



FALCON STRATEGIC VISIONING COMMISSION MINUTES

July 1, 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 July 1, 2014 at 7:35 a.m.

BOARD PRESENT

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

BOARD ABSENT

Craig Kitchen

STAFF PRESENT

Debbie Spinner
Scot Rigby
Dee Ann Mickelsen

(Chairman Adams excused Commission Member Kitchen from the entire meeting.)

1. Chair's Call to Order.

Chairman Adams called the meeting to order at 7:35 a.m.

2. Approval of Minutes from the June 4, 2014 Meeting.

It was moved by Commission Member Blomquist, seconded by Commission Member Shill, that the minutes from the June 4, 2014 Falcon Strategic Visioning Commission meeting be approved.

Chairman Adams declared the motion carried unanimously by those present.

3. Discuss, consider, provide direction to staff and possibly take action regarding draft Falcon Field Area Strategy Outline.

Chairman Adams commented that as a result of his discussions with Senior Economic Development Project Manager Scot Rigby, a draft document (**See Attachment 1**) has been produced to assist the Commission in identifying the Falcon Field Economic Activity Area (FFEAA) vision, goals and objectives. He noted that examples were used from the City of Clearwater, Florida and Phoenix-Mesa Gateway Airport and thanked Commission Member McBean for reviewing and submitting her feedback.

Mr. Rigby provided an overview of the FFEAA Strategic Vision draft and stated that his goal is to provide the Commission with a working document that outlines the development of the FFEAA based on discussions by the Commission. He also read the vision statement as follows:

"The FFEAA will be a recognized destination locally and nationally for employers looking for a highly attractive place in which to live, work, and recreate. It will provide industries with an economically efficient business climate and its workforce and residents with access to the global resources desired of a knowledge-based economy".

Mr. Rigby outlined the geographical boundaries as approved by the Commission on June 11, 2014. (See Page 2 of Attachment 1) He stated that the expanded boundary lines for the FFEAA includes approximately 30 square miles, primarily composed of residential or open space. He added that most of the non-residential developments are located either directly adjacent to the FFEAA or along the 202 Red Mountain Freeway.

Mr. Rigby stated that he continues to conduct data analysis of all available space and expects approximately 1,000 acres of available commercial and industrial space once the full inventory list is completed.

In response to a question from Commission Member Haenel, Mr. Rigby replied that the largest commercial development is the Boeing campus, which has approximately 90 acres.

Commission Member Haenel requested information relative to which site would be recommended if a developer were looking for 50 to 100 acres.

Mr. Rigby replied that the Longbow Business Park would be an option, however the challenge is finding available large land lots in the area.

Commission Member Haenel suggested targeting the small corporate offices instead of larger industries.

Commission Member Blomquist commented that 85% of the small business target is already in the valley. He stressed the importance of consolidating lot lines, discussing the zoning overlay and changing the definition to allow for larger parcels. He added that offices are becoming more condensed and cited, for example, that offices in the past would have four employees per 1,000 square feet, but today employers are looking for approximately 6 to 7 per 1,000 square feet, due to the smaller size of workstations and office equipment. He stated that 5 to 15 acres would be suitable space for 1,000 employees for a Class A or B suburban or flex type space; that the average income for those types of spaces is between \$40-45,000; and those 1,000 employees could equal \$45 million a year of economic impact. He encouraged the Commission to consider focusing on small businesses that would bring 500-1,000 people to Mesa.

In response to a question from Chairman Adams, Mr. Rigby explained that the strategic outline being presented today highlights the plan to conduct inventories of available buildings and land sites for businesses in the FFEAA. (See Page 10 of Attachment 1) He added that it will be a constant process to maintain and track inventory of properties available.

Commission Member Blomquist suggested that Commission Member Haenel, as a broker, could provide an inventory list. He explained that the focus needs to be on businesses already in the valley and less on bringing new businesses from out of state.

In response to a question from Chairman Adams, Mr. Rigby responded that the property inventory could be developed quickly by working with the brokers, identifying vacant parcels, and utilizing the real estate database.

Chairman Adams suggested adding the property inventory list to the previously identified priority items.

Commission Member Shill stated that one noticeable problem related to development is the number of vacant shopping centers throughout the FFEAA and recommended compiling a list of available spaces that could be used for redevelopment.

Mr. Rigby continued with his presentation and highlighted the five year average of vacancy and rental space for office, industrial and flexible spaces in the FFEAA. He also identified the top 10 FFEAA employers from 2007 to 2012. (See Pages 4 and 5 of Attachment 1)

Mr. Rigby, in addition, highlighted the Strengths, Challenges, Opportunities, Potential Barriers, and Potential Beneficial Relationships (SCOPP) Analysis. (See Page 6 of Attachment 1)

In response to a question from Chairman Adams, Mr. Rigby clarified that available industrial, flex, and office zoned properties can be classified as vacant land and structure land if that is the direction of the Commission. He advised that the City's challenge is the amount of older buildings and the small inventory for existing offices.

