

AEROSPACE CONVERGENCE ZONE

2015-19 Business Plan

Mission

The Aerospace Convergence Zone (IPZ) will create synergy between industry, research, commercialization, and workforce development in concurrency with aero-tourism, land use, transportation, and housing/job balance planning to ensure the continued global prominence of Snohomish County's aerospace industry and the prosperity of its residents.

Goals

The IPZ will advocate for the continued global aerospace prominence of Snohomish County by insuring that the industry has the support necessary to continue its' growth and technological innovation. We will do this by:

- Facilitating the continued development of a broadly-defined "infrastructure": skilled workforce, educational assets, transportation networks for people and products, positive business climate, appropriate land-use policies and quality of place.
- Promoting the importance and economic impact of aerospace and marketing the industry locally, regionally, nationally and internationally
- Supporting incumbent supply-chain companies in their efforts to maintain and/or grow their capacities
- Based on a supply-chain gap analysis, recruiting supply-chain companies from outside the area and looking for collaboration opportunities with incumbent supply-chain companies
- Collaborating with other aerospace communities across Washington to support a statewide development effort
- Collaborating with other IPZ's throughout Washington to enhance the financial viability of the IPZ Network.

Leadership

The success of the IPZ is based on a collaborative effort among community stakeholders. Economic Alliance Snohomish County (EASC) will be the Administrator of the Zone. The collaboration will initially be led by the following, which have the appropriate industry and IPZ history to apply to the effort:

- John Monroe – COO, EASC
- Matt Smith – Director, Industry Development, EASC
- Erin Monroe, President/CEO, Workforce Snohomish

Named partners in the IPZ include the:

- Aerospace Futures Alliance of Washington (AFA)
- Edmonds Community College
- Everett Community College
- University of Washington Bothell (UWB)
- Washington State University Everett (WSU)
- Workforce Snohomish

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Strategies

1. Continue current close collaboration with K-12 and Higher Education within the IPZ for STEM and other relevant training
2. Advocate for State transportation funding to maintain and expand roadways, railways and waterways
3. Protect current industrial real estate zoning and encourage development of land and buildings to prepare for future demand
4. Participate in domestic and international trade shows
5. Undertake efforts to build a brand in Snohomish County around the Aerospace Convergence Zone name.
6. Maintain current recruitment efforts and outreach efforts for business retention and expansion (BRE) and continue quarterly industry advisory committee activities (EASC Aerospace in Action)
7. Explore opportunities to develop other industries within the IPZ which are synergistic with aerospace.

Work Plan

1.

The IPZ partners will undertake the following activity consistent with the strategies identified above. The IPZ will market these resources through its recruitment and retention/expansion efforts.

- Development of the Snohomish County STEM Network will be furthered by providing staff support through an Executive Director housed at EASC. The goal of the Network is to enhance technical education at the elementary and high school and to facilitate stronger connections between K-12 and higher education.
- Edmonds Community College will provide industry-specific short-term vocational training through the Washington Aerospace Training and Research Center located at the Snohomish County Airport – Paine Field. The IPZ will advocate for funding to add programs and improve facilities.
- Everett Community College will support IPZ efforts by operating and expanding the Advanced Manufacturing Training and Education Center. The Center will grow by 20,000 square feet in 2016, providing space for a new mechatronics program which is associated with robotics.
- The University of Washington Bothell offers mechanical and electrical undergraduate degrees. The IPZ will facilitate their efforts to connect with aerospace companies to solicit internship opportunities as well as placement of graduates.
- Washington State University Everett has begun construction of an academic building which will allow them to increase the number of students pursuing mechanical and electrical engineering undergraduate degrees. As with the UW Bothell, the IPZ will facilitate their efforts to connect with aerospace companies to solicit internship opportunities as well as placement of graduates.

Performance Metrics – On-going programs and expanded programs from the referenced partners.

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2.

The Zone, in collaboration with the Snohomish County Committee for Improved Transportation (SCCIT), will advocate for continued and increased transportation funding at all levels. Traffic congestion is a recognized problem throughout the Puget Sound region, affecting the movement of people and products. Repair and new construction is needed for roads, bridges and mass transit. The IPZ will be particularly attentive to Sound Transit 3 (ST3); the next phase of expansion for the regions light rail system. We will work to ensure system expansion to Everett, routed through the employment center at Snohomish County Airport – Paine Field.

Performance Metrics – County or State funding of new transportation projects.
Approval of ST3 with route alignment serving Paine Field.

3.

An on-going result of the 2008 economic depression is a reduced supply of developed land and buildings to meet increased demand. Currently, vacancy rates for office space, flex space and industrial/manufacturing space are at all-time lows. This is having a specific impact on recruitment prospects which have few options to consider. The Everett and south market is built out; the next area for expansion is Marysville/Arlington. The IPZ will work with land owners, real estate developers and municipal authorities to increase the supply of developed properties. The IPZ will also engage with municipalities and utilities to remove regulatory or other impediments to development.

Performance Metrics – New-to-market developed industrial real estate &/or buildings

4.

The IPZ, through EASC and its education partners, will continue its historical participation in global aerospace trade shows; Farnborough (England) and Paris (France). We will also participate in domestic trade shows as appropriate. An expansion of this activity will be participation in shows with industries tied to aerospace; composites and robotics.

Performance Metrics – Attendance at referenced shows

5.

Snohomish County is recognized worldwide by the aerospace industry as the home of all Boeing twin-aisle aircraft. This is beneficial but does not adequately recognize the global nature of the aerospace supply chain. Many of these firms are doing business with other airframe manufacturers; Airbus, Bombardier, Mitsubishi Regional Jet. Further, while Washington promotes the State as the aerospace capital of North America, there is no recognition of the prominent role that the IPZ plays in making that statement a reality. The IPZ will undertake a long-term effort to create an identity for its' aerospace industry dominance as the Aerospace Convergence Zone. This will include inclusion of the name in EASC marketing materials and at aerospace events (trade shows), and use of the name by IPZ partners in their industry-specific activities.

Performance Metrics - Create a branding strategy and recognized identity for the IPZ

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6.

All IPZ partners (excluding AFA) will continue their efforts to interact with aerospace firms located in the IPZ in order to enhance their support to the firms and to engage the firms in IPZ activities. EASC will take the lead in indentifying firms with expansion projects, coordinating the involvement of partners as needed. EASC, as administrator, will maintain its current board positions on AFA and an additional industry association, the Pacific Northwest Aerospace Alliance. As part of the branding effort, EASC will begin using the Aerospace Convergence Zone name for its aerospace industry advisory board meetings.

Performance Metrics – Successful recruitment and expansion projects for aerospace firms

7.

Boeing's expanded use of composite materials and new assembly technologies in their aircraft creates recruitment opportunities with a new type of supplier. As these new suppliers establish local operations, the IPZ partners will work with them to support their operational needs, especially in the area of skills development for their future workforce. The IPZ will identify non-aerospace business opportunities with these new suppliers with an eye towards diversification opportunities. A healthy aerospace cluster benefits from a diverse regional economy.

Performance Metrics – Successful recruitment projects

FINANCIAL

At this point, the IPZ anticipates no revenue-generating activities. Any expenses incurred will be borne by IPZ partners.