

ENGLAND
INDUSTRIAL AIRPARK
& COMMUNITY

ALEXANDRIA
INTERNATIONAL
AIRPORT

2009 Master Plan Update

Chapter 1 Executive Summary



Chapter 1

Executive Summary

1.1 BACKGROUND

With the disintegration of the Soviet Union, the Cold War came to an end. The United States Federal government recognized the need for closure and elimination of significant amounts of military infrastructure. Thus, the base closure rounds of the 1990's came into being. One of those bases slated for closure was England Air Force Base located at Alexandria, Louisiana.

The community rallied in the face of potential severe economic dislocation and created the England Economic and Industrial Development District (England Authority) to seek control of the real and personal property located at England Air Force Base. Upon application by the England Authority and at the recommendation of the Federal Aviation Administration (FAA), the Department of Defense granted all airside and landside areas (the Airport) associated with the former military base to the England Authority for the purpose of establishing a major air transport resource for the region, state and nation.

December of 1992 saw the creation of the geographic entity known as England Airpark with the official closure of England Air Force Base. Located at England Airpark, Alexandria International Airport was opened for service in August of 1993. 1995 saw the England Authority become financially self-sustaining in operating funding. In August of 1996, commercial air service commenced at AEX with service to Houston, Dallas, Memphis and Atlanta. With the doubling of air traffic, leasing of over 1 million square feet of commercial space and the facilitation of approximately 2,000 jobs, England Airpark and AEX have become a model for the transfer of a former military base to a rural community.

From its beginning, the redevelopment of England Airpark and AEX has been a unique enterprise in accumulating additional missions compared to the typical development of a rural airfield. During the planning process, the FAA and local community envisioned the facility as a strategic asset to the national airspace/transport system. Building upon its civilian mission, the England Authority executed a commercial lease with the US Army for a portion of the facility including access to the airfield which resulted in the creation of the intermediate staging base (ISB) for the nation's critical Joint Readiness Training Center (JRTC) located at nearby Fort Polk.

Since 9/11, AEX has played a strategic role in moving thousands of civilians and military personnel along with millions of pounds of cargo in support of the Global War on Terror. Proving its flexibility and efficiency in these real world deployments, the military under a commercial lease with the England Authority, invested approximately \$60 million in airfield facilities including the hazardous cargo loading/unloading aprons (hot pads), the military passenger processing facility, Air Cargo/Military Apron adjacent to the North Apron and rekeeling of Runway 18.



Another developing mission is Disaster Relief for the Gulf Coast. Hurricanes Katrina, Rita and most recently Gustav (2008) solidified the Airpark's role, as designated by the Louisiana Department of Transportation Division (LaDOTD), as a disaster relief staging and support area. From marshalling aircraft, transshipping supplies, staging relief troops and workers, to serving as a command center location, AEX/England Airpark has shown that its role in disaster relief can be greatly expanded.

From its humble beginnings as an abandoned military facility, England Airpark/AEX serves in a number of roles including: a staging base for both military training/transfer operations and disaster relief, an intermodal transportation facility, and as an educational campus and business development center for the Central Louisiana Region. Alexandria International Airport (AEX) continues to aggressively develop commercial and general aviation/corporate related traffic providing leisure and business travelers a gateway to national hubs including Atlanta, Houston, Dallas-Fort Worth and Memphis.

As part of this Update, land use and facility redevelopment plans have been constructed to promote sustainable development opportunities at the Airpark. Sustainability is commonly understood to mean:

"Development which meets the needs of the present without compromising the ability of future generations to meet their own needs".

Development recommendations include the implementation of green space development, alternative energy sources, water conservation and growth that encourages electric car use, cycling and walking through the installation of roundabouts, bike trails and sidewalks. Further, the Airpark continues to encourage a coherent community atmosphere by supporting educational development, work, recreation and commerce in a compact geographic location.

1.1.1 Goals, Objectives and Key Issues

At the commencement of the planning process, the Project Team met with England Authority Board members and staff to discuss their hopes, dreams, and aspirations with regard to the Airport Master Plan Update. As part of a Planning Workshop, the England Authority identified key issue priorities specific to Alexandria International Airport and England Airpark that needed to be addressed within this Master Plan Update. These issues included, but were not limited to:

- Improving Competitive Position
- Sustaining Finances
- Addressing Deteriorating Facilities
- Finding Matching Resources and Building Partnerships
- Job Creation
- Marketing Successes



- Maintaining Reputation of progress in Community
- Elevating Image Beyond Reuse/Look to the Future
- Creating Separation from USAF Image
- Encroachment/Runway Protection
- Globalization
- Climate Change
- Louisiana Coastal Loss

The goal of the master plan update was to define current and future aviation demand at AEX, the means and alternatives for addressing this demand, the role of the airport in the local, regional and national aviation system, and the need for and financial feasibility of new infrastructure and airport facilities. The primary objective of the Master Plan Update was to create a 20-year development program that will maintain a safe, efficient, economical, and environmentally sustainable airport facility for the England Authority, City and the surrounding 8-parish region. The secondary objective was to create a comprehensive airport landside plan that provides sustainability to the aviation operations of AEX.

Coordination meetings were held with England Authority staff and Board members, and public input was achieved through several public information events. Input from the Public, community leaders and the England Authority contributed to the development of the final master plan recommendations.

1.1.2 Community Opinions and Perspectives

Since the completion of the FAA approved *1998 Airport Master Plan*, numerous physical and operational adjustments have occurred not only at Alexandria International Airport/England Airpark but within the aviation industry as a whole. Some of these changes included: increased use of business aircraft, community and business growth, expansion of residential and commercial development adjacent to AEX, introduction of new technology and aircraft, in addition to the impacts of terrorism, rising fuel costs, disaster relief and climate change.

During the master planning process the Consultant Team conducted a focus group session with local community and political leaders from the Alexandria International Airport and England Airpark target areas. The focus group session was used to solicit opinions and perspectives from those potentially impacted by the development of the Airport and the Airpark as part of the public input component of the Master Planning Update process.

A review and analysis of the opinions from the participants in the focus group session generated the following conclusions:



Existing Perceptions

- Existing perceptions of the England Airpark and the Alexandria International Airport evoked pride and positive feedback from the respondents. Terms like “a reincarnation”, “the prettiest terminal in the United States” and “progress” were articulated by the participants.
- The participants pointed out a direct link between the Airpark and economic development in their communities. They perceived that the Airpark’s growth and expansion creates new jobs, expanded transportation services, infrastructure and increased housing opportunities to the local economy.

Target Areas of Economic Development

- The participants in the focus group indicated that there are several economic segments which offer opportunities for long-term growth in the Rapides Parish area. They included in their responses the economic segments of manufacturing; military opportunities and uses; educational/ technical training for jobs relocating to the area; health care; transportation and distribution.

Primary Resources to Foster Economic Development

- The participants indicated that the primary resources in the area include the land; the proximity to the interstate system; the Port and the electrical utilities.
- Resources required would include improvement to the off system state roads in order to facilitate better access for trucks connecting to the Airpark; the development of a loop or beltway system; the development of an Industrial Park; and the building of the Highway 28/I-49 Connector Roadway.

Assets/Constraints of the Airpark and Airport

- The responses regarding the air service available at the Airport were positive including comments like “great” and “convenient”. At least one of the respondents felt that additional airlines should be recruited and an all jet fleet would be preferable.
- The responses relative to the current land uses at the Airpark provided suggestions for additional land uses to include retail development; expanded educational facilities to include an Community College; and a suggestion that the older buildings that are still standing on the site be demolished.
- The primary strengths of the England Airpark, according to the focus group participants are the current length of the Airport Runway; the beauty of the terminal facility; the



management and staff of the Airport and Airpark; and the availability of land for growth and expansion.

- The participants felt that the primary constraints included the lack of the availability of trained, skilled workers in the area; the lack of monetary resources to expand and redevelop; and the lack of cooperation and collaboration among the leadership of the surrounding municipal entities.

The Vision

- The majority of the focus group participants support the concept of continued growth and expansion of the Alexandria International Airport and the England Airpark. They indicated in their responses that they would like to see expanded Air Service to include larger, more efficient planes; expanded terminal facilities; increased cargo; and additional passengers to justify an Air Service Hub in the distant future.
- Two “Airside Improvement” comments were made which included implementing procedures to reduce the wait time for picking up luggage in baggage claim and the addition of shuttle service from the parking lot to the Terminal building.
- The majority of the participants seem to agree that there is a direct link between economic development in the local and surrounding geographic areas and the development of the Alexandria International Airport and the England Airpark.
- The participants suggested that the England Authority Staff should be proactive in making sure that the local and surrounding communities are made aware of the various initiatives being planned at England Airpark. They suggested that there should be increased efforts “To educate the community on what is available at the Alexandria International Airport and England Airpark” and “Continued efforts to share the goals of the Airport and Airpark”.
- The participants also suggested that a cooperative agenda should be forged with other governmental and economic development entities in an effort to work collaboratively in sharing economic development plans and programs in order to ensure that planned efforts are complimentary in nature. They suggested that the Airport “showcase through collaboration with other economic groups in the area”.

1.2 EXISTING FACILITIES

A review of information related to the England Airpark/AEX and the surrounding communities provided the basis for future analyses. Historic data was obtained from a variety of sources (i.e. FAA approved documentation, site visits, data provided by users, staff and tenants, etc). Some historic data, however, is not accurately reflected. Therefore, a strong recommendation to the Authority is to transfer facilities inventory data to an electronic database utilizing geographic



information system (GIS) software to assist the Authority in maintaining an accurate database of current airfield and Airpark facilities.

1.2.1 Description of England Airpark

England Airpark consists predominantly of low-density mixed use development with industrial, residential, commercial, and recreational elements. Most active businesses are aviation-related and offer services ranging from commercial air travel and car rentals to aircraft services, cargo transport service, and flight instruction. A comprehensive planning effort contained herein identified major opportunities and changes related to the Airpark's current facilities and contiguous land use. A profile of existing socioeconomic conditions and trends was also developed to identify potential influence on land development.

The 3,100 acre Airpark consists of three major land use components:

- Alexandria International Airport;
- "Old Town," a 900-acre fine-grain mix of existing institutional, office, educational, recreational, and light industrial; and
- "New Town," the greenfield acreage along the Airpark's western boundary.

