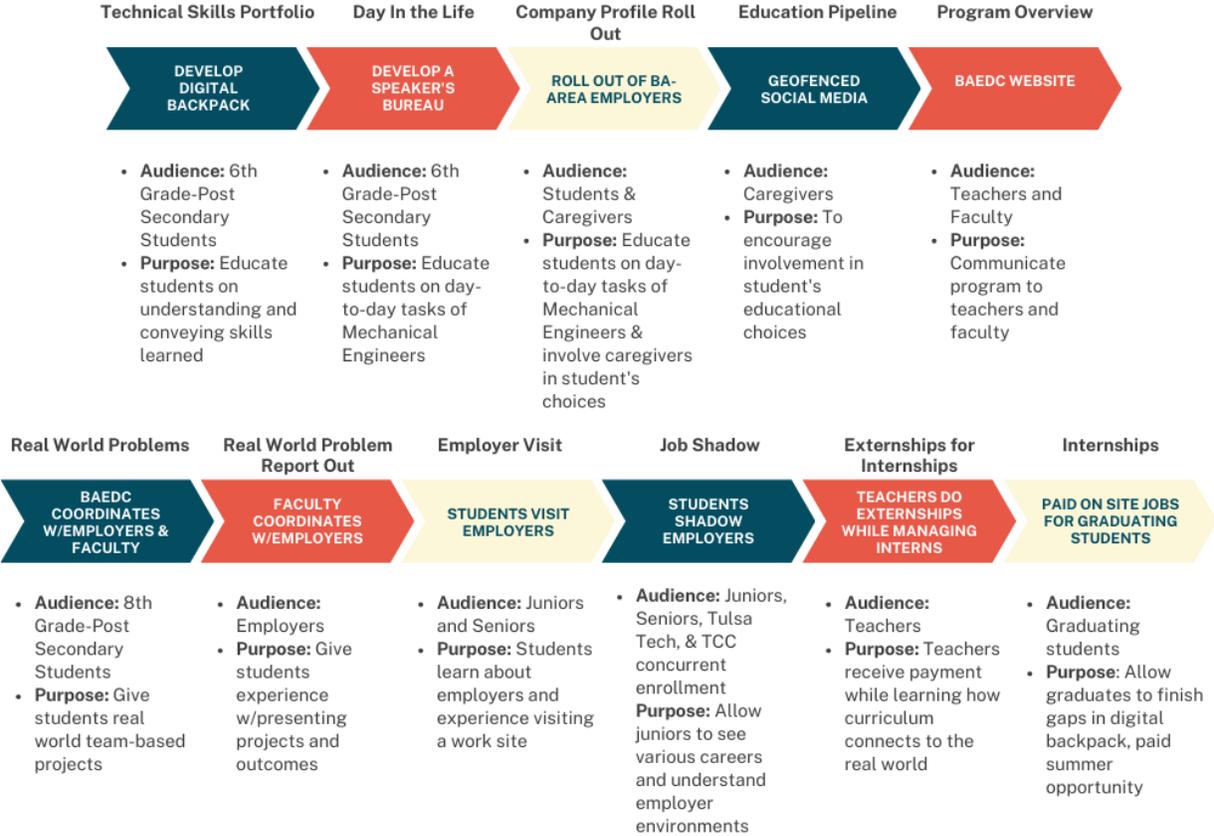
- EDC staff facilitated the Impact Partnership Business and Industry working group to finalize marketing and recruitment plan for the mechanical engineering pathway

- Held Impact Partnership Quarterly convening with business and education partners
 - Marketing Plan was presented and discussed implementation plan
 - In 2023 a marketing and recruitment plan was created by Chart Consulting
- Created draft marketing materials for Impact Partnership Grant & compiled list of initial employers to participate in school collaborations targeted at students
- Provided an update to Department of Commerce on the progress and next steps of the Impact Partnership Grant focused on mechanical engineering

IPG Goals:

- Leverage resources and allocate grant funds to support the long-term sustainability of NSU's Mechanical Engineering Lab in Broken Arrow, OK.
- Strengthen and advance existing partnerships with regular convenings with Broken Arrow business leaders and support partners that results in an inclusive regional partnership that serves the business and industry needs beyond the life of this grant.
- Identify industry needs and address the gaps.
- Create and implement pathway for Mechanical Engineering, to include K-12 partners, the Tulsa Higher Education Consortium, Tulsa Tech, TCC, and NSU.
- Engage with our area STEM programs to build a pipeline of engineers through career awareness efforts.
- Create a marketing and recruitment plan for Mechanical Engineering program at NSU, including the TCC2NSU Engineering degree pathway.
- Market Broken Arrow as a city committed to STEM careers, specifically engineering, for talent and business recruitment and retention.