Discussion ensued relative to the lack of move-in ready space in the FFEAA; that there is no message as it relates to the vision of the area and any available incentives; the need to include a discussion on zoning overlays; and to encourage longer lease agreements at the Falcon Field Airport.

Chairman Adams requested that Planning and Zoning Director John Wesley provide a presentation at the next meeting as it relates to the use of overlays.

Commission Member McBean complimented Mr. Rigby on his presentation and stated that one of the Mayor's directives for this Commission is to identify strengths and opportunities and suggested that additional information be added under those two sections.

Chairman Adams requested staff email the SCOPP document to the Commission Members in an editable format to enable them to provide feedback.

Additional discussion ensued relative to branding the FFEAA and the importance of having a competitive price market; the need to develop a clear vision to attract development; and the need to improve the process for land use.

Commission Member Blomquist commented that two important elements to consider is, changing the perception of the FFEAA and changing the land use process. He pointed out that currently there is no vision for the FFEAA, which is the reason the Commission was created.

He provided an example on how the process could work by providing a simple and flexible land use process that could identify what businesses need. He added that a flex overlay would allow 6-story buildings on either side of the freeway and would be enough to provide a corporate identity along the freeway.

Commission Member Roy concurred that the focus should be in enhancing the FFEAA and asked “what are we doing marketing wise” in the City and stated that it would be beneficial to include a marketing packet for the FFEAA.

Commission Member McBean recommended that a competitive analysis be added to the FFEAA draft outline as well as detailed context related to what the Commission is proposing for the FFEAA vision. She also recommended that staff review statistics from other cities such as Chandler, Tempe and Gilbert to assist in developing the FFEAA’s value proposition and key differentiators.

Discussion ensued relative to developing a message and vision for the FFEAA, a brand identity, and the need to discuss zoning and the Falcon Field Airport at future meetings.

Chairman Adams stated that it was the consensus of the Commission that Mr. Rigby email Commission Members an editable format of the FFEAA draft outline to provide feedback and be ready to make a decision at the next meeting.

Commission Member Shill concurred and commented on the need to have a discussion on how we want the area to look, and which tools will allow us to get there.

Commission Member Blomquist commented on the large number of Mesa residents commuting to work outside the City of Mesa. He stated that there has been a deterioration in employment in the last few years and stressed the importance in discussing the kind of businesses and opportunities that could bring employment and high-paying jobs to the City; considering aviation employment specific to information technology; and the importance of business incentives and business incubators that assist new startup companies.

Mr. Rigby briefly highlighted the various elements that created the Phoenix-Mesa Gateway Airport. He noted that the project structure was implemented by the vision of both the City and property owners of the area, which created a flexible zoning area with attractive price points. He concurred with the Commission relative to creating a message regarding the FFEAA and working closely with key partners.

Commission Member Roy recommended that the City look into investment opportunities in the energy sector and various other employment trends that would benefit the City.

Commission Member Shill indicated that another key component could be developing partnerships with educational institutions.

Chairman Adams encouraged each Commission Member to provide input and suggestions for the FFEAA vision and to make those available to Mr. Rigby prior to the next meeting for discussion and possible action.

In response to a question from Commission Member McBean, Mr. Rigby stated that the goals and strategies section of the SCOPP document (See Page 9 of Attachment 1) explains the implementation process based on the Commission's directive and recommendations. (i.e., incentives, key zoning, potential solutions and developing marketing plan) He advised that the outline serves as a work plan and direction for staff as the project moves forward.

Discussion ensued relative to the strategy making process; the proactive marketing efforts that were used in the development of the Phoenix-Mesa Gateway Airport area; attracting industrial manufacturing; and providing various types of incentives.

Chairman Adams stated that it was the consensus of the Commission to add discussion items to the next agenda related to zoning overlays and incentives.

Chairman Adams thanked Mr. Rigby for his presentation.

4. Discuss, consider, provide direction to staff and possibly take action regarding results of Mesa Chamber of Commerce business outreach meeting of June 19th.

Chairman Adams provided a brief overview of the recent Northeast Mesa Discussion Q&A meeting hosted by the Mesa Chamber of Commerce. **(See Attachment 2)**

Commission Member Shill commented that the meeting was a marketing effort to learn about local businesses and added that the discussion reflected the same feedback that the Commission has expressed (i.e., large employers, building permit issues, streamline process). He also suggested adding different sizes and segments of businesses into the FFEAA document and recognizing the economy that is already there.

Mr. Rigby announced that staff began the business expansion program and has conducted two visits to the Falcon Area. He added that the next focus will be on aviation and healthcare businesses in the area to learn about their success stories.

