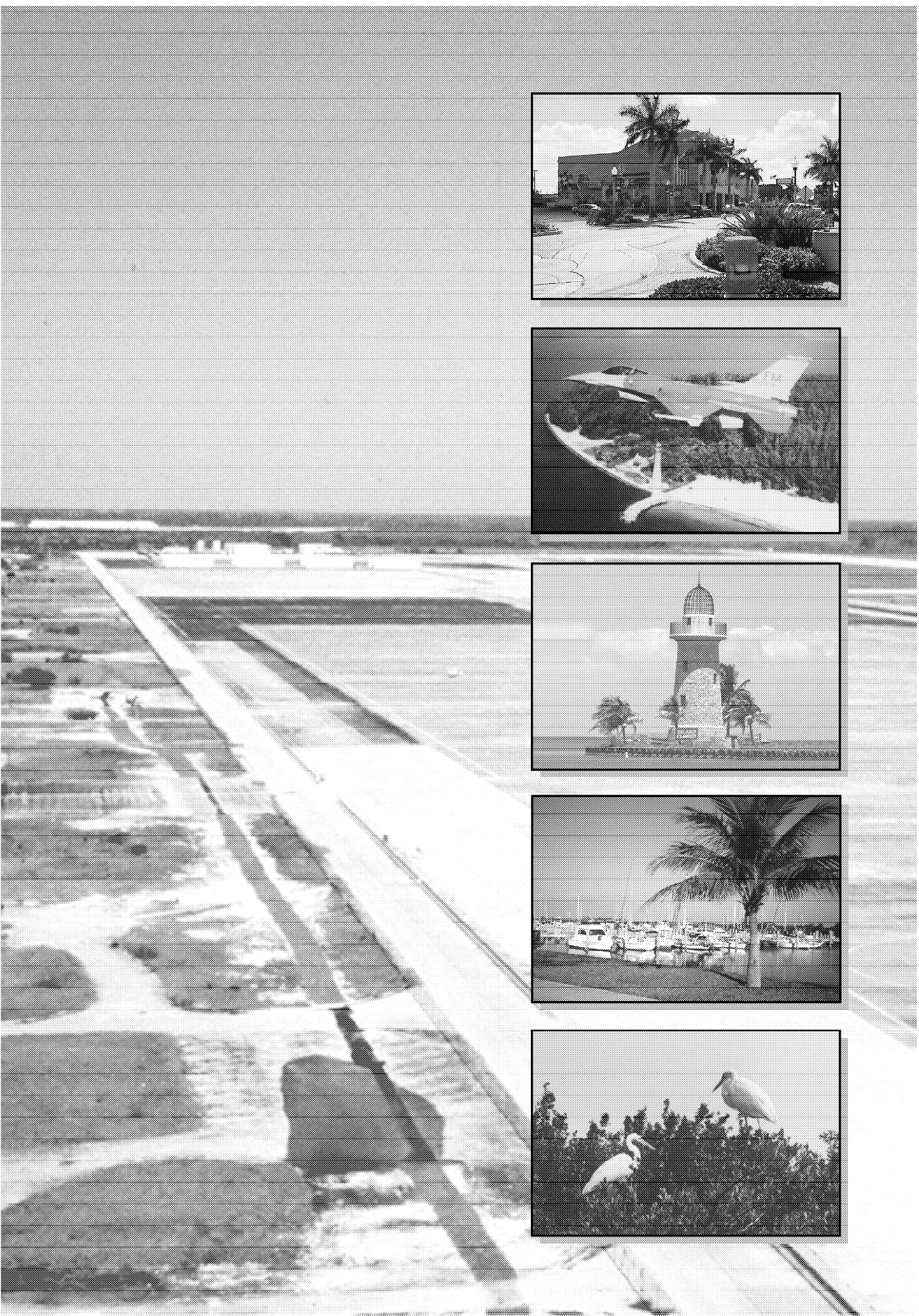
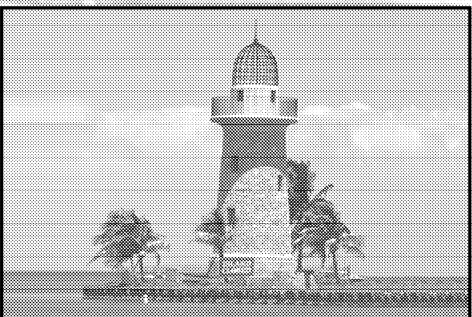


C POTENTIAL FOR INDUCED GROWTH



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AZ	Goodyear	Phoenix-Goodyear Airport	McDonnell Douglas selected Phoenix-Goodyear Airport as site for a multimillion-dollar program to convert DC-10 airliners and others into freighters for FedEx.	\$60 million for the first contract	McDonnell Douglas		475 initially, growing to over 600	Annual payroll from the new jobs is expected to total \$29 million. Goodyear hopes the new modification center will be a magnet for other aerospace companies.	Goodyear is a city of 11,000 located 17 miles west of Phoenix.	Western 1997
AZ	Phoenix	Sky Harbor International Airport	Trammell Crow Co. is building Phoenix I-10 Business Park. It is a 540,000 square foot project on 39 acres. It will have six buildings.	\$23 million	Trammell Crow Co.	NR	NR	Apria Healthcare, the nation's largest home health care firm, is the first tenant. Part of the growth in Sky Harbor/I-10 corridor is from companies looking for less expensive office space, with lower rents and more parking.	The area surrounding the airport has been attracting technology and customer service companies in droves because of its proximity to freeways.	Reagor 1997
CA	Atwater	Castle Airport Aviation & Development Center	Pacific Bell is the second largest military base reuse tenant in the country. Castle Air Force Base closed in September 1995; unemployment in the area increased to more than 20%.	\$16 million in renovation expenditures	Pacific Bell Customer Care Center	Annual payroll of \$20 million; impact of \$30-\$40 million.	400 now; another 450 by end of 1998	Most of the jobs at the new center are customer care advisors who field calls from customers about the company's telecommunications products.	Development occurred because of joint effort by the Castle Joint Powers Authority, Merced County, the state Trade & Commerce Agency, and others.	Pietrucha 1997
CA	Bakersfield	NA	The ecotourism committee of Kern River Valley Revitalization Inc. has developed a 5-year "Valley Wils" campaign plan to market Kern River Valley's different natural, recreational, and cultural opportunities.	NR	Kern River Valley Revitalization Inc.	NR	NR	Studies show that the desire to get in touch with nature drove over 835 million people to national forests in 1994, up 15% from 1993.	NR	Hoffmann 1997
CA	Los Angeles	Los Angeles International Airport	Located next to Beverly Hills and within 20 minutes driving distance to LAX, Century City is LA's entertainment capital. It covers 178 acres of mixed-use residential, business, and commercial property.	NR	Original developer was Alcoa Aluminum	NR	NR	Century Center caters to both leisure and corporate travelers. Lodging, shopping, dining, entertainment, and meeting facilities are all combined at a single location.	Century Center consists of 30 buildings, each from 20 to 44 stories high.	Gould 1997

