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Remaining below the national average in unemployment, and reporting net new job growth, Tulsans enjoy a cost of living that is 8 percent BELOW the national average and county per capita income that is 11 percent ABOVE the national average. Tulsa's envious labor force clusters — 8th in aerospace, 9th in oil and gas, and 17th in technology maintain stability for the region while entrepreneurship and small business make up its backbone. Nearly eighty percent of the region's businesses contain 10 or fewer employees. With a cost of doing business 20 percent BELOW the national average, a highly educated labor pool, and a \$500 million improvement

package, Vision 2025 underway, Tulsa's economy is expected to nearly double its job growth next year. The Tulsa MSA 12-month average unemployment rate from April 2005 through March 2006 is 4.2 %. This rate is below the national average of 4.9% for the same period. According to Economy.com's forecast for Tulsa, total personal income will grow 6.2% and the job market will increase 3.3%.

Economic Growth

According to World Tulsa staff writers, and presenters at Tulsa's Economic Outlook Conference this year, higher education, research, healthcare, aerospace, tourism and technology would continue to drive growth locally.

City leaders know that investing in **higher education** research is important because it can lead to inventions, which in turn economically benefit local communities. From 1996 to 2000, for instance, inventions produced

\$968 million for universities. The Oklahoma Economic Development Generating Excellence project, or EDGE, aims to create a \$1 billion research endowment to fund technology and research innovation. Vision 2025 tax revenue and the state's recent higher education bond issue will pay for the upcoming Helmerich Advanced Technology Research Center at OSU-Tulsa. The facility will be a "center of gravity for research, "said OSU-Tulsa's President Gary Trennepohl.



Without question, **health care** is a substantial economic driver for Tulsa and one that is likely to grow in coming years, especially as baby boomers start aging. The health-care industry in Tulsa County is one of the more robust economic engines with health-care employment accounting for an estimated 36,000 jobs in Tulsa County. Job growth includes hospitals as well as health-related aspects of universities, physician practices and a variety of other health-care agencies. Tulsa's health systems and related entities currently have an impact of between \$1.5 billion and \$2 billion per year.

Outsourcing may have a bad name in the press, but for Tulsa it's been a great thing. John Rutter, partner of IBM Business Transformation Outsourcing for Finance and Administration in Tulsa reports that IBM's Tulsa center is the company's largest facility for handling outsourced accounting and finance work in North America and Latin America. **Business transformation outsourcing** continues to be a growth market, and next year it should total about \$137 billion globally and Tulsa is "well positioned to take advantage of that," according to Rutter.



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Tulsa is also the hub of a regional cluster of **aerospace** firms. While a regional grouping of aerospace firms currently extends north to Kansas City, and south to Dallas, making Tulsa the capital. Regional strength comes from Tulsa's critical mass of global companies including American Airlines, Spirit AeroSystems Inc., Nordam Group, Luthansa Technik, Honeywell Aerospace, and Aerospace Alliance of Tulsa.

Despite Tulsa's reputation as an overlooked travel destination, spending in its **hospitality sector** has generated \$44 million in local tax revenues last year with an industry growth expected to increase 5 percent in 2005 and 6 percent in 2006. Total tourism tax revenue in the Tulsa marketplace was \$235 million in 2004. Fodor's travel guide ranks Tulsa as a top-10 overlooked destination and one of America's most livable communities. Tulsa also scored high in sat-



isfaction against larger cities such as Dallas and Oklahoma City. City leaders continue their efforts to make Tulsa a more desirable place to visit and plans are under way. \$20 million has been spent locally on improvements at Tulsa hotels, and future travel trends should be bolstered by Vision 2025 tax-funded projects, such as downtown revitalization, Arkansas River development and Expo Square improvements.