The Authority, in addition to recent airfield improvements, established additional warehouse, manufacturing space and facilities, constructed new commercial terminal complex and renovated the Learning Center for Rapides Parish. This development is illustrative of the Authority's vision to develop the Airpark as an intermodal transportation, residential, business, recreational and educational campus.

1.2.2 Description of Alexandria International Airport

The airport is owned and operated by the England Authority, and is equipped with two primary runways, Runway 14-32 and Runway 18-36, which each provide 95 percent wind coverage. The two runways are supported by Taxiways providing access to commercial, military/cargo, fixed based operator and general aviation facilities. Because of poor pavement condition, Taxiways F and G are inactive. Existing airfield facilities are illustrated in **Table 1-1**.

Runway and apron pavement originally constructed in the 1950s (Runway 18-36, Taxiway A, North and South Apron and runway blast pads) have been identified for reconstruction and rehabilitation, which is already in progress. The remaining airfield pavement¹ is designed to accommodate C-5 and B747 aircraft. Hot pads, military passenger processing center and the cargo/military apron were constructed by the US Army for troop transfers and disaster relief efforts. Therefore, as part of their commercial lease with the Authority, the military is responsible for maintenance and periodic rehabilitation.

¹ Runway 18-36 pavement north of Taxiway Alpha and portions of Taxiway E between Runway 32 and 36 have been reconstructed to accommodate the passage of C-5 and B747 aircraft.



**TABLE 1-1
EXISTING AIRFIELD FACILITIES**

Runway	Length	Width	Strength ¹	VGSI ²	Approach	Markings	Lighting
Runway 14	9,352 ft	150 ft	81,000 – S	PAPI	ILS/DME VOR	Precision	HIRL REILs
Runway 32			180,000 – D				
		330,000-DT					
		850,000- DDT					
Runway 18	7,001 ft	150 ft	75,000 – S	PAPI	GPS	Non Precision	HIRL REILs
Runway 36			130,000 – D				
		191,000-DT					
		502,000 - DDT					

Sources: FAA Airport/Facility Directory, South Central US, October 2007. THE LPA GROUP INCORPORATED, 2008;
Notes
¹ Landing gear configurations are: S – Single-wheel; D – Dual-wheel; DT – Dual-tandem; DDT – Double-Dual-Tandem
² VGSI – Visual Glide Slope Indicator

Recommendations identified in previously FAA approved documentation include:

- Lengthening Runway 14-32 to 12,000 feet
- Rehabilitation/reconstruction of runway blast pads
- Rehabilitation/reconstruction of north and south apron areas
- Land acquisition
- Fuel farm relocation
- Extension of Taxiway A, and
- Upgrade Runway 14 approach to Instrument Category II

These findings were considered in the facility requirements and alternative analyses.

The Airpark has three distinct vehicular gateways that can act as focal points and anchor future development sites: the Air Base Road/England Drive or “front gate” to the north; the England Drive/Vandenburg Drive intersection; and the “backgate” at the intersection of Vandenburg Drive and Bayou Rapides Parish Road. Increased vehicular volumes along Vandenburg Drive in conjunction with I49/Highway 28 may warrant traffic calming and other mitigation techniques to control traffic within the Airpark.

Terminal Area

The commercial passenger terminal area at AEX is located on the eastern side of the Airfield, and includes:

- Terminal Building
- Public Parking Facilities



- Rental Car Ready/Return Lots
- Access Roadway System, and
- Commercial Air Services Apron.

Other facilities that are within or adjacent to the Terminal Area include:

- Air Traffic Control Tower
- Parking Lots – Public, Rental Car and Employee
- Air cargo processing facilities, and
- Index D Aircraft Rescue and Firefighting Facility
- Fixed Based Operator Facilities, and
- General Aviation Apron.

Terminal access is provided via England Drive, Vandenburg Drive, Chappie James Avenue and Frank Andrews Boulevard. The terminal opened in December of 2006, and is comprised of three levels equating to 107,187 square feet of space. The terminal provides four common use gates to serve the airport's existing tenant airlines (American, Delta, Continental, and Northwest), as well as an integrated air traffic control tower. Approximately 717 automobile parking spaces are located due north of the passenger terminal between the loop of Frank Andrews Boulevard (the airport's main entrance road), and additional overflow parking is provided near the fixed base operator (FBO) terminal.

1.3 AVIATION FORECASTS

1.3.1 Historic Demand

AEX accommodates a variety of operations as a result of its commercial lease agreements with the US Marshals Service, US Army, FBO and four commercial airline operators. Commercial enplanements consist of a combination of US Military troop movements, business and leisure travel. The airport is unique in that it was selected to provide the following services: AEX was selected as the JRTC intermediate staging base (ISB) for the US Army; AEX was also designated as a disaster relief staging area by the Louisiana Department of Transportation and Development; and AEX is the only civilian airport to be designated as a Power Projection Platform by the Department of Defense. This combined with England Authority's goal to develop the Airpark as an intermodal facility has and will continue to drive enplanements, operations and development at the airport. Historic data in concert with the FAA approved 2007 *FAR Part 150* forecast provided the foundation for aviation activity forecasts.

1.3.2 Aircraft Operations and Enplanements

Operations at AEX consist of a combination of air charter, air taxi/commuter, military and general aviation as illustrated in **Table 1-2**. AEX supports commercial and military cargo operations primarily associated with its role as an ISB and disaster relief staging area.



**TABLE 1-2
HISTORIC PASSENGERS**

Year	Enplanements			Deplanements			Total Passengers		
	Charter	Air Taxi	Total	Charter	Air Taxi	Total	Charter	Air Taxi	Total
1995	1,485	65,029	66,514	1,335	65,069	66,404	2,820	130,098	132,918
1996	15,912	71,095	87,008	12,487	70,994	83,482	28,399	142,089	170,488
1997	26,859	79,538	106,397	23,486	79,058	102,544	50,345	158,596	208,941
1998	27,147	88,501	115,648	25,061	87,903	112,964	52,208	176,404	228,612
1999	27,860	99,349	127,209	36,240	98,436	134,676	64,100	197,785	261,885
2000	30,117	103,803	133,920	26,874	103,061	129,935	56,991	206,864	263,855
2001	34,467	89,299	123,766	39,112	87,005	126,117	73,579	176,304	249,883
2002	17,906	89,900	107,806	25,829	87,999	113,828	43,735	177,899	221,634
2003	24,416	95,891	120,307	17,404	96,233	113,637	41,820	192,124	233,944
2004	37,048	118,770	155,818	34,559	116,620	151,179	71,607	235,390	306,997
2005	22,638	118,312	140,950	22,855	114,344	137,199	45,493	232,656	278,149
2006	14,963	118,815	133,778	17,600	113,614	131,214	32,563	232,429	264,992
2007	16,765	129,005	145,770	12,139	127,911	140,050	28,904	256,916	285,820

Sources: FAA ACAIS 2007/08, and Alexandria Airport Monthly Comparative Air Traffic Reports, 1995-2007

Operations at AEX consist of a combination of large commercial aircraft (B747, 757, 737, etc.), military transport (C130, C-5, SH 330/360, etc.) and training (A-10, T-1, rotorcraft, etc.), air taxi (ERJs, CRJs, Saab 340s, etc.), and corporate/general aviation (Gulfstream V, Beech Airliner, and a combination of smaller multi-engine and single-engine piston aircraft). The historic air carrier (air charter) fleet mix (**Table 1-3**) illustrated a nationwide trend to utilize larger, longer range aircraft to provide greater economies of scale.

**TABLE 1-3
HISTORIC AIR CARRIER OPERATIONS**

Aircraft*	2004	2005	2006	2007
Boeing 727 (100/200)	713	199	149	0
Boeing 737 (200/300/400/500/700/800)	591	724	1,129	1,370
Boeing 747 (200/300/400)	138	50	35	47
Boeing 757 (200/300)	190	476	166	2
Boeing 767 (300)	101	11	14	89
Boeing 777 (200)	32	39	0	0
DC-10/MD11	170	144	78	39
Other (MD80, A319, B717, AN124, L1011 etc.)	77	122	90	148
Total Air Carrier	2,013	1,764	1,661	1,695

Notes: *includes passenger and cargo aircraft operations

Source: GCR Associates, FAA Form 41 Data, AEX Historic Data, FAA Air Traffic Enhanced Management System, 2000, 2007 & 2008, 259th ATC 2007 & 2008 Data, JP Airline Fleets International, 2007 & 2008

The airport's location within central Louisiana makes AEX a highly capable and desirable location for a variety of users along the Central Gulf Coast.



1.3.3 Factors, Opportunities and Socioeconomic Conditions

Rapides Parish saw a modest growth from 2000 through 2006 while the levels of educational attainment, personal income levels and participation in the labor force increased. Occupations included not only an increase in the service industry but in manufacturing, which is contrary to the national trend. The Louisiana Economic Development Council also developed the Vision 2020 Report as a guide to improve the State's labor pool in an effort to remain competitive in the global economy. Part of the Vision 2020 program is the continued development of the area as a Lifelong Learning center by encouraging education and innovation. The England Authority has already taken steps to encourage energy conservation and sustainability, new technological development in concert with the military, while promoting the Airpark as an educational campus.

The Rapides Parish region saw an influx of population primarily related to relocation. Between 2000 through 2005, the region saw a population decline of approximately 0.9%. Following Hurricane Katrina in September 2005, Rapides Parish saw the largest increase in population. The overall labor market is strong relative to other similarly sized workforces in the south central US. Therefore, population, labor force growth, technology and aviation operator business practices in conjunction with social, natural and geo-political events all impact potential demand. It was further anticipated that the Authority's continued focus on education, technology and business development will feed commercial demand at the airport through and beyond the twenty-year planning period.

1.3.4 Aviation Demand Forecasts

Aviation Demand forecasts are used to update projections of aviation activity, which are then used to identify future facility planning requirements. This element of the Master Plan Update process updated projections of the FAA approved *FAR Part 150 Study, FAA Terminal Area Forecast, FAA Aerospace Forecast, 2007-2020*, in conjunction with data provided by the US Army and the 259th Air Traffic Control to project both enplanements and operations throughout the twenty-year planning period. This analysis drew upon current industry data, planned military training and operational data, previously approved forecasts, approved FAA forecasting methodologies, etc. to define future activity levels while also considering the wars in the Middle East, fuel prices, the impacts of worldwide terrorism, etc.