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CA	Riverside	March Air Reserve Base	A business group is looking to interest a cargo integrator into basing operations at the closed March AFB. These are large companies (like FedEx and UPS) that deliver goods and packages door-to-door with their own trucks, planes, and terminals.	NR	March Inland CargoPort LLC	NR	NR	This location has proximity to freeways and a rail line. It is located away from the air traffic at Los Angeles International Airport. The group plans to spend \$100,000 to market March to cargo carriers.	Air cargo demand in Southern California is expected to exceed supply in the next 20 years according to a study by the Southern California Association of Governments.	Soto 1996
CA	San Bernardino	NA	8th Annual Route 66 Rendezvous, a classic car special event, bringing 315,000 people and 2,400 classic cars for the street festival held September 18 to 21.	\$380,000	Statler Bros. Markets & San Bernardino Convention & Visitors Bureau	Between \$10 and \$15 million	142 vendors sold products, food, and drinks	The event has not broken even yet. Business sponsors donated \$115,000. Vendors were charged \$400 to \$460 for 142 booths; the SBCVB spends \$15,000 for the sound system and disc jockey. The city's Main Street downtown association paid for singing groups.	These are the kinds of special events that are used to generate tourism dollars.	Zoltak 1997
CA	San Francisco	San Francisco International Airport	The Airport started its 5-year expansion plan in 10/95. It is building a new 5-story rental car facility and a light-rail transit system to replace the buses currently in use.	\$2.4 billion	San Francisco Inter-national Airport	NR	NR	The new rental facility will house eight rental car companies (up from the five now).	On-site car rental companies pay a minimum of 10% of their revenue to the airport. With the new facility, the car rental companies may have to pay higher rents, which will translate into increased rates.	Lucas 1997
CO	Colorado Springs	Colorado Springs Airport	A flood of new hotel rooms (as many as 1,140 over the 1996 inventory of 8,700) threatens to inundate Colorado Springs in 1997, jeopardizing smaller motels and eroding high occupancy levels and room rates.	NR	Hotel/ Motel Industry	NR	NR	Most of the rooms coming in 1997 are economy-priced facilities from national chains, which compete for business travelers on tighter expense accounts and leisure travelers looking for a bargain.	The airport has helped diversify the market a great deal by making it much more accessible to groups and meetings, but it's still a very seasonal market.	Anonymous (Hotel & Motel Management) 1997

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CO	Colorado Springs	Colorado Springs Airport	Shepard's, a legal publisher, is selling both of its buildings in Colorado Springs, including a 62,000 square foot 14-year-old printing plant near the airport. After its merger with Lexis/Nexis, Shepard's will move to leased space in the Springs.	\$25 million (for both buildings)	Shepard's	NR	-222	NA	NA	Heilman 1997
CO	Denver	Denver International Airport	Construction of Denver International Business Center, a 450-acre project to include office buildings, stores, apartments, and hotels. 8.6 million square feet of commercial space (14 hotels and numerous office buildings).	\$1 billion	Denver Developer L.C. Fulenwider Inc.	NR	NR	Also expects to build 1,300 single-family homes and apartments. Site is approximately 6 miles SW of DIA terminal and is the first real estate development project surrounding the airport.	Fulenwider formed a metropolitan district to fund construction of roads, sewers, and water lines for 196 acres of commercial zoning. The district issued \$400,000 in tax exempt bonds to finance infrastructure costs for the Fairfield Inn.	Raabe 1995
CO	Denver	Denver International Airport	In addition to DIA, Denver has built a number of other expensive civic projects, including new baseball stadium, new central library, major highway renovations, and new convention center.	NR	City of Denver	NR	NR	NA	NA	Charlier 1995
CO	Denver	Stapleton International Airport	Redevelopment project for 4,700-acre site, closed February 1995. Plan is for 8 mixed-use villages, 20 million square feet of commercial space, 10,000 homes, and 1,600 acres of parks and open space.	\$5.8 billion	Stapleton Development Corp., non-profit created by city	NR	35,000	Corp. has leased ~1.3 million square feet, 1/3 of space in existing buildings. Three projects underway: a pilot training center for United Airlines, a business park owned by Union Pacific RR, and a regional distribution center for a supermarket chain.	Development officials have been discussing various strategies since 1989. The city and development corp. are still working on details of the 30-year project, focusing on planning, zoning, and infrastructure needs.	Holt 1997

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CO	Denver	Stapleton International Airport	Continental Airlines pulled 5,000 jobs out of Denver when it closed a maintenance facility and reduced its daily flights from 159 to a handful in anticipation of DIA's higher costs.	NR	Continental Airlines	NR	-5,000	NA	Continental Airlines moved its hub out of Denver in response to Chapter 11 reorganization. When both Continental and United served Denver, fares were low; with only United left, fares are much higher.	Charlier 1995; Uhland 1995
FL	all	all	Florida ranks No. 1 of U.S. states in terms of dollars spent and jobs generated by international tourism during 1991-1994.	\$11.2 billion spent in FL by foreign vacationers and visitors in 1994	Tourism Industry in FL	NR	194,000 jobs supported by international tourism in 1994	Florida's popularity with foreign visitors is expected to continue due to plentiful airline flights, strong world economy, aggressive marketing by FL tourism industry, and improved packaging of travel services.	Jobs generated from international tourism include positions in airports, rental car agencies, taxi companies, hotels, restaurants, theme parks, and retail shops.	Hutt 1997
FL	all	all	Tourism is Florida's biggest industry, representing 1/5 of the state's general revenues. Tourism is picking up again because of all the new attractions ranging from new bed and breakfasts, restaurants, and hotels to grand new show theaters, museums, etc.	\$35 billion	As reported by Florida Tourism Industry Marketing Corp. (FTIMC)	NR	775,000	Florida draws more than 42 million tourists, 15% of them from outside the U.S. Conventioneers will find an expanded convention center in Orlando, expanded airports in Orlando and St. Petersburg/ Clearwater.	Tourism industry in Florida generates more than \$2 billion in tax revenue. FTIMC combines the state's former tourism agency with private-sector corporate involvement and funding.	Hobbs 1997
FL	Dade Co.	Miami International Airport	International Corporate Park, a 300-acre warehouse park with four times the space of neighboring Miami International Mall, a shopping area.	\$150 million	Broker-investor Ed Easton Jr. of Miami, FL	NR	NR	The West Dade Airport area leads county in lease rates and has 8% vacancy rate for warehouse/ manufacturing space. Space is priced \$1.00-\$1.50/foot more than other parts of country (at \$6.25 to \$7).	NA	Goodman 1995

