



FALCON STRATEGIC VISIONING COMMISSION MINUTES

June 11, 2014

The Falcon Strategic Visioning Commission of the City of Mesa met in the lower level meeting room of the Council Chambers, 57 East 1st Street, on June 11, 2014 at 7:32 a.m.

BOARD PRESENT

Rich Adams, Chairman
Gerald Blomquist
Mike Haenel
Craig Kitchen
Tannis McBean*
Rosa Roy
Otto Shill

BOARD ABSENT

None

STAFF PRESENT

Debbie Spinner
Scot Rigby

(*Commission Member McBean participated in the meeting through the use of telephonic equipment.)

Items on the agenda were discussed out of order, but for purposes of clarity will remain as listed on the agenda.

1. Chair's Call to Order.

Chairman Adams called the meeting to order at 7:32 a.m.

Commission Member Kitchen introduced himself and provided a brief overview of his professional background.

Chairman Adams noted for the record that the minutes of the June 4, 2014 meeting will be made available at the next scheduled meeting.

2. Discuss and Make a Recommendation Regarding Falcon Field Economic Employment Activity Area boundaries.

Senior Economic Development Project Manager Scot Rigby displayed a PowerPoint presentation (**See Attachment 2**) and highlighted various maps that included the following: Mesa 2025 General Plan that illustrated the economic activity areas in the Falcon Field Economic Activity Area (FFEAA) boundaries; a 2007 map of the Falcon Field Sub Area Plan

that indicated flight paths; a purple haze map that illustrated the 2040 Mesa General Plan FFEAA with no specific hard boundaries; and an aerial map that identified staff's recommendations for the FFEAA boundaries. (See Page 1 through 6 of Attachment 2)

Commission Member McBean commented that staff's recommendation is a good starting point but noted that as the vision is developed, the boundaries could change and that the Commission should not be constrained by the boundaries.

Commission Member Blomquist explained the importance of including transportation corridors in the boundaries because that is what drives employment. He also stressed the need in finding open space (i.e. Brown Rd., Las Sendas, Freeway off ramps) for tenants that will require larger facilities.

Discussion ensued relative to including the Loop 202 Freeway into the boundaries; that the boundaries could be revisited again prior to submission to Council; and that other boundary expansions should be considered for attracting various users.

Responding to a question from Mr. Rigby, Planning and Zoning Director John Wesley replied that the Council is scheduled to vote on the Mesa 2040 General Plan on Monday, July 16th after the scheduled public hearing. He noted that Council could choose to include the Commission's recommendations at that time.

Mrs. Spinner advised that if the Commission wishes to proceed with a vote today, the recommendation could be forwarded to the Council. She stated, in addition, that the Commission can direct staff to forward the recommendation to Council and that any Commission Members can speak at the public hearing if they choose to do so.

Mr. Wesley concurred and added that while the City has identified certain economic activity areas, the General Plan is flexible with regards to amendments.

Chairman Adams indicated that he will entertain a motion relative to defining the boundaries for the FFEAA.

It was moved by Commission Member Shill, seconded by Commission Member Kitchen, to recommend to the Council that the FFEAA boundaries be defined as east to Ellsworth Road, west to Gilbert Road, north to the City limits and south to Brown Road.

Chairman Adams declared the motion carried unanimously by those present.

Commission Member Blomquist requested that staff research the Centennial Park Airport in Denver to use as a business model as it relates to commercial locations, zoning and density regulations.

Chairman Adams requested that Mr. Wesley provide a presentation at a future meeting related to possible use of overlays.

Chairman Adams thanked staff for the presentation.

3. Hear a presentation on local, state and nationally recognized Economic Development Activity Areas' Best Practices for marketing, job creation, targeted industries and retention of existing businesses.

Senior Economic Development Project Manager Scot Rigby displayed a PowerPoint presentation (**See Attachment 1**) and discussed staff's recommendations relative to targeting key industries in the Falcon Field Area based on existing data from the Greater Phoenix Economic Council (GPEC), as well as other business prospects. He advised that based on the information collected, the aerospace, aviation and defense industries are the top business prospects for Falcon Field Economic Activity Area (FFEAA). He added that existing FFEAA businesses include Boeing, MD Helicopter, ATK, Timken, Nammo Talley, Special Devices and Geco, Inc. He suggested continuing to work with area businesses to help identify other key partners (i.e., suppliers, business partners, clients) interested in expanding or willing to utilize the business expansion program.

Mr. Rigby pointed out that advanced business services (i.e., banks, consulting firms, staffing services) are key industries that could encourage occupancy of unused office space and possibly increase the demand for new space. (See Page 4 of Attachment 1)

Mr. Rigby further discussed the advantages of working with the hospitality/tourism and dining/lodging/retail industries and outlined the benefits of attracting sporting events and highlighted the outdoor activities within close proximity to the area, which would also increase the demand for other types of mixed use businesses, such as hotels and restaurants. (See Pages 6 and 7 of Attachment 1)

Responding to a question from Chairman Adams relative to any lodging projections that could assist in attracting hospitality industries to the area, Mr. Rigby commented that he can provide information, as well as invite Visit Mesa marketers to discuss opportunities at a future meeting.

Commission Member Blomquist stated his concern in using a sports complex as a driver for redevelopment due to his experience and feedback from the industry which describes these areas as spotty and sporadic. He agreed that FFEAA has an advantage because of the sports facility already there and noted that it would be cost effective to first grow the area and repurpose the land.

Commission Member Blomquist explained that most of these projects are driven by public funding rather than private funding. He agreed that if the development is possible, the Red Mountain area would be the best place to leverage one, but not as a stand-alone venture.

Chairman Adams stated that after hearing input from the Commission Members, it would be appropriate for staff to explore the suggestions provided and requested that Mr. Rigby bring back data as it relates to the hospitality/lodging industry.

Mr. Rigby reminded the Commission that this is a long-term vision for FFEAA and noted that Red Mountain is one area identified for available land that is undeveloped. He noted that he is aware of discussions regarding some of Mesa's existing citrus groves on the west side of Greenfield, for which the City provides water and has facilities there that will allow for an opportunity to repurpose into different uses. He further suggested that if it is the direction of the Commission, that it might be appropriate to invite Mr. Gregorio Garcia with the Phoenix

Chamber of Commerce and the Phoenix Convention and Visitors Bureau, to address the Commission. He added that another option is to take advantage of the gateways around FFEAA to the Salt River area.

Chairman Adams concurred with Mr. Rigby and requested that Mr. Garcia provide a presentation at a future meeting.

Mr. Rigby, in addition, suggested inviting aerospace industry representatives in the area to speak about their focus and what would make them invest in the FFEAA.

Commission Member Blomquist concurred, but noted that the aerospace industry has a higher payroll than the hospitality industry and said it would be advantageous for the FFEAA to pursue that industry. He stated that the hospitality industry in Arizona, because of the summer "estates", is only filled to 60% capacity and pointed out that if more rooms can be filled during the week, then more hotels will locate here.

