



FLORIANI  RANCH

# VISION

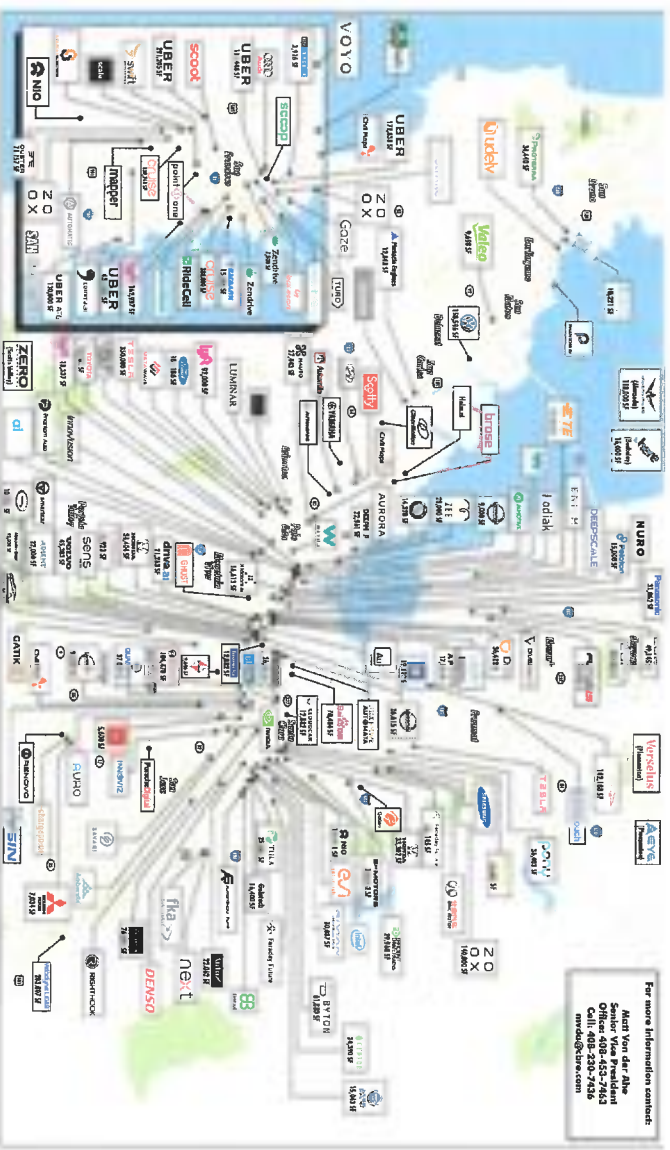
To develop and manage a premier  
automotive proving ground facility in San  
Benito County.



FLORIANI  
RANCH

# Rapidly Growing Demand

CBRE/Matt Von der Ahe's Auto Lab maps from 2014 to present suggest *an explosive growth and demand* for a world-class automotive proving ground near Silicon Valley.