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FL	Everglades	Miami International Airport	Everglades National Park is the third largest non-Alaskan U.S. park, with nearly 985,000 visitors in 1996. Some people visit to the park before embarking on a cruise.	\$119.2 million annual economic impact	Tourism Industry in S. FL	NR	4,930	Tourist dollars go to hotels and restaurants and park spending to buy supplies. 45 boat captains operate in park, 25 specialize in back-country fishing. Also canoe tours and other recreational tours. Essentially a five-month season (November to April).	Parks are engines of economic development, but are engines of a specific kind, because they provide ecosystem services.	Dupont 1997
FL	Jacksonville	NAS Cecil Field	NAS Cecil Field, which is slated for closure by the U.S. Navy, is wanted by Jacksonville for possible development as a commercial airport in the next 20 years.	NR	City of Jacksonville	NR	NR	Jacksonville wants to use the NAS facilities to service air cargo operators, general aviation aircraft, and aircraft component manufacturers.	NA	Anonymous (<i>Aviation Week & Space Technology</i>) 1997
FL	Miami	Miami International Airport	Fine Air had a crash of one of its DC-8s after takeoff from MIA on 8/7/97; the accident killed five people. Fine Air announced it would voluntarily halt flights for 30 days.	NR	Fine Air Services (cargo carrier)	NR	800 employees at Fine Air	Many of Fine Air's flights ferry material and finished garments between Miami and Caribbean Basin countries. The competitive Columbia-Miami routes carrying flowers were also expected to feel some effects.	NR	Bussey 1997; Cordle & Bussey 1997
FL	Miami	Miami International Airport	Global trade has skyrocketed, growing more than 9% annually for more than 10 years. Air cargo companies are in a very competitive market, with lots of pressures to keep prices low.	Revenues of \$94.2 million in 1996; profits of \$13.02 million	Fine Air Services (cargo carrier)	NR	NR	ACMI firms are virtual airlines, leasing aircraft, crew, maintenance, and insurance. Before 1980, cargo haulers from Miami typically brought back empty planes from Latin America. Now they bring Colombian and Ecuadorian flowers.	Because commercial airlines already have a rich revenue stream from passenger tickets, they can offer cargo space at bargain rates because it's virtually all profit.	Bussey 1997; Bussey & Fields 1997

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FL	Miami	Miami International Airport	Dade County is expanding and upgrading the airport, with \$2.8 billion going toward terminal expansion; \$1.2 billion for ground transportation improvements, new cargo facilities, and airfield projects (with \$175 million for a fourth runway).	\$4 billion	Miami International Airport	NR	NR	Miami served nearly 34 million passengers last year, with about 40% using the airport for connecting flights. FAA projects that the passenger count will rise to nearly 70 million by 2010. The expansion is scheduled to be completed by 2006.	FAA forecasts that travel between U.S. and Latin America will grow by 6.2%/year over the next 13 years. More than 70% of all passengers going between U.S. and Latin America pass through Miami.	Cordle 1997
FL	Miami	Miami International Airport	Financial incentives from Dade County have prompted Airbus to retain its North American training headquarters in Miami for the next 30 years. It will build an 80,000 square foot center in Miami Springs near MIA.	\$8.5 million	Airbus Industries (Toulouse, France)	\$30 million total impact; Dade Co. incentives of \$3.5 million	77 to 97 people full time; 3,000 trainees visit	Airbus will add two flight simulators to the six it operates now and expand employment 10 to 20%. Airbus is allowed to break its lease at its current facility, which was scheduled until 2000 (value of \$2.4 million).	Location at the Miami airport made sense; 19 airlines that use planes from Airbus fly into the Miami airport. Airlines pay up to \$60,000 to send two-person pilot crews for five-week training sessions.	Stieghorst 1997
FL	Miami	Miami International Airport	The Miami market is underretailed, with about 11.5 square feet in retail space per capita versus a state average of 21. International tourism is drawing more people to the city. The Dolphin, a value megamall located near MIA, will open at the end of 1999.	NR	NR	NR	NR	The Dolphin will feature an entertainment zone in the center of its racetrack design, an arcade, and a Regal Cinema. Aventura Mall near Miami has started a \$90 million expansion.	The problem with building in Miami is that there isn't much room for new construction, despite a great deal of retailer interest. With little available space, retailers are building upward.	Anonymous (Chain Store Executive) 1997
FL	Miami	Miami International Airport	Cunard is moving headquarters from NYC to 36,000 square foot office space near MIA. Cunard is a cruise ship operator and will use the Miami port for travel itineraries start and end.	NR	Cunard (trying to sell the company for \$600 million)	NR	Article does not report number of employees; says Cunard will only move about 1/3 of NY staff.	Cunard currently operates five cruise ships; it plans to build or acquire another three in the next four years.	Dade County will give Cunard \$10.6 million incentive package.	Myers 1997

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FL	Miami	Miami International Airport	Samsung Electronics moved its Latin American headquarters from Panama to Miami last year; Hanjin Shipping opened a Miami office in September; and Korean Air plans 747 cargo service to MIA next year.	NR	Korean companies	NR	NR	South Florida is looking to improve trade relationships with booming Asian economies. Korean firms are beginning to see South Florida not only as a resort, but also as a gateway to trade with Latin America.	Korea is diversifying its traditional markets in Asia and North America and targeting Latin America.	Hemlock 1997
FL	Orlando	Orlando International Airport	The expansion will construct a fourth satellite terminal, tram connection, improvements and upgrades of terminals and roads, and a new traffic control tower.	\$240 million for addition now ongoing	Greater Orlando Aviation Authority	\$965 million for next expansion, completed in 10 years.	NR	NR	Last year, Orlando had the world's fastest growing airport; it expects to handle 33 million passengers annually within three years.	Roy 1997
FL	Orlando	Orlando International Airport	The four-county Orlando metro area had 37 million visitors in 1995. Forecasts show 46 million visitors by the year 2000.	NR	Orlando Convention & Visitors Bureau	\$15 billion	NR	There were 85,400 hotel rooms in the Orlando area in 1996 with an occupancy rate of 80%.	Article describes the retail stores being built in the Orlando area.	Troy 1997
GA	Atlanta	Hartsfield International Airport	Conference center hotel segment of the overall travel and lodging industry is growing fast. Emory facility opened in 1995 with 198 rooms. It is booked on a Complete Meeting Package basis.	NR	Emory Conference Center Hotel	NR	NR	CPM covers dinner the night of arrival, overnight accommodations, breakfast and lunch, continuous breaks, meeting space, basic audiovisual equipment, and service charges.	Typically, a community will help subsidize a conference center's development because of the tourism-related impact it can have.	Wolff (Carlo) 1997
GA	Atlanta	Hartsfield International Airport	The Operation Control Center, created by TransQuest Information Solutions, Delta's IT organization, uses a graphical user interface and integrated systems based on object technology to manage Delta's more than 2,700 flights a day.	NR	TransQuest	\$300 million/year	1,800	TransQuest is also generating commercial revenue from application development efforts.	NA	Caldwell 1997