Commission Member Shill reminded everyone that the Commission is collecting information about what might be the possibilities for FFEAA and prioritizing those possibilities. He pointed out that he was not ready to exclude any possibilities at this point. He further noted that there are a lot of smaller employers that impact Mesa's economy and should not be forgotten.

Discussion ensued relative to communicating with the business anchors in the Falcon Field Area; building and improving the infrastructure, zoning and incentives to invite key players to the area; and that staff should prepare a document that will describe the Commission's vision, criteria and concept for FFEAA.

Commission Member McBean suggested greater structure in capturing the ideas and information of the current, past and future state of FFEAA, as well as setting a framework on how the Commission would adjudicate the future state of the area. She further suggested including a structure that would allow the Commission to provide the necessary information to staff and moving the process forward.

Commission Member Blomquist stated that he was encouraged that staff is working on framing the ideas being provided but noted that the zoning and product type is not sufficient to meet the industries the City wants to attract due to the inadequacy of the buildings. He said that the Commission was formed to provide a vision and added that it was incumbent upon the Commission to frame the plan. He requested that the last 30 minutes of the meeting be reserved to provide staff with direction to prevent staff from working in a vacuum.

Commission Member Blomquist inquired if he could make a motion at this time.

Responding to a question from Chairman Adams, City Attorney Debbie Spinner requested clarity with respect to Commission Member Blomquist's recommendation.

Commission Member Blomquist responded that he would like to form a subcommittee that would study the boundaries and discuss the broad overview of the scope; that the subcommittee will include three Commission Members; and that the subcommittee would present the final recommendations to the Commission.

Ms. Spinner advised that the Commission can create a subcommittee and noted that any subcommittee must also abide by the Open Meeting Law.

Chairman Adams commented that he is not certain of the need to create a subcommittee when the Commission and staff can provide that input collectively.

Commission Member Blomquist commented that there is a need to speed the process since the General Plan is moving forward and the Commission has not identified any goals and objectives.

Ms. Spinner advised that Commission Member Blomquist's suggestions can be accomplished with or without a subcommittee. She noted that at the last meeting, the Commission requested specific agenda items and said that she and Mr. Rigby met to draft an agenda to meet the scope and direction of the Commission. She further noted that the Commission is not limited to only adopting staff's recommendations.

Commission Member Shill commented that he does not support the forming of a subcommittee, but does understand Commission Member Blomquist's frustration.

Chairman Adams asked that any comments or feedback be placed on hold until after the presentations have been completed.

Mr. Rigby continued with his presentation and highlighted industry drivers for dining and lodging as well as other opportunities. (See Page 7 and 8 of Attachment 1)

Responding to a question from Commission Member Haenel, Mr. Rigby confirmed that staff conducts periodic visits to existing businesses in FFEAA to identify any barriers or obtain details as it relates to business suppliers.

Further discussion ensued relative to the need for the Commission to discuss incentives, industries that could fit well with the current aviation industry, and review data with regard to why companies choose to conduct or not conduct business in Mesa.

Commission Member Kitchen commented that it appears to him that the City is "fishing in the same old pond" in trying to bring people to FFEAA. He suggested seeking larger companies and looking at the growing innovation in aerospace. He also agreed with Commission Member Roy regarding the need to conduct a survey to learn why businesses choose to move from FFEAA.

Commission Member Shill recommended that the Commission provide staff with specific directions with regard to its discussion today.

Commission Member McBean commented that as part of the development, she would like to see the Commission review organic growth and new growth and not be constrained by one or the other. She added that there are emerging innovations in every industry.

Ms. Spinner, based on the Commission's discussion, highlighted five potential recommendations as follows:

- Identify anchor businesses and highlight them in marketing.
- Identify what these anchor businesses feel are needed to ensure they stay; what smaller businesses believe the City should use to solicit/supplement them.
- Focus on existing businesses in the area, such as Tempe, and near the Gateway Airport.
- Need to get away from traditional analysis; don't focus on the 15% big employers, focus on the 85% small employers; where is manufacturing going; tap into the University to find out where manufacturing is going and focus on those businesses.
- Message needs to focus on the fact that it is easy to do business in Mesa.

Discussion ensued relative to specific terms of incentives; the need to identify sites that are available for businesses; and the need to set an identity in the FFEAA.

Ms. Spinner commented that a few years ago the Economic Development Department implemented a cafeteria list of possible incentives, but noted that some incentives might not apply to every area, business or location.

Chairman Adams requested that staff conduct further research relative to the above listed items and that the information be provided to the Commission prior to the next meeting.

Chairman Adams also thanked Ms. Spinner for summarizing the items discussed this morning.

4. Hear a presentation and discuss staff recommendations for key industries to target for the Falcon Field Economic Activity Area.

Mr. Rigby displayed a PowerPoint presentation (**See Attachment 3**) and provided a brief overview of the Research Triangle Park (RTP), a technology park located in Raleigh-Durham-Chapel Hill, North Carolina.

Mr. Rigby highlighted a few facts about the RTP. (See Pages 3 and 4 of Attachment 3)

Mr. Rigby further commented that RTP has the highest concentration of engineering degrees in the United States due to the close proximity of Duke University, North Carolina State University and the University of North Carolina. He noted that universities are usually tied in with highly successful employment areas, which drives key incentives such as education, infrastructure, quality of life, and international focus drive.

Mr. Rigby displayed a map illustrating the Price Road Corridor, which is located in Chandler. (See Page 5 of Attachment 3) He explained that the corridor was established in 1985 when Motorola purchased 152 acres along with Intel. He commented that the development had 20 businesses before the corridor was extended and added that today, there are more than 90 businesses employing more than 40,000 people. (See Page 6 of Attachment 3)

Mr. Rigby stated that the Salt River Project (SRP) is currently expanding a 230kv power network, including a new substation for the area that is expected to be completed in December

2015. He said that the corridor is approximately 50% “built out” with a potential new project for mixed-used high density housing, retail and office project.

Mr. Rigby, in addition, discussed the University of Arizona Tech Park, which is located in Tucson. He explained that the park is a 1,345 acre campus that has 45 companies and 6,000 employers that is led by the University. (See Pages 8 through 10 of Attachment 3)

Mr. Rigby further spoke regarding the Gateway Area, which is one of the largest industrial parks at 40 square miles that started in the early 1990’s as the Air Force Base was decommissioned. He noted various incentives that enabled Gateway Airport to create a competitive business environment for aviation/aerospace companies and the importance of the adjacent universities in the area that serve as a huge driver for recruitment.

Mr. Rigby stated that most successful employment corridors are associated with universities, either onsite or closely adjacent. He stated that it was important to build close relationships with area universities and identify key industries for a successful employment opportunity in the Falcon Field Economic Activity Area (FFEAA).

Chairman Adams commented that branding is an important component that should be considered.

In response to a question from Commission Member Roy, Mr. Rigby clarified that staff works closely with local businesses to encourage local relationships with area distributors.

Ms. Spinner advised that the City has a local bid preference and stated that she was unsure if the City could legally provide incentives for a private business to assist other private businesses, whether they were local or not. She added that it has to be a benefit that you can articulate and quantify.

