



# Cleveland, Texas Aviation Target Profile

This profile document outlines the growth potential, current landscape, and marketing recommendations for targeting the aviation industry. Based on market analysis and growth projections across key aviation subsectors, this plan provides Cleveland with actionable insights to leverage the regional airport infrastructure and capitalize on positive industry trends through 2030.

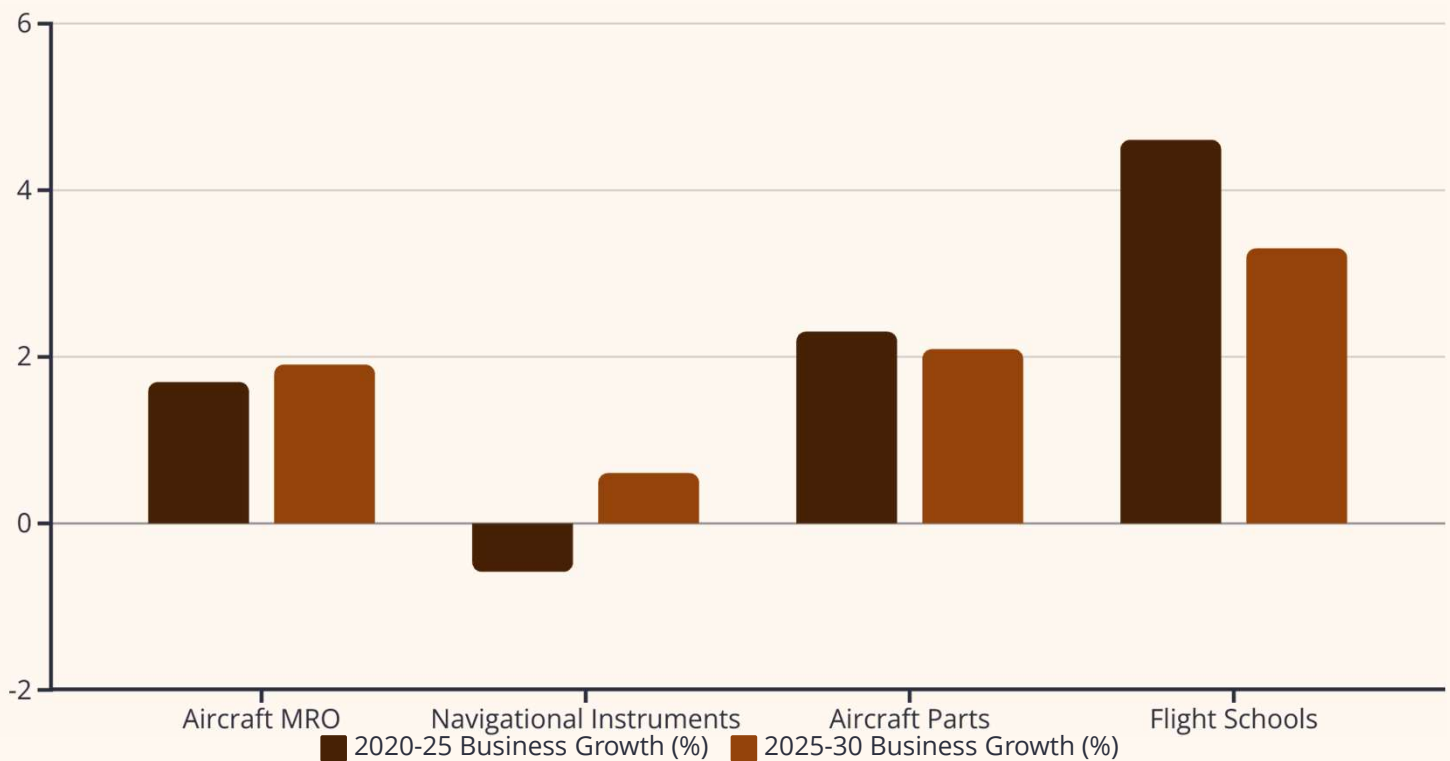
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# Aviation Industry Market Analysis and Growth Projections

The aviation sector represents a significant opportunity for Cleveland's economic development strategy, with several subsectors showing promising growth projections through 2030. Analysis of key aviation-related NAICS codes reveals varying but generally positive growth trends in both business formation and employment.