NR Not Reported; NA Not Applicable

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GA	Atlanta	Hartsfield International Airport	In preparation for the 1996 Summer Olympics, Hartsfield undertook a major expansion in 1995-96. Over 150 new shops and restaurants were added, in addition to new meeting facilities and infrastructure improvements.	\$250 million	Airline companies, municipal bonds	NR	NR	The expansion was needed to accommodate the huge influx of visitors to the Olympics. Increased security needs were also addressed.	The Hartsfield Improvement Program consisted of 250 individual construction projects. Work was conducted 24 hours a day, 7 days a week.	Nelms 1997 (April)
HI	all	all	Although the annual number of visitors to Hawaii has stalled at less than 9 million since 1990, helicopter tours are moving record numbers and did \$100 million of business in 1996, with room for further growth.	NR	Helitour operators	NR	NR	Helitours target mainland visitors and are popular with both first-time and repeat customers. Wholesalers are getting involved in the booking distribution channel, indicating that helitouring is becoming a mainstream activity, in spite of its cost.	Helitours are attractive for travel agents, since commissions are high. Tours have high pre-booking rates, with frequent sellouts several days prior to the tours. Many passengers define their helitour as the highlight of their trip.	Selden 1997
HI	all	NR	The Hawaii Visitors and Convention Bureau has been given an increased marketing budget to counteract declining visitor counts. Visitor count dropped 3.9% in February, marking the fourth consecutive monthly decline.	\$10 million	Hawaii Visitors & Convention Bureau	NR	NR	The additional money will be spent on TV and newspaper ads through August, targeting key cities of New York, Chicago, Los Angeles, San Francisco, Sacramento, and San Diego.	NA	Anonymous (Travel Agent Hawaii Supplement) 1997
IA	Cedar Rapids/Linn County	Cedar Rapids Municipal Airport	A new campaign called "Time to Tour: Be a Visitor in Your Own Town" was launched by the Cedar Rapids Area Convention and Visitors Bureau. 177 new hotel rooms were opened in Cedar Rapids in 1996, with 149 more to be added soon.	NR	City of Cedar Rapids (for tourism campaign); hotel owners and operators (for increased hotel capacity)	NR	NR	Many Cedar Rapids residents haven't visited local attractions despite having lived in the area for many years. CRACVB is targeting tourists traveling along the "Avenue of Saints" between Branson, MO and Mall of America. Hotel inventory is increasing.	Tourism is the third-largest industry in Iowa. It provides 4,900 jobs in Linn County, with an annual payroll in excess of \$52 million. In 1994, tourists spent \$314.1 million in Linn County, accounting for \$4 million in local sales tax receipts and \$16.7	Ford 1997

NR Not Reported; NA Not Applicable

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IL	Bedford Park	Chicago's Midway Airport	Growth in the North American and European chemical distribution industry has varied widely. The key driver is a trend among chemical producers to farm out their products to independent sales agents.	\$22 million	Van Waters & Rogers	NR	NR	They are moving three locations into Bedford Park, which will be the single largest distribution center in the country.	NR	Anonymous (<i>Chemical Week</i>) 1997
IL	Chicago	O'Hare International Airport	O'Hare misses out on 9,000 to 22,500 passengers annually due to restrictions in direct international flights resulting from the 1952 U.S.-Japan Civil Air Services Agreement, even though it completed an expanded \$600 million international terminal in 1991.	NR	Midwest-Asia Aviation Committee	Loss of \$47 million in expenditures	Loss of \$36 million in salaries	Estimates of economic impacts are from Arthur Anderson LLP, commissioned by the coalition of business, labor, trade, and business organizations, including the Chicagoland Chamber & the Illinois Chamber of Commerce.	NA	Waters 1997
IL	Elk Grove Village	O'Hare International Airport	Elk Grove Village is paying for a study to consider enhancements to its industrial park, which includes 3,600 companies employing 90,000 workers.	\$250,000	Trustees of Elk Grove Village	NR	NR	The village and park tenants must make investments or risk losing ground to a new generation of attractive industrial parks.	The park represents Illinois' third largest concentration of industrial real estate after Chicago and Rockford.	Crown 1997
IL	Peotone	New Airport	State of Illinois released plans for a privately funded and managed airport at Peotone, 65 km south of the Chicago 'loop' to open in 2001 with two runways. Peotone has not signed up any tenants.	\$2.3-\$4.9 billion	IL plans to have airport be privately funded and managed	NR	NR	The state's DOT says that O'Hare and Midway are close to saturation and that 7 million Chicago-area passengers a year will not be able to find a seat by 2001, and 31 million by 2020 if a third major airport is not built.	The east-west parallel runways proposed for Peotone would not interfere with traffic at O'Hare and Midway, but would clash with traffic flows at small Sanger Airport, which might have to close.	Anonymous (<i>Airports International</i>) 1996; Crown 1996
IL	Schaumburg	Schaumburg Regional Airport	Schaumburg is a prosperous Chicago suburb. The facility lacks a control tower and equipment that would allow instrument landings in bad weather.	\$9 million	Schaumburg municipal government	NR	NR	Turnberry Lakes International Business Center, on 370 acres just west of the airport, is 85% occupied after eight years of development.	About one-third of Schaumburg Airport's traffic is business related.	Murphy 1997