The forecasts determined the following types of activity as illustrated in **Table 1-4**:

- Enplaned Commercial Passengers (Air Charter and Air Taxi)
- Commercial Operations (Air Charter and Air Taxi)
- Military Training Operations (Local and Itinerant),
- General Aviation Operations (Local and Itinerant),
- Instrument Operations
- Cargo Tonnage, and
- Based Aircraft.



However, long-term air charter enplanement forecasts beyond 2021 could not be accurately predicted as a result of the relationship between air charter passengers/operations and US Army training and deployment.

FAA and England Authority approved forecasts were used as the basis for the fleet mix forecast and runway length analysis provided in the following sections.

**TABLE 1-4
SUMMARY OF OPERATIONAL FORECASTS**

	2007	2008	2012	2017	2022	2027
<i>Passenger Enplanements</i>						
Air Charter	16,765	19,409	33,117	33,117	42,117	42,117
Air Taxi	129,005	133,026	151,370	177,610	209,008	246,980
Total	145,770	152,435	184,487	210,727	251,125	289,097
<i>Itinerant Operations</i>						
Air Carrier/Charter Operations	1,695	1,719	1,780	1,780	1,924	1,924
Air Taxi Operations	10,753	10,950	10,646	10,262	9,909	9,250
General Aviation	5,013	5,103	5,839	6,545	7,072	7,643
Military	4,435	5,683	6,193	6,193	6,193	6,193
Total Itinerant	21,896	23,455	24,459	24,780	25,097	25,010
<i>Local Operations</i>						
General Aviation	23,025	23,347	24,683	26,459	28,364	30,406
Military	5,697	5,091	36,718	38,097	38,097	38,097
Total Local Operations	28,722	28,438	61,401	64,556	66,461	68,503
Total Operations	50,618	51,894	85,859	89,336	91,558	93,513
Instrument Operations	16,048	24,567	40,397	41,448	41,729	41,602
Cargo/Mail (Exported and Imported Tons)	5,475	5,667	6,453	7,466	8,554	9,806
Based Aircraft	40	40 ¹	42	44	47	49

Notes: ¹ According to airport management, as of January 2009, the number of based aircraft increased to 46.

Sources: AEX Comparative Air Traffic Reports, FAA ACAIS, FAA ATADS, FAA TAF, FAA Aerospace Forecast, GDP Forecasts, FAA approved FAR Part 150 Study, and the LPA Group Incorporated, 2008

1.4 AIRPORT CAPACITY AND FACILITY REQUIREMENTS

1.4.1 Airport Capacity

The Demand/Capacity analysis examined the capability of AEX's airfield, based upon existing and forecast demand, to fully support activity utilizing the FAA's demand capacity methodology. Using the Annual Service Volume (ASV) methodology, no airport capacity issues will exist throughout the planning period. However, this methodology is based primarily upon operations, runway utilization and a generic fleet mix operational factor. In the case of AEX, the airfield is regularly used by large commercial and military² transport/training aircraft. In the previous FAA approved *Master Plan (1998)* and FAA approved *FAR Part 150 Study (2007)*, it was determined

² Military operations are related to a commercial lease agreement between the US Army and the England Authority to provide facilities for military transport and training activities. The US Army also paid for and installed the Cargo/Military apron, the Military Passenger Processing Facilities, the Hot Pads and associated support facilities. Maintenance associated with these facilities is included within the US Army/England Authority commercial lease.



that runway lengths were inadequate to accommodate existing aircraft demand. An existing and forecast fleet mix breakdown by type of operation is provided in **Table 1-5**.

Since AEX is equipped with two primary runways, 14-32 and 18-36, continued regular use by the B747 and B737 aircraft, respectively, will require an extension of both runways to accommodate passenger load factor, cargo and fuel load requirements (useful load) necessary to facility longer range operations.

1.5 FACILITY REQUIREMENTS

The facility requirements analysis evaluated existing and planned development at Alexandria International Airport and England Airpark. This analysis included a detailed land use evaluation as well as thorough analysis of current airport facilities (i.e. runways, apron, hangars, automobile parking, NAVAIDs, etc.). Using FAA guidance and applicable local design standards and guidelines, airfield, support and landside facilities were identified and quantified based upon forecast demand. Further, identification of facility requirements considered the Airpark's role as a staging base for both the military and during disaster relief efforts. In addition, requirements evaluated the Airpark's future role as an intermodal transportation center, business nexus and educational campus within the southeast United States. Development alternatives were also evaluated regarding alternative energy sources (i.e. wind, water, solar, etc.), water conservation impacts of climate change and Louisiana's coastal loss.

1.5.1 Land Use

The purpose of the Landside Requirements section was to assess the physical capacity of the Airpark, including current land uses, utilities, circulation and development constraints, and to identify infrastructure modifications necessary to support proposed development. England Airpark is a predominantly low-density mixed use campus with industrial, residential, commercial, and recreational elements. Many active businesses are aviation-related, but the Airpark does offer several high quality commercial and recreational amenities that cater to visitors and travelers.

Utilizing the 1993 FAA approved *England Air Force Base Reuse Plan* as a starting point for future land use development, the land use plan identified the airport operating area (AOA) and the area east of the airside facilities for major aviation related commercial and industrial uses. The plan further designates land west of the runways for future expansion to accommodate a west industrial park. The core of the Airpark, surrounding Air Base Road/England Drive or the "front gate" intersection to the north, would be surrounded by light industrial and office space, transportation and warehousing, and educational facilities. The eastern sites of the Airpark would transition from existing dormitories to light industrial and office uses. The Military would continue to operate in the northern portion of the Airpark.



**TABLE 1-5
FLEET MIX BREAKDOWN BY AIRCRAFT TYPE**

Aircraft	ARC	Years			
		2007	2012	2017	2027
A124 - Antonov AN-124 Russian	C-VI	2	2	2	2
Airbus A320/321-300 series	C-III	0	346	424	470
Airbus 330-300/340-500 series	D-V	8	43	75	98
B703 - Boeing 707-300	C-III	2	0	0	0
Boeing 737-200/300/400	C-III	869	356	120	9
Boeing 737-600/700/800	C-III	501	613	712	770
B744 - Boeing 747-400	D-V	47	256	444	575
Boeing 757-200/300	C-III	2	0	0	0
B763 - Boeing 767-300	D-IV	89	53	0	0
DC10 - Boeing (Douglas) DC 10-10/30/40	D-IV	22	12	0	0
DC9	C-III	12	10	3	0
MD80 - Boeing (Douglas) MD 80 Series	C-III	114	89	0	0
L101 - Lockheed L-1011 TriStar	D-IV	10	0	0	0
MD11 - Boeing (Douglas) MD 11	D-IV	17	0	0	0
Subtotal Air Charter		1,695	1,780	1,780	1,924
E135 - Embraer ERJ 135/140/Legacy	C-II	530	426	206	0
E145 - Embraer ERJ-145	C-II	1,439	1,276	1,026	555
E45X - Embraer ERJ 145 EX	C-II	81	6	205	370
SF34 - Saab SF 340	C-II	5,466	4,259	3,592	1,850
CRJ2 - Bombardier CRJ-200/Challenger 800	C-II	3,230	2,662	1,681	925
Embraer ERJ 170	C-II	0	852	1,500	2,775
CRJ-700/701/702	C-II	7	1,065	2,052	2,775
Subtotal Air Taxi		10,753	10,646	10,262	9,250
B732 - Boeing 737-200/VC96	C-III	10	11	12	14
MD10	C-III	2	2	2	3
BE99 - Beech Airliner 99	B-II	6	7	7	8
GA Jet (Gulfstreams II/III/IV/V & Learjet 35/45/60)	C&D-II/III	7,195	9,151	15,986	22,814
GA Turbine	Various	7,244	7,886	8,529	9,506
GA Piston	Various	13,581	13,465	8,469	5,704
Subtotal Freight and General Aviation		28,038	30,522	33,004	38,049
Military Helicopter	Various	121	501	528	528
Military Jet (T1,37,38, 45, TEX, Tornado, etc)	C-I & II	4,955	6,978	7,234	7,234
Military Piston	A-I & II	150	619	652	652
Military Turbine	Various	71	296	312	312
C130	C-IV	4,532	4,738	4,880	4,880
C5	D-VI	88	363	382	382
SH330/360	B-II	73	302	318	318
C17A ¹	C-IV	142	29,114	29,984	29,984
Subtotal Military		10,132	42,911	44,290	44,290
Total²		50,618	85,859	89,336	93,513

¹According to data provided in FAA approved Part 150 Study and from military personnel, C17 training operations are anticipated to increase to approximately 37,440 over current operations. This is expected throughout the planning period.