Commission Member Blomquist suggested that the Commission engage in a future discussion regarding the City tax abatement.

Chairman Adams requested that additional information be forthcoming as it relates to incentives.

Commission Member Blomquist further commented on the need to establish a vision and an identity for FFEAA. He added that political support is a challenge that also must be discussed.

Chairman Adams agreed and stated concerns of consistency can be provided in the final document and asked for the consensus of the Commission to direct staff.

Discussion ensued relative to the key industries to target for the FFEAA; that staff collect and provide a comprehensive list of available incentives at the next meeting; that staff bring back a proposed list of businesses/institutions to make presentations to the Commission, specifically Visit Mesa; and further discussion on zoning overlays and land use entitlements.

5. Other Business.

Chairman Adams stated that the next meeting of the Falcon Strategic Visioning Commission will be held on Thursday, June 24, 2014 at 7:30 a.m.

6. Adjournment.

Without objection, the Falcon Strategic Visioning Commission meeting adjourned at 9:31 a.m.

I hereby certify that the foregoing minutes are a true and correct copy of the minutes of the Falcon Strategic Visioning Commission meeting of the City of Mesa, Arizona, held on the 11th day of June, 2014. I further certify that the meeting was duly called and held and that a quorum was present.

DEE ANN MICKELSEN, CITY CLERK

abg
(Attachments 3)



Falcon Area Opportunities

6-11-2014



Aerospace/Aviation/Defense Industry

Existing Falcon Businesses

- Boeing
- MD Helicopter
- ATK
- Timken
- Nammo Talley
- Special Devices
- Geco Inc.

Leverage existing users via Business Retention and Expansion activities (BRE)



Aerospace/Aviation/Defense Industry



Potential Falcon Businesses

- Aircraft Manufacturing
 - Cirrus Industries
 - Piper Aircraft
 - Sikorsky
- Aircraft Engine and Parts Manufacturing
- Avionics
- Guided Missile and Space Propulsion Manufacturing

Advanced Business Services

Existing Falcon Area Businesses

- JP Morgan Chase
- Wells Fargo
- Creative Human Resources Concepts
- Allen Consulting Engineers Inc

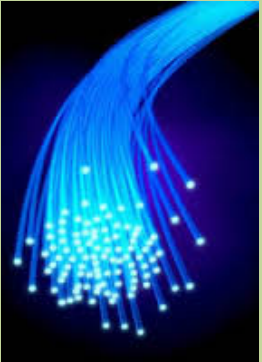
This classification generally encourages higher education levels, higher wages, occupies unused office space and allows business ownership to utilize Falcon Field for corporate aircraft.



Advanced Business Services

Potential Falcon Area Businesses

- Software/Technical Development
- Staffing Services
- Engineering Consultants
- Data/Processing Centers
- Business Insurance Providers
- Securities Brokerages
- Payroll Services



Hospitality/Tourism

- Outdoor Activities: Salt River, Lakes, City Parks
- Hosting of sports events
 - Soccer tournaments
 - Lacrosse tournaments
 - Rugby tournaments
 - Golf tournaments
 - Track and Field Tournaments
 - Baseball tournaments
 - Volleyball tournaments

Drives room nights over and above business demand.



Dining/Lodging/Retail



- Encourage the proper type of mixed use areas that
- Increase number of hotel and dining options
 - Supports business travel demands
 - Allows choice for business dining
- Retail supports both residential and business needs.

Other Opportunities

- **High End Building Materials/Contractors**
 - Specialty Flooring, Decorative Finishes, Pools, Audio/Video Systems (catering to high demographics of the area)
- **Sporting and Athletic Goods Manufacturing**

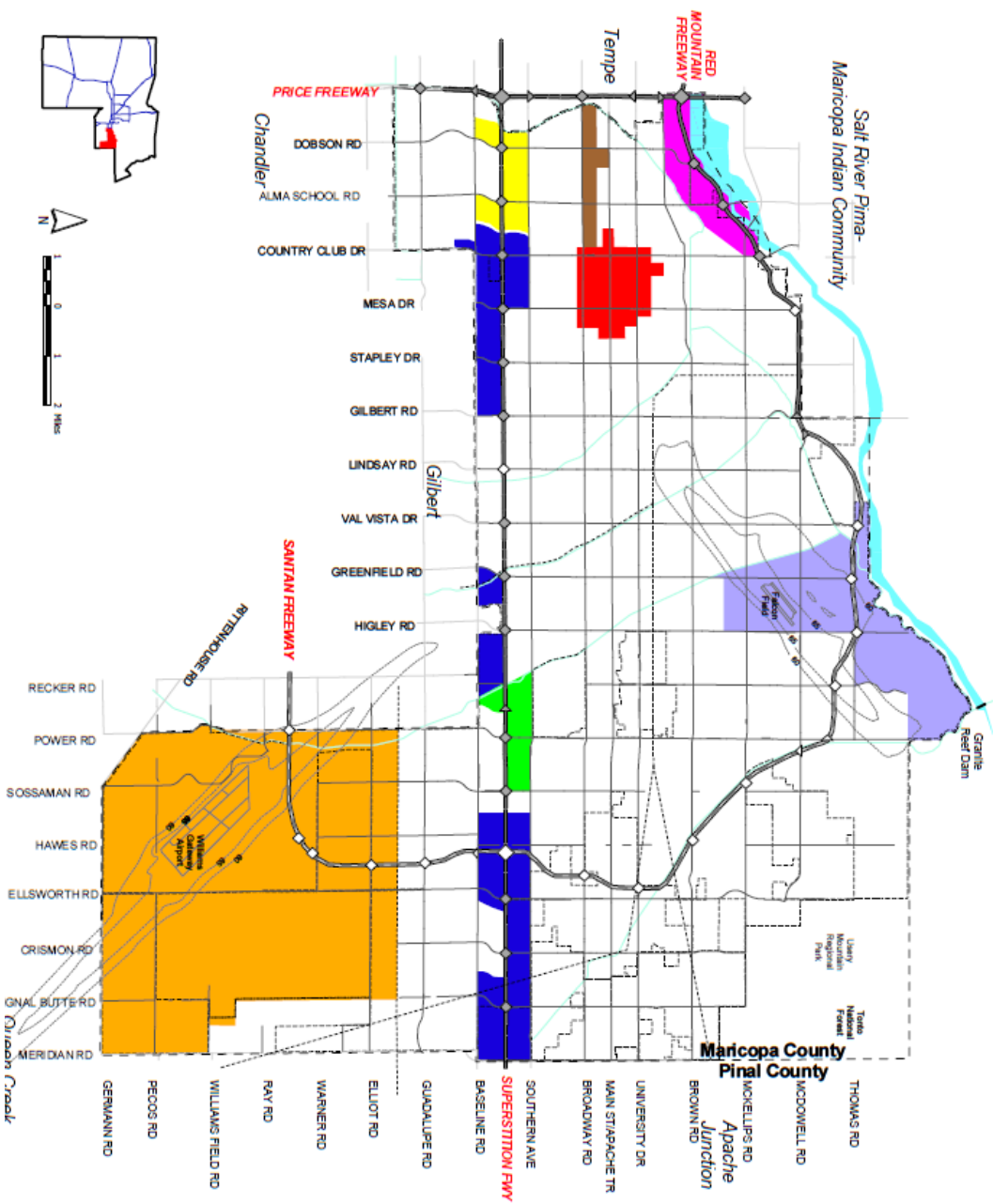
Falcon Area Opportunities

- Aerospace/Aviation/Defense
- Advanced Business Services
- Hospitality/Tourism: Gateway to Salt River and lakes, individual and team activities
- Dining/Lodging/ Specialty Retail
- Other Opportunities