NR Not Reported; NA Not Applicable

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IL	St. Louis	Lambert-St. Louis International Airport	FAA released its EIS on the W-1W plan, which will add a 9,000-foot runway and more terminal space to Lambert-St. Louis airport.	\$2.5 billion	Lambert-St. Louis International Airport	Est. \$8-12 billion to local economy	NR	The airport will need to buy 1,937 homes in Bridgeton to complete the expansion. W-1W would allow Lambert to handle simultaneous landings in bad weather, which it cannot do now.	Lambert officials project an increase from 513,000 takeoffs and landings in 1996 to 630,000 by 2015. Lambert also expects to board 21 million passengers in 2015, up from 13 million last year.	Marson 1997
IL	St. Louis	MidAmerica Airport	MidAmerica Airport is scheduled to open in January 1998. It is initially seeking cargo flights, vacation charters, and air carriers offering regional service.	\$218 million	MidAmerica Airport	NR	NR	MidAmerica in combination with Scott AFB will provide for two runways that allow for simultaneous landings in bad weather. TWA would land planes at MidAmerica when bad weather limits landings at Lambert.	NA	Marson 1997
IN	Indianapolis	Indianapolis International Airport	New retailers and restaurants in downtown Indianapolis have boosted tourism-related revenue 35% from 1993 to 1996. The opening of downtown's Circle Center mall in 1995 was a major contributing factor.	\$1.63 billion in tourism-related revenues generated in 1996	Retailers, restaurants, and other service-oriented businesses	NR	NR	NA	The biggest growth was seen in shopping and food purchases. Shopping purchases went from \$421 million in 1993 to \$468.5 million in 1996, an increase of 11.3%. Food purchases went from \$335 million in 1993 to \$438.3 million in 1996, up 30.8%.	Edelhart 1997
MI	Detroit	Detroit Metropolitan Airport	Upgrading 16 miles of roads, mainly around the eastern and southern perimeter of Detroit Metro, from Class B to Class A, to allow heavy truck traffic.	\$125 million	Wayne County	\$2.5 billion	90,000	The county's vision is to position land around Detroit Metro as major commercial and industrial mall with airport as major anchor tenant.	NA	Stopa 1997 (November 3)
MI	Detroit	Detroit Metropolitan Airport	Expansion of Detroit Metro, including new midfield terminal.	\$1.6 billion	NR	NR	80,000	NR	NA	Stopa 1997 (November 3)

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MI	Detroit	Detroit Metropolitan Airport	A Hilton Garden Inn and a yet-to-be-determined limited-service hotel are planned for the area near Detroit Metro Airport. The two hotels are expected to add 258 rooms to the market.	NR	Hotel/Motel Industry	NR	NR	Hotel developers believe that the Detroit area has recovered from a recession that occurred in the early 1990s.	At the end of 1991, hotel occupancy was only 52% in Detroit. Some analysts fear that recent development will outrun demand and create a situation similar to that in 1991.	Garago 1997 (May 5)
MI	Detroit	Detroit Metropolitan Airport	First Industrial is building a 268,000 square foot warehouse building to be used to store and ship engines for GM by Grand Rapids-based RTS Transportation Inc.	\$8 million	First Industrial Realty Trust	NR	45 employees	The distribution terminal will feature 30-foot ceilings and multiple loading docks. It will include an interior rail system running the length of the building and connected to the CSX rail line on the east side of the property.	Local industrial land values are estimated at about \$20,000 an acre. Construction costs for similar distribution buildings are about \$30-\$35 square feet. This deal contributes to the fast-developing corridor around Detroit Metropolitan Airport.	Gargaro 1997 (December 1)
MI	Detroit	Detroit Metropolitan Airport	Industrial building construction, particularly build-to-suit, is already active in metro Detroit. Analysts credit continual demand created by the booming automotive industry, not to mention low inflation and low interest.	NR	NR	NR	NR	Real estate analysts are looking for continued growth around Detroit Metropolitan Airport in Romulus, as well as in Wixom, Canton, and Van Buren townships.	NA	Gargaro 1997 (November 24)
MI	Detroit	Detroit Metropolitan Airport	The New York-based warehousing and distribution company has announced it will build 1 million square feet of new space at two sites near the airport.	NR	Ashley Capital Inc.	NR	NR	Expansion at Detroit Metropolitan Airport, which began last year and is expected to be completed in 2000, has led to new projects along the I-275 corridor, particularly in Brownstown and Van Buren townships.	NA	Ott 1997
MI	Hayes & Macomb Township	Berz Airport	Macomb Township has set aside 2 square miles around Berz Airport for industrial development.	NR	NR	NR	NR	St. John Medical Center is undergoing a \$10 million expansion; Progressive Tool & Industries will build \$8 million factory.	NA	Anonymous (Crain's Detroit Business) 1996

NR Not Reported; NA Not Applicable

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MI	Livonia	Detroit Metropolitan Airport	A 112-room Residence Inn is being built on the corner of Six Mile Road and I-275. Developers are also hoping to include a Fairfield Inn, a restaurant, and an office building on the 10-acre site.	An estimated \$20 million in value for the multi-phase project	Marriott Corp. owns Residence Inn	NR	NR	The site is in the heart of one of the busiest commercial corridors in metro Detroit. It has proximity to the expressways and the airport.	Oakland Co. (north of Livonia) "is really getting built out."	Garago 1997 (June 9)
MI	Romulus	Detroit Metropolitan Airport, Willow Run Airport	The Hayes Wheels factory and headquarters in Romulus is being sold to The Farbman Group in Southfield.	\$13 million to \$14 million	The Farbman Group	NR	NR	The site will be reconfigured for multitenant use and additional industrial development.	The Romulus factory is currently idle.	Garago 1997 (October 27)
NC	Charlotte	Charlotte-Douglas International Airport	Coltec Industries moved its headquarters from New York City to Charlotte, NC because of airport location, easy access to divisions scattered nationwide, operating costs, and because it felt right.	NR	Coltec Industries	NR	NR	Coltec's new corporate vision, Coltec 2000, calls for doubling sales to \$2 billion. It expects new growth potential in aerospace sales when Boeing, Coltec's largest customer, acquires McDonnell Douglas.	Coltec divested its automotive units and narrowed its focus on aerospace and industrial products.	Hopkins 1997
NC	Durham	Raleigh-Durham International Airport	Midway Airlines relocated from Chicago to Durham in 1995. Following several years of losses, it has returned to profitability. Midway revised its fleet and destinations and has built a loyal following among local business travelers.	NR	NR	NR	NR	Some investment analysts expect Midway's stock value to rise from its current \$19.75 price to at least \$24, as a result of Midway's earnings success and overall business strategy.	Raleigh-Durham is a fast-growing market, whose metro population increased nearly 20% between 1990 and 1996.	Rich 1998
NJ	Atlantic City	Atlantic City International Airport	New convention center opening in May 1997. Plans for five new casinos to be built (Mirage, MGM Grand, Circus-Circus, Boyd Gaming, and Caesar's).	\$3.3 billion	Hotel/ Motel Industry	NR	NR	City has also been investing in roadway infrastructure and expansion of airport. Problem achieving status as primary gaming destination because of higher air fare prices and limited number of daily nonstop flights.	The price-conscious convention planner may still opt for Las Vegas as factors like room rates, taxes, and facility prices still position Las Vegas as a destination that is 35% cheaper than Atlantic City.	Repa 1997