5. Other Business.

Chairman Adams stated that the next meeting of the Falcon Strategic Visioning Commission will be held on Thursday, July 10, 2014 at 7:30 a.m.

6. Adjournment.

Without objection, the Falcon Strategic Visioning Commission meeting adjourned at 8:49 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 1st day of July, 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 - 2)

Falcon Field Economic Activity Area Strategic Vision

(Draft)

Objective

The purpose of the Falcon Field Economic Activity Area (FFEAA) Strategic Visioning process is to establish a consistent long-term economic development direction of the Airport and surrounding non-residential area in order to guide future economic development efforts for the area. This strategy is critically needed in order to provide a course of action to support and retain existing on and off airport businesses, attract new businesses to the Falcon Field Economic Activity Area as well and protect it from residential pressure and encroachment.

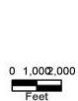
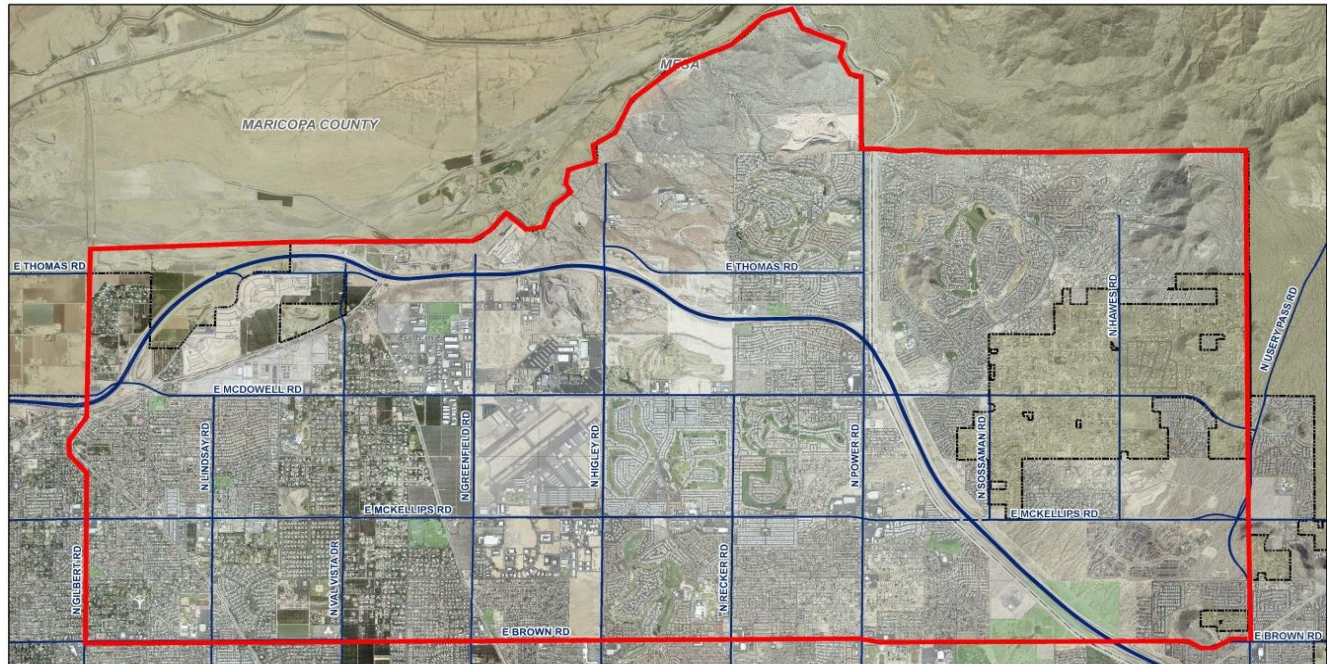
Strategic Vision

*The FFEAA will be a recognized destination locally and nationally for employers looking for a highly attractive place in which to live, work, and recreate.
It will provide industries with an economically efficient business climate and its workforce and residents with access to the global resources desired of a knowledge-based economy.*

Falcon Field Economic Activity Area (FFEAA)

The FFEAA is in the Northeast corner of the City. The approximately 30 square mile area is bordered on the north side by SR 202 freeway, Salt River and State, Indian Community and Federal lands. The remaining borders mainly comprise middle to upper income style single family residences. The largest single ownership of the area is comprised on the former US and British fighter pilot training airfield named Falcon Field Airport. The City owned airport encompasses approximately 800 acres of airfield and airfield support property. As one of busiest general aviation airports in the United States, the airport serves both small (less than 10 employees) businesses and international aviation companies such as Boeing, MD and Timken that together employ more than 5,000. Off airport, employment consists largely of businesses that directly cater to the high income residents of the area. Specialty residential contractors, vendors, suppliers mingle with doctors, dentist and other small healthcare providers.