Falcon Field Economic Activity Area Boundaries

2000-2014

Mesa 2025 General Plan




GENERAL PLAN

Economic Activity Areas


Figure 4-2

- Falcon Field Airport
- Fiesta Quadrant
- Red Mountain Freeway Corridor
- Superstition Freeway Corridor
- Superstition Springs Center
- Town Center Redevelopment Area
- Union Pacific Business Corridor
- Williams Gateway Area

- Freeway
- Interchange
- Future Freeway
- Future Interchange
- Arterial Roadway
- Canals and Waterways
- Aviation Noise Contours
- Overhead Transmission Lines
- Planning Area Boundary

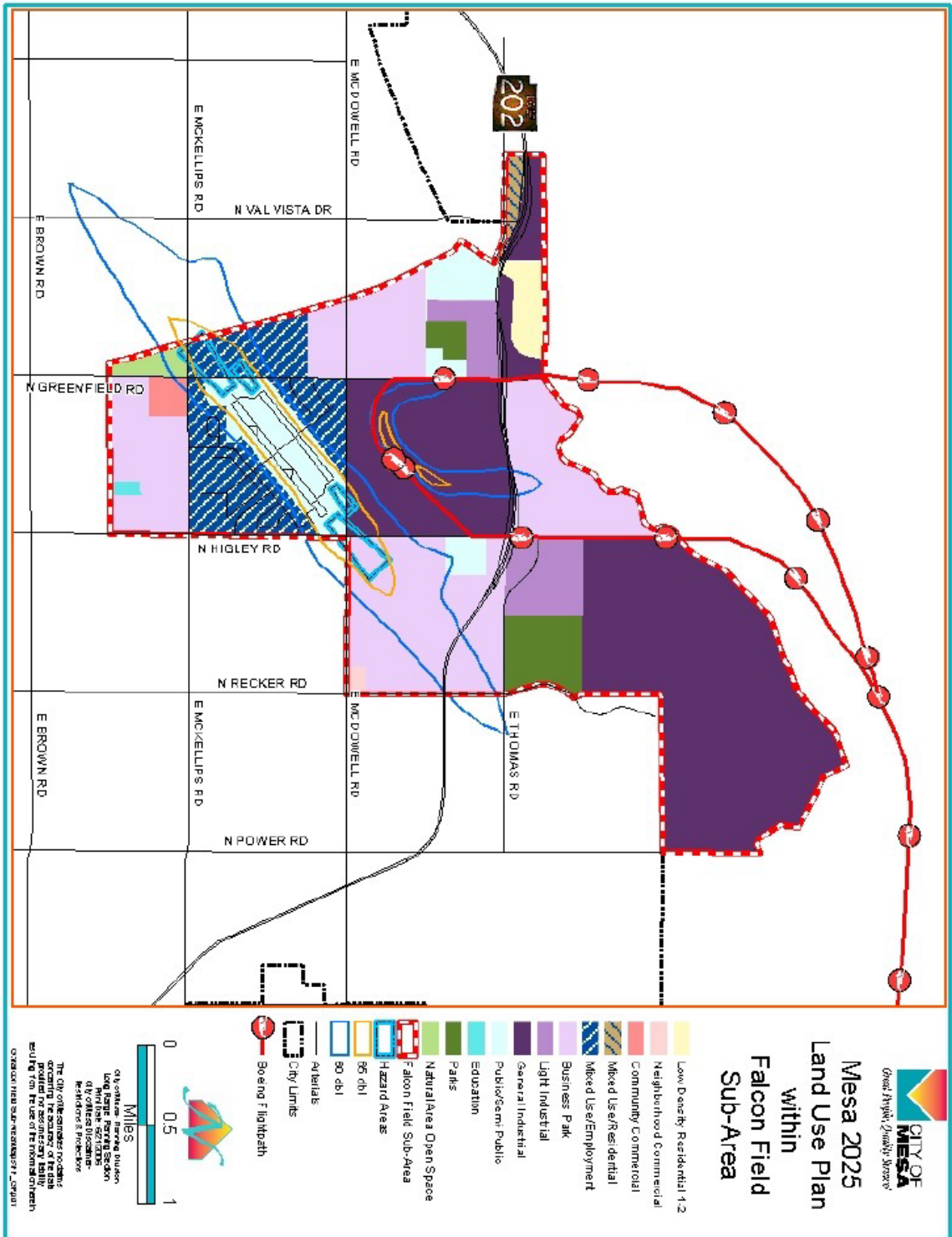


Grand Poudre, Owlskin, Sentinel

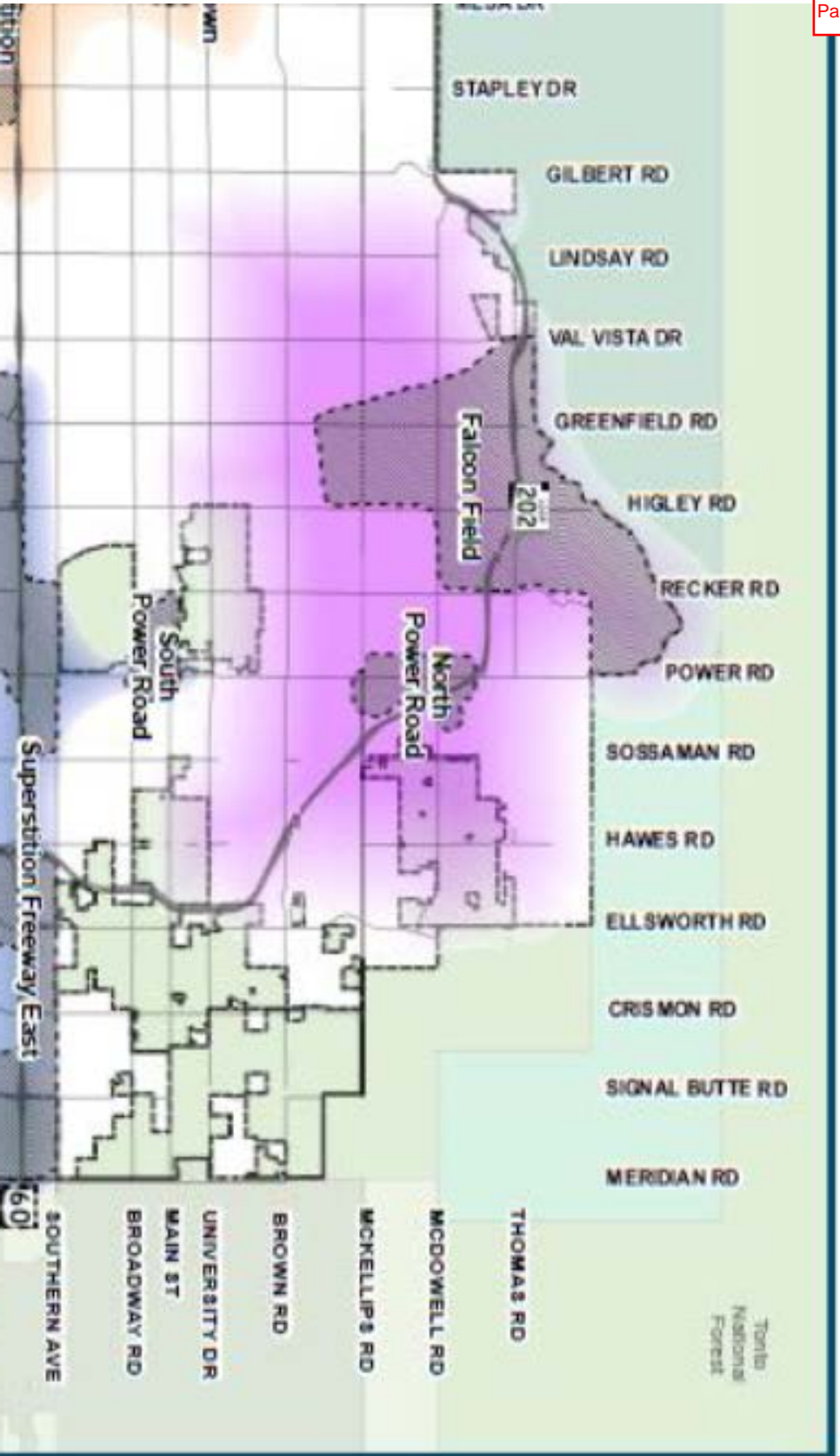


MESA 2025
Shared Vision

Falcon Field Sub Area Plan: 2007



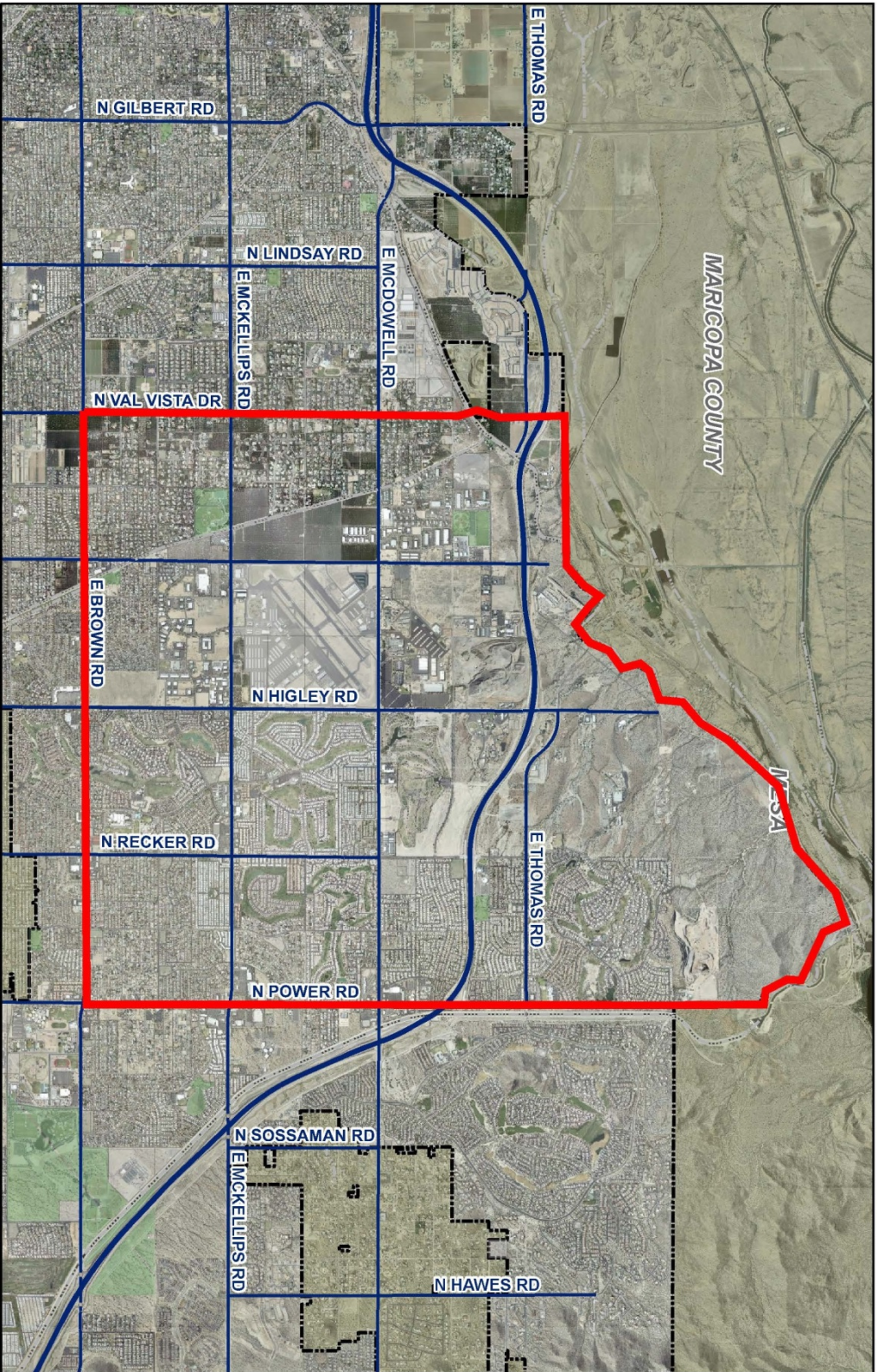
Mesa GP 2040 Committee Recommendation: Falcon Field Economic Activity Area



Falcon Field Area Aerial



Office of Economic Development Recommendation: Falcon Field Economic Activity Area