On September 9, 2003 years of hard work came to fruition as voters of Tulsa County approved a one penny 13 -year increase in the Tulsa County Sales Tax for regional economic development and capital improvements and "Vision 2025" was born. Tulsa's Vision 2025 is a \$500 million set aside for capital improvement pro**jects** aimed at Tulsa's growth and future. These projects include funding for new higher education facilities, a new entertainment and sports district including arenas and stadiums, improvements to the downtown infrastructure including the convention center and entertainment venues, and economic incentive packages to private corporations. Specifically, Vision 2025 has committed to an expansion for the Morton Health Center, a modernization of the Tulsa Regional Convention Center, a new Events Center, Expo Square improvements and capital improvements and community enrichment including monies for Parks, Trails and Community Centers; The River and Attractions; and Community Infrastructure. Significant Vision 2025 Project presently under construction include: OU-Tulsa, NSU-Broken Arrow, Tulsa Community College-Southeast Campus, Morton Health Care, Tulsa Events Center, Expo Square, Jenks/Glenpool Community Center, Collinsville City Hall, Tulsa Air and Space Museum's Sky Theater, Mohawk Park: Oxley Nature Center, Osage Prairie Trail, 61st St (Garnett to 145th E. Ave). Projects with current bid activity OSU-Tulsa, Expo Square partial Grand Stand demolition for the upcoming Central Park Hall Construction, Broken Arrow Community Center, and Sperry Community Center.



Plans for the second phase of **Arkansas River development project** estimated at \$41.8 million, already has approval by members of the Indian Nations Council and has \$5.6 million set aside by the Vision 2025 initiative. The low-water dam renderings feature pedestrian bridges over cascading waterfalls. The project is designed to enhance recreation opportunities while restoring ecosystems including habitats for terms and bald eagles as a central part of the plan. A three mile lake is proposed about half a mile south and connecting to shopping centers via water taxis. Other possible features include fishing piers, boat ramps and more

commercial riverfront development.



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The Main Street dam would create about a 4.8-mile lake and enhance the Keystone Corridor redevelopment area, a \$14.5 million project already funded by Vision 2025. New riverfront uses could include a marina and residential boardwalk development along

the levee, a children's museum, a minor league baseball stadium, restaurants and retail developments and a pedestrian promenade.

At the 71st Street riverfront: A mixed-use development may feature a fitness center and a seven acre lake with fishing piers, a restaurant, overlooks and trails is possible on the east bank, and the Turkey Mountain Wilderness Area would be expanded to feature the planned Native American Cultural Center.

Strengths of the Region

- → Well positioned for Economic Growth
- \$500 million investment in education, technology, infrastructure in next 10 years
- Modest cost of living index
- Low cost of doing business
- Educated labor base



The cost of doing business in Tulsa is considerably less than other major cities. Oklahoma is home to the best public schools in the nation while neighborhoods are safe, quiet and charming. making Tulsa ideal for families, business professionals, and conclusively people of all ages with a taste for tranquility and economic stability.



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Area Transportation

<u>Tulsa International Airport</u> is located within ten minutes from most points in the city including downtown with 22 gates and three runways - 10,000, 7,700 and 6,100 feet in length. Serving over five million people served annually with service to more than 20 major airports, Tulsa International Airport has an average 90 de-

partures per day. American Airlines is a major carrier for the area and a major employer as well, who along with Boeing and EDS (formerly Sabre employ approximately 18,000 people. Five major freight carriers report over 60,000 tons air freight annually.

Richard L. Jones Jr. (Riverside) Airport is located along the Arkansas River within the Tulsa Metropolitan area. The nearby town of Jenks is home to many antique, specialty, and home décor shops, as well as numerous fine-dining restaurants.

Tulsa's centralized location provides quick access to multiple highways. **Interstate 44**, which bi-sects the City of Tulsa, is the primary east-west artery between Oklahoma City and St. Louis. This primary route across the States of Missouri and Oklahoma connecting with Interstate 35 and Interstate 55 on each side. **Interstate 35** starting at the United States-Mexico border north through Texas to Minnesota near the United States-Canada border is used utilized by NAFTA for shipping between Canada and Mexico, while Interstate 55 is directed to Chicago in the north and New Orleans in the south. Approximately twenty-five miles south of Tulsa is Interstate 40. **Interstate 40** traverses the entire country, beginning on the west coast in Barstow, California and crossing through seven states including Arizona, New Mexico, Texas, Oklahoma, Arkansas, Tennessee and North Carolina, before reaching the east coast. This central location makes Tulsa a desirable major distribution site with one to two day delivery time to all major cities in the West South Central region.