Falcon Field Economic Activity Area: Geographical Boundaries



Available Space for Development

The expanded FFEAA comprises approximately 30 square miles of land. The vast majority is comprised of residential or open space. Non-residential developments are primarily located directly adjacent to FFEAA or along the 202 Red Mountain Freeway.

Business Park Name	Total Acres	Occupied	Vacant Acres	% Vacant
Dover Industrial Park	68.0	20.0	48.00	70.6
Falcon Field Airport Sites	205.7	116.8	88.90	43.2
Falcon Industrial Park I & II	58.0	48.0	10.00	17.2
Longbow Business Park & Golf Club ²	330.0	0.0	330.00	100.0
Mesa Commerce Park	117.0	77.0	40.00	34.2
Mesa International Business Center	90.0	18.0	72.00	80.0
The Commons Industrial Park	107.0	98.0	9.00	8.4
City of Mesa Citrus	216.00	0.00	216.00	100%
Total	1191.7	377.8	813.90	68%
<i>Total Excluding Longbow</i>	<i>861.7</i>	<i>377.8</i>	<i>483.90</i>	<i>56%</i>

FFEEA Office, Industrial and Flex Space Rates

Vacancy Rates of Commercial Space, 4th Qtr- Mesa Wide

	2007	2008	2009	2010	2011	2012	2013	Source: CoStar
Office	0.148	0.2	0.209	0.203	0.192	0.19	0.182	
Retail	0.082	0.106	0.141	0.153	0.176	0.168	0.152	
Industrial/Flex	0.092	0.174	0.186	0.18	0.167	0.17	0.193	

Commercial Real Estate Inventory, 4th Qtr, in millions SF-Mesa Wide

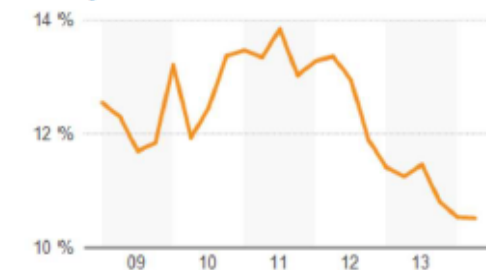
	2007	2008	2009	2010	2011	2012	2013	Source: CoStar
Office	10.5	10.9	10.9	10.9	11.1	11.2	11.2	
Retail	29.4	30.4	30.5	30.5	30.4	30.4	30.4	
Industrial/Flex	17.4	18.8	19.2	19.2	17.1	18.7	18.7	

Falcon Field Area - Office Space Summary

Availability	Survey	5-Year Avg	Inventory	Survey	5-Year Avg
Gross Rent Per SF	\$16.22	\$17.54	Existing Buildings	184	184
Vacancy Rate	10.5%	12.4%	Existing SF	1,725,421	1,721,837
Vacant SF	181,594	213,060	12 Mo. Const. Starts	0	3,186
Availability Rate	11.9%	13.8%	Under Construction	0	2,390
Available SF	205,560	237,175	12 Mo. Deliveries	0	3,823
Sublet SF	0	2,016			
Months on Market	17.5	14.3			

Demand	Survey	5-Year Avg	Sales	Past Year	5-Year Avg
12 Mo. Absorption SF	16,216	9,423	Sale Price Per SF	\$67	\$66
12 Mo. Leasing SF	39,548	42,358	Asking Price Per SF	\$113	\$105
			Sales Volume (Mil.)	\$3.7	\$3.7
			Cap Rate	-	10.6%