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NV	Las Vegas	McCarran International Airport	Las Vegas is starting a new round of resort construction: the Venetian, Bellagio, Caesar's Palace Tower, Paris Casino Resort, and Project Paradise. McCarran Airport is being expanded; new city highways are being built.	\$2 million for the Venetian; \$1.4 million for Bellagio; \$800 million for Project Paradise; \$500 million for McCarran expansion	Las Vegas hotel/casino owners; City of Las Vegas	NR	NR	Wall Street has soured on the gaming industry as a growth investment, but LV operators are embarking on a fourth round of modern development. Exciting new room capacity, plus highway/airport improvements, are expected to increase tourism.	In 1997, the Strip has seen a 12% increase in market supply, but only a 5% increase in visitor volume.	Copulsky 1997
NV	Las Vegas	NA	Las Vegas convention attendance in 1996 exceeded 3.3 million delegates. The number of conventions and trade shows totaled 3,827.	NR	Hotel/ Motel Industry	Est. non-gaming economic impact of \$3.9 billion	NR	Las Vegas has 101,106 hotel guest rooms with an average daily room rate of \$54.	NA	Beckley 1997
OH	Cincinnati	Cincinnati Airport	FSI operates an Airline Training Center near the Cincinnati airport, with simulator training for Regional Jets. Ground school training is held there as well.	one CAE full-flight simulator costs \$12-\$15 million	FlightSafety International	NR	NR	The Canadair Regional Jet simulator is operating between 16 and 20 hours/day, every day. Nine CRJ crews per month are trained in Cincinnati. Most regional airlines prefer to farm out training needs because of simulator prices.	The new regional jets that are expected to enter service will require hundreds of flight crew members, and currently many of the full-flight trainers are being used around the clock to meet the anticipated demand.	Moorman 1997
OH	Cleveland	Cleveland Hopkins International Airport	Hopkins is preparing to launch an expansion project which will extend one runway and add another. However, Greater Cleveland Growth Association believes that there should be planning for a new international airport in Northeast Ohio.	\$500 million	Cleveland Hopkins International Airport	NR	NR	FAA still needs to complete EIS for airport expansion plan, which includes settlement of complaints by those living in neighboring Brook Park.	NA	Cook 1997

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OH	Cleveland	Cleveland Hopkins International Airport	Forest City Enterprises Inc. (Cleveland) has joined Amsdell Cos. (Middleburg Heights) as a development partner in Emerald Corporate Park office project near Cleveland Hopkins International Airport. The first building will soon be started, with 83,000 square feet.	\$10 million for first building	Forest City Enterprises Inc. and Amsdell Cos.	NR	NR	The 78-acre project will have 10 to 14 office buildings, 2 hotels, and 2 restaurants when completed in 7 years.	The financial partnership is called Emerald Corporate Park Ltd. The first building will be for multiple tenants. Building will begin when the office space is about half pre-leased.	Anonymous (Plain Dealer) 1997 (November 25)
OH	Cleveland	Cleveland-Hopkins International Airport	Tourism industry officials want to maintain momentum of recent revenue-generating successes: the Medic Grand Prix, attracting 150,000 people, and the NBA All-Star Game, bringing 45,000 people, and the associated Fan Fest, which attracted 95,000.	Total revenue generated by all three events was \$58 million	City of Cleveland	NR	NR	Convention bureau officials are working hard to bring new conventions, trade shows, and regional tourists to Cleveland. The next large convention event to be held is the Cleveland National Air Show in September 1997.	Revenue generated from conventions and other forms of tourism supports Cleveland area hotels, restaurants, taxicabs, and shopping centers.	Anonymous (Plain Dealer) 1997 (July 15)
OH	Cleveland	Cleveland-Hopkins International Airport	Advertising in the form of television spots which tout Cleveland's attractions as a leisure tourist destination. Spots are aired in Toronto, Pittsburgh, Cincinnati, Columbus, Detroit, and Indianapolis.	More than \$1 million annually	Convention and Visitors Bureau of Greater Cleveland	NR	NR	Cleveland has invested tens of millions of dollars to promote itself as a tourist destination, and the investment seems to be paying off. The city expects over 203,000 visitors to attend 156 conventions slated for May through September 1997.	The number of requests for visitor information rose from 29,017 in 1992 to 307,578 in 1996.	Hardin 1997 (April 28)
OH	Cleveland	NA	Convention bookings for 1998 have declined to less than half the level of 1997.	NR	Convention and Visitors Bureau of Greater Cleveland	NR	NR	In 1997, Cleveland attracted 357,000 people to conventions, which required ~206,000 room nights. Conventions had an economic impact of \$343.2 million in 1997.	NR	Hardin 1997 (December 15)

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OH	Detroit	Detroit Metropolitan Airport	Ashley plans to develop 230 acres into the Canton Business Center industrial park. The parcel is currently zoned rural residential and rural agricultural; Ashley is asking it to be rezoned to research park.	\$50 million	Ashley Capital Inc.	NR	NR	The plan is that the center would be used for office space, distribution centers, and light assembly. The Canton buildings will probably rent for \$4.75/foot; it is expected to have 2.5 million square feet total.	The site is close to Detroit and Ann Arbor and has ready access to highways and to Detroit Metropolitan Airport in Romulus and nearby Willow Run Airport.	Gargaro 1997 (July 14)
SC	all	all	SC will promote its first travel agent sales guide in late 1997 and has revamped a travel planner. It plans to install welcome center computer kiosks in later 1997.	\$6.1 billion	SC Department of Parks, Recreation & Tourism	NR	Tourism-related jobs accounted for \$4.1 billion in wages.	South Carolina logged 32 million visitors in 1996. Total economic impact generated by tourists was \$13.1 billion, down slightly from \$13.2 billion in 1995.	NR	Anonymous 1997 (Travel Agent Travel South Supplement)
SC	Rock Hill	Charlotte-Douglas International Airport	Kings Electronics will bring its headquarters and manufacturing plant from Tuckahoe, NY to Rock Hill's Waterford Park.	NR	Kings Electronics Co. Inc.	NR	300	Kings Electronics wanted to leave NY because its building is inefficient and outmoded, property taxes and utility costs are high, and skilled workers and the programs to train them are in short supply.	The presence of Charlotte-Douglas airport was the deciding factor; it allows for commercial air transport between New York and Columbia.	Milstead 1997
TN	Memphis	Memphis International Airport	The Memphis TradeCenter is a 50-acre industrial park in southeast Shelby County. It has been designated as a foreign trade zone. An existing building has 300,000 square feet.	NR	Memphis TradeCenter	NR	175,000 jobs from 1993 to 1995 from export activity	The area is focusing not just on recruiting distribution, but also high-tech firms such as biomedical research.	Other foreign trade zone sites in Memphis include Meritex Logistics, Port of Memphis on Presidents Island, FedEx, Brother Industries USA Inc., and Sharp Manufacturing.	Wolff (Cindy) 1997
TN	Memphis	Memphis International Airport	United Parcel Service is going to lease 82.8 acres of land on the NE side of the airport to build a 630,000 square foot cargo sorting facility.	\$65 million	United Parcel Service	Rate of \$.1541/square foot or \$555,803/ year to airport	1,800 (adding to existing UPS workforce of 1,400 in Memphis)	UPS air operations are centered in Louisville, KY. The company has regional hubs in Dallas; Philadelphia; Rockford, IL; Ontario, CA; and Columbia, SC.	The agreement is a departure for UPS. Normally, UPS buys land adjacent to airports where it operates.	Hirschman 1997 (January 16)

