

2021

**A NEW
APPROACH
TO ECONOMIC
DEVELOPMENT**

grow *Claremore*

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LETTER FROM THE CHAIR

Despite the challenging economic climate, 2021 was a year of growth for our community. We welcomed national retailers, announced new residential developments and witnessed exciting expansion in our industrial sector.

This year, CIEDA saw unprecedented growth in requests for information from companies looking to potentially relocate or expand their operations into Oklahoma. Additionally, our team aided with a surge in workforce demand, utilizing community partnerships and programs to ensure Claremore's robust talent pipeline.

We further redefined our small business development initiative, Connect Claremore, and strengthened its alignment with other community partners to offer a strong network of resources to aid area entrepreneurs.

The Claremore Regional Airport continued its efforts to maintain top-tier facilities and began work on many exciting infrastructure and facility improvements, including the construction of a new t-hangar building.

Our team welcomed new faces, new leadership and invested in professional development to ensure we have the tools and skills needed to successfully promote and market Rogers County as the premier place to live, work and do business.

Our efforts in promoting Claremore were recognized as an industry leader by the International Economic Development Council providing a clear indication that we continue to head in the right direction for further growth, development and prosperity. To maintain this momentum, CIEDA and the Claremore Regional Airport unveiled new websites, designed in collaboration with economic development marketing experts.

As you flip through the pages of the report, I hope you take pride in what our community has accomplished, in spite of another difficult economic year. As we enter this new year with a new team and new focus, we look forward to continued collaboration with you and our other partner organizations. Without your support, our mission would not be possible. In true partnership, we are working together to build our community and define a legacy for future generations.

I look forward to the start of another exciting year for our community. I am confident 2022 will be another year of growth, development and progress.



Sincerely,

A handwritten signature in black ink that reads "Brian Green". The signature is written in a cursive, flowing style.

BRIAN GREEN, CIEDA Chairman



ROGERS COUNTY CELEBRATES NATIONAL RETAIL SURGE

In 2021, Claremore celebrated numerous exciting retail announcements, including five national retail brands. The momentum behind Claremore's new retail surge is the result of our community's strategic positioning to create a holistic economic development program, which attracts commercial, business, and residential investment. We are confident that these announcements will serve as a catalyst for future economic growth. A few significant factors come into consideration, including local population, average household income, the total number of rooftops, and proximity to current established locations. In addition, the recently announced residential developments and the Highway 20 rerouting project will help increase Claremore's positioning as a candidate for national retail expansion. We want to thank our partners at Retail Strategies for their collaboration in marketing Rogers County as a premium retail destination. Their partnership has been vital in attracting many new shopping and dining locations our residents now enjoy. Our team is confident that 2022 will be another exciting year for retail attraction across Rogers County!



Formed in 2012, NXTNANO set out to solve historical industry limitations and engineer a process allowing nanofibers to be manufactured at a commercially viable rate. Today, NXTNANO is a true pioneer in its field with an unmatched production capability in material width, speed, volume, & fiber versatility.

NXTNANO's presence in Rogers County and Oklahoma helps aid in our state's mission to diversify its economy. During the COVID-19 pandemic, when many industries faced unprecedented challenges, NXTNANO utilized its expertise in nanofiber technology to enter a new market, face masks, and help meet skyrocketing demand. In less than a week, the team produced half a million face masks worth of nanofiber material.

The company's proactive response, innovation and desire to help meet a community need are all key indicators of NXTNANO's projected long-term success in our region. The company has witnessed steady growth and continues to launch new product lines and enter new markets.



CLAREMORE BUSINESSES RECEIVE GRANT FUNDS FOR INNOVATION

Today, key sectors essential to the Oklahoma economy are actively hiring those positions responsible for producing goods and resources needed to overcome the challenges brought on by COVID-19. Ensuring our community has the talent and skill set required to fill these positions is crucial to the state's recovery process.

To aid in this effort, Governor Kevin Stitt announced the Oklahoma Innovation Expansion Program (OIEP) launch, which made \$10 million in funding available to qualifying manufacturers across the state. The goal of this program was to support high-impact new capital investment across a broad range of industries to help diversify the state's economy, lead to new product development or increase capacity at Oklahoma's existing companies. In addition to encouraging new capital investment, these awards support both existing jobs and the creation of new employment opportunities.