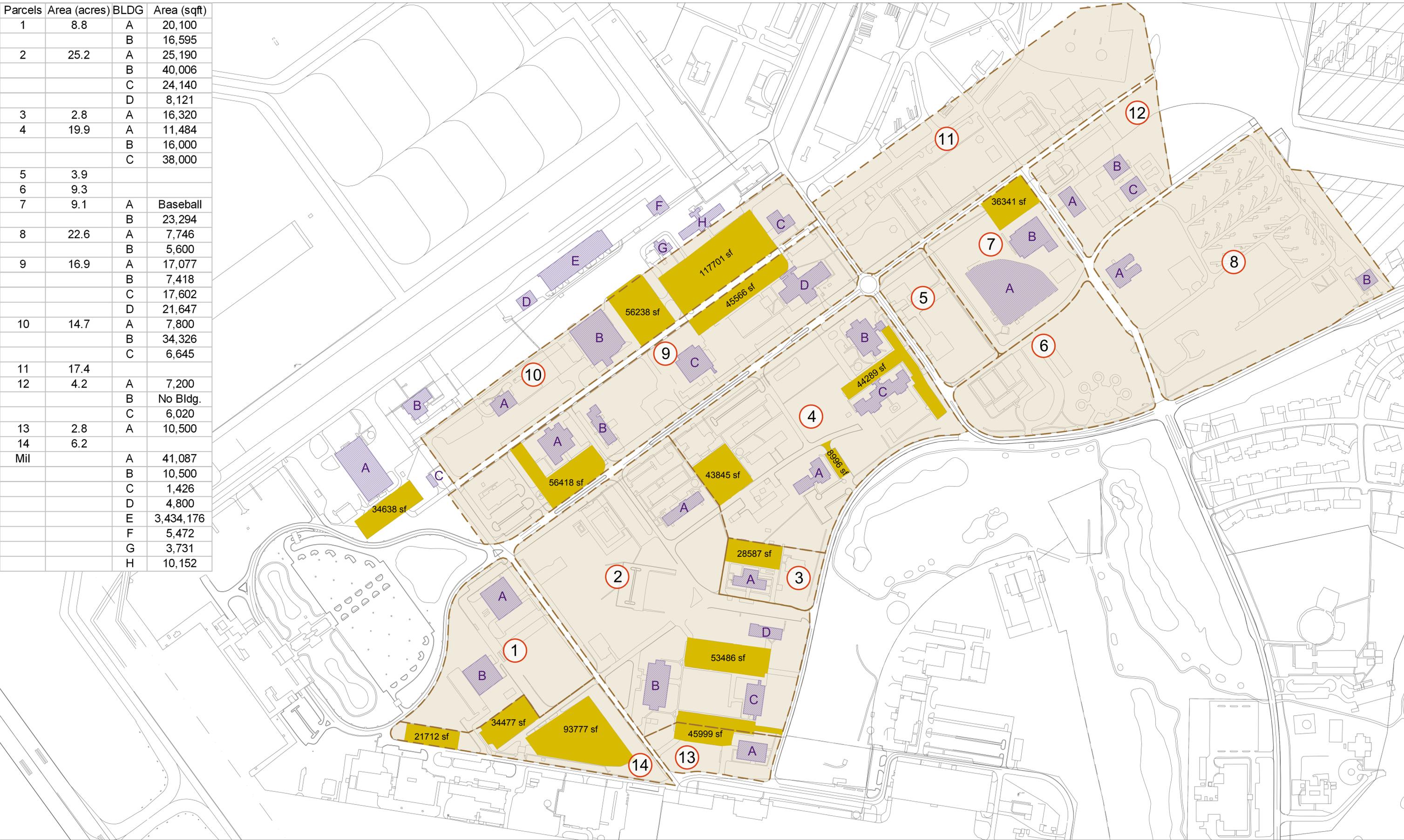
²May not exactly sum due to rounding.

Sources: FAA Air Traffic Enhanced Management System, 2000, 2007 and 2008; 259th ATC 2007 and 2008 data, AEX Comparative Traffic Data, JP Airline Fleets International, Individual Airline/Carrier aircraft on order, and The LPA Group Incorporated, 2008



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Parcels	Area (acres)	BLDG	Area (sqft)
1	8.8	A	20,100
		B	16,595
2	25.2	A	25,190
		B	40,006
		C	24,140
		D	8,121
3	2.8	A	16,320
4	19.9	A	11,484
		B	16,000
		C	38,000
5	3.9		
6	9.3		
7	9.1	A	Baseball
		B	23,294
8	22.6	A	7,746
		B	5,600
9	16.9	A	17,077
		B	7,418
		C	17,602
		D	21,647
10	14.7	A	7,800
		B	34,326
		C	6,645
11	17.4		
12	4.2	A	7,200
		B	No Bldg.
		C	6,020
13	2.8	A	10,500
Mil	6.2	A	41,087
		B	10,500
		C	1,426
		D	4,800
		E	3,434,176
		F	5,472
		G	3,731
		H	10,152





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Reconfiguration of existing access points and on-airport circulation is recommended in conjunction with green space in an effort to promote low-impact transportation options (i.e. cycling, walking, etc) within the airpark boundaries. The following street re-configurations and improvements, along with pedestrian amenities, however, are required to support proposed development:

- Closure of the east-west road (Miller Avenue) bisecting Heritage Park (Parcels 5 and 7);
- Closure of six (6) interior streets within the proposed Market Square (Parcel 8);
- Closure of northern half of easternmost street within proposed Market Square (Parcel 8)
- Closure of Vandenburg Drive north of Frank Andrews Blvd (Parcel 11);
- Closure of easternmost segment of street north and parallel to Frank Andrews Blvd, north of proposed warehouse development (Parcel 11);
- Introduction of five (5) access driveways to proposed Market Square (Parcel 8);
- Extension of street (Kegelman Blvd) north and parallel to Frank Andrews Blvd, bisecting existing parking lot adjacent to existing Recreation Center building (Parcels 9 and 10); and
- Introduction of truck access off of Air Base Road, connecting to Industrial area near Union Tank Car facility and eastern end of Frank Andrews Blvd (Parcels 11 and 12).

1.5.2 Airfield

AEX is designated as a Class IV Commercial Service Airport, and facilities are designed to accommodate ARC D-V aircraft, which includes the B747-400 (the critical aircraft). Since the overall trend worldwide has been a shift to larger more fuel efficient jets, demand for adequate runway length, pavement strength and aircraft parking facilities becomes critical. AEX is well suited to accommodate this shift if adequate runway length and strength is provided on Runways 14-32, 18-36 and associated taxiways and aprons. Further because of the airport's role as a disaster relief staging area, demand for facilities to accommodate commercial and military fixed wing transport and rotorcraft aircraft were identified.

A number of airfield improvements identified in previous FAA approved reports and now defined as high priority by the England Authority include:

- Extension of Runway 14-32,
- Rehabilitation of Runway 18-36 south of Taxiway Alpha, strengthening of Runway pavement on 18-36 to 850,000 pounds dual double tandem landing configuration,
- Apron pavement rehabilitation and strengthening,
- Fuel farm relocation,
- Drainage Improvements,
- Relocation/decommission of the long-range radar facility, and
- Expansion of the ready return, rental car lot and overflow terminal parking facilities.

Additional airfield, landside and support facility improvements associated, **Table 1-6**, were defined by the Airport's role(s) and the long-term vision of the England Authority.



**TABLE 1-6
SUMMARY OF FACILITY REQUIREMENTS**

Runways	<ol style="list-style-type: none"> 1. Provide a primary runway length of 12,000 feet 2. Provide secondary primary runway length of 8,008 feet 3. Provide 35-foot paved shoulders on Runway 14-32 4. Provide 25-foot paved shoulders on Runway 18-36 5. Rehabilitate pavement on Runway 18-36 south of Taxiway Alpha 6. Construct blast pads on Runway 14 and 18 thresholds 7. Rehabilitate blast pads prior to Runways 32 and 36 8. Conduct routine pavement maintenance on all runways
Taxiways	<ol style="list-style-type: none"> 1. Install 35-foot shoulders on Taxiways A and B 2. Extend Taxiway B north in conjunction with Runway 18 Extension 3. Extend Taxiway A north in conjunction with Runway 14 Extension 4. Construct Parallel Taxiway west of Runway 14-32 5. Provide designated run-up area at each runway end of 18-36 6. Conduct routine pavement maintenance on all taxiways
Airfield Facilities	<ol style="list-style-type: none"> 1. Implement a nonprecision/LPV approach on Runway 32 2. Upgrade approach lighting (ALSF-2) and install in-pavement centerline lighting on Runway 14 to provide CAT II approach 3. Relocate Glideslope Antenna 4. Install LAAS system to provide future Category I instrument approaches to Runways 32, 18 and 36 5. Install approach lighting system to Runways 32, 18 and 36 in conjunction with installation of precision approaches. 6. Install additional signage related to Runway and Taxiway Improvements 7. Periodic remarking of all airfield pavements 8. Rehabilitate portions of North Apron pavement 9. Rehabilitate portions of South Apron pavement
Airport Support Facilities	<ol style="list-style-type: none"> 1. Remove old airfield ground wiring 2. Relocate and expand fuel farm 3. Relocate PAR Approach and ASOS 4. Airport Drainage Improvements 5. Relocate Long-Range Radar facility off airport 6. Establish and maintain a geographic information system database of airfield and airpark facilities. 7. Upgrade Airfield, terminal and landside security requirements – Category III Airport.
Land Acquisition	<ol style="list-style-type: none"> 1. Obtain property for Runway 14 and 18 extensions 2. Obtain property related to precision approach RPZs on Runways 14, 18 and 36

Source: The LPA Group Incorporated, 2008.



1.6 SUSTAINABLE DEVELOPMENT AT ENGLAND AIRPARK

One of the fundamental elements of the England Airpark vision is the promotion of a sustainable system of Airpark development. Sustainable development can take many forms; it is characteristically defined by its careful use of scarce resources, including water, energy and land. In this case the definition is expanded to include income generation specific to the Authority and generally to the community through economic development activities. In conjunction with the Authority’s vision, a Strategic Land Use Framework was developed to provide a template for sustainable land use. Development recommended within the Strategic Land Use Framework encouraged quality living, working and retail choices in a compact, readily accessible, walkable environment while also promoting the re-use of existing infrastructure and previously disturbed land. Further, business development would be focused on those areas that bring income and economic activity into the region rather than a recirculation of funds within the region.

Individual builders/developers can contribute to Airpark sustainability by exploring Leadership in Energy and Environmental Design (LEED) building and development practices. LEED certified practices emphasize performance in site planning, water and energy management, material use and indoor environmental air quality. It has been recommended, where feasible, that the England Authority encourage a four or five star gold LEED certification for new commercial and residential facilities.

The principles of sustainability can stimulate technological innovation, advance competitiveness and improve quality of life. Potential benefits of “green” development are illustrated in **Table 1-7**.

TABLE 1-7 BENEFITS OF GREEN BUILDING	
Environmental Benefits	Enhance and protect ecosystems and biodiversity
	Improve air and water quality
	Reduce solid waste
	Conserve natural resources
Economic Benefits	Reduce operating costs
	Enhance asset value and profits
	Improve employee productivity and satisfaction
	Optimize life-cycle economic performance
Health and Community Benefits	Improve air, thermal, and acoustic environments
	Enhance occupant comfort and health
	Minimize strain on local infrastructure
	Contribute to overall quality of life

Source: EDAW, 2009

In an effort to obtain a better understanding of the relationship between the economic impacts of past and proposed development at the Airpark, potential industries/markets were evaluated which could impact the Airpark’s future growth. Two initiatives: the *Target Industry Analysis*



(**Appendix D**) and *Economic Impact Analysis* (**Appendix E**) were analyzed to provide the Consultant Team and decision makers tools needed to provide informed decisions on future Airpark development.

The *Economic Impact Analysis* focused on the historical (15-years) economic effect of AEX/England Airpark on the eight (8) parish region. The complete historic economic impact report, **Appendix E**, *Economic Impact Analysis*, summarizes past economic impacts. This data was used to analyze potential target industries.