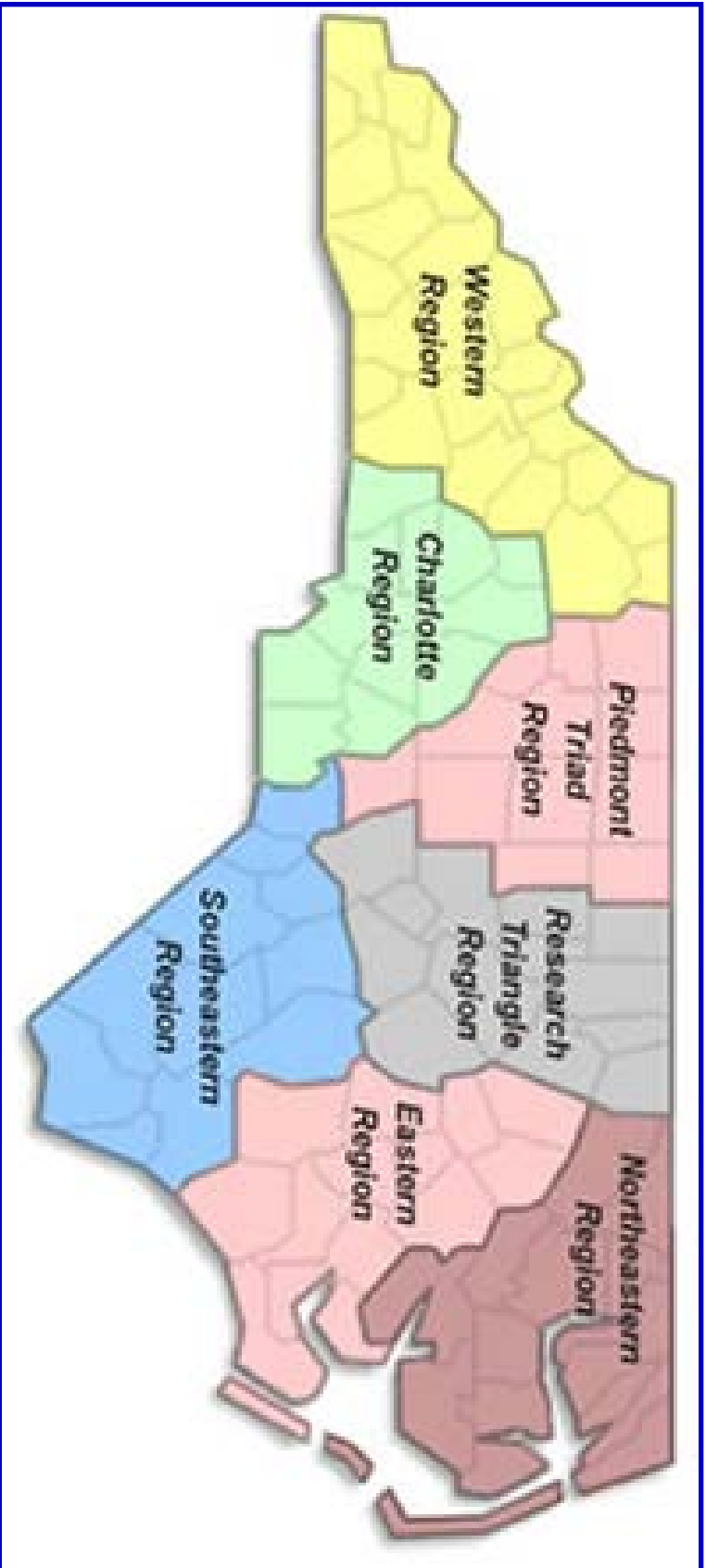
EMPLOYMENT CENTERS COMMON TRAITS OF SUCCESS





Research Triangle

Raleigh-Durham-Chapel Hill, NC



Research Triangle Raleigh-Durham-Chapel Hill, NC

- Public-Private Partnership with robust dedicated staff and website
- **15 county** region with **2.3 million people covering 5,627 square miles**
- Founded 50 years ago, and in the last 5 years, claim to have helped create more than **100,000 jobs** in the region
- **69%** of new jobs created are in their **11 key industries**, which include:
 - ADVANCED MEDICAL CARE
 - AGRICULTURE BIOTECHNOLOGY
 - ANALYTICAL INSTRUMENTATION
 - BIOLOGICAL AGENTS AND INFECTIOUS DISEASES
 - CLEANTECH
 - DEFENSE TECHNOLOGIES
 - INFORMATICS
 - INTERACTIVE GAMING AND E-LEARNING
 - NANOSCALE TECHNOLOGIES
 - PERVASIVE COMPUTING
 - PHARMACEUTICALS





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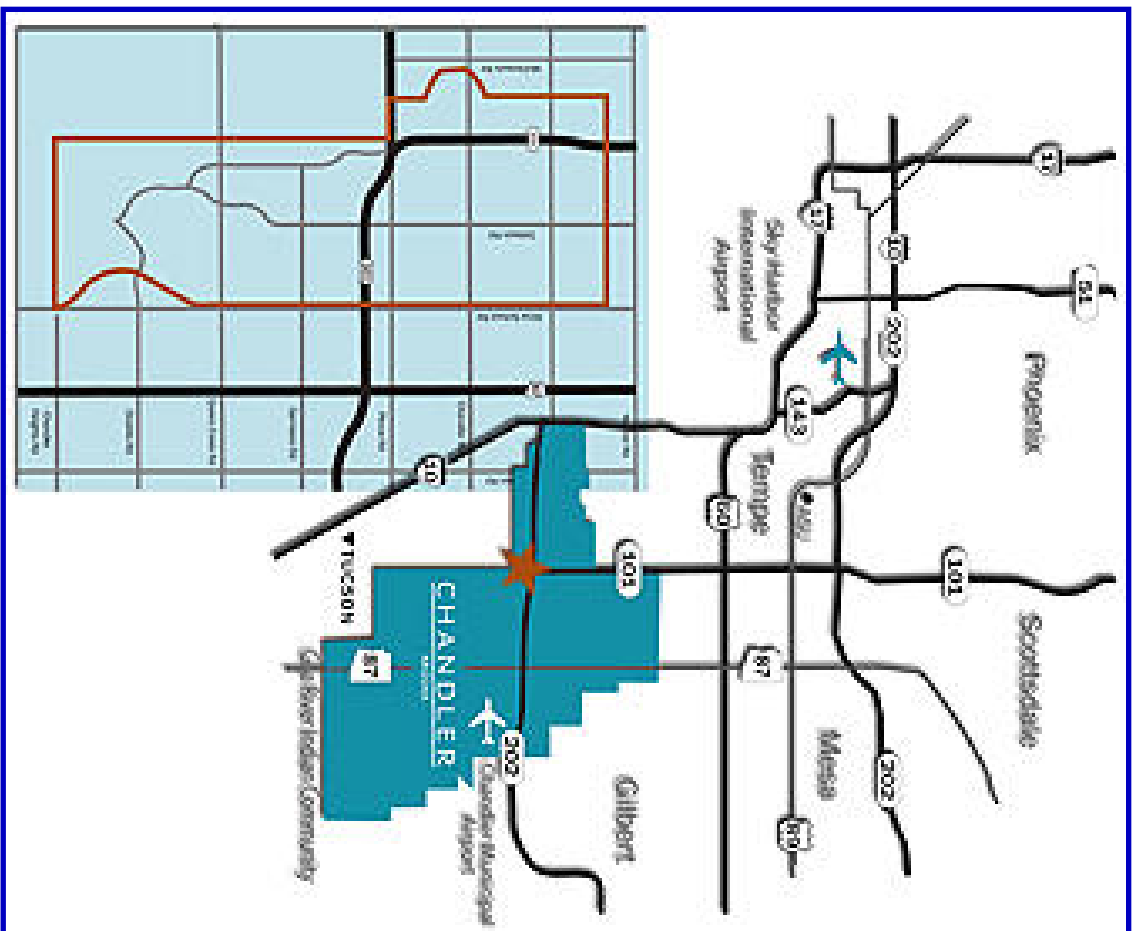
Research Triangle