Three Claremore companies were selected as grant recipients. Congratulations to Pelco Structural, MST Manufacturing and NXTNANO! The award of these funds has led to new product line introductions and company expansions, allowing for the addition of new jobs and capital investment to Rogers County.



CONNECT CLAREMORE

Building for the Future

CIEDA shifted focus in 2020 to offer its business partners the needed support to overcome obstacles presented by COVID-19. To further support these efforts, CIEDA launched a new platform, Connect Claremore, dedicated to aiding small businesses in Rogers County. Over the past year, Connect has enjoyed a successful launch, assisting local small businesses one-on-one and setting a firm foundation to continue building upon in the coming year.

In early September, CIEDA welcomed Terri May Peters to lead the organization's small business development effort and Connect Claremore. Under Terri's leadership, Connect will continue to refine its scope to ensure the program is relevant, aligned with other community efforts, and advocates for this vital sector of the economy.

This fall, CIEDA began a comprehensive assessment of Claremore's small businesses and entrepreneurial ecosystem, which will continue into early 2022. Through interviews with key partners, the organization started developing a network of resources and support businesses need to succeed. Connect Claremore also strengthened its alignment with community organizations by streamlining access to coaching and identifying resource gaps for small businesses. Building on this foundation, Connect relaunched 1 Million Cups, a national program designed to educate, engage, and connect entrepreneurs.

As we enter 2022, Connect Claremore plans to increase events, specialized small business training, and start-up planning. The team will also continue to build a robust network of innovators, experts, and advisors to support entrepreneurs as they start and grow successful businesses.



2021 was a year of growth and expansion for Claremore's small business community. Locally-owned J Farley's Pub opened its doors in early 2018 and has become a community staple. To accommodate for increased demand, the restaurant expanded into a new, larger facility in July 2021. Connect Claremore assisted in completing a business performance analysis and in locating new building options for the J Farley's management team.

Additionally, J Farley co-owners, Chris and Sarah Hayes, are expanding their restaurant portfolio, opening a second dining location, Oklahoma Pizza Co., in the Lilac District in early 2022.

RECORD BREAKING NUMBER OF REQUEST FOR PROPOSAL SUBMISSIONS

Claremore's central positioning, short commute times, and low tax and regulatory environment make it a prime candidate for business growth and expansion. CIEDA partners with the Oklahoma Department of Commerce and Tulsa Regional Chamber to showcase Claremore, including its available industrial properties. This multiple-step process consists of requests for proposals (RFPs), site visits, and meetings with local government officials. This year, CIEDA has witnessed an unprecedented growth in requests for information from companies looking to potentially relocate or expand their operations into Oklahoma.

RFP RESPONSE - GREENFIELD

2020	2021
18	24

RFP RESPONSE - EXISTING BUILDING

2020	2021
15	14

*PLEASE NOTE, SOME RESPONSES INCLUDE BOTH GREENFIELD AND EXISTING BUILDING SUBMISSIONS

CLAREMORE IS HIRING



CIEDA Partners To Ensure a Strong Workforce Pipeline

At the close of 2020, nearly 10 million Americans were unemployed due to the COVID-19 crisis. Today, key sectors are once again actively hiring for various positions and starting the economic recovery following the pandemic. Ensuring our community has the talent and skill set required to fill these positions is crucial to the state's recovery process. To aid in this effort, CIEDA and the Claremore Area Chamber of Commerce partnered to host the first Rogers County Job/Career Fair in July to assist area companies looking for employees and people searching for career opportunities.

The event, held at the Claremore Expo Center, hosted more than 125 participants. Each potential applicant had the opportunity to meet with 36 companies to discuss job opportunities across the region. Employers represented various industry sectors, including manufacturing, health care, and hospitality.

Both participating employers and job seekers hailed the event as a success, with many vacant positions being filled and valuable workforce connections established. A big thank you to our partner, the Claremore Area Chamber of Commerce. This event would not have been possible without the support and assistance from their incredible team.

CIEDA remains committed to collaborating with organizations across Rogers County to ensure a robust workforce pipeline and that each company has the tools needed to find success in Northeast Oklahoma. Our staff is continuing to look for new and innovative ways to grow and revamp its national, award-winning talent pipeline creation efforts.

Rogers County Center for Workforce Excellence

In late 2020 the Oklahoma Secretary of Commerce & Workforce Development, alongside members of the Governor's Council for Workforce and Economic Development and industry leaders, announced the certification of nine Centers of Excellence under the Oklahoma Works Together program. Rogers County, led by consortium partners, CIEDA, Tulsa Ports, and Rogers County Development, received this distinction for its efforts within the manufacturing sector.

