

**CONTRA COSTA COUNTY**  
**Public Works Department-Airports Division**

**DATE:** August 26, 2015

**TO:** Airport Committee

**FROM:** Keith Freitas,  
Director of Airports



**SUBJECT:** Airports Division Economic Development Facilitation Program

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At the February 2013 Airport Committee meeting, Airports staff outlined its Tenant/Business Retention and Attraction Strategy and Approach (please see attached document). The goal was to create and then implement a tenant/business retention and attraction program (Program) for the airports. To best ensure that the Program would achieve its intended goal, Airport staff convened a 48-member Economic Development Incentive Program (EDIP) stakeholder working group in June 2014. Airports staff has been working with EDIP and the Aviation Advisory Committee (AAC) over the past year to identify key issues, projects and programs that would best position our airports (together and individually) to attract new and retain existing tenants and businesses. The EDIP and AAC input was instrumental in the deriving the recommended Program elements as detailed in this memorandum.

The process began with developing a long list of desired projects/programs. An interesting dynamic emerged where a majority of the attendees were from, and the projects/programs they offered were for, the Buchanan Field Airport. The EDIP participants became concerned that a majority vote for project and program prioritization would adversely impact Byron Airport since there would be fewer overall votes for those projects/programs. As a result the participants decided to break projects/programs into three key areas for ranking consideration; both airports, Buchanan Field and Byron Airport.

The initial stakeholder priorities were to extend the runway and install a Jet A fuel facility at the Byron Airport, improve signage and aesthetics at Buchanan Field and to improve communications and technology opportunities for both airports. Over time, the projects/program list was expanded and this list was then ranked by participants and the AAC. Their combined input helped form the basis for the following Airports staff recommended projects and programs.

The Airports staff recommended priority projects and programs for both airports are:

- Marketing & Public Relations Program and Collateral Materials (increase public presence, facilitate economic development, and proactively reach out to pilots)
- Find Ways to Bring Aviation and Non-Aviation People to the Airports (increase aviation and non-aviation use and support plus broadens exposure to aviation opportunities)

- Financial Incentives/Inducements (need to position the airports' rates within the regional marketplace otherwise we remain at a competitive disadvantage in several key aviation sectors)

The Airports staff recommended priority projects and programs for Buchanan Field are:

- Dedicated Aircraft Display Area (increase aviation viewing opportunities for the public and encourages pilots with applicable aircraft to display at Buchanan Field to meet tax obligations)
- Airport Signage (increase public presence, create a sense of place, and provide route guidance)
- Develop a "Heart of the Airport" or Hub Building (create a sense of place, provide a public recognized 'business' location, and expand public meeting opportunities)
- Expand Recreational Opportunities (expand reasons to draw pilots to the airport, brings tenants together, and creates a sense of community)
- Security Improvements (improve actual and perceived property protection)
- Improve John Glenn Drive (improve visual perception, create a more attractive and inviting 'public entrance', and develop a design standard for adjacent tenants to implement)

The Airports staff recommended priority projects and programs for the Byron Airport are:

- Runway Extension (requires FAA funding and may take several years for funding consideration)
- Utility Connections/Services (due to high cost, it will take many years to amass funding)
- Jet A Fueling Facility (provide services and attracts new tenants/users)
- Expand/Rehabilitate Existing Facility or Build a New Office/Hangar Building and Explore Options to Expand Low-Cost Hangar Options (expands business opportunities and services, increases need for runway extension, and tenant retention and attraction mechanism)
- Security Improvements (improve actual and perceived property protection)

In summary, the above priority projects and programs were chosen as they are perceived to be the most instrumental for tenant/business attraction and retention at this time. Please note the other projects and programs identified, along with others that will emerge over time, will be considered and implemented as additional resources (staff and funding) permit. The result is a focused approach for staff and cost resources while maintaining flexibility for unforeseen opportunities to best position the Contra Costa County Airports for business and tenant retention/attraction.