Customer discussions to date strongly support this hypothesis

# Why Floriani Ranch?

**NEAR**  
30 minutes  
from San Jose

The site is closer than any other major proving ground to Silicon Valley



**LARGE**  
2800 acres

The site could contain three of Europe's premiere independent proving grounds



# The ACES - Four Trends For The Future Of Mobility



**AUTOMATED**



**CONNECTED**



**ELECTRIC**



**SHARED**

**CARS HAVE BEEN TESTED FOR DECADES...**  
AND THEY ARE GOING THROUGH A FUNDAMENTAL TRANSFORMATION.

# Automotive Testing

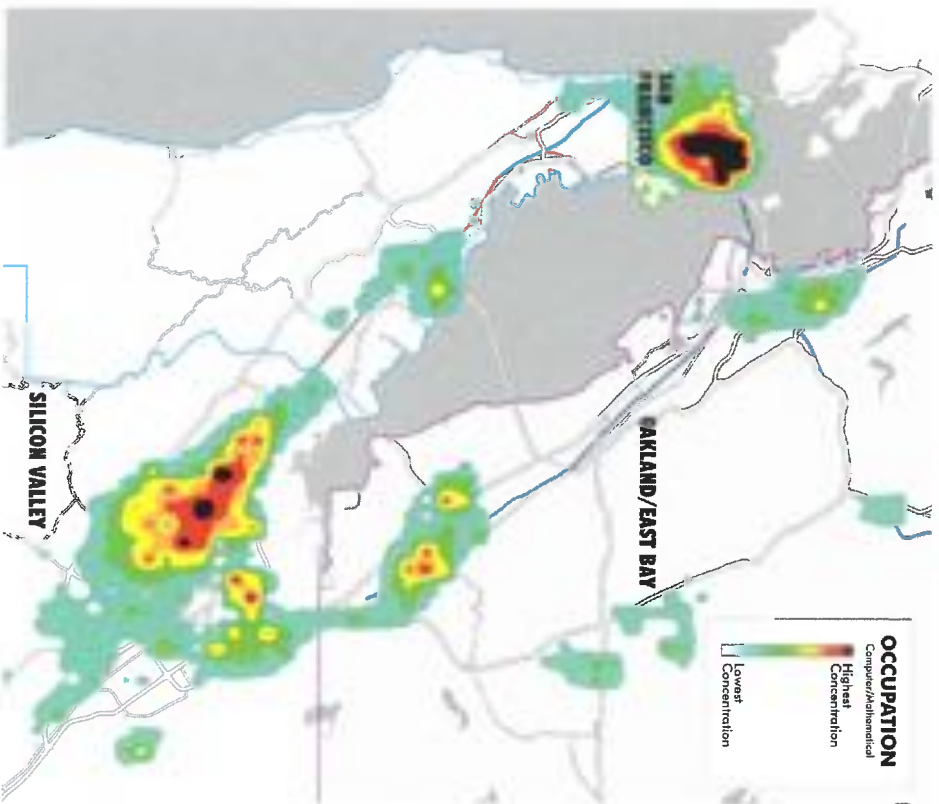


**THERE IS AN  
IMMEDIATE  
DEMAND**



**THIS IS A  
LONG TERM  
NEED**

# San Francisco Bay Area Tech Talent Density & Tech Industry Occupancy



## TECH TALENT BY MARKET (ALL INDUSTRIES)

## TECH TALENT OCCUPANCY BY MARKET



SILICON VALLEY  
SAN FRANCISCO  
SF PENINSULA  
OAKLAND/EAST BAY

# The Opportunity



**TO BUILD AN ENGINE FOR JOB CREATION IN SAN BENITO COUNTY, THAT HAS EASY ACCESS TO THE VALLEY'S TALENT POOL.**

# Supportive Business/Job Opportunities for Automotive Testing Facility



TECHNOLOGY  
PARK



OFFICE



R&D



LABS



DATA  
CENTERS



FLEET  
MAINTENANCE



HOSPITALITY



RETAIL



EDUCATION



RESIDENTIAL

# What is a Proving Ground?



Source of photos: Bing Images and other sources

- ✓ Conduct extreme tests safely
- ✓ Develop vehicles and technologies in a closed confidential environment
- ✓ Test and validate products prior to market introduction
- ✓ Train drivers including automated vehicle operators
- ✓ Provide safe extreme driving experiences

**SAFE, SECURE, EXTREME**

# What Does a Proving Ground Look Like?

Example: MIRA Technology Park (UK)



# What Does Testing Look Like?

Example: Transportation Research Center (OH)



# What Does a Consumer Driving Center Look Like?

Example: Porsche Experience Center (GA)



# Why Closed Course Facilities?

**FATALITIES ON PUBLIC ROADS HAVE HIGHLIGHTED THE IMPORTANCE OF CLOSED COURSE VALIDATION**



- ❖ Speed to market vs. extensive validation
- ❖ Driver training for advanced technologies



- ❖ Testing on public roads vs. controlled environment
- ❖ Training and protocol for automated vehicle operators