In an effort to maximize resources pursuant to the FAA record of decision (ROD), the *Target Industry Analysis*, **Appendix D**, recommended a set of target industries. The analysis also provided an opportunity to evaluate the strengths and weaknesses of the Airpark and the Alexandria area, including facilities, proximity to the Gulf of Mexico, available labor force, skilled labor, etc. from a professional site selector. Both the economic impact analysis and identified target markets were invaluable in the development of landside and airside options associated with this Airport Master Plan Update.

1.7 THE ECONOMIC IMPACTS ON THE CENTRAL LOUISIANA ECONOMY OF THE ENGLAND ECONOMIC AND INDUSTRIAL DEVELOPMENT DISTRICT

In 1992, the Alexandria, Louisiana region was faced with a dire economic prospect. Under Base Relocation and Closure guidelines, the Department of Defense was closing the England Air Force Base---a source of at least 3,000 direct jobs to the community. Faced with the possibility of losing significant number of jobs in the local economy, business leaders and elected officials in the community organized an effort to successfully secure control of the assets at the base. The community ultimately formed the England Economic and Industrial Development District (EEIDD) with the goal of turning this economic lemon into economic lemonade.

The purpose of this component of this Master Plan Update is to document the economic impact of the EEIDD from its inception in 1992 through 2007. We will address the economic impact of the EEIDD on an eight-parish region that we will refer to as CENLA---Central Louisiana Region. CENLA is made up of the following parishes: Avoyelles, Grant, Rapides, Allen, LaSalle, Evangeline, Vernon, and Winn.

1.7.1 Direct Operational Components

The importance of EEIDD to the local economies in the region can be seen in the following direct operational components of the facility:

- In the sixteen years of operation, entities connected with the EEIDD have made investments totaling over \$502.8 million.
- In the same period, entities connected with the EEIDD have earned sales revenues of over \$2.8 billion.
- As of the end of 2007, the EEIDD connected firms employ over 2,000 workers.



1.7.2 Investment Impacts

The investment impacts on CENLA originating from the operations of entities connected with the EEIDD can be summarized as follows:

- Between 1992 and 2007, total investment spending at EEIDD connected entities of \$502.8 million has created a total of about \$1.1 billion dollars in additional business sales within the CENLA region.
- Those investment expenditures have also created approximately \$293.6 million in additional household earnings for residents in the region.
- On average, investment spending by EEIDD connected entities has created about 637 temporary jobs per year within the CENLA regional economy.

1.7.3 Operational Impacts

The operational impacts on CENLA originating from the entities connected with the EEIDD can be summarized as follows:

- Between 1992 and 2007, operational activities of EEIDD connected entities have generated a little over \$6.2 billion in additional new business sales within the CENLA region.
- The operational activities of these entities have also created approximately \$1.6 billion in additional household earnings for residents in the region.
- At the present time there are 6,616 permanent jobs within the CENLA region that are supported by entities connected with the EEIDD. This includes the 2,161 workers employed directly and a total of 4,455 indirect jobs created via the multiplier effects.

1.7.4 Combined Impacts

The combined impacts from both investment spending and the on-going operations of EEIDD connected firms can be summarized as follows:

- Over the period from 1992 through 2007 total investment and operational revenues at EEIDD connected entities have generated over \$7.3 billion in additional business sales within the CENLA economy.
- During this period the combined effects of investment spending and operational activities of EEIDD connected entities have also contributed to producing over \$1.8 billion in additional household earnings for residents within the CENLA region.
- As of 2007 the EEIDD connected entities support about 7,437 permanent and temporary jobs within the eight parishes in the region.
- It is worth noting that these new jobs are fairly high-paying jobs, with *average* annual earnings per job of about \$36,457.

1.7.5 Sales Tax Revenues

Finally, the multiplier effects from both investment spending and operational activities at EEIDD connected entities also work to increase tax revenues for each parish in CENLA. New household earnings lead to additional consumption expenditures by households, which in turn generate



additional sales tax revenues for the eight parishes in the CENLA region. The indirect tax effects created by EEIDD can be summarized as follows:

- In the first year the \$1.2 million dollars in additional household earnings created in the CENLA region, an additional \$24,308 in local sales tax revenues were collected within the region.
- By 2007 annual additional sales tax collections attributable to the economic activities at EEIDD amounted to \$5.42 million.
- Over sixteen years of business activity by EEIDD local sales tax collections for parishes in the CENLA were augmented by about \$36.94 million---a sizable injection of money into the local government coffers.

By virtually any measure, the injection of new monies caused by the operational activities and investment spending by the redevelopment of England Airpark and the work of the EEIDD have been a significant sales/earnings/jobs/tax generator for the parishes in the CENLA region.

In Appendix E, *Economic Impact Analysis*, we also have estimated the economic impact of the proposed future capital investments by the EEIDD and related entities. Over the next 5 years, future airside investments are expected to total \$110 million (\$105.3 million new to the Region), and landside investments total another \$87.1 million (\$60.3 million new to the Region). Over the next 5 years we project these new investment monies will create:

- \$290.4 million in new business sales in the CENLA Region;
- \$97.9 million in new household earnings in the CENLA Region;
- an average of 569 new jobs a year in the Region;
- and almost \$2 million in new sales tax collections for local governments in the Region.

1.8 ECONOMIC DEVELOPMENT ASSESSMENT AND TARGET INDUSTRY RECOMMENDATIONS

1.8.1 Overview

Site selection consultant McCallum Sweeney Consulting (MSC), in association with Applied Marketing Sciences (AMS), conducted a Target Industry identification study as part of this Airport Master Plan Update. The effort was designed in three parts: i) an economic development strengths and weaknesses assessment of the Airpark and Alexandria Louisiana region; ii) identification of, and research on, a select group of target industries which represent marketing targets that demonstrate a higher likelihood of having new projects and with needs that match up well with the assets of England Airpark; the analysis also identified industries that have located in close proximity to a number of similar sized airports and Airparks; and iii) provision of specific target companies, including contact information, within each of the target industries.



1.8.2 Economic Development Strengths and Weaknesses Assessment

The Strengths and Weaknesses Assessment examined England Airpark and the Alexandria region through the eyes of a site selection consultant; i.e., through the eyes of potential prospects and future tenants. As part of the site selection process, most expanding companies will consider a host of factors, many custom to their needs. However, certain factors are common to most location decisions. These are best grouped as Physical Factors, Operating Factors, and Living Factors, and this is the structure on which the assessment was built. The results of this assessment are included in **Tables 1-8** through **1-10**.



**TABLE 1-8
PHYSICAL FACTORS**

FACTORS	STRENGTHS	WEAKNESSES	COMMENTS
SITES	Sites: good diversity of mfg, dist., and office properties Buildings: well maintained, several with high potential	Sites: currently lacks large parcel to attract large user	EAP should pursue control of out- and in-parcels of west side (“New Town”)
TRANSPORTATION	Transportation: rail served sites; proximity to river access; excellent highway access; improving E-W routes	Transportation: intra-site road improvements needed for separation of industrial, office and commercial traffic	Solutions to on-site road route management are readily achievable
UTILITIES	Utilities: excellent electric (dual feeds into Park) and telecommunication infrastructure; water and wastewater acceptable	Utilities: electric rates higher than some competing areas across the south; water capacity upgrade needed to serve potential large water user	Utility availability and reliability is a strength of the Park
OTHER ASSETS	Other: air assets include new GA terminal and military staging area; uncluttered air space; “Hush House” on site; ramp-access sites; on-site fire and police protection.	EAP lacks the full scale aeronautics training center that major air prospects seek (aviation, aircraft maintenance)	The EAP management team continues to pursue key equipment upgrades to enhance air assets at the Park

**TABLE 1-9
OPERATING FACTORS**

FACTORS	STRENGTHS	WEAKNESSES	COMMENTS
LABOR	Labor availability overall is good; employers report a high level of satisfaction with existing employees; low union presence and low level of union activity.	Employers report some difficulty filling new positions with skilled quality employees; training resources in the community are inadequate; recruiting of outside talent challenged by limited “spousal” opportunities	Response to job openings has been high in volume but low in high quality skilled applicants.
TAXES and INCENTIVES	Income tax apportionment formula helps reduce tax base; Quality Jobs is high potential state incentive (rebates and sales tax exemptions); 10-year local property tax abatement	Tax rates (income and sales) are high, and higher than most of the southern states.	In addition to state and local government support, EAP management has considerable capability to negotiate competitive lease arrangements; in addition, EAP serves as “one-stop shop” for permitting and development.



**TABLE 1-10
LIVING FACTORS**

FACTORS	STRENGTHS	WEAKNESSES	COMMENTS
ECONOMIC VITALITY	Alexandria area shows history of slow but relatively steady growth; Professional Services a growing sector	Information; Financial Services; and Other Services showed declining employment; manufacturing employment remains below 10%	
COMMUNITY ASSETS	Small city conducive to families; low cost of living; excellent recreational assets; growing number of hotel rooms; excellent airport	Public school challenges; limited cultural resources; relatively small international business community; lack of quality meeting/training space	Significant community efforts for education improvement; regional cultural assets (Baton Rouge, New Orleans, Houston)
ENGLAND AIRPARK	Outstanding curb appeal (well maintained grounds/buildings; curb and gutter; consistent signage); on-site Audubon Trail golf course; on-site up-scale inn and restaurant; golf clubhouse (meeting/dining); on-site daycare; on-site housing	Traffic and people movement will be enhanced and improved with Master Plan project; limited commercial development on-site	Master Plan will call for new and improved walking trail through Park, and will identify areas for new commercial development on site.



1.8.3 Target Industries

The purpose of the target industry analysis is to review, verify and recommend industry targets for company relocation and expansion. This target industry analysis is intended to provide England Airpark with a framework to focus its resources on those areas that will hold the most return on time and marketing dollars invested in expansion and attraction efforts. The key to recommending industry targets is to match feasibility (strengths and assets) with desirability. The Team’s recommendations are based on a tour of the community, interviews with local businesses, SWOT Analysis, previous reports, available inventory, future development plans, the Airport Profile and the Team’s collective experience. All of these elements were used to determine the feasibility of industry targets for the Airpark.

Considerable research intelligence is provided in the report. This includes detailed descriptions of each target industry. More attractive sub-classifications within each industry are identified. The industry “universe” and the target “universe” are defined, and a description of key location criteria and key industry issues are also identified and discussed. This is provided to support recommendations for some major marketing approaches and general recruitment message development.