IMPACT PARTNERSHIP GRANT



Other Workforce Initiatives

- Staff presented at Archon Resources Quarterly Networking Lunch
 - Presented on economic development updates in BA including launch of talent attraction website
 - Served as panelist for Talent Strategies best practices panel discussion
- Collaborated with a representative from Topeka Kansas Economic Development organization on best practices around talent attraction
- Tulsa Regional STEM Alliance presented to group on grants and opportunities for STEM camps for students and teachers

Innovation District

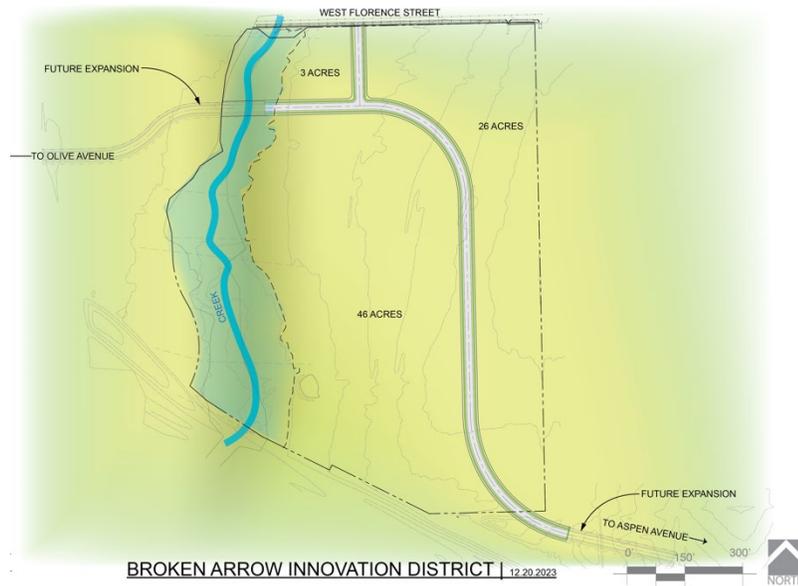
The Innovation District was a key focus of the BAEDC and the City of Broken Arrow in 2023.

2023 Key Accomplishments

1. Staff issued an RFP to consultants for land use site development.
2. Submitted an application for the SITES grant through the Department of Commerce to assist last mile funding for infrastructure
3. Consultant for the Innovation District land use master plan presented to City Council on May 2nd for approval
4. **Design Charrette**; Facilitated a collaborative workshop of community stakeholders to gather feedback on the design and amenities for the district
5. Staff and the Innovation District Chair met with Tulsa Tech CEO to discuss workforce partnerships
6. Hosted Innovation District consultants as well as strategic community partners for day-long information gathering session
7. Met with Northeast Indiana Innovations Center in Fort Wayne, IN
8. Spine road design evaluated by city staff for final draft of Master Plan
9. **Hunden Feasibility Study**; The EDC contracted Hunden Partners out of Chicago, IL to research and conduct a market and financial feasibility study on the cost of the Innovation District
10. The board voted on proposed master plan
11. Staff and City leadership finalized Innovation District master plan presented to City Council September 5th
12. **Best Practices Trip**; Community leaders visited Chattanooga, TN to learn about their initiatives in workforce development, entrepreneurial programs, and public/private partnerships to facilitate development & innovation

Key Takeaways

- BA should utilize existing assets & strengths in manufacturing.
- Innovation doesn't have to be isolated to one part of the community
- Collaborative efforts are essential for the success of the region



Final Focus Determined

- Based off the above actions determination was made that the focus will be primary job creation on the 90 acres and key sectors

Talent Attraction

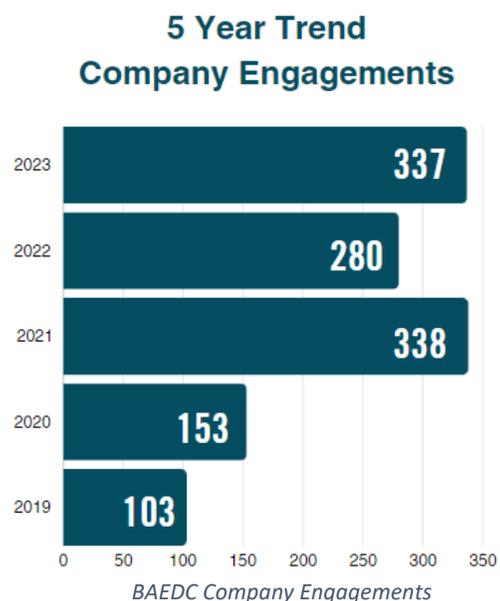
2023 was a critical year for the Broken Arrow Economic Development Corporation's Talent Attraction Initiative. From engaging with students through Broken Arrow and Union Public Schools and creating partnerships with Northeastern State University and private businesses, the EDC set on a path to address bringing new talent to Broken Arrow.