# Types of Customers

**Vehicle Manufacturers**



**AV Tech Companies**



**Component Suppliers**



**Research Institutes**



**Driver Training**



**Consumer Experiences**



# Reactions from Potential Customers

**THERE ARE A NUMBER OF "PERISHABLE" OPPORTUNITIES**

*Need closer/better solution than we have now*

*If it were in place today, we'd be using it*

## Our Key Questions

*What facilities do you need?*

*How much will you use it?*



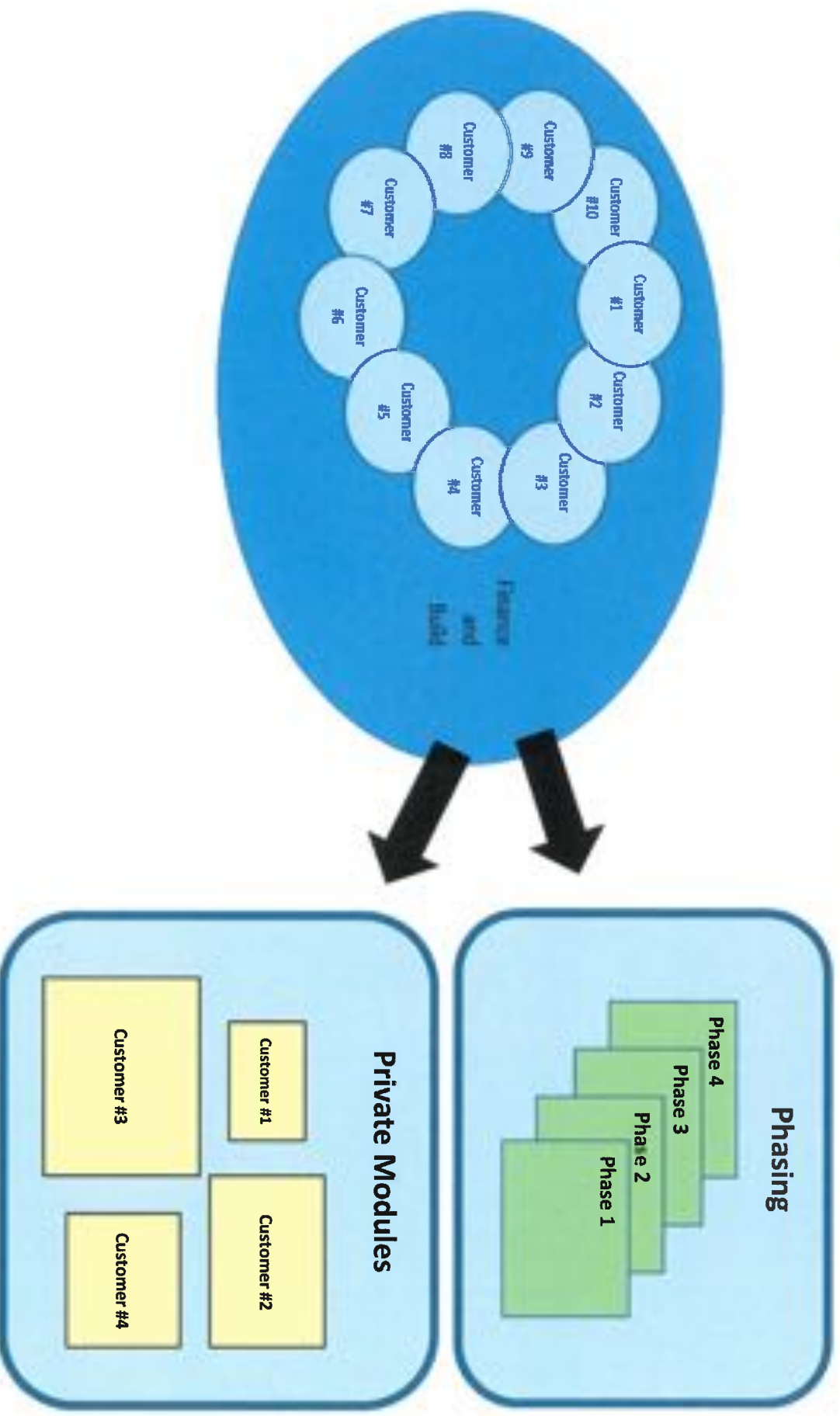
## Their Key Questions

*When will the facility be ready to use?*

*How much will it cost?*

# Proving Ground Timing Challenge

**EARLY CUSTOMERS CANNOT WAIT FOR THE REST**



# Modular Private Proving Ground Vision

**THE HYBRID MODEL WITH BOTH SHARED TRACKS AND MODULAR DEDICATED TRACKS HAS BEEN EXTREMELY WELL RECEIVED BY POTENTIAL CUSTOMERS**

## “Traditional” Shared Tracks

- “One of each” track
- Usage is scheduled
- Mostly shared co-existence
- Exclusive rentals possible, by exception
- Special confidential counter-measures possible

## “Modular” Dedicated Tracks

- Private and exclusive area
- Dedicated and segregated zones
- Each zone has the tracks it needs exclusively
- Broker excess capacity of dedicated tracks
- Shared low-usage tracks