Working on a local level, Oklahoma Works Together is supported by state agencies and focused on deploying resources, leveraging existing programs, and aligning curriculum with local and regional employment demand. A Center of Excellence provides a point of contact within each identified region that coordinates resources and services and serves current and prospective employers' workforce needs.

"The Rogers County's consortium partners have worked diligently to ensure our area manufacturers have a pipeline to support their talent needs, said Caitlyn Ngare, Talent Development Coordinator. "We are honored to be named as a Center of Workforce Excellence. Our team is confident this prestigious distinction will play a vital role in our efforts to develop a robust talent pool and provide

career pathways for our county's perspective workforce, including our underemployed and underserved populations."



In 2021, the Rogers County Center of Excellence hit the ground running, beginning the process of creating streamlined marketing, identifying key business, educational stakeholders, and top workforce priorities including apprenticeship opportunities for the community.



A NEW APPROACH TO MARKETING ROGERS COUNTY

CIEDA Receives Excellence in Economic Development Award from the International Economic Development Council

Each year, the International Economic Development Council (IEDC) recognizes the world's best economic development programs, marketing materials, initiatives and leaders through its Excellence in Economic Development Awards. This year CIEDA was awarded a Silver Rank for its 2020 Annual Report. The honor was presented in October at an awards ceremony during the IEDC Annual Conference, which is currently taking place in Nashville, Tennessee.

"Ensuring stakeholders and citizens receive clear communications through transparent methods is vital for public entities and economic development, said Meggie Froman-Knight, Executive Director of CIEDA. "We are truly honored and humbled to be recognized by the IEDC for our efforts in highlighting our organization's yearly accomplishments. Our organization's marketing programs and showcasing Rogers County as the best place to live, work, and play is an ongoing priority. This

distinction is a clear indication that we are heading in the right direction with these efforts."

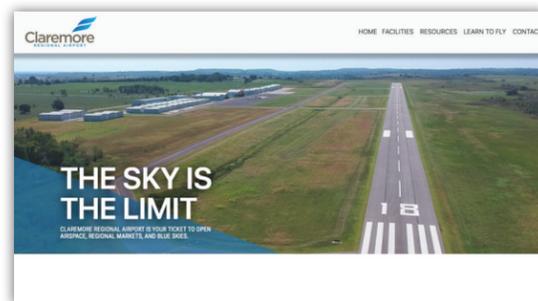
IEDC's Excellence in Economic Development Awards have 25 award categories to honor organizations and individuals for their efforts in creating positive change in urban, suburban, and rural communities. Awards are judged by a diverse panel of economic and community developers, following a nomination process held earlier this year. IEDC received over 500 submissions from 4 countries, placing CIEDA in the top 25 percent of applications.

A special congratulations to CIEDA Communications Manager, Kaleigh Hossack, on this exciting accomplishment! The CIEDA Board and staff would also like to extend a big thank you and congratulations to Meghan Garrett for bringing our report to life with her graphic design.

CIEDA and Claremore Regional Airport Unveil New Websites

In economic development, most site selection projects begin online with a thorough examination and research of potential site locations. This online trend was only catalyzed as a result of COVID-19. To ensure Rogers County is best positioned to showcase its site availability, community assets, talent initiatives and CIEDA's unique approach to economic development, the organization commissioned the production of new websites for both CIEDA and the Claremore Regional Airport.