Finally, England Airpark will benefit from delivery of specific target companies within each target industry. These will be delivered at the direction of EAP management.



**TABLE 1-11
TARGET INDUSTRIES**

INDUSTRIES	ASSETS	CHALLENGES
AVIATION	Excellent air facilities and assets	Limited pool of trained experienced employees; lack of aviation and aircraft maintenance training
CORPORATE TRAINING / SHARED SERVICES	Airport (commercial and general aviation), available buildings; on-site inn and restaurant; golf course and club house; single flight connections to DFW, ATL. Dual power, available buildings, and growing office workforce	Need to establish niche for high end, high skill training (executive focus). Shared service opportunities may still be competing with off shore locations
RAIL-CAR RELATED CLUSTER	Union Tank Car supply chain; rail served sites; low union presence; proximity to major customers (petro-chem. operations).	Labor training and/or outside recruitment may be necessary for skilled positions.
PLASTICS MANUFACTURING	Available sites, including rail served; available building(s); low union risk; reliable electricity	East-West transportation corridors not ideal (but improving); proximity to suppliers (petro-chem.); enhanced training
REGIONAL DISTRIBUTION	Available sites and buildings; growing industry; central location (to LA and mid-South USA); proximity/access to I-49	Large distribution operation will require site on west side (property control, improved road access)
HOMELAND SECURITY / NATIONAL DEFENSE	Strong airport assets (new military staging area); central location for support of US Gulf Coast (natural disaster recovery); proximity to Ft. Polk; available buildings	Training, including specialized training, may need to be developed; outside recruitment of key skilled positions is likely to be necessary



1.9 AIRPARK ALTERNATIVES

The primary objective of this study was to identify an overall development plan for the England Airpark to meet both the Airpark's needs and Authority's long-term vision. Facility requirements in the technical report identified specific land use and aviation related needs. This information was used in the development of various Airpark and Airport alternatives. Since the combination of possible alternatives is limitless, the findings for previous studies, especially the FAA approved *1998 Airport Master Plan* and FAA approved *2007 FAR Part 150 Study*, and intuitive judgment were applied to those alternatives that have the greatest potential for implementation. These choices provide the underlying rationale for the preferred recommendation.

1.9.1 Landside Improvements

England Airpark is a predominantly low-density mixed use complex with industrial, residential, commercial, and recreational elements. Many active businesses are aviation-related, offering services ranging from commercial air travel and car rentals to aircraft services, cargo transport service, and flight instruction. The Airpark has several high quality commercial and recreational amenities that cater to visitors and travelers, including restaurants, accommodations, and the Links on the Bayou Golf Course. The signature open space at the Airpark is Heritage Park, which celebrates the long history of England Air Force Base and the "Flying Tigers" of the 23rd Fighter Wing.

The FAA-approved *1993 England Air Force Base Reuse Plan* established the initial vision for redevelopment of the base. Overall, the Reuse Plan recommended the long-range development of a regional transportation and industrial park facility that accommodates commercial, general and military aviation. The plan includes aviation, aviation-related and non-aviation commercial, industrial and public tenants that can sustain the community with jobs and income. The Airpark still maintains a military link, functioning as the Intermediate Staging Base for the Joint Readiness Training Center at nearby Fort Polk. In addition to ongoing military activities, the Airpark hosts about 50 industrial tenants, including Union Tank Car, one of the nation's leading rail car manufacturers; Integrated Packaging Corporation, the nation's largest minority-owned manufacturer of corrugated cardboard packaging; and Delta Beverage, the regional distributor for PepsiAmericas.

England Airpark's institutional anchors include the American Red Cross; the LSU Health Sciences Center, Huey P. Long Hospital, Outpatient Center; the St. Rita Catholic Daycare Center; the National Guard; and the Justice Prisoner and Alien Transportation System (JPATS) operated by the United States Marshals Service. The Learning Center for Rapides Parish represents a major educational and workforce training asset for England Airpark.

Many of the Airpark's major land uses are likely to remain in the foreseeable future due to revenue generating potential, long-term lease agreements, limitations on the transfer or disposition of property or historic character. These ongoing uses and the existing grid of streets form the framework for continued growth on the site. Along with a framework of existing land



uses and physical and natural systems, the Airpark has a series of design elements on which to build, including a landscape master plan and a signage and brand identity plan.

The vision for England Airpark landside development is to create a balanced, self-sustaining, and physically coherent mixed use community that attracts investment, capitalizes on emerging market trends, and anchors quality growth for Alexandria. The Airpark boasts a core of viable industrial tenants, a strong educational presence, the ready availability of buildings, land, and infrastructure, multi-modal transportation access, and recreational and natural resources. The intent is to leverage these existing assets into development opportunities that differentiate England Airpark as the premier business/residential/retail environment in the region.

Drawing from the guiding principles established as part of the planning process, the Strategic Land Use Framework expresses a broad vision for landside development of the Airpark. As an aspirational framework, **Exhibit 1-2** depicts long-term opportunities that reflect coordinated actions among the public sector, private landowners/investors, and the Airpark.

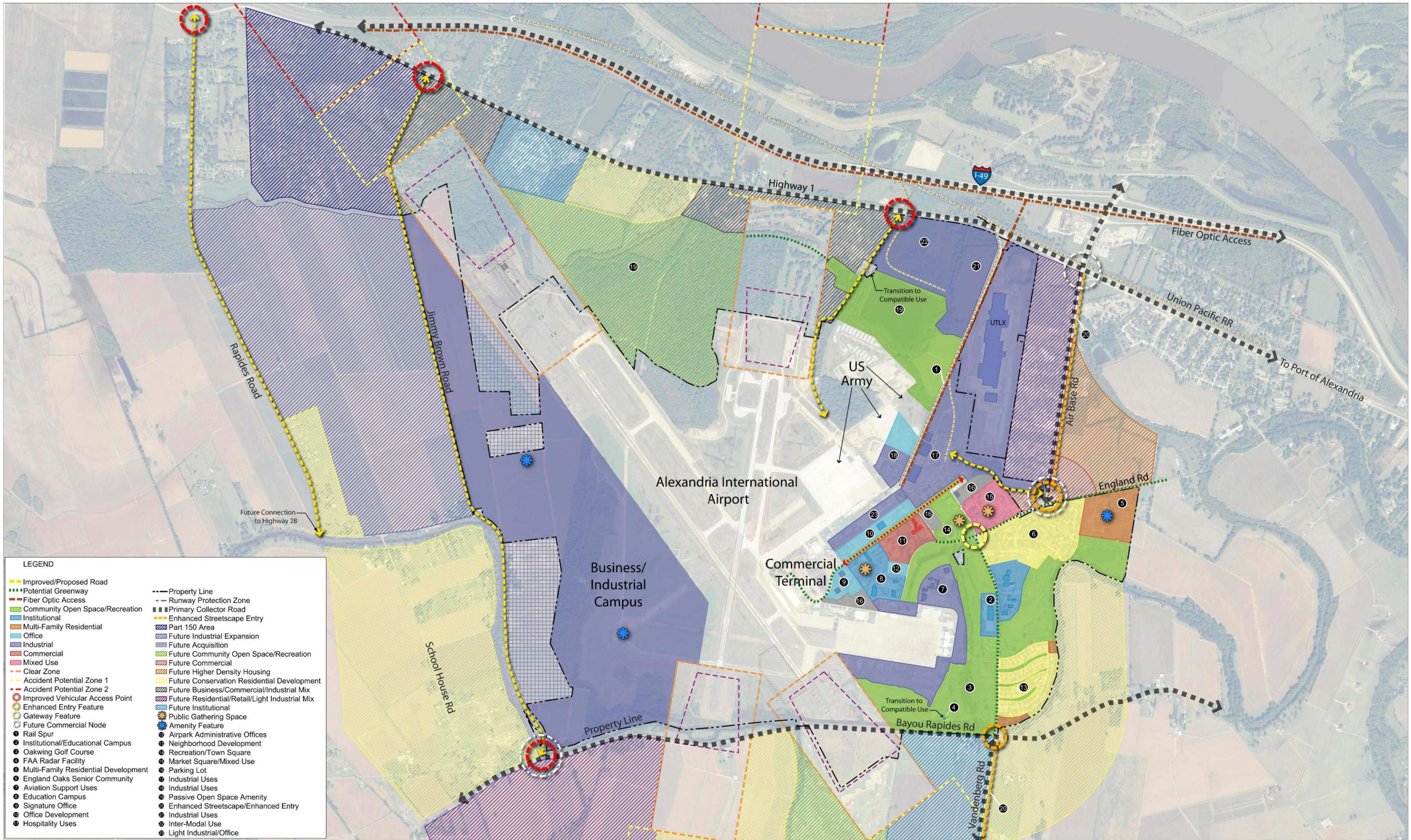
The Framework envisions that future development will fit seamlessly with ongoing uses to fill gaps in the built environment and reinforce a more walkable, urban setting. The layout of the Airpark core is intended to capitalize on the increased interest in compact development that encourages less energy intensive forms of transportation, such as walking, cycling, and transit. The design of vibrant, mixed use environments with multiple housing options also appeals directly to the student population and young workforce necessary to support Airpark tenants.

Specific opportunities highlighted include redevelopment of the England Estates residential area into a new urbanist neighborhood that maximizes excellent views across the golf course and existing green space. The neighborhood would feature a mix of housing types from single-family detached units to townhouses and apartments and a series of easily accessible common spaces. The neighborhood would have a consistent and authentic architectural character rooted in classic design elements appropriate to the region. Site planning would also deemphasize garage access by introducing alleyways, thus promoting a more pedestrian friendly, “front porch” feel.

Within the overall vision, Frank Andrews Boulevard emerges as the signature street and development spine of the Airpark. The vision is for buildings of design substance to line the boulevard, creating a continuous streetfront of quality development. The Framework also builds on the presence of existing tenants to create larger educational and tourism based components.