## Private Exclusive Zones within Overall Proving Ground Footprint

- Built to Suit
- Varying sizes available
- Exclusive Use
- Access to Shared Areas
- Access to Shared Services
- Fenced in area
- Security camera surveillance 24/7
- Private Building
- Conference Room
- Office Desks
- Restrooms
- Workshop with hoist
- Parts and Vehicle Storage



### SHARED SERVICES

- Track Maintenance
- Security
- Track Safety Control
- Janitorial Services
- Car Wash
- Garage Services
- Test Equipment
- Technicians
- Test Drivers
- Driver Training and Certification

# Automated Vehicle Testing Vision

## THE LARGEST FACILITY FOR AV DEVELOPMENT IN THE WORLD

- ❑ Critical enabler for mega-shift to automated driving
- ❑ Support 150+ AV research companies is Silicon Valley
- ❑ Safe closed course test environment
- ❑ Flat and reconfigurable



# Comprehensive Site Vision

## ONE-STOP-SHOP FOR AUTOMOTIVE DEVELOPMENT

- ❑ Tracks for vehicle development
- ❑ Durability, Dynamics, Certification
- ❑ Testing and engineering services
- ❑ Test laboratories
- ❑ Research park
- ❑ Data center



# Performance Driving Center Vision

## THE ULTIMATE AUTOMOTIVE EXPERIENCE DESTINATION

- World-Class Multi-Brand Customer Experience Center
- Car Enthusiast Membership Club
- Driving Competence Certification
  - Vehicle Dynamics Training Area
  - Multi-Configuration Road Course
  - Karting Track
- Driver/Technician Training Center
- “Separated” from Confidential Testing

### References:



The infographic features two circular callouts with numbers and the word 'ACTIVA' below them. The first callout contains the number '39' and is positioned above a photograph of a Porsche Experience Center building. The second callout contains the number '65' and is positioned above a photograph of a BMW Performance Center road course. To the right of the Porsche building photo is the Porsche crest logo. Below the Porsche logo is the text 'Porsche Customer Experience Center (Atlanta, GA)'. Below the BMW road course photo is the BMW logo and the text 'BMW Performance Center (Greenville, SC)'.



# Driver Training

- There is currently a lack of available large, safe locations to perform driver training.
- This includes many forms of driver training. Examples include but are not limited to:
  - Automated Vehicle Operator Training
  - Proving Ground Test Driver Training
  - Proving Ground Performance Test Driver Training
  - Teen Driver Training
  - Fleet Driver Training
  - Advanced Car Control Training
  - High Performance Driver Training
  - Brand Customer Driving Experiences
  - Exclusive Club and HNW Individual Training
  - Law Enforcement Advanced Driver Training
  - SAE Driving Skills Certification and Training
  - Vehicle Owner and Dealer Training



Source of photos: Bing Images other sources



**SAE**  
INTERNATIONAL®



# Job Creation

Examples include but are NOT limited to:

1. Security
2. Track Control
3. Track/Driving Safety Specialist
4. Customer Account and Project Manger(s)
5. Finance and Accounting
6. Human Resources
7. Maintenance
8. Business Development
9. Mechanics
10. Technicians
11. Track Set Up
12. Test Drivers
13. Automated Driving Operators
14. Driving Instructors
15. Concierges
16. Test Engineers
17. Car Wash
18. Education – Over 6,000 Techs Needed in Next Few Yrs.
19. Hospitality Specialists
20. IT Engineers
21. Infrastructure Engineers
22. Utility Specialists
23. Construction Jobs (over \$1 billion investment at build out)



Source of photos: Bing Images

# SWOT Assessment

## STRENGTHS

- Large single owner property
- Close to heart of Silicon Valley
- Located in northernmost part of San Benito County
- Easy access off Highway 101
- Year-round temperate climate
- Strong relationship with San Benito County
- Generates jobs and workforce development
- Strong interest by county officials
- Able to deploy property "immediately"
- Understand Silicon Valley start-ups
- Expertise in commercial real estate
- Expertise in land development
- Expertise in proving ground safety and operations
- Track record of high quality customer experiences
- Expertise in driver training
- Credibility with customers

## OPPORTUNITIES

- First and only full-service PG in Silicon Valley
- Provide value-added services
- Catch shift back to PG testing
- Capture "perishable" opportunities
- Provide "one-stop-shop" for customers
- Lab testing and research park for future growth
- Create leading driver/technician training center
- Performance driving center