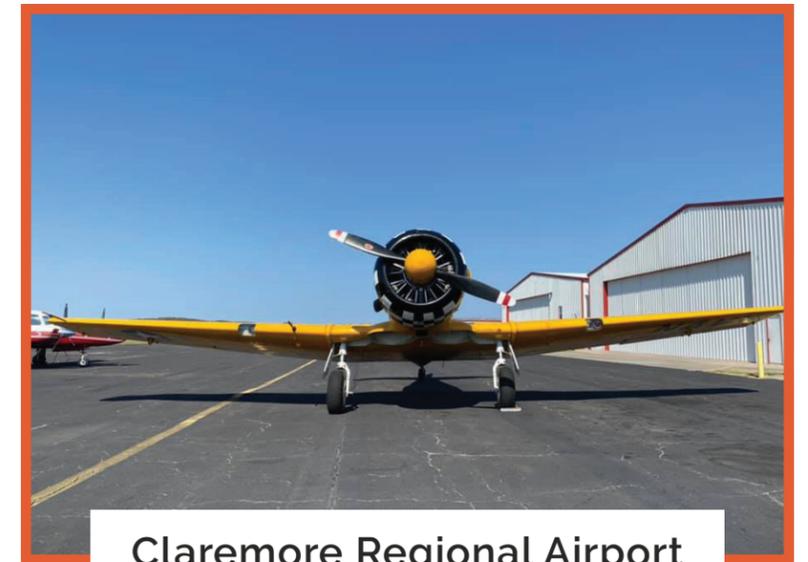
Each new website provides an improved user and mobile experience, modern layout, and striking visuals. In partnership with the economic development marketing leaders at Marketing Alliance, the new platforms better showcase the many amenities our community has to offer and allow online visitors to feel familiar with Rogers County without having to step foot in Oklahoma.



Oklahoma Airman Flying Club expands to Claremore

The Oklahoma Airmen Flying Club has expanded to Claremore. The organization, founded in 1953, provides an affordable, safe, and fun way for Tulsa's aviators to live their dream of flight. The group bases one of their four aircraft at our airport, a Piper Cherokee 180. The club has partnered with Tulsa Aviation Group (TAG) to provide new training opportunities and is now accepting new pilots. One of the most significant benefits of joining The Oklahoma Airmen Flying club is having the advantages of aircraft ownership and maintenance at less cost.

We are excited this new partnership will enable more people to enjoy flying out of Claremore at an affordable price in comparison to individual ownership.



Claremore Regional Airport Sees Continued Growth

Infrastructure improvements and upgrades are essential to ensuring the Claremore Regional Airport maintains high-quality facilities, competitive fuel prices, and top-tier infrastructure. Numerous exciting construction and updates are scheduled to begin at the airport over the next six months. In partnership with a team of engineers, CIEDA staff are finalizing the design for its apron rehabilitation project, which is set to begin next year. Additionally, due to record demand for airport hangar space, the Claremore Regional Airport has started constructing a new hangar building. The new facility will house ten individual bay locations and the project is on track to be completed in early 2022.

To accompany the ongoing airport development, we will be updating our master plan, focusing on additional hangar development and the new 40 acres of land purchased north of the entrance road. In addition, the remaining perimeter fence will be designed and completed by 2025.



ABOUT US

The Claremore Industrial and Economic Development Authority (CIEDA) is a public trust organization formed in 1948 under Oklahoma state law established to make sufficient use of economic resources and to stimulate economic growth and development for the City of Claremore and Rogers County. CIEDA facilitates the recruitment, retention, and expansion of primary industry jobs and expansion of the sales tax base through the recruitment of new destination retail businesses.

Mission

CIEDA drives economic advancements for Rogers County by supporting and recruiting aligned businesses for mutual prosperity

NEW YEAR, NEW TEAM, NEW DIRECTION

In January, the CIEDA Board of Directors formally announced the selection of Meggie Froman-Knight to serve as the organization's new Executive Director. Before her appointment, Froman-Knight served as Associate Director and Talent Development Manager. Caitlyn Ngare is now serving as Talent Development Coordinator to accommodate this staff change, leading the organization's talent pipeline initiatives. In 2021, CIEDA welcomed Business Development Coordinator Jordan White to oversee financials and aid with business attraction, expansion, and retention projects. Kaleigh Hossack also rejoined the team on a part-time basis to lead CIEDA's communications and branding efforts.

CIEDA also hired Terri May Peters to aid in small business development and oversee Connect Claremore. In her first quarter with the organization, Peters created a strategic online and formal program proposal to help further propel Connect Claremore and other small business development initiatives.

Professional Development Training

- MEGGIE FROMAN KNIGHT**
 Graduated the University of Oklahoma's Economic Development Institute. Completion of this program will allow Meggie to sit for her Certified Economic Developer accreditation.
- TERRI MAY PETERS**
 Began coursework to receive her Entrepreneurship Development Professional (EDP) certification through the International Economic Development Council.
- CAITLYN NGARE**
 This year, Caitlyn graduated from Rogers State University with her Bachelors in Business Administration with a Management Option and the Leadership Rogers County program. In addition, Ngare participated in the National Association of Workforce Development Professionals Career Planning Academy.
- JORDAN WHITE**
 Attended the International Economic Development Council's Basic Economic Development Course, which provides a thorough introduction and foundation of a variety of subjects.