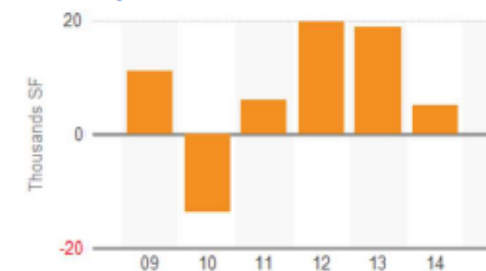
Vacancy Rate



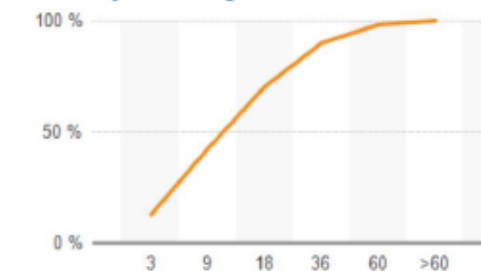
Gross Asking Rent Per SF



Net Absorption



Probability of Leasing in Months

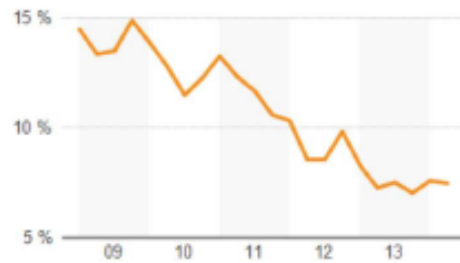


Falcon Field Area - Industrial/Flex Space Summary

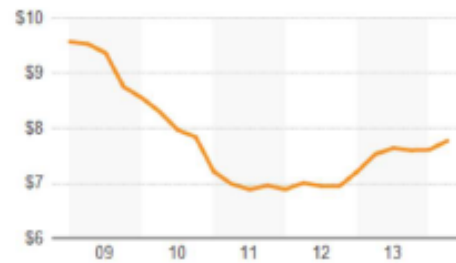
Availability	Survey	5-Year Avg	Inventory	Survey	5-Year Avg
Rent Per SF	\$7.77	\$7.85	Existing Buildings	205	200
Vacancy Rate	7.5%	10.8%	Existing SF	4,287,330	4,232,315
Vacant SF	320,750	458,097	12 Mo. Const. Starts	13,923	15,518
Availability Rate	9.3%	12.9%	Under Construction	0	9,151
Available SF	397,352	545,274	12 Mo. Deliveries	26,948	6,594
Sublet SF	5,440	40,799			
Months on Market	7.3	9.5			

Demand	Survey	5-Year Avg	Sales	Past Year	5-Year Avg
12 Mo. Absorption SF	62,007	61,251	Sale Price Per SF	\$73	\$69
12 Mo. Leasing SF	290,066	148,163	Asking Price Per SF	\$91	\$83
			Sales Volume (Mil.)	\$16	\$10
			Cap Rate	6.8%	6.8%

Vacancy Rate



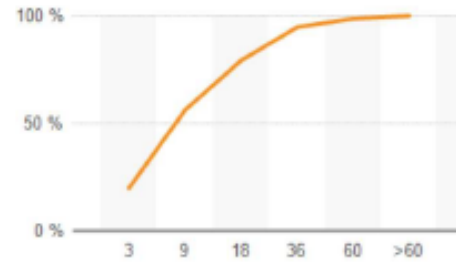
Asking Rent Per SF



Net Absorption



Probability of Leasing in Months



FFEAA Employment

2007

Number of employees – 11,683

Number of Companies – 293

2012

Number of employees – 11,359

Number of Companies – 235

Top 10 employers

Top 10 employers

Boeing Co.	3,961	Boeing Co.	4,800
Riggs Plumbing LLC	420	Veolia Transportation Mesa	494
Wal-Mart Stores, Inc.	370	Special Devices, Inc.	371
Special Devices, Inc.	356	Wal-Mart Stores, Inc.	351
Metric Roofing Inc.	350	Nammo Talley Inc.	273
Commercial Finance Services Inc.	300	Strongfield Trimco Inc.	250
MD Helicopters	297	Creative Human Resources Concepts Llc	237
Creative Human Resources Concepts LLC	237	Epic Plumbing	200
Talley Defense Systems, Inc.	211	MD Helicopters	190
Semflex Inc.	150	Alliant Techsystems	134
	6,652		7,300

Show % of decreases?

Strengths, Challenges, Opportunities, Potential Barriers & Potential Beneficial Relationships (SCOPP) Analysis:

An important part of any strategic planning exercise is that of assessing and understanding an area's strengths, challenges, opportunities, and barriers to growth. Strengths and challenges represent internal factors that exist within a community. Opportunities and Potential Barriers represent external elements that can impact on a community. The following represents the results of this type of competitive analysis for FFEAA:

1. Strengths
 - a. Available industrial, flex, and office zoned property
 - b. Large number of privately owned recreational aircraft
 - c. Boeing, MD Helicopters
 - d. Multiple freeway on/off ramps
 - e. Infrastructure (water, wastewater, gas & power)
 - f. Proven City of Mesa "can do" attitude and approach in City leadership to Economic Development (facilitate, not regulate)
2. Challenges
 - a. Very low knowledge and recognition of area by brokerage and development community
 - b. Department of Defense spending reductions
 - c. Close proximity to more business attractive airports (incentives, adjacent land values, rents, and protection for encroachment/neighbors)
 - d. Perceived lack of commitment to existing Falcon Field aviation and non-aviation businesses
 - e. Cost of land and leases not competitive for our market
3. Opportunities & Untapped Growth Sectors
 - a. High end service demand population
 - b. Gateway to recreation Areas (rivers, lakes, mountains)
 - c. Connections to trails / parks
 - d. Boeing, MD Helicopters
 - e. City controls zoning and regulatory reform authority
4. Potentially beneficial relationships to establish and grow
 - a. Existing FFEAA businesses
 - b. Industry leaders with the Area (Boeing, MD, Creative Human Resources, Timkin, Able Steel)
 - c. Land and building owners
 - d. Development and commercial brokerage community
 - e. Arizona Commerce Authority
 - f. Visit Mesa
 - g. GPEC