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LEGEND

<ul style="list-style-type: none"> Improved/Proposed Road Potential Greenway Fiber Optic Access Community Open Space/Recreation Institutional Multi-Family Residential Office Industrial Commercial Mixed Use Clear Zone Accident Potential Zone 1 Accident Potential Zone 2 Improved Vehicular Access Point Enhanced Entry Feature Gateway Feature Future Commercial Node Rail Spur Institutional/Educational Campus Oakwing Golf Course FAA Radar Facility Multi-Family Residential Development England Oaks Senior Community Aviation Support Uses Education Campus Signature Office Office Development Hospitality Uses 	<ul style="list-style-type: none"> Property Line Runway Protection Zone Primary Collector Road Enhanced Streetscape Entry Part 150 Area Future Industrial Expansion Future Acquisition Future Community Open Space/Recreation Future Commercial Future Higher Density Housing Future Conservation Residential Development Future Business/Commercial/Industrial Mix Future Residential/Retail/Light Industrial Mix Future Institutional Public Gathering Space Amenity Feature Airpark Administrative Offices Neighborhood Development Recreation/Town Square Market Square/Mixed Use Parking Lot Industrial Uses Industrial Uses Passive Open Space Amenity Enhanced Streetscape/Enhanced Entry Industrial Uses Inter-Modal Use Light Industrial/Office
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Alexandria International Airport
MASTER PLAN UPDATE 2009





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Frank Andrews Boulevard forms a visual link and linear greenway to the Town Square and the Market Square at the center of the Airpark. The Town Square is the collective front yard for the surrounding community, combining Heritage Park with active recreation facilities and a large flexible green space that can accommodate public gatherings and performances and continue to draw visitors to the Airpark with year-round programmed activities. Adjacent to the Town Square is the Market Square, a classically designed and pedestrian friendly mixed use setting with smaller scale, ground-floor retail and upper-floor housing organized around a common space. Both the Town Square and Market Square would feature unifying place-making elements, such as water fountains or carillons, public seating, and animated outdoor spaces, making them iconic gathering spots and special destinations in the Alexandria region.

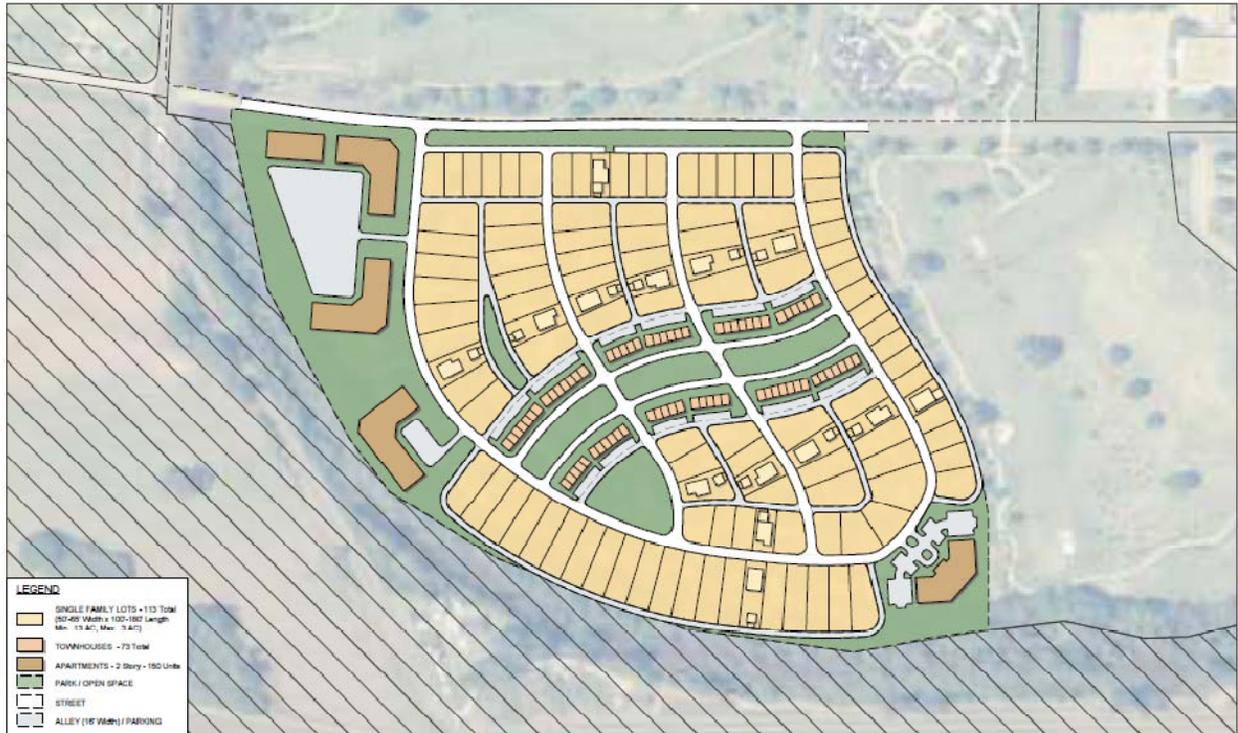
Development opportunities along Highway 1 build on the nearby presence of the Union Tank Car Complex to accommodate future industrial activity. The availability of raw land on the west side of Airpark represents a major economic development opportunity. The Framework envisions this area as a business/industrial campus designed to accommodate large-scale uses, such as manufacturing or distribution tenants on 25-acre+ parcels.

Based upon the planning and design principles established during the visioning phase, the consulting team further refined the Strategic Land Use Framework by developing site specific concepts for key areas of the Airpark. The intent of the site based concepts is to:

- reinforce the vision for balanced, sustainable development
- create a framework that attracts investment and guides individual development decisions in supporting a consistent, high quality physical character; and
- reduce visual and operational conflicts among disparate uses, including industrial, residential, retail, office and aviation activities, and ensure a safe, efficient, and attractive environment.

Another driving theme is to preserve as much of the existing infrastructure and building inventory as possible to encourage sustainability and reduce development costs.

The design concept for England Estates envisions redevelopment of this 1950s residential enclave. The intent of the concept is to expand the mix of available housing opportunities on the Airpark to support proposed retail uses and additional recreational amenities, while promoting a high quality residential environment. The overarching vision for the community is to create a new urbanist neighborhood of safe, highly walkable streets and distinctive front porch architecture that embraces public spaces. Overall, the concept adds 113 single family lots, 73 townhouses, and two-story apartment buildings with a total of 150 units.



The intent of the Town Core concept, shown in **Exhibit 1-3**, is to create a series of distinct sub-districts that support a diverse but complementary array of functions across the central spine of the Airpark. The overall goal of the design is to blend new buildings with existing structures and amenities and to balance large, place-making spaces with small-scale, interior spots between buildings. Concepts include signature architectural elements, such as Class A office space; new classroom and administrative buildings surround a green commons as part of an expanded educational campus; a linear greenway and pedestrian trail that connects the education campus to proposed hospitality, office and recreational uses; a Town Square that contains an amphitheatre behind Heritage Park, an urban plaza, a splash pad with interactive fountains, and place-making elements, such as a gazebo and carillon; Market Square, a mixed use environment that includes auto oriented and pedestrian oriented retail and residential spaces; and warehouse space. Overall, the Town Core concept adds 1,534,300 square feet of new building space, including 527,300 square feet of industrial/warehousing space; 204 apartment units; and 12 acres of green space.

Parcels	Area (acres)	BLDG	Area (sqft)
1	8.8	A	20,100
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		C	24,140
		D	8,121
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7	9.1	A	Baseball
		B	23,294
8	22.6	A	7,746
		B	5,600
9	16.9	A	17,077
		B	7,418
		C	17,602
		D	21,647
10	14.7	A	7,800
		B	34,326
		C	6,645
11	17.4	A	7,200
		B	No Bldg.
12	4.2	C	6,020
13	2.8	A	10,500
14	6.2	A	41,087
		B	10,500
		C	1,426
		D	4,800
		E	3,434,176
		F	5,472
		G	3,731
		H	10,152



LEGEND

- EXISTING BUILDING
- EXISTING PARKING
- PROPOSED BUILDING
- PROPOSED PARKING
- PROPOSED GREENSPACE
- PROPOSED PEDESTRIAN PLAZA AND SPLASH PAD
- PRIMARY VEHICULAR ACCESS
- SECONDARY VEHICULAR ACCESS
- PROPOSED TRUCK ACCESS
- PROPOSED PEDESTRIAN CIRCULATION OR PROMENADE



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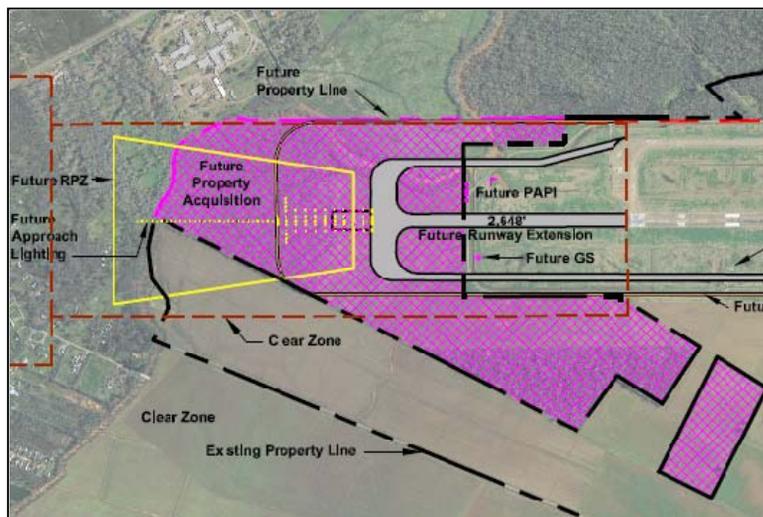
The Westside Business/Industrial Campus is intended to accommodate large scale warehousing/distribution and industrial activities. The concept divides the 822-acre campus into 31 parcels of approximately 25 acres linked by an interior network of streets.

1.9.2 Airside Improvements

Central to the airside planning effort was the England Authority's desire to revisit earlier findings from the FAA approved 1998 *Master Plan*, such as the future extension of Runway 14-32. To-date, Congress has appropriated \$750,000 in support of this project.