Flight schools (NAICS 611512) demonstrate the strongest business growth outlook at 4.6% annually from 2020-2025, moderating to 3.3% from 2025-2030. This robust projection suggests significant market expansion opportunities. Aircraft, Engines, and Parts manufacturing (NAICS 33641) shows strong consistent growth at approximately 2.2% annually across the full decade, indicating stable expansion potential. Aircraft Maintenance, Repair, and Overhaul (MRO) services (NAICS 48819) project steady growth at 1.7-1.9% annually, while Navigational and Control Instruments (NAICS 33451) shows a recovery pattern, shifting from negative growth (-0.6%) to positive (0.6%) in the latter half of the decade.



Employment growth projections are particularly strong for Navigational and Control Instruments (3.3% from 2020-2025) and Aircraft, Engines, and Parts manufacturing (3.0% in 2020-2025, 2.3% in 2025-2030). Flight schools maintain consistent employment growth at 2.5% annually throughout the decade. The strong employment growth in manufacturing contrasted with more moderate business growth suggests consolidation and expansion of existing operations rather than new business formation, indicating potential for attracting established companies looking to expand.

These growth projections reveal a diverse aviation ecosystem with complementary sectors that could create synergistic effects if developed in parallel. The consistent growth across multiple subsectors suggests the aviation industry has strong fundamentals and resilience, making it a promising target for Cleveland's economic development strategy.

# Aviation Industry Subsector Analysis

A thorough understanding of aviation industry subsectors is critical to developing an effective economic development strategy for Cleveland. Each subsector presents unique opportunities and requirements that will shape targeting and development approaches.

## Maintenance, Repair & Overhaul (MRO)

The MRO subsector encompasses services essential to maintaining aircraft airworthiness, including routine maintenance, component repair, major overhauls, and aircraft modifications. This subsector typically requires specialized facilities with hangars, component shops, and access to runways. MRO operations employ a range of skilled technicians including A&P mechanics, avionics technicians, and structural specialists. This labor-intensive subsector offers strong employment opportunities and can serve as an anchor for broader aviation development.

MRO operations benefit from proximity to parts suppliers and flight operations, creating potential cluster effects. The moderate but steady growth projections (1.7-2.2%) indicate stable demand that could support sustained job creation in Cleveland.

## Specialized Aviation Services

This diverse subsector includes aerial surveying, agricultural aviation, air ambulance services, corporate aviation support, and aircraft cleaning services. These specialized operations often require specific equipment and expertise but can operate with relatively modest infrastructure requirements. While not explicitly broken out in the growth projections, these services often follow broader industry trends and provide entrepreneurial opportunities for aviation professionals.

Specialized services can help diversify Cleveland's aviation sector, providing resilience against downturns in any single area while creating additional utilization of airport facilities. These operations typically employ small teams of highly skilled professionals, contributing to quality job creation.

Collectively, these subsectors form an interdependent ecosystem. MRO operations create demand for parts and components, while manufacturing operations benefit from proximity to end users. Flight schools produce the workforce needed by all subsectors. This interconnectedness suggests potential benefits from a cluster development approach that targets complementary operations rather than focusing exclusively on a single subsector.

## Flight Training

Flight training shows the strongest business growth projections (4.6% and 3.3%) among aviation subsectors, representing significant entrepreneurial opportunities. This subsector includes both pilot training and aircraft maintenance technician education. Flight schools require access to runways, aircraft parking, and classroom facilities. They typically employ certified flight instructors and maintenance personnel.

With consistent employment growth projected at 2.5% annually through 2030, flight training represents a stable job creation opportunity while also developing the skilled workforce needed to support broader aviation sector growth. Additionally, flight schools attract students to the region, creating indirect economic impacts through spending on accommodation, food, and other services.

## Manufacturing & Distribution

Aircraft, Engines, and Parts manufacturing and Navigational Instruments manufacturing show strong employment growth projections (3.0% and 3.3% respectively in 2020-2025). These manufacturing operations typically require significant facilities investment but create substantial jobs with above-average wages. Manufacturing operations benefit from proximity to end users but don't necessarily require runway access, potentially allowing development in industrial parks near but not on airport property.

Aviation parts distribution represents a related opportunity, with companies serving as intermediaries between manufacturers and MRO operations. These distribution operations typically require warehouse facilities with good transportation access and can complement manufacturing and maintenance operations.