TRUSTEES



Brian Green, Chairman
PRESIDENT
IRA M. GREEN CONSTRUCTION



Gary Collins, Vice Chairman
INTERIM GENERAL MANAGER,
CF INDUSTRIES



Jeff Jensen, Secretary/Treasurer
PRESIDENT
BANCFIRST - RETIRED



Tim Fleetwood, Trustee
OWNER
LOVE AIR CONDITIONING, LLC



Ryan Neely, Trustee
FINANCIAL ADVISOR
NEELY INSURANCE AND FINANCIAL SERVICES



Mick Webber, Trustee
CEO
WEBBER LP

STAFF



Meggie Froman-Knight
EXECUTIVE DIRECTOR



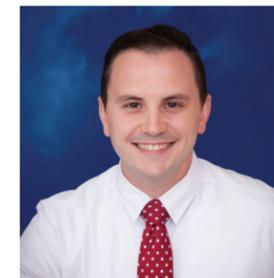
Terry May Peters
SMALL BUSINESS DEVELOPER -
CONNECT CLAREMORE



Eric Winn
AIRPORT MANAGER



Caitlyn Ngare
TALENT DEVELOPMENT
COORDINATOR



Jordan White
BUSINESS DEVELOPMENT
COORDINATOR



Kaleigh Hossack
COMMUNICATIONS MANAGER

IN MEMORIAM
DR. KEITH BALLARD
 Remembering His Life and Legacy



This annual report is dedicated to honoring and remembering the incredible life of Dr. Keith Ballard.

For the past seven years, we have been honored to have Dr. Ballard serve as a CIEDA trustee. His knowledge, expertise, and passion for education were crucial in the development and implementation of our talent development efforts. Under his leadership, CIEDA's workforce portfolio has been recognized internationally as an industry leader. We are committed to continuing this important work in his honor.

Dr. Ballard spent his life dedicated to public service in education for five decades, serving as Superintendent of Claremore, Oologah-Talala and Tulsa Public Schools, Executive Director of the Oklahoma State School Boards Association, and on numerous other boards and leadership positions across the state. Thousands of students have been impacted because of his steadfast commitment and advocacy for education efforts in Oklahoma.

Our continued thoughts and prayers are with Dr. Ballard's beloved wife of 50 years, Christie, and the rest of his family. Thank you for sharing Dr. Ballard's life, wisdom and joy with our staff, board and community. His legacy will be felt and continue to make a difference for generations to come.

STATEMENT OF NET POSITION
 June 30, 2021

ASSETS

Current assets:

Cash and cash equivalents	\$ 1,228,231
Accounts receivable	12,034
Prepaid expenses	2,478
Inventories	29,182
Due from primary government	46,287
Restricted:	
Cash	379,101
Interest receivable - TIF	1,625
Notes receivable - TIF - current portion	629,882
Total current assets	2,328,820

Noncurrent assets:

Notes receivable - TIFs	788,222
Investment in land held for development	3,905,854

Capital assets:

Property and equipment, net	3,169,685
Total noncurrent assets	7,863,761
Total assets	10,192,581

DEFERRED OUTFLOWS OF RESOURCES

Related to defined benefit pension plan	70,229
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LIABILITIES

Current liabilities:

Accounts payable and accrued expenses	41,200
Accrued interest payable	2,541
Current portion of notes payable:	
TIF notes payable from restricted assets	594,882
Other notes payable	35,636
Total current liabilities	674,259

Noncurrent liabilities:

Net pension liability	60,899
OPEB liability	9,198
Notes payable, net of current portion:	
TIF notes payable from restricted assets	618,997
Other notes payable	996,700
Total noncurrent liabilities	1,685,794
Total liabilities	2,360,053

DEFERRED INFLOWS OF RESOURCES

Related to pension plan and other post employment benefits	22,021
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NET POSITION

Net investment in capital assets	2,137,349
Restricted - TIF debt service	585,267
Unrestricted	5,158,120
Total net position	\$ 7,880,736

The notes to the financial statements are an integral part of this statement

**Please note, financial statements are preliminary and are subject to change based on the final audit.*



CIEDA
CLAREMORE
INDUSTRIAL
& ECONOMIC
DEVELOPMENT
AUTHORITY