The focus of this planning effort centered on developing Alexandria International Airport to meet future demand. Development concepts for needed improvements were presented to the public and the England Authority for discussion. Each option was reviewed based upon:

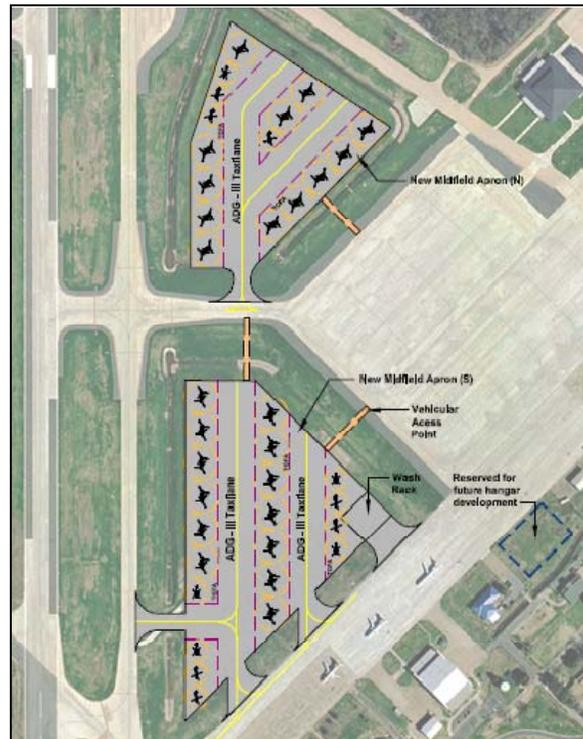
- Operational Performance
- Environmental
- Cost
- Feasibility

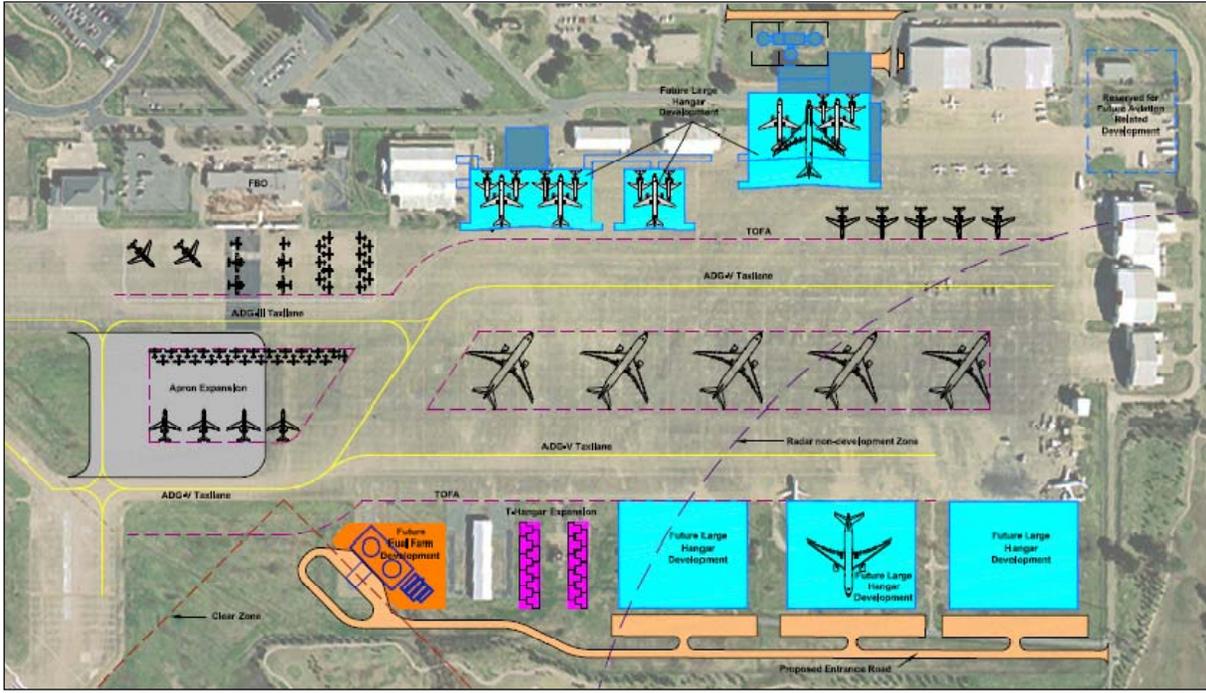




Due to the unique nature of the England Airpark redevelopment, an airport concept plan was created which incorporated previous planning and design efforts, ongoing projects and demand, recommended land use, and the England Authority’s efforts to support AEX as an emerging intermodal transportation hub for the Central Louisiana Region as well as continue its role as a staging base for the Military and during disaster relief efforts.

Airside recommendations include extensions to both Runways 14 and 18, associated taxiway improvements, hangar and apron development in addition to upgrading the instrument approach to a Category II on Runway 14. Additional long-term airfield improvements include the installation of a LAAS (Local Areas Augmentation System) and the associated approach lighting (MALSR) on Runways 18, 32 and 36. In addition to airfield improvements, the following support and landside facility improvements were recommended including the relocation of the fuel farm facility, removal of old airfield ground wiring, new hangar development, terminal automobile parking improvements, and airfield service road improvements.







1.10 IMPLEMENTATION PLAN

Based upon anticipated demand and associated facility needs at AEX, an implementation plan was developed to provide general phasing and financial guidance to the England Authority and staff in making policy decisions over the twenty-year planning period. The implementation plan stages the proposed improvements based on the interrelationships of individual projects and from the input received from England Authority staff. The plan also establishes the basic finances for each development item and identifies potential funding sources available.

With the assistance of England Authority staff, a list of improvements was prioritized based upon:

- Urgency;
- Ease of Implementation; and,
- Logic of Project Sequencing

1.10.1 Capital Improvement Program and Phasing

Two capital improvement programs were developed as shown in **Tables 1-12** and **1-13** related to specifically to Airside improvements and Landside development, respectively. Both Capital Improvement Programs (CIPs) present improvements required during the short, intermediate and long-term, but it does not assume how financially feasible it will be for the England Authority to undertake these projects. Virtually all airside related projects through the year 2012 are anticipated to be funded primarily with the assistance of FAA and LaDOTD funding programs.

A summary of the cost of improvement projects over the 20-year planning period is included in **Table 1-14**. The combined program is anticipated to meet the forecast demand and requirements over the planning period. These estimated costs were determined in 2009 dollars; thus, as time goes by these values will need to be adjusted for the annual inflation rate.

While the total twenty-year CIP is large, approximately \$47.3 million³ of this amount is for projects that are already funded. Many of the projects are high priority items under current FAA funding eligibility criteria. And, a portion of the costs will come from other private investment in facilities at the Airport – such as hangar development in the Southeast Apron area and landside facilities development in England Airpark.

³ Alexandria International Airport, Capital Improvement Program, 2009-2013, October 24, 2008



**TABLE 1-12
AIRSIDE CAPITAL IMPROVEMENTS PROJECTS**

Short-Term Capital Improvement Projects (2009-2013)	
2009	Runway Obstacle Removal / Phase 1
2009	ATC Tower Emergency Transceiver
2009	Environmental Assessment - Runway 14 Extension
2009	ARFF Vehicle
2009	Land Acquisition Associated w ext. of Runway 14 - 205 acres
2009	Runway Obstacle Removal / Phase 2
2009	Airfield Sewer Lift Station
2009	Environmental Assessment - Fuel Farm Relocation
2009	Extend Runway 14 Engineering
2009	Part 150 Noise Mitigation Program
2009	Rehabilitation of Runway 14-32
2010	Relocate / Construct Fuel Farm & Construct Entrance Road (SE Apron area)
2010	FAA Radar Facility Relocation
2010	Runway Sweeper
2010	Part 150 Noise Mitigation Program
2011	Property Acquisition for Industrial Park Develop (102 Acres)
2011	Part 150 Noise Mitigation Program
2011	Rehabilitate Southeast Ramp Area (ARFF/FBO) - Priority 1
2012	N Access Roadway Widening and Bridge Improvements
2012	Extend Runway 14 Construction
2012	ILS Upgrade to Cat II
2012	North Ramp Rehabilitation - Priority 2
2013	Taxiway A Extension
2013	South Ramp Rehabilitation (crack seal for entire south ramp area)
2013	North Ramp Rehabilitation 6.1 acres concrete (Priority 3)
2013	Rehabilitation Runway 18-36 (5.5 acres)
Intermediate-Term Capital Improvement Projects (2014-2018)	
I-1	SE Apron Expansion S of FBO Terminal (5 Acres)
I-2	Runway 32 & 36 Blast Pad and Hold Pad Improvements (6.4 Acres)
I-3	Environmental Assessment - Runway 18 Extension
I-4	Property Acquisition N of Runway 18 (103 Acres)
I-5	Runway 18 Extension 1007' with perimeter road and NAVAID relocation 8.8 acres
I-6	Billy Mitchell Rd / England Dr. Road Connector Improvements 16,300 sf.
I-7	Master Drainage Rehabilitation
I-8	Perimeter Road Improvements (paved unpaved areas) 16,600 L.F.
Long-Term Capital Improvement Projects (2019-2028)	
L-1	Large SE Apron Hangar and Delushe - Billy Mitchell / England (33k bldg+100k hangar)
L-2	SE Apron N two large hangars S of Exst Bldgs (100k s.f.)
L-3	Full parallel taxiway and hold pad SW of Runway 14-32 (28.4 Acres)
L-4	Midfield Apron (N) New Construction w/access points (14 acres)
L-5	Midfield Apron (S) New Construction w/access (21 acres)
L-6	Large SE Apron S Hangar #1 and Parking Development (120k s.f.)
L-7	Large SE Apron S Hangar #2 and Parking Development (120k s.f.)
L-8	Large SE Apron S Hangar #3 and Parking Development (120k s.f.)
L-9	10-Unit T-hangar #1
L-10	10-Unit T-hangar #2



**TABLE 1-13
LANDSIDE CAPITAL IMPROVEMENTS PROJECTS**

Short-Term Capital Improvement Projects (2009-2013)
Building Demolition
Public Realm - Streets
Public Realm - Roundabouts
Public Realm - Walks/Promenades
Public Realm - Trails
Public Realm - Greenspace/Lawns
Public Realm - Parks
Public Realm - Buffers
Public Realm - Tennis Courts
Parking
Building Construction - Office
Building Construction - Warehouse
Building Construction - Retail
Building Construction - Apartment
Building Construction - Hotel
Building Construction - Restaurant
Building Construction - Education
Building Construction - Warehouse/Office
England Estates
Westside Campus
Intermediate-Term Capital Improvement Projects (2014-2018)
Building Demolition
Public Realm - Streets
Public Realm - Walks/Promenades
Public Realm - Trails
Public Realm - Greenspace/Lawns
Public Realm - Parks
Public Realm - Buffers
Public Realm - Tennis Courts