# Aviation Industry Trends and Cleveland's Regional Advantages

## Key Industry Trends

Several significant trends are reshaping the aviation industry landscape, creating both opportunities and challenges for regional development:

- **Increasing technology integration** across all aviation sectors, with digital systems replacing analog components and creating demand for specialized technicians with both mechanical and electronic expertise
- **Sustainability initiatives** driving interest in alternative fuels, electric propulsion, and more efficient aircraft designs, opening opportunities for specialized services and component manufacturing
- **Workforce challenges** with projected shortages of pilots and maintenance technicians creating opportunities for regions that develop aviation workforce pipelines
- **Growth in general aviation** and private aircraft ownership, creating demand for maintenance services, hangar space, and support infrastructure beyond commercial aviation needs



Cleveland Regional Airport serves as a critical infrastructure asset in the region's potential aviation sector development. While currently servicing general aviation needs, the facility has several key advantages that position it well for expansion into more specialized aviation services and potential aerospace manufacturing support.

## Cleveland Regional Airport

Cleveland's regional airport provides the fundamental infrastructure necessary for the aviation sector's development. The airport serves primarily general aviation traffic currently, offering runway capacity suitable for private, corporate, and training aircraft. This existing infrastructure provides the foundation upon which an expanded aviation sector could be built.

Key airport characteristics that contribute to Cleveland's aviation development potential include:

- Strategic location with proximity to the Greater Houston metropolitan area, allowing access to a large customer base while offering lower costs than facilities closer to urban centers
- Available land for development both on airport property and in surrounding areas, providing capacity for new facilities without the constraints faced by more developed airports
- Existing basic infrastructure including runways, taxiways, and minimal terminal facilities that could be expanded more cost-effectively than building entirely new facilities
- Regional transportation network connections providing ground access for employees, parts, and equipment
- Freedom from congestion issues that impact larger commercial airports, allowing more flexible operations for training, maintenance, and testing activities

Several regional competitive advantages further strengthen Cleveland's position for aviation sector development. Texas's business-friendly regulatory environment provides advantages for aviation businesses facing complex compliance requirements. The state's absence of income tax creates favorable conditions for attracting aviation professionals, particularly pilots and technicians who often have geographic flexibility. Additionally, the region's relatively lower cost of living compared to major aviation centers like Seattle, Los Angeles, or Dallas-Fort Worth enhances the ability to attract workforce talent seeking affordable quality of life.

The existing regional aerospace presence in the Greater Houston area provides potential partnership opportunities with larger aviation enterprises seeking satellite facilities or suppliers. This combination of infrastructure assets and regional advantages positions Cleveland well to capitalize on the positive growth projections across multiple aviation subsectors.


# Target Marketing and Business Development Strategies

Developing Cleveland to welcome aviation businesses requires a structured approach to business attraction that leverages the city's unique advantages while addressing the specific needs of target subsectors. The following marketing and development strategies are designed to position Cleveland effectively within the competitive landscape of aviation sector development.



## Lead Generation and Targeting

- Develop comprehensive database of businesses in target NAICS codes within 250-mile radius for expansion opportunities
- Create targeted prospect list of 50-75 high-potential companies based on growth trajectory, facility needs, and synergy with existing Cleveland businesses
- Leverage commercial real estate networks specializing in aviation facilities to identify companies with expiring leases or space constraints
- Monitor aviation industry publications for announcements of expansion plans or facility needs



## Industry Event Participation

- Consider attending key aviation trade shows including NBAA Business Aviation Convention and MRO Americas
- Develop professional materials highlighting Cleveland's aviation advantages with emphasis on available facilities, workforce, and business environment
- Create aviation-specific economic development website section with detailed information on available properties, incentives, and supporting infrastructure
- Participate in Texas state economic development aviation initiatives to leverage broader marketing resources

Implementation of these strategies should follow a phased approach, beginning with infrastructure assessment and lead generation, then progressing to active marketing and recruitment as development-ready sites become available. Particular emphasis should be placed on creating mutually beneficial clusters—for example, targeting MRO operations that could become customers for parts suppliers or employers for flight school graduates.

Success metrics should include not only direct business attraction results but also infrastructure improvement milestones, workforce development outcomes, and growth of any existing aviation businesses or services. Regular reporting to stakeholders will maintain momentum and support for the development initiative.

The long-term success of Cleveland's aviation sector development ultimately depends on creating a self-reinforcing ecosystem where businesses choose the location not only for its infrastructure and cost advantages but also for access to complementary businesses, skilled workforce, and innovation opportunities. Building this ecosystem requires sustained commitment beyond any single project or recruitment victory.