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TN	Memphis	Memphis International Airport	LMI is in the market for overnight service of computers and other electronic equipment. LMI needs a warehouse to do the service, move computers in and out, maintain a centralized parts inventory, and a computer system to find and track the parts and units.	1996 sales of \$22.43 million	Logistics Management Inc.	NR	275 in Memphis; 100 in Germany	LMI came to Memphis to be near FedEx, allowing LMI employees to work late into the night on repair jobs so the hardware can be in the owner's hands the next day. LMI is in the top 500 fastest growing firms, with sales up 641% in 1992-1996.	LMI is expanding into the refurbishing and handling of used computers, using telemarketing and the Internet to sell the machines. They are thinking of expanding into Louisville (UPS hub) or Wilmington, NC.	Flaum 1997
TN	Memphis	Memphis International Airport	FedEx is to beginning to fly nonstop from Japan to Memphis. Also, Memphis Airport is planning an overhaul of three runways to allow nonstop widebody plane flights in the other direction, from Memphis to Asia.	NR	Federal Express; Memphis/ Shelby County Airport Authority	NR	NR	With nonstop flights from Japan to Memphis, FedEx hopes to attract large numbers of small, premium-priced international priority shipments. Memphis airport expansion anticipates future freight and passenger service to Asia.	Fully loaded widebody planes are incapable of flying nonstop from Memphis to Asia due, in part, to the lack of a long enough runway at MIA. A planned overhaul and extension of the center of three parallel runways will allow such flights in three years.	Hirschman 1997 (July 31)
TN	Memphis	Memphis International Airport	The U.S. Commerce Department is designating a 50-acre industrial park near Memphis Airport as a foreign trade zone. It will have customs and tax breaks to attract international and domestic firms involved in exports and international trading.	NR	City of Memphis, private developers	NR	Export activities in the Mid-South region created 175,000+ jobs between 1993 and 1995	The focus will be on attracting high-tech firms with high-paying jobs.	The site will be known as the Memphis TradeCenter. A 300,000 square foot speculative building is on the property.	Wolff 1997

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TN	Millington	Millington Municipal Airport	West Tennessee Regional Development Center, located near the Millington Municipal Airport fashioned from the old Navy airfield, is looking for new tenants	NR	NR	NR	NR	Aramark Uniform Services had planned to build a \$7.5 million high-tech plant to employ about 150 and pay an average of \$9.50/hour, but they pulled out because they did not feel the technology was available to allow them to pay those wages.	Millington didn't want Aramark if they paid \$6.50/hour (which was what they first offered). Aramark has hired Cushman & Wakefield, a national commercial real estate firm based in Chicago, to help Millington locate another industry for the site.	Bailey 1997
TN	Nashville	Nashville International Airport	Nashville hosted 1,195 groups in 1996, up from 955 in 1995; 4,000 new hotel rooms have been added in the metro area in the past 2½ years and more are being built; Nashville Arena opened last year.	NR	Hotel/Motel Industry and City of Nashville	NR	NR	Nashville Convention & Visitors Bureau hopes to lure groups usually meeting in "first-tier" cities to a "second-tier" city (Nashville) based upon increased capacity from the Arena and recent Opryland Hotel expansion.	Downtown is being revitalized with new clubs and restaurants. Courtyard by Marriott is building a new downtown hotel. Opryland Hotel is working with city and state officials to market its facility.	Sherborne 1997
TX	all	all	Of the top 12 U.S. birding sites, 4 are in TX. Many birding festivals are brand new, and some older festivals have exploded in popularity.	\$1.3 billion in revenues generated by TX residents in 1991 for nature tourism	Tourism Industry in TX	NR	NR	In U.S., nature tourism industry has averaged a 30% growth yearly since 1987. Birding festivals are the fastest growing part of nature tourism.	Birding festivals are usually produced by local chambers of commerce.	Guier 1997
TX	Dallas/Fort Worth	DFW International Airport	Grapevine Mills, a 1.5 million square foot outlet mall between Dallas and Fort Worth (2 miles from DFW International Airport) is about to open. There are 200 outlets, including Saks Fifth Avenue, Off Rodeo Drive Beverly Hills, J. C. Penney, Marshalls, and Burlington.	Sales of estimated \$4.5 billion in 10 years	The Mills Corp., Simon DeBartolo Group, and Kan Am	\$7 million/ year in taxes (sales and property)	4000	The mall contains parking for 8,500 autos to handle an anticipated 14–16 million visitors/year. There are 4.2 million people living within a 40-mile radius of Grapevine with average family income of \$50,000.	Grapevine Mills will offer "shoppertainment" or the next best thing to a theme park. There's the Rainforest Cafe, a live-action tropical setting, virtual reality GameWorks, American Wilderness Experience (with animals), and a 30-screen movie theater.	Vargo 1997