## WEAKNESSES

- No access to competitor financials
- Facility does not exist yet

## THREATS

- Miss "perishable" opportunities
- Competitive entry
- Customers doing their own thing
- Low cost "surrogate" PGs
- Greater use of public roads
- Less physical testing

# Potential Economic Impact – Jobs

Example: FAST-C (VA) (Example is 1/3 the Size of Floriani Ranch)

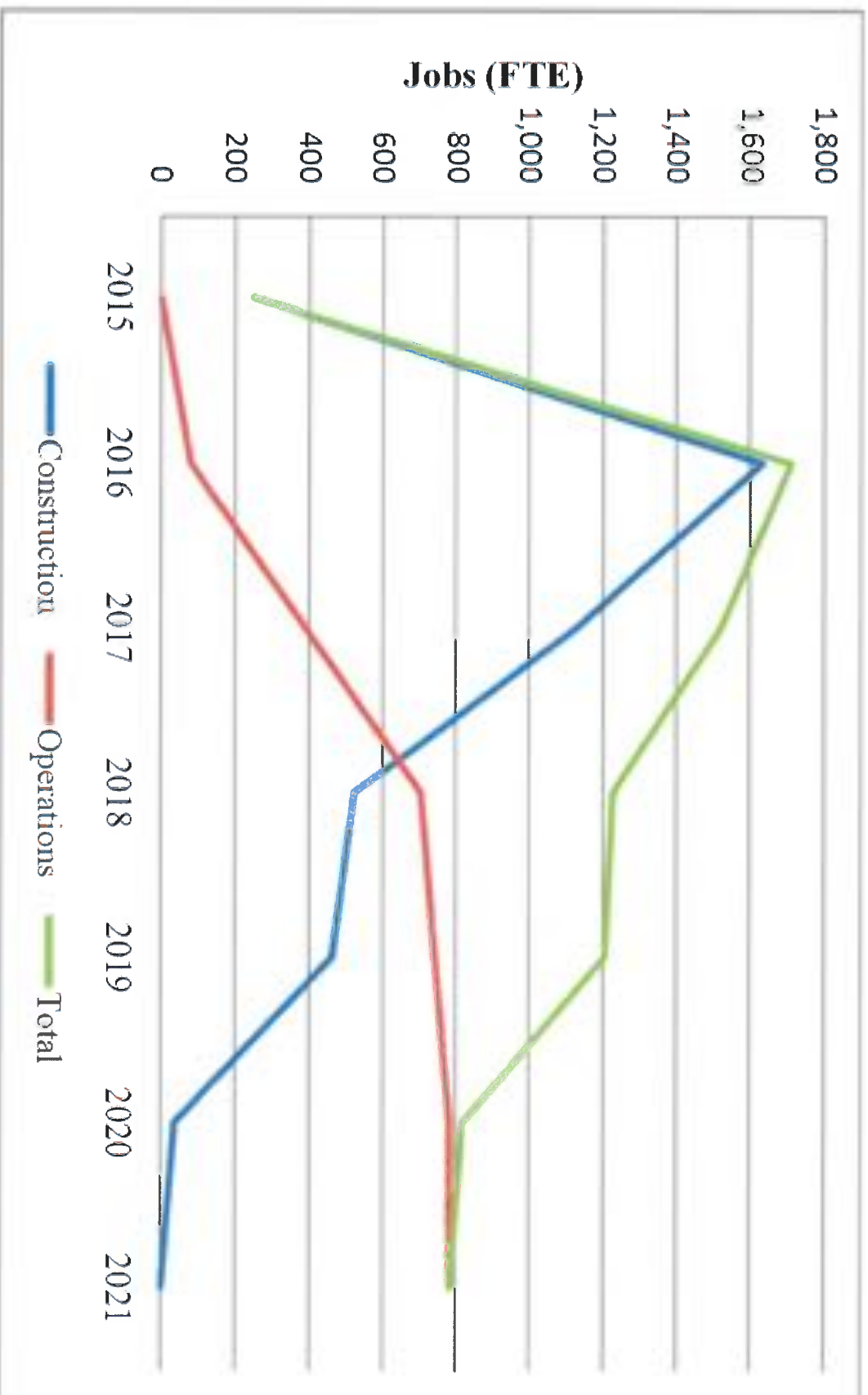


Figure ES-1. FTE Jobs Impact from Combined Construction and Operations, 2015-2021