Highway 75, a major north-south artery for the city leads to Dallas in the southerly direction and to Topeka, Kansas in the northerly direction. Highway 75 bi-sects the entire City of Tulsa and connects with many of the City's loops and toll roads for quick access. **Highway 169** is another primary artery in the north-south direction. Nearly dividing the city in half, Highway 169 connects all the loops and toll roads allowing speedy access to all points within the Tulsa area. Broken Arrow Expressway, MLK Jr. Expressway, Keystone Expressway, Turner Tollway and Will Rogers Tollroad keep the traffic moving at a steady pace and commuters happy. Just east of U.S. Highway 169, with a seamless loop to the Creek Turnpike that connects to US 75. The commute to the downtown business district is less than 20 minutes.

<u>Tulsa Transit</u> is a public trust operating the local bus service in Tulsa, Jenks and Sand Springs providing quick clean prompt service to daily commuters as well as curb-to-curb transportation for persons with disabilities and the elderly through its Lift Program.



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Education

The University of Tulsa, described as a sleeping gem of the Great Plains, is rated among the top 10 colleges for the "best quality of life" in the new edition of "The Best 361 Colleges," a publication of The Princeton Review, an education services company. TU is included in four top-20 lists and is 10th in the "Best Quality of Life" category and remains 9th in the rankings for "Happiest Students." The book's entry for TU states: "The University of Tulsa is one of the sleeper gems of the Great Plains, a private school large enough



to house numerous top-flight programs but small enough to facilitate one-on-one instruction provided in a homey atmosphere." From anthropology and art to film, finance and engineering TU offers a Bachelor's, Master's, and Doctoral degrees in several programs and has a College of Law

Oklahoma State University-Tulsa is a public, four-year, nationally accredited comprehensive university that



has offered classes in Tulsa since 1982. The Tulsa campus focuses on junior, senior and graduate level education, providing opportunities for individuals to compete Bachelor's, Master's and Doctorate degrees. With an enrollment of more than 2,600 students, OSU-Tulsa and is rapidly growing both in part to Vision 2025 and becoming an integral part **S** A of the Tulsa community and the development of the state of Oklahoma. OSU-Tulsa further leverages its efforts by building relationships with Tulsa-area businesses, such as

Williams, WorldCom, Southwestern Bell, and Xeta Technologies.

Oral Roberts University is an interdenominational Christian liberal arts university located on an inspiring campus in Tulsa, Oklahoma. Founded in 1963 by evangelist Oral Roberts, ORU serves students from every state and 62 countries, representing 40 denominations. Offering 64 undergraduate majors, 10 master's degrees and 2 doctoral degrees, ORU also competes in NCAA Division I athletics.



The University of Oklahoma Schusterman Center is home to all OU programs in Tulsa. Located at 41st and



Yale, the campus greatly enhanced OU's presence in the community and expands educational, research and patient care programs for the community. The OU-Tulsa Schusterman Center currently offers three bachelor's degree completion programs, 16 master's programs, a doctor of medicine degree, a doctor of pharmacy degree and nine residency programs in medicine.

The University of Phoenix in Tulsa offers undergraduate and graduate degrees in business, management, technology, criminal justice, and healthcare. Classes are small, informationintensive and emphasize participation. Faculty are highly qualified, teaching subjects in which they have years of practical expertise. Our commitment to student service is unsurpassed.





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Attractions



The <u>Tulsa Zoo</u> is home to almost 1500 animals from 436 species. Established in 1927 in Mohawk Park, the nation's third largest municipal park, it now serves around 600,000 visitors per year. The zoo is accredited by the American Asso-

ciation of Zoos and Aquariums and the American Association of Museums, and is on the way to accreditation as a botanical garden as well. The Tulsa Zoo is also home to a "Contact Yard," which opens occasionally to allow guests to interact up-close with some of the tamer animals. In 2004, in a contest sponsored by Microsoft in anticipation of their upcoming game titled "Zoo Tycoon 2," the zoo won over fifty other zoos nationwide and was voted "America's Favorite Zoo," a title which carried with it a \$250,000 grant from Microsoft.

There are hundreds of exciting aquatic creatures to see and even touch at the <u>Oklahoma Aquarium</u>. Giant sharks, over 200 exhibits and other mysteries of the deep await at this 1 million gallon museum located on the Arkansas River in Jenks, a suburb of Tulsa. The Aquarium is expected to bring a half million visitors to the Tulsa area each year.