Key Initiatives

1. Talent Attraction Strategy
2. Impact Partnership Grant
3. Future Talent Engagement

Talent Attraction Committee

In 2023, HR roundtables transitioned to the Talent Attraction Committee in order to gain more consistent feedback from HR professionals' throughout the business community. The Talent Attraction Committee met for bimonthly meetings where they engaged in discussion on Talent Attraction strategies and employer needs.



- 8 attendees are HR professionals from PACCAR Winch, Alfa Laval, Zeeco, Swift Recon, Hubbell, Brookdale, St Francis Healthcare services, Champion X
- Agendas included:
 - Talent Attraction website development feedback
 - Talent attraction strategy brainstorm discussions
 - Salary transparency, employer childcare reimbursements, employer relocation incentives
 - Golden Shovel Quality of life survey feedback and suggestion
 - Work in BA Career Fairs
 - Virtual job fairs

Engagements

- Presented at Tulsa Regional Chamber Manufacturer’s Council
 - Gave update to council on Baker Hughes including talent availability and equipment and machines available for purchase through online auction
- The EDC utilized key talent attraction strategies from the Supply Chain and Logistics Conference at NSU BA
 - Chancellor Garrett was keynote speaker and presented on Oklahoma talent strategies

Talent Attraction Strategy

The EDC surveyed employers and the results showed that the number one need from major employers was workforce specifically in aerospace, manufacturing, and healthcare. This led to the talent attraction strategy and campaign that began in 2023. The Broken Arrow EDC partnered with Golden Shovel, an economic development consultancy that specialized in the creation of marketing strategy specific to economic development organizations.



The three-year contract allows for the creation of **BeInBA.com**, the Broken Arrow Economic Development Corporation's talent attraction website and marketing strategy. Throughout 2023, the EDC and Golden Shovel collaborated on multiple steps to begin crafting that strategy.

Beinba.com's brand, layout and messaging were based on Golden Shovel's strategy report on how best to attract younger talent and the Quality-of-Life survey performed in July of 2023.

Marketing Campaign & Strategy

Golden Shovel in partnership with the EDC will execute a 3-year marketing campaign

- This will include targeted ads and content on all social media platforms like Facebook, LinkedIn, X, and TikTok
- Golden Shovel will create and publish a virtual reality video
- The EDC partnered with VentureFilm Studios to film a Talent Attraction video that highlighted local businesses and manufacturers and quality of life assets to tell the story of Broken Arrow

Target Audience Research

Throughout 2021 and 2022's business retention visits, the EDC heard consistent feedback on the need to attract a new and young workforce that can support the growth of Broken Arrow companies. In specific, the target audience fits within the following categories:

- Millennials (born between 1981 and 1996)
 - Gen Z (born between 1997 and 2012)
 - Engineers
 - Medical/healthcare professionals
- Skilled trades persons
 - Welders
 - Electricians
 - CNC Machinists
- Technology talent
 - Software developers
 - Information Technology (IT)
 - Software engineering
 - Cybersecurity
- Entrepreneurs

Golden Shovel provided the following feedback and suggestions to help assist in the target audience strategy.

According to a 2022 study by Harvard University and the U.S. Census Bureau, young adults prefer to live close to home with 80% within 100 miles and 90% living within 500 miles of where they grew up.

According to the U.S. Census Bureau, the average young adult who moved to Tulsa, Oklahoma moved from an area about 133 miles away for their job. For those who moved from further away locations, the cities of origin vary between races. We break down these differences below. The insight can inform the strategic placement of ads and determine the images we use in key geographic areas.

