

APPENDIX: SUSTAINABILITY

Four of the ten coalition members have unique roles in the region, capable of committing resources and adapting strategies for shared prosperity. The coalition pledges to take into account how projects, both now and in the future, will support economically distressed areas and disadvantaged communities in the region, and to consistently track outcomes of regionally driven economic development initiatives. What is outlined below describes the framework for a larger planning effort to support the regional growth cluster beyond the years following an ARPA award.

Tulsa Authority for Economic Opportunity (TAEO):

While the type of regional growth cluster proposed through the Build Back Better challenge presents the opportunity to truly diversify a region's economy, the region must ensure that an influx of skilled talent and high-quality jobs provides benefits across the cross-section of the region's population. In order to sustain regional growth in the years following ARPA funding, TAEO will lean on its 13-member Board of Trustees to develop a set of measurable Key Performance Indicators to track overall economic health, and drive transparency via public Annual Reports and quarterly presentations to the Tulsa City Council. In addition, TAEO will leverage its unique model to manage public assets in a manner that solves for community interests and generates direct revenues for public entities. TAEO will also develop and enforce incentive frameworks to protect small business enterprises, hold industry players accountable to recruitment and training commitments, and drive minimum wage and benefit requirements.

Indian Nations Council of Governments (INCOG):

According to the current INCOG-EDD 5-Year Comprehensive Economic Development Strategy (CEDS), the cooperative efforts of local leaders, regional groups and the private sector to leverage existing assets, create inclusive growth coalitions and identify areas of opportunity throughout periods of economic transition helps to create a resilient and diverse economy that ultimately strengthens the region's competitive advantage.

The projects submitted as part of the BBB Phase I were selected because of their respective consistency with the current CEDS. To ensure the sustainability of the regional growth cluster in the years beyond ARPA funding, INCOG will ensure that specific attention is afforded to the AM cluster in future updates to the 5-Year CEDS. INCOG will work with its regional and strategic partners in the public and private sector to ensure continued development of initiatives that advance the AM cluster. Additionally, INCOG will strive to bring attention to the purposeful effort behind the regional growth cluster in delivering transformational economic change to the region. The Regional Competitiveness Officer and economic development staff at INCOG will work closely with TAEO, the Tulsa Regional Chamber, and members of the CEDS Strategy Committee to effectively build awareness around the TRAM cluster, allowing other regional actors to harness what was created with EDA funding support.

Tulsa Regional Chamber – Tulsa's Future

The Tulsa Regional Chamber will identify the TRAM cluster as a core component of the Tulsa's Future 5-Year strategic plan, and track the progression of projects and related economic impact at its biannual meetings and quarterly reports. Furthermore, the Tulsa's Future program enables industry involvement in ongoing economic development through a public-private partnership, which has provided consistent, sustainable funding for regional economic strategy for the past nearly two decades. During this time, regional businesses and leaders have collectively invested

over \$49 million in economic development, a bold indication of our willingness and ability to support and sustain efforts during and after the execution of this grant.

As a part of our strategy, the Tulsa's Future program would lead efforts to deliberately target and recruit firms/players in the AM space, leveraging the proposed investments in key infrastructure such as the Flight Corridor, LaunchPad Research and Technology Center, and Industrial Parks. In addition to targeted business recruitment efforts, the Tulsa's Future program will continue to leverage its long-standing relationships and access to industry expertise to ensure the currency of any AM-specific projects. Such efforts would include established players as well as startups, and be paramount to ensuring we continue to understand the unique and changing needs of the corporate partners. Additionally, the proposed Advanced Mobility Council (Ref. [Industry Leadership Appendix](#)) would provide a standing body through which the Chamber can access and leverage industry input, support, and guidance.

Tulsa Innovation Labs

Tulsa Innovation Labs' mission is to catalyze economic growth through targeted investments in high-potential industries within the region. The Launchpad Research and Technology Center, Flight Corridor, and Certification and Training Programs are designed to be self-sustaining after an initial period of performance. To that end, TIL will work with coalition partners to identify ideal structures to sustain the program. The George Kaiser Family Foundation in particular is dedicated to exploring all the avenues presented below, to ensure long-term economic growth (Ref. GKFF Letter of Support).

Current avenues under consideration for the LaunchPad Center include: A) establishment of an IUCRC or adoption of a similar model through which operational expenditures are covered by partners in exchange for access to research and IP (Phase II application to be submitted to NSF in December); B) re-investment of tech-transfer and licensing revenues from innovations produced at the Center; and C) research and facilities grants from sources including NSF, DoD, FAA, and other agencies. For the Flight Corridor, paths to sustainability include: A) reinvestment of revenue from the corridor into ongoing maintenance of facilities; and B) sponsorship agreements and cost-sharing among long-term tenants and users of the corridor. We plan to investigate these models and develop a governance plan for the corridor during Phase I. For the workforce programs, we plan to pursue: A) reinvestment of tuition collected through these programs; B) sponsorship of cohorts or entire programs from corporate beneficiaries and hiring partners; C) sponsorship from philanthropic partners, who have supported similar programs in the past.