5. Potential Barriers to Success

- a. Limited freeway visibility
- b. Escalating cost of aircraft ownership (fuel, operation & maintenance)
- c. Limited freeway signage
- d. Residential encroachment and organized vocal opposition to aviation overflights
- e. Limited service delivery area (50% of border is State, Indian Community and Federal lands)
- f. Limited large sized parcels
- g. Defense aerospace retraction
- h. Office, industrial and flex land values & rents
- i. Close proximity to more business attractive and friendly airports (incentives, land values, rents, protection from encroachment)

Target Industries for Falcon

Over the past several years, the City of Mesa's overall Economic Development priorities have been guided by Mesa's industries of opportunity: Healthcare; Education; Aerospace; and Technology/Tourism (HEAT). These five distinct industry sectors were selected based on Mesa's assets of available land, workforce, utilities, airports and existing businesses. The City Council and staff will continue to prioritize these sectors throughout all of Mesa, including the Falcon Field Economic Activity Area. Under the direction and guidance of the Commission, staff, working with input and data from the Greater Phoenix Economic Council, Arizona Commerce Authority identified two of these specific industry sectors that present better than average opportunities to attract new investment. Second tier industry sectors include Tourism and those services such as high end suppliers, vendor, contractors that cater to the high than average demographic of the FFEAA.

Aerospace, Aviation and Defense Industry: Aerospace and Defense has been an important industry within Mesa for many years. As the largest industry in Mesa, Aerospace will continue to remain the largest employer in the City. A concerted focus should be kept on the FFEA existing manufacturers such as Boeing, MD Helicopter, Nammo Talley, ATK and Timken to ensure that the business environment stays supportive to their needs and industry. The City of Mesa should work closely with these businesses to identify companies in their supply chain who would be advantageous to attract to the City and compliment our exiting employer base. Effort should also be made to reach out and build relationship with other small aviation related business within the Area. As the fourth busiest general airport in the nation, these smaller companies can provide great insight and introductions to other potential companies. The City also needs to work with the aviation and the educational community to build a consistent

pipeline of professional and skilled workforce. Additionally, the City may need to explore creating specific programs and or incentives for aviation related businesses who invest within or adjacent to Falcon Field Airport to help improve the competitiveness of the Area.

Advanced Business Services: Advanced Business Services are classified as those that support business in the Financial Services. Advanced Business Service firms support existing businesses by filling specific needs such as temporary staffing needs, payroll, collections and other back office services. Consulting, engineering, insurance firms also fall within the ABS sector. For smaller businesses, this industry may provide gap funding and other investment services. As ABS businesses tend to have higher wages, fill open and or unused office space, and generally locate in areas of excellent schools, the FFEAA has many of the ingredients that could be used to attract new investments from the Advanced Business Service industry. The City will need to work closely with GPEC to target appropriate sized ABS companies and specifically with property owners and developers to potentially develop some spec space that could prime interest in the FFEAA for ABS related businesses.

Tourism: The FFEAA is both a home and a gateway to many outdoor activities such as hiking, mountain biking, climbing in the City parks as well as the adjacent mountain areas. Tens of thousands people fish, kayak, tube and paddle board the Salt River as well as boat, ski, and wake board at the nearby lakes. Greater coordinated efforts should be made by the City, Chamber, Visit Mesa and other organizations to capture a greater percentage of these travelers as they Mesa's utilize unique amenities in the desert. With year round access to these lakes, rivers, and parks, efforts could be made to also attract outfitters and sporting equipment manufacturers.

In addition to activities using the natural amenities of the area, the City should work to promote Sport Tourism, utilizing existing Quail Run, Gene Autry and Red Mountain Park as well as future park sites and other open space areas such as the City's extensive orange groves. These sporting complexes can attract events, tournaments which will drive hotel stays and shopping activity. This will increase Mesa as a regional and national sports recreation destination and infuse the area with new dollars from outside the region. Examples of destination facilities include Disney's Wide World of Sport Complex in Tampa, a 100 acre campus that offers multiple indoor and outdoor sporting opportunities, Foley Sports Complex (under construction), North Myrtle Beach offering local and regional sporting events.

GOALS AND STRATEGIES

To execute the Commissions mission, the Commission has set goals that recommend to the City Council to establish the City's strategic direction for economic development within the FFEAA.

Goal 1. Improve Falcon Field's competitiveness, and increase the amount and conversion of leads to locates

Objective 1.

To increase Falcon Field's success rate for business attraction.

Strategies:

- Work with partners to facilitate increased dialogue on strategies for winning solutions, sharing information and assistance in preparing responses to Arizona Commerce Authority, GPEC e-tracks, PIFs, brokerage inquiries, etc., by creating opportunities like regular conference calls, monthly meetings, or other forums, that encourage such dialogue.
- Work with existing land and building owners to cooperatively market, brand and price accordingly their land and facilities
- Implement an Action Plan to address Falcon Field's challenges and promote FFEAA's strengths as determined by the analysis.