The majority of young adults moving to the Tulsa region came from:

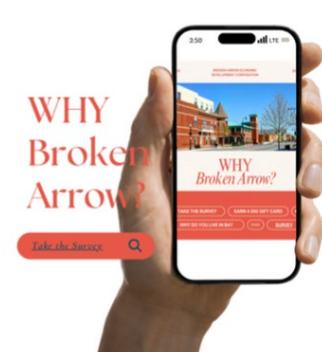
- Oklahoma City, OK (2.4%)
- Muskogee, OK (2.1%)
- Bartlesville OK (1.4%)
- DFW Metroplex (1.31%)
- Dallas, TX (0.79%)
- Fort Worth (0.52%)
- Okmulgee, OK (1.1%)
- Fort Smith, AR & OK (1.0%)
- Fayetteville, AR & MO (0.98%)
- Los Angeles, CA (0.93%)
- Stillwater, OK (0.71%)

Other top cities include:

- Joplin, MO
- Houston, TX
- Wichita, KS
- Kansas City, MO & KS
- Enid, OK
- Chicago, IL
- St. Louis, MO
- Detroit, MI

Quality of Life Survey

The response to the “Why Broken Arrow” survey was overwhelmingly positive. In total, 78 people responded, which is a response rate well above the industry average. What this communicates is that community members are engaged and ready to participate in programs and initiatives designed to promote the community and attract talent. Even when survey answers were neutral or negative, participants responded with an optimistic tone. In most communities there is a balance of positive and negative comments.



In Broken Arrow, the responses leaned heavily positive, indicating a true love of the community. As participants said, “Broken Arrow feels like home.” Participants represented a

diverse mix of ages and years living in Broken Arrow, providing confidence in the plurality of opinions being expressed.

Golden Shovel presented the EDC with a SWOT analysis based on the survey results:

Strengths	Weaknesses
<ul style="list-style-type: none"> • Rose District/Active Downtown • Locally Diverse Restaurants • Adjacent to Tulsa • Broken Arrow Feels Like Home • Low Cost of Living • Low Crime • Diverse Employment Opportunities • Innovation Leadership with Bold Vision • Family Friendly • Parks and Greenspace 	<ul style="list-style-type: none"> • Lack of Awareness of BA & its Assets • Limited Nightlife • Diversity • Infrastructure May Not be Keeping Up
Opportunities	Threats
<ul style="list-style-type: none"> • Population growth through housing development • Leverage recognition as a “Top 100” City by Livability • Tulsa’s cultural amenities like a symphony or sports games can be reached within 15 minutes • Area college graduates can live and work in Broken Arrow • Promote Green Country outdoor recreation as a quality-of-life benefit • Investments in innovation can attract entrepreneurs and technology graduates • Bring more visitors to BA festivals and events (promote BA jobs and housing • BA is ideal for young professionals looking to escape high-cost cities as well as leave rural life • BA’s “emerging” status is attractive to young entrepreneurs 	<ul style="list-style-type: none"> • Perception that Broken Arrow is a rural or small community with nothing to do • Perception of Oklahoma as being “too conservative” • Perception that Tulsa is far away (for people commuting in for work) • Negative press

Marketing

One of the main goals of the BAEDC in 2023 was to tell the story of Broken Arrow. Another key focus was ensuring the business community knows what resources the EDC provides.

Key Accomplishments

- BAEDC team received the 2023 International Economic Development Council Excellence in Economic Development Bronze award for Amplify BA Strategic Plan Print Brochure
- EDC created and published 2022-2023 Grounds for Development and the 2023 Annual Report
- EDC created and sent out bi-monthly newsletters
- Press releases and social posts were written and published in collaboration with companies for expansions and big project announcements to help them get traction on things like new job announcements
- Media advisories were sent to news sources before big events such as BA Blitz, the Career Fairs, and Career Days in order to help them get coverage in the media
- Several marketing videos including the manufacturing video and the BeinBA video were made in 2023 including local entrepreneurs, local manufacturers, and quality of life assets in Broken Arrow
- Social media was utilized to help tell the story of the EDC and Broken Arrow businesses
- Overseeing the career Fair marketing campaigns done by In House Advertising
- Manufacturing Month marketing campaign including the manufacturing month video
 - Partnered with VentureFilm Studios
- BA Blitz marketing campaign
 - Postcards were created and given to every business the City and EDC connected with providing them with additional information about the City of BA and the EDC



Misc.

New Hires

Vice President of Economic Development and Innovation, Nik Duffle, was hired in June. Staff then held the first round of interviews with 6 candidates for the Director of Economic Development position with three selected to move to the second round. After considering the candidates' abilities and the needs of the corporation the decision was made to split the position into two roles. Staff then extended offers to two candidates, Marketing and Research Manager and Director of Talent Attraction and Workforce Development who both started in July.

Investor Roundtable

BAEDC hosted Attorney General, Gentner Drummond for roundtable discussion with investors and elected officials.