**CONTRA COSTA COUNTY**  
**Public Works Department-Airports Division**

**DATE:** February 14, 2013

**TO:** Airport Committee

**FROM:** Keith Freitas,  
Director of Airports

**SUBJECT:** Airports Division Economic Development Facilitation Program

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A primary target for the Airports Division in FY 2013-14 is to create and implement a business retention and attraction program to strengthen and grow the Buchanan Field and Byron Airports. Our objective is to establish working groups comprised of our tenants, businesses and other stakeholders to develop an economic development program that will best result in creating desirable and functional program elements. This memorandum provides the overview and draft approach developed for this process.

**Airports Division**  
**Tenant/Business Retention and Attraction**  
**Strategy & Approach**

**Goal:** Create and implement a business retention and attraction program for Buchanan Field and Byron Airports

**Guiding Thought:** Inspire creativity and 'out of the box' approaches that will make the Contra Costa County Airport system unique and entice people/businesses to come check us out (and, most hopefully, become part of our organization)

**Underlying Values:**

- The poor economy is a global condition that is basically the same everywhere and is not confined to Contra Costa County.
- The issue of high costs may be addressed in the form of rents/fees; such costs should be viewed from an economic retention and development perspective
- Tenants, businesses and other stakeholders are seeking a stronger commitment to customer service and related services; need to improve/strengthen the County's reputation as favorable

- Tenants, businesses and stakeholders must be able to rely on timely and consistent process if retention and expansion plans are to be realized (reputation and quality are very important)
- Aviation industry is a small sector and contraction/expansion is directly tied to economic viability; competition and comparison regionally is key to capturing maximum market advantage

#### Approach:

- Multi-tiered
- Accurately assess the business and tenant needs
- High involvement by all stakeholders throughout process (including political feasibility); questionnaires, working groups based on user type, public meetings, email outreach, and so forth
- Establish a baseline for tenant and business service levels and needs and to identify any issues that need attention
- Invest and enhance facilities and infrastructure to upgrade image and provide competitive advantages for locating and doing business/visiting the airports
- Create 'brand' for the airports and develop collateral materials to get that information out to others
- Update and expand technology/media (such as website, social media, and so forth) to create an on-line portal for tenants, businesses and the public
- Create public education and marketing video(s); marketing the airports and the regional as a whole
- Create environment/incentives to encourage our customers/tenants to market the airports
- Create a 'concierge' service to help guide tenants, businesses and other investors through the various departments, jurisdictions and processes
- Identify preferred programs which benefit existing tenants; costs, amenities, services and the like
- Implement preferred programs for existing tenants
- Identify programs, services, and enhancements that would attract new tenants/businesses
- Implement programs for tenant and business attraction
- Provide assistance to business to help expand add new jobs
- Build cooperation and consensus among local government, economic development organizations and businesses to build joint, efficient and effective programs for retention and attraction

### **Marketing Strategy**

- Improve the economic well-being of the airports system
- Create environment that cultivates staff to deliver better customer service, increase creativity and lower turn-over (all of benefit to our customers)
- Create environment that fosters tenant and business retention (trust, confidentiality, reliability and fairness are baseline roots)
- Let our tenant and business community know that we are grateful that they call the Contra Costa County airport system home
- Attract business aircraft and aeronautical businesses
- Attract general aviation aircraft and pilots
- Regional marketing to increase awareness of the airports; benefits and what they have to offer
- Increase revenue generation
- Continue to diversify revenue base
- Increase community knowledge, in interest in, and support of both airports
- Small but mighty; small airport system can become an industry model and leader

### **Incentive/Promotion Awards to Focus on Customer Retention:**

- **First staff recommendation:** Waive CPI increase for one year starting on April 1, 2013

***NOTE:*** The Aviation Advisory Committee at their February 14, 2013, meeting, recommended that the CPI increase be waived for a year starting April 1, 2013, with the potential to extend the CPI waiver for two additional years depending upon updated fair market rental valuation information.

- Additional concepts to be developed with stakeholders

### **Incentive/Promotion Awards to Attract New Revenue:**

- Concepts are to be developed with stakeholders