Objective 2.

To provide exceptional service to our clients and develop Mesa Economic Development staff expertise in industry focus areas and corporate and governmental finance practices.

Strategies:

- Brand the FFEAA and communicate the Department's professional economic development services and value to the media, residents, businesses, economic development partners, and decision-makers.
- Provide timely and useful information to clients and stakeholders on Mesa's economy, labor market, sites, and business practices.
- Provide technical assistance and expertise to address the needs and concerns of prospects and existing businesses.
- Develop a City of Mesa Economic Development "Road Show" promoting city services, business resources (P&Z) and signature projects and make presentations at various conferences held locally, regionally, and nationally to reach the target audiences including brokers, site selectors, real estate consultants, company decision-makers, and other related professionals.

Objective 3.

To increase or enhance the number of economic development programs in Mesa.

Strategies:

- Develop financial and non-traditional resources that add to Mesa's economic development tool box with a special emphasis on the FFEAA
- Work with Economic Development Advisory Board, Planning and Zoning Board and the City Council to create new economic development tools and identify areas of collaboration from a regional perspective with emphasis on focus industry sectors.
- Leverage City of Mesa-owned real estate and utilities to add value to city site proposals and packages.

Goal 2. Create and Retain Quality Jobs

To attract, grow and retain FFEAA jobs, increase capital investment, expand the tax base, and grow industries the FFEAA.

Objective 1.

Generate quality leads of businesses exploring relocation or expansion opportunities.

Strategies:

- Develop and implement a consistent and cohesive marketing strategy, aimed at local, national and international target audiences (including site selectors and company executives), that establishes Falcon Field a desired location for investment by targeted, high skill industries.
- Develop and implement a program to call on and or visit major commercial brokerage institutions in the Phoenix-Mesa area to educate them about the opportunity and or available buildings/properties within the FFEAA.
- Collaborate with state, regional and local business development organizations such as Arizona Commerce Authority, GPEC, Arizona Tech. Council, local arts and culture community, and others, to improve Mesa's profile as a top tier destination to live, work and build a business.
- Market new and or existing business assistance programs including Foreign Trade Zone, expedited or Self Certified plan review and permitting and customized solutions (build-to-suit/lease), etc., to decision-makers in key industries.
- Work with and respond strategically to leads from the Greater Phoenix Economic Council (GPEC), Arizona Commerce Authority (ACA), as well as leads from other partners.
- Build relationships with key site selection professionals and commercial real estate brokers in an effort to increase direct lead generation.
- Identify synergies between tourism and economic development agencies to maximize resources and increase awareness of FFEAA as a business and travel destination.
- Work with Chamber of Commerce, Visit Mesa and East Valley Partnership and other community partners to promote the FFEAA.

Objective 2.

Provide assistance to existing FFEAA companies of to ensure their continued health and aid in their ability to grow and thrive in the community.

Strategies:

- Aggressively implement Mesa's Business Retention & Expansion (BRE) program with partners including the Chamber of Commerce to identify and meet with companies, utilizing the data to assist in retaining and expanded businesses.
- Identify Mesa's Office of Economic Development as the prime point of contact for businesses
- Market business assistance programs directly to FFEAA existing companies to educate them about opportunities to help them grow and expand
- Provide technical assistance and information to FFEAA companies on subjects including, but not limited to, site selection, permitting guidance, financing options, etc.
- Direct City staff to investigate and or propose methods, programs or incentives to spur development within the Area
 - Ideas could include Self Certification, reduction and or elimination of certain fees for development on Airport or City owned properties, reduction of utility connection fees for projects that meet specific criteria

Objective 3.

Increase the number of quality jobs created in FFEAA by YYY percent over the next three fiscal years.

Strategies:

- Proactively identify and meet with companies in Mesa's industries of opportunity which are considering expanding and/or relocating.
- Inventory relevant buildings/land for business attraction efforts in the industries of opportunity within the FFEAA.
- Work with partners to shape the FFEAA as an attractive opportunity for development – participating in Falcon Filed Area improvement projects, marketing land and buildings, existing business mix, workforce, infrastructure improvements, etc.
- Identify Office of Economic Development as the lead both on and off airport for business development.
 - Office of Economic Development to assign a specific person or persons to focus specifically on the FFEAA.
- Participate regularly in membership networking opportunities such as CoreNet Global, NAIOP, AAED, broker associations, and other related activities.
- Develop a marketing strategy to capitalize on key national events hosted locally like MRO and CoreNet Global held in Arizona and to engage out-of-state company representatives to learn about the FFEAA as a business destination.

Northeast Mesa Discussion Q&A
Participant Answers to Discussion Questions
Held at WAXIE Sanitary Supply
June 19, 2014

QUESTION 1

What are the 5 most important reasons your business is located in northeast Mesa?