Raleigh-Durham-Chapel Hill, NC

- **44% of population** has an Associates Degree or Higher (US Avg. is 36%)
- **164,000 students** in higher Ed system, graduating 32,000 every year
 - Highest Concentration of Engineering Degrees in US due to Duke University, NC State and UNC
 - Universities allow for a Global Reach with 850 global partnerships
 - \$3.25 billion in university research spending in 2012-13
- **~280** Startup Companies in Region using University Technology
- **5,500+ businesses** in the region; major companies & employers include:
 - Affinergy, Cardinal Health, Agile Sciences, Applied Micro Products, GlaxoSmithKline, Merck & Co., Cisco, Duke Energy, Siemens, D3 Systems, EMC, IBM, Electronic Arts, RTI International, Deutsche Bank Global, HTC, Pfizer and many more
- Advanced Medical Care led the target industry clusters in new investments with **\$1.6 billion** in announced CapEX
- Education, Infrastructure, Quality of Life and an International Focus drive the Research Triangle



Price Road Corridor Chandler, AZ



Price Road Corridor

Chandler, AZ

- Began in 1985 when Motorola purchased 152 acres with Intel following shortly thereafter
- Loop 101 Extension to Pecos Rd. in 2000 was funded by Prop 303, and helped spur development
 - **20 businesses** before extension, and today there are more than **90 businesses** employing more than **40,000 people**
- Surrounding area has high education levels with **high household incomes** (\$100k+)
- Targeted Industries Include:
 - Advanced Business Services, Aerospace, High-Tech R&D/Manufacturing, Life Sciences & Sustainable Tech R&D/Manufacturing
- **Major Employers Include:** Bank of America, Freescale, Intel, Pearson, Rogers Corp. Toyota Financial, Microchip Tech., Amkor Tech, Orbital Sciences & more
- **Specialized Infrastructure:**
 - Air Products Nitrogen Pipeline
 - Redundant Power & Fiber
 - Industrial Power
 - High Capacity
 - Wet Utilities





Price Road Corridor

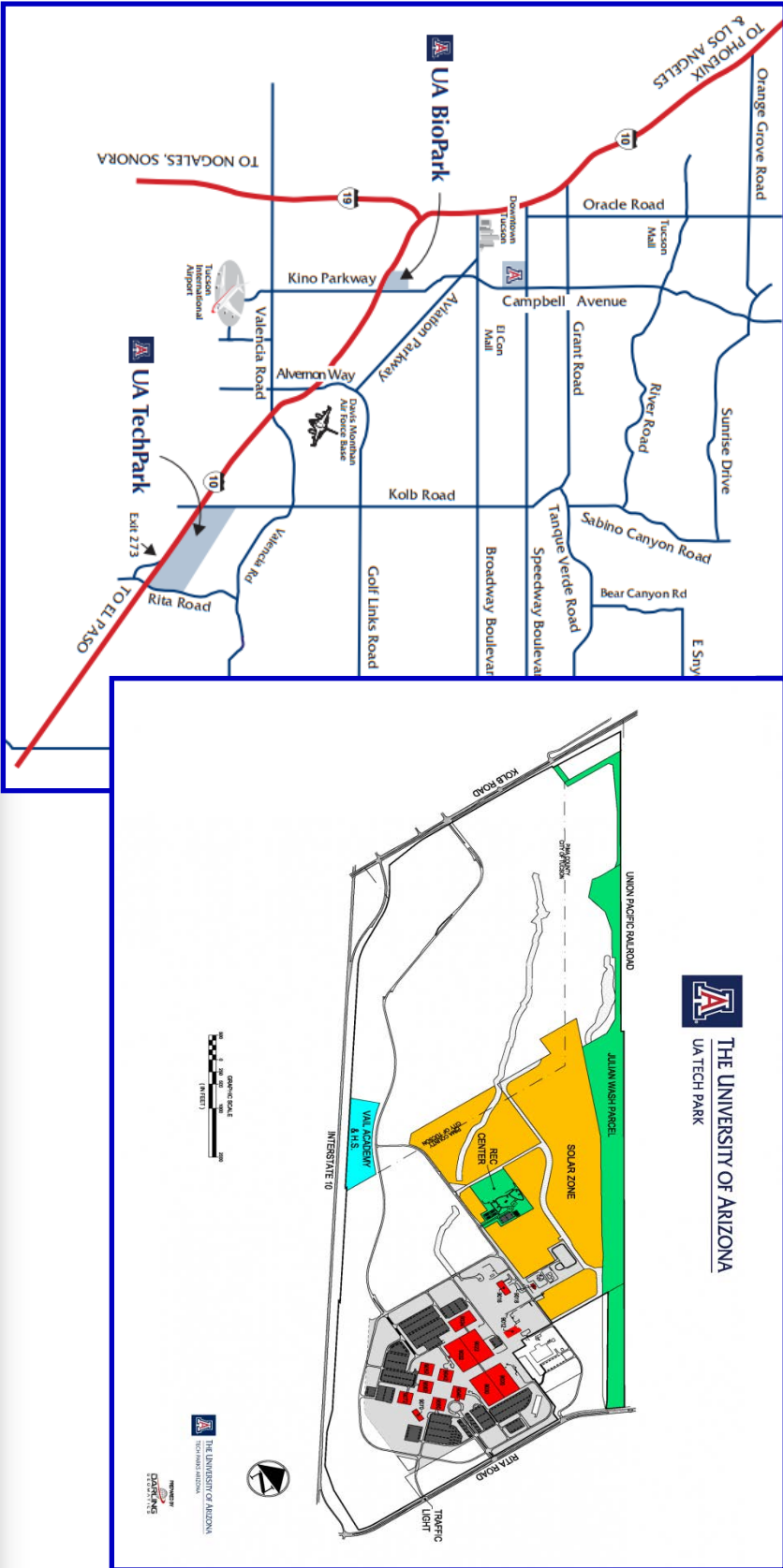
Chandler, AZ

- 275,000+ residents within a 10 minute drive time
- Relatively low median age of 32.5
- SRP is currently expanding a 230kv network including a new substation for the area that is expected to be complete in December 2015
 - <http://www.srpnet.com/electric/transmission/projects/priceroadcorridor/>
- The Corridor is approximately 50% “built out”
- Potential new project near the NWC of Loop 101 & Loop 202
 - Exchange for new mixed-used high density housing, retail and office project
 - Used to be the site of Elevation Chandler, which fell through in 2006

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U of A Tech Park

Tucson, AZ



U of A Tech Park

Tucson, AZ

- U of A Tech Park is a **1,345** Acre Campus with ~2 Million SF of developed space
- Today has **45** companies with ~**6,000** employees
- Started in 1994 when U of A Purchased site from IBM, and had two tenants (IBM and Raytheon with 1,200 employees)
- Microsoft and Integrated Biomolecule Corp followed suit in 1996.
- The U of A Tech Park generated approximately **\$42.5 million** in tax revenue for state, county and city governments
- **Target Industries include:** Testing and R&D, Aerospace & Defense, Solar and Renewable Energy, and STEM Education & Workforce Development.
- Park provides domestic waste treatment & reclaimed water, central utility plant, zero-discharge sanitary, de-ionized water, chilled water and compressed air.
- Preliminary results for an economic impact study report that the Park is responsible for the creation of **14,686 jobs**, generated **\$77.3 million** in tax revenues, and had a **\$2.97 billion** total dollar impact.
- New 65 acre Bio Park will have 3.2M SF at build-out