Gilcrease Museum sits of 460-acre grounds, in the heart of Tulsa, which include historic theme gardens and Stuart Park, with footpaths through an exceptional landscape. Gilcrease is a Museum of American History and Art spanning the period from 500 B.C. to the present. American art, artifacts and art of North American Indians history of the westward movement with an unparalleled collection of Native American art and artifacts, a hands-on, interactive display of the art, history, and culture of Mexico, and a distinguished collection of historical manuscripts, documents, rare books, and maps. Works by Thomas Moran, Frederic Remington, Charles Russell, and George Catlin are among the largest collections in the world and more than 400 artists are represented.

Nestled in one of Tulsa's first neighborhoods is an Italianate villa set in 23-acres of lush gardens and tranquil grounds is Philbrook Museum of Art. Inside, the grandeur of Oklahoma's oil-rich 1920s is preserved and showcased along with fine art collections from around the globe. The dream of benefactors Waite and Genevieve Phillips, to create an art center for Tulsa, has established Philbrook as one of America's finest art museums.



The <u>Tulsa Air and Space Museum</u> is opening its new and larger Hangar One Museum as a part of a new Tulsa Museum campus located across the street from the Tulsa Zoo/Mohawk Park entrance. The Sherman and Ellie Smith Hangar One museum will celebrate its grand opening with a week of festivities from November 12 through the 20.

<u>Tulsa Opera</u> ignited in 1948 with founders Bess Gowans, Beryl Bliss, Mary Helen Markham, and Ione and Ralph Sassano. Today, Tulsa Opera, the 18th oldest opera company in North America, is ranked among the top ten regional opera companies in the United States. Under General Director Carol I. Crawford, the Company presents three grand opera productions each season, with a commitment toward American and 20th Century repertoire. Mainstage productions are held at Tulsa Performing Arts Center.



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Attractions



<u>Tulsa Ballet</u> was founded in 1956 by husband and wife, Roman Jasinski and Moscelyne Larkin, dancers internationally known for their style in the grand Ballet Russe tradition, and musician Rosalie Talbot. Beginning with a single performance and a box office in a shoe store in 1956, the Company has been described by The New York Times as a "reason to rejoice." Tulsa Ballet annually reaches over 48,000 individuals with dancers coming from across the United States and the world to live in

Tulsa during the ballet season. Last year, more than 400 dancers auditioned for spots in the 30-member company this season.

It was an exciting year for <u>Tulsa Drillers Baseball</u> as they made it to the East Division Championship game for a shot at the national title. The Drillers, a minor league baseball team based in Tulsa, Oklahoma plays in the Texas League, and is the Double-A affiliate of the Colorado Rockies major-league club. The Drillers play in Drillers Stadium, located in midtown Tulsa thrilling 10,997 baseball fans.





The <u>Tulsa Oilers</u> are a professional ice hockey in the Central Hockey League. They play their home games at the Maxwell center also known as Tulsa Convention Center. The Oilers are one of only five teams that have played each season in the CHL since its rebirth in 1992 and have a winning tradition, making the playoffs in nine of their 13 seasons. Over two million fans have attended an Oilers game at the Tulsa Convention Center since coming to Tulsa.

<u>Tulsa Talons</u> enters their sixth season as Tulsa's arena football team playing in the Midwestern division of the National Arena Football League. In 2003, the Talons took their first national championship winning the Arena Cup IV.

If **golf** is your bag, Tulsa fits you to a tee. The city has been the site of numerous PGA and LPGA champion-ship tournaments including the men's U.S. Open, the PGA and annual John Q. Hammons Hotel Classic LPGA tournament. Tulsa boasts sixteen high quality beautifully landscaped golf courses and a lighted par-3 course at LaFortune Park.

Tulsa is surrounded by lakes brimming with water sports from power boating, sailing, skiing fishing and scuba diving at more than lakes. Lake of the Cherokees, Keystone, Oologah Lake, and Skiatook are the largest lakes and reservoirs in the region. The clear water of the Illinois River draws fishers and floaters to the scenic river and all around to nature trails for biking, hiking or exploring on horseback.



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For more information about Tulsa, please visit the following links:

www.tulsachamber.com

www.cityoftulsa.org

www.tulsa.com

www.tulsa.org

www.tulsainfo.com

www.tulsatoday.com