- 35,000 vehicles drive by our shop per day
- 5000 employees at Boeing are a potential customer base
- Access to inexpensive labor
- Airport access
- Airport business (flight school)
- Available college students
- Beautiful area with Red Mountain
- Big business opportunity
- Business expansion
- Central location
- Client base is in NE Mesa
- Company owns building on Rosemont
- Culture of Mesa
- Ease of commute
- Ease of doing business
- Fair tax assessment
- Falcon Field is a functional airport and
- Fantastic restaurants
- Freeway access to the valley
- Golf courses (7 within 15 minutes of each other)
- Good employment base
- Great workforce
- Home based business
- I live here
- I live in NE Mesa
- Major employers (Boeing, Nammo Talley, Waxie)
- Marketing opportunities
- Mesa schools
- Modern light industrial environment
- Most Vendors are within 25 miles
- National and international shipping
- Demand for medical providers in Northeast Mesa
- Not rundown like other areas of Mesa
- Owner's preference

- Population density
- Primary networking is in Northeast mesa
- Proximity to Falcon Field
- Real estate value
- Revenue generator
- Snowbirds
- Strategic aerospace
- Talent pool
- To service the needs of the people and commercial business in NE Mesa
- Truck dock at rented warehouse facility
- Variety of housing types

QUESTION 2

What businesses or amenities would enhance your business if located within 5 miles of your business location?

- Affordable housing
- Attract light industrial
- Better access at McDowell and Power
- Big box space
- CNG fueling facility
- Conference center
- Daycare
- Development that would enhance natural beauty
- Dry cleaners
- Fresh N Easy
- Full service car wash
- Higher density homes
- Hotels
- More business synergy
- More large scale companies
- More middle class residential
- More mixed use
- Mixed use office complexes
- Outdoor mall
- Sam's Club or Costco
- Total Wine
- Trader Joe's
- Transportation and public access
- Upper end homes
- Upscale restaurants
- Whole Foods

QUESTION 3

Would improved recreational facilities in Northeast Mesa would improve business opportunities?

- Aquatic Complex
- Batting cages
- Bird watchers spend more money than golfers
- Bring in vital, young work force
- Convention Center
- Corporate outings
- Destination facility
- Develop and maintain bike trails
- Dog park
- Having public/private recreational facilities would create a better quality of life for residents and businesses
- Hockey arena and practice facilities
- Interactive parks like at Riverview
- Large scale water park
- Mini golf
- Multi-fields – soccer, baseball, connected to a sporting goods store
- Multi-purpose indoor/outdoor
- Multi-tiered golf
- Parking for the trails at Las Sendas
- Prison
- Promote what we have
- Red Mountain Park is the best kept secret in town
- Shooting range
- Tourist attraction (amusement)
- Tournament fields for LaCross, soccer
- Town Center

QUESTION 4

What are the three most important changes that must happen to improve the business climate in northeast Mesa?

- Additional amenities
- Attract/understand younger demographic
- Better marketing of existing amenities
- Better mixed use
- Better zoning
- Build strong relationships in the community
- City regs
- City support
- Community support and image
- Determine client needs
- Develop greater response and approval for signage and permits
- Flexibility in development planning vs the needs of owners/users

- Get the City out of the way – not business friendly
- Land a large employer or 3
- Large recreational facilities
- Need to look at NE Mesa first, not as an afterthought
- Need well-known companies that will bring in other businesses
- Network tenaciously and Pay it Forward
- New corporate headquarters
- No common voice
- No synergy
- Private sector to drive the city, not the city driving the private sector
- Privatize facilities
- Protect corporations in Mesa
- Recreation, public transportation, conference facilities, hotels
- Streamline public approval process
- Value proposition?
- We are a satellite of Boeing. Who else can we attract?
- What is the incentive to create a business activity here?

QUESTION 5

What is your view of Falcon Field Airport? Does it affect your business positively or negatively? Could you use the airport in a way that you are not now using it to improve business opportunities?

- Anzio Landing is sitting. What do we do with space? Divide into restaurant and meeting space?
- Boeing – great access to airfield and test facilities
- Differing facilities for private and corporate aircraft
- Falcon Field provides outstanding services
- Falcon is a positive influence
- Flight school
- Great landmark
- Helicopters are a nuisance and noisy and disruptive to business
- Hotel south of field.
- Love the airport
- Noise complaints
- Occasionally corporate jet lands at Falcon when our owner is in from San Diego
- On-field businesses help local businesses
- Positive business effect. Hoping for growth and larger investment and building.
- Red Bull Air Race – television coverage
- Too sleepy from a business perspective. Doesn't attract ancillary businesses
- Viewed as a secret opportunity for growth
- What does younger generation think of Falcon Field area?

**No attempt has been made to prioritize comments. All answers are in alphabetical order.*

**With minor grammatical corrections, answers as written by participants.*