# Potential Annual Economic Output

Example: FAST-C (VA) (Example is 1/3 the Size of Floriani Ranch)

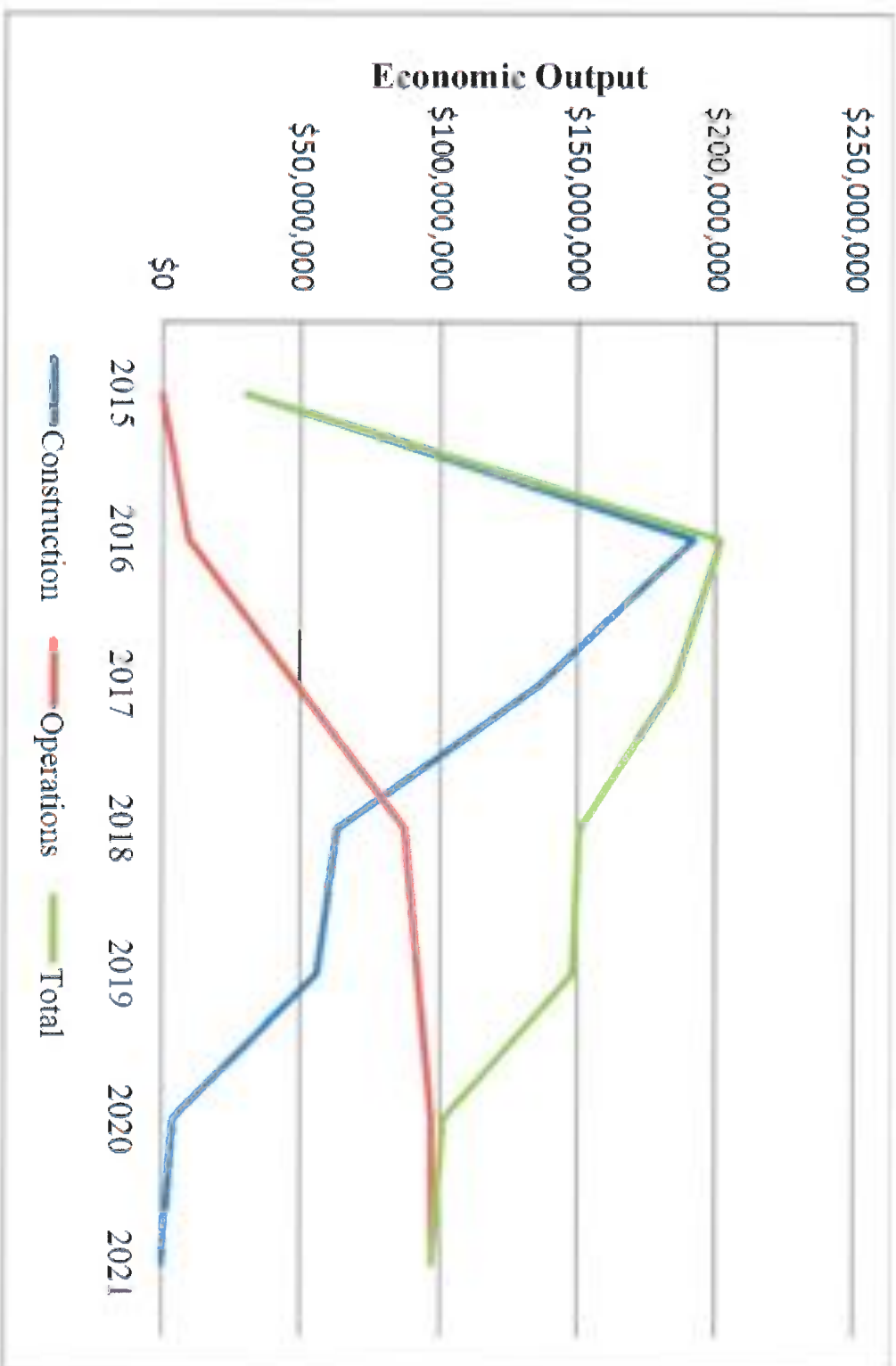


Figure ES-3. Economic Output Impact from Combined Construction and Operations, 2015-2021, Constant 2014 Dollars



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