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TX	Dallas/Fort Worth	Dallas-Fort Worth International Airport	Construction projects over the next 10 years have been developed, increasing gates from 117 to more than 200, upgrading the people mover train, extending three runways, building a new parking garage.	\$2.5 billion airport expansion plan	Dallas-Fort Worth International Airport	1996 operating revenues of \$214.2 million	NR	DFWIA handled 58 million passengers in 1996. It is exploring whether there is a demand for a major manufacturing site on the airport. DFW has 9,000 acres available for this kind of project.	DFWIA is the second busiest with 848,048 movements, behind Chicago O'Hare's 909,593. Opened seventh runway in 1996. DFW is the only airport in the world with three active control towers.	Nelms 1997 (September)
TX	Dallas/Fort Worth	Dallas-Fort Worth International Airport	DFW is the 11th largest airport rental car market in the U.S. There are four on-airport rental companies (with 85% of market) and five off-airport. Expansion plans for the airport include consolidation of its rental car operations.	\$13.5 million in fees to airport from nine rental companies	Rental Car Agencies	NR	NR	DFWIA handled 58 million passengers in 1996.	NR	Nelms 1997 (January)
TX	Grapevine	Dallas-Fort Worth International Airport	Grapevine Mills, a 1.5 million square foot outlet mall, is now opening, with more than 200 stores. It is located 2 miles from DFW airport.	NR	The Mills Corp., Simon DeBartolo Group, and Kan Am	NR	4,000 jobs	At 10 years, \$4.5 billion in sales is expected. Annual real estate tax revenue will be about \$7 million annually. 14–16 million annual visitors to the mall are expected.	The metroplex area has 4.2 million people living within a 40-mile radius of Grapevine.	Vargo 1997
VA	Norfolk	NR	The Southeast Virginia area is interested in increasing its share of tourism business.	NR	Southeastern Virginia Tourism Summit	\$2.5 billion	NR	The number of foreign tourists continues to rise. From 1986–1996, domestic travel increased by 40%; the number of international visitors went up 73%.	For visitors who fly here, their first and last impressions about the region will be made at the airport. When they walk through the jetway, they want to be greeted by a well-lit facility, good food, and friendly faces.	Parker 1997

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VA	Virginia Beach	NR	Raytheon won a 5-year, \$300 million contract to build satellite terminals for the Army. Located in the beach's Airport Industrial Park, Raytheon recently leased 56,000 square feet of additional manufacturing space with the option to lease another 36,000 square feet.	NR	Raytheon	NR	500	The Virginia Beach Department of Economic Development expects more high-tech work to be done in Virginia Beach in close proximity to military bases.	Defense Department contractors in the area are benefiting from the consolidation of military units in Hampton Roads. The region's labor pool has many retiring or exiting military personnel with the electronic and computer skills necessary.	Manga-lindan 1996
WV	Weirton	Pittsburgh International Airport	The Three Springs Industrial & Business Park is being built on a 137-acre site in Weirton, WV. The land was transferred from Weirton Steel Corp.	\$3.3 million	West Virginia Economic Development Authority	NR	NR	The land is being readied for potential tenants. One unidentified steel-consuming company has expressed a desire to become the first tenant.	NA	Anonymous (American Metal Market) 1997
US	all	all	In late 1996, the FAA ordered the installation of 54 upgraded CTX 5000SP scanners (from InVision Technologies) at unidentified U.S. airports, for explosives detection.	\$52.2 million	Federal Aviation Administration	\$58.7 million for additional installations in 1998	NR	Effective explosives detection is necessary for airport security. Airlines hope that the U.S. government will bear most, if not all, of the cost of installing and operating the latest technology.	Out of four explosives-detection systems for checked baggage currently offered commercially, InVision's CTX 5000 is the only one certified by the FAA.	Nelms 1997 (February)
British Columbia	Vancouver	Vancouver International Airport	Vancouver Airport recently added a 17-gate terminal and a 3,000-meter runway. A seven-gate expansion to the Canada-U.S. concourse has begun. A new 14-story, 400-room hotel is being planned. The domestic terminal will be refurbished.	\$500 million (Canadian) on new terminal and runway	City of Vancouver/ Vancouver Airport Authority	\$14-18 million (Canadian) for the hotel	NR	Vancouver International is among the top 10 airports in the world in passenger growth. Services to Asia and Latin America are focuses for new growth.	Open Skies Agreement with U.S. has led to more Canada-U.S. direct routes.	Rowe 1997 (July)

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Malaysia	Kuala Lumpur	Kuala Lumpur Airport	A new Multimedia Super Corridor (MSC), including the cities of Putrajaya, Cyberjaya, and the Kuala Lumpur Airport, is being heavily promoted by Malay PM Mahathir Mohamad. 1,000 Malay and international firms have signed up to take part in the corridor.	\$200 for a state-of-the-art all-digital broadcasting station in Kuala Lumpur	All Asia Satellite Television and Radio Org. (ASTRO)	\$30 million/year on locally produced programs and \$10 million/year on new Malay movies	NR	The MSC is designed to propel Malaysia into the info-technology age, make it Asia's broadcasting hub, and help it become an industrial society.	The MSC will be connected and served by a 2.5–10 gigabyte fully digitized fiberoptic network, linking it to similar systems in the rest of the world.	Seneviratne 1997
Mexico	all	all	The flow of tourists to Mexico set records in 1996, both in relation to the number of visitors and the volume of foreign exchange they generated.	\$6.4 billion	As reported by Secretariat of Tourism	NR	2.2 million workers	Mexico received almost 15.9 million international tourists in the first three quarters of 1996.	In relation to the alliances with airlines, these often lead to identifying market niches that have been overlooked and result in a publicity campaign that is jointly funded, and can diversify the tourist flow.	Levin 1997
No. Ireland	Belfast	Belfast International Airport	TBI, a property investment company, has applied for planning permission to carry out a 1.6 million square foot development project at Belfast International Airport.	£100 million	TBI	NR	NR	Developed property could be used for warehousing, shops, and other commercial purposes, as well as aircraft maintenance. Also planned is a new railway station.	TBI acquired the airport in 1996.	Anonymous (Investors Chronicle) 1997 (November 21)
Philippines	Manila	Clark Field	Clark Field, once the largest American air base outside the U.S., is being converted into a mega-airport that will supercede Manila's Ninoy Aquino International Airport.	\$4.8 billion for airport and connecting rail system, plus \$1.6 billion for a multi-use area	Philippine government	NR	NR	International passenger growth is expected to rise by 5.5% per year. Clark will ultimately become the country's premier airport, and NAIA will be used as a commuter airport.	NAIA has only one runway, giving it limited capacity. It currently handles 11 million passengers/year.	Rowe 1997 (October)

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South Korea	Seoul	Seoul Kimpo Airport	Korean Air (KAL) has completed its new 135,960 square meter headquarters at Kimpo. KAL plans to replace or increase its current air fleet from 115 to 200 planes by year 2005.	\$250 million for head-quarters	KAL	\$10 billion to upgrade air fleet	NR	KAL's new headquarters increases maintenance capability for new aircraft that will be added to KAL's fleet. It also creates more room for KAL's manufacturing operations.	KAL's Aerospace Division repairs planes for the U.S. military and manufactures the UH-60P helicopter for the ROK military.	Nelms 1997 (August)
Thailand	Nong Ngu Hoa	proposed	Two major contracts for the financing & design of a proposed major airport construction project were awarded.	\$4 billion	NAPA Airport Development	NR	NR	Airport will be a new hub of southeast Asia.	Proposed airport will be located 18.6 miles east of Bangkok at a place known as Cobra's Swamp.	Anonymous (Airports International) 1997 (September)

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