Investor Dashboard

Investor Dashboard was launched on the EDC website that includes data and demographics along with project updates, so investors are up to date with what the EDC is doing each month. It also includes direct access to meetings with staff. Investors may also contact the EDC with specific data they need pulled and it can be added to the dashboard.

Amplify BA Investor Breakfast

BAEDC hosted over 65 Amplify BA investors at Main Street Loft to update them on the status of the Amplify BA campaign. Staff also introduced new team members, Nik Duffle, Megan Parris and De'Andre Fahie. President and CEO then unveiled that the campaign goal had been surpassed by over \$428 thousand raising \$2.57 million. This was 20% higher than the original goal set by the campaign.

Conferences

The EDC attended Select Oklahoma Economic Development Summit in Oklahoma City attending breakout sessions and networking events.

Staff then attended the International Economic Development Council Annual Conference in Dallas, TX, attending breakout sessions and networking events and learning about practices in economic development.

Professional Development

Amber Miller, Director of Economic Development, attended the 2nd and 3rd sessions at OU Economic Development Institute, completing the 117 hours required to graduate from the certificate course.

Manufacturing Month

Broken Arrow City Council and Mayor Debra Wimpee issued a proclamation officially declaring October Manufacturing Month. In addition to the proclamation, the EDC released the manufacturing month video at the Manufacturing Luncheon to promote local employers.

Regional Partnership

BAEDC hosted Tulsa's Future Economic Development team and facilitated a tour of Broken Arrow to continue to foster a business relationship with regional partners

Staff also attended Tulsa's Future Roundtable engaging in small group discussion on regional economic development.

What's to Come in 2024

Entrepreneurship Ecosystem Assessment

The EDC has retained Entrepreneurial Communities, a consultant firm specializing in building out ecosystems and assessing entrepreneurial activity in communities.

January 2024

- Project Kick Off Meeting with EDC Team
 - Objective: Review the proposal and plan of action
 - Establish bi-weekly meetings to check in on progress and address questions
 - Provide Consultant with Background Information

February 2024

- First Consultant Site Visit to Broken Arrow – February 27th – March 1st
 - Objective: Gather firsthand feedback from local entrepreneurs and partners who interface in the entrepreneurial space. Includes the following:
 - One on One Interviews with:
 - Local Community Leadership
 - Entrepreneurs & Small Business Owners
 - Local & Regional Entrepreneurial Resource Providers
 - Roundtable Discussions with:
 - Local Community Leadership
 - Entrepreneurs & Small Business Owners
 - Entrepreneurial Resource Providers
 - Community Familiarization Tour

March – May 2024

- Virtual One on One Meetings & Roundtables Continue
- Secondary research is ongoing to support and clarify the entrepreneurial and economic development trends in Broken Arrow
- Compilation and aggregation of the collected data for the final assessment and presentation

June 2024

- Preliminary presentation research and assessment is presented to the Broken Arrow Economic Development Corporation Leadership Team

July 2024

- Entrepreneurial Ecosystem Launch Party
 - Final assessment is presented to the Broken Arrow Economic Development Corporation and Community.
 - Assessment of the current entrepreneurial activity in Broken Arrow
 - Actional steps with resources, KPI's, best practices, and timelines to support Broken Arrow Entrepreneurs

Comprehensive Review and Identification of Development Opportunities

- The EDC will be targeting, visiting, and hosting speculative industrial and manufacturing developers in order to promote new building opportunities in Broken Arrow.
 - The lack of available industrial buildings in Broken Arrow is a significant obstacle to the recruitment and attraction of additional industrial businesses.
- Identifying Site Opportunities
 - The EDC in partnership with the City of Broken Arrow will review the Comprehensive Plan along with the City Zoning Code to identify and determine ideal opportunities for continued industrial development.

Marketing

- The EDC has partnered with VentureFilm Studios to plan and execute a Manufacturer Marketing Campaign highlighting Broken Arrow manufacturing businesses.
 - The purpose of the campaign is not only to be a marketing piece for organizations, but also to highlight the workplace, job opportunities, and innovation happening in Broken Arrow.
- Talent Attraction Marketing
 - The EDC in partnership with Golden Shovel will be creating and executing a targeted marketing plan to attract GenZ and Millennial workforce in major metropolitan areas throughout the United States
- Manufacturing Month & Economic Development Week
 - The EDC will be hosting two, weeklong initiatives to celebrate and highlight economic development week and Manufacturing month both of which will spotlight Broken Arrow businesses, community leaders, and the initiatives taking place in the community that facilitate economic growth.