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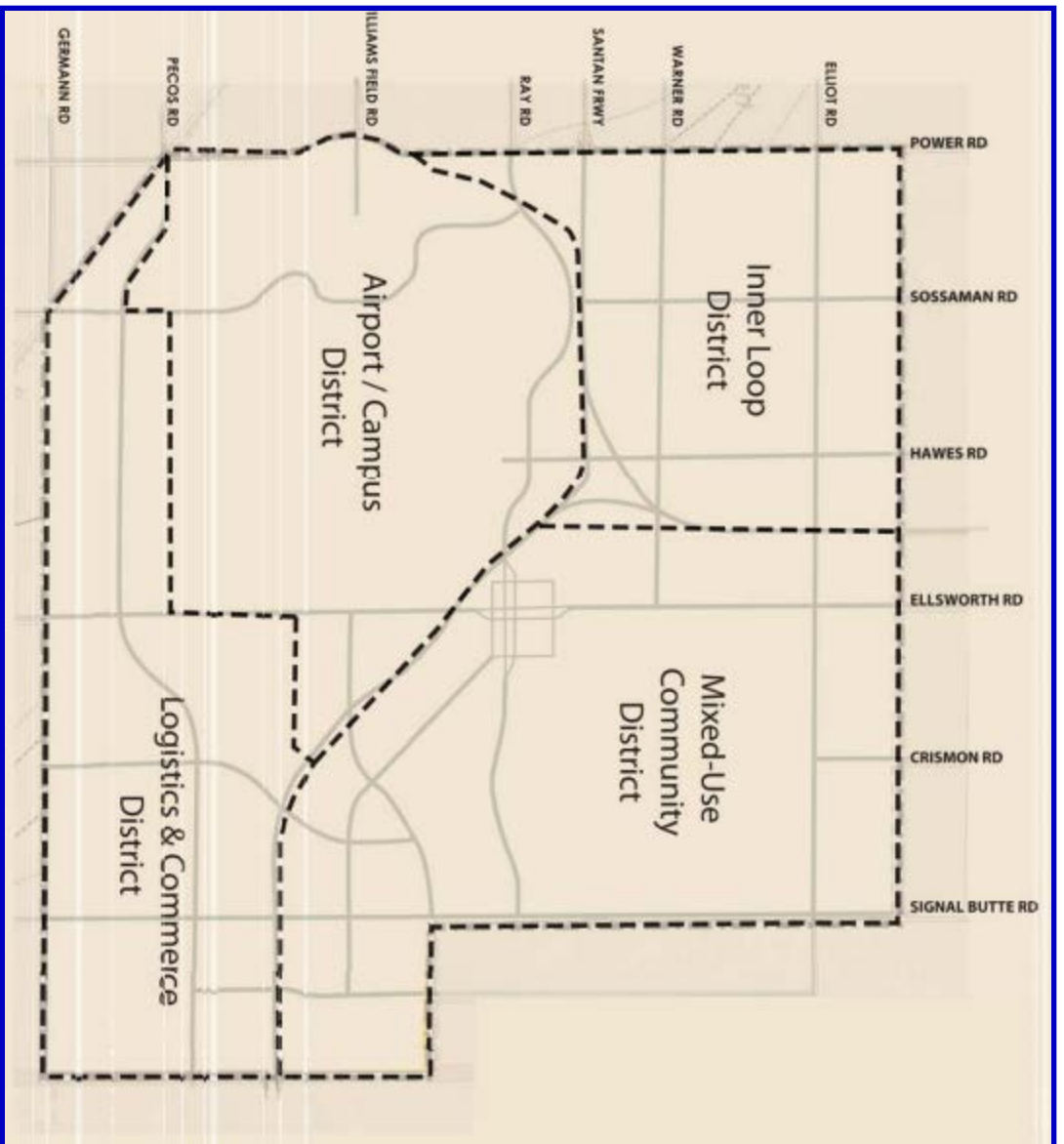
U of A Tech Park

Tucson, AZ

- Home to many high technology companies, the UA Tech Park houses 6 Fortune 500 companies: Citigroup, CH2MHill, IBM, Oracle, Optum RX (United Healthcare Group), and Raytheon.
- The Arizona Center for Innovation (AZCI) is a technology innovation center and business incubator located at the UA Tech Park.
- The Park is also home to Vail Academy and High School, a K-12 school, operated by the Vail School District and UA South an extension campus of the University of Arizona serving non-traditional students. Over 650 students from kindergarten through college attend class in the Park.
- Complete & Full History of the Tech Park can be found here
 - <https://techparks.arizona.edu/about-us/history>



Gateway Area Mesa, AZ



Gateway Area

Mesa, AZ

- Approximately 40 square miles
- Relatively young employment (25 years) area that began during the early 1990s as cities and towns rapidly expanded city boundaries,
- Identified as a primary buffer and protection zone for the then recently decommissioned Williams Gateway Air Force Base
- In early 2000's EVP in cooperation with Mesa, Gilbert and QC invited Urban Land Institute to assess the area
- 2010 City embarked on a year long process to redefine the area as a mixture of uses that would become a self sustaining live, work, and recreate Employment Area for the city





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Gateway Area

Mesa, AZ

- Gateway plays strong on the message of education with ASU Poly, Chandler Gilbert Community College, EVIT, and soon to break ground Grand Canyon University
- City leverages the ability to discuss with companies the ability to educate/train their current and future employees with adjacent educational institutions
- LaunchPoint is a technology innovation center and business incubator located adjacent to ASU POLY and Gateway Airport.
- Unique State incentive (Military Reuse Zone) enables Gateway Airport to create a very competitive business environment to aviation/aerospace companies



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Gateway Area

Mesa, AZ

- Gateway Strategic Plan set a clear course on targeted industries, need to proactively invest in infrastructure, protect and promote the airport, and develop new approach to zoning/entitlements
- City has and continues to make it a high priority to invest in infrastructure and roads, and makes a concerted effort to protect the vision of the Area and the airport
- Home to many high technology companies, Apple, Fuji, MCG, Bridgestone, TRW, GTAT, Matheson Gas, CMC, Cessna, Embraer, and many others



Employment Corridor Commonalities

- Very close ties to large research institutions, or
- Typically anchored by one or several major employers
- Each corridor/area has been an employment corridor “in the making” for 20, 30 or even 50 years.
- Focus on unique infrastructure to draw unique users that need them (public/private utilities, transportation means/corridors, airports)
- Key industries are targeted, but can be tied to one another in some way
- Area places a high standard (use, wage, aesthetic of building)
- Enduring Political Support
- Robust & consistent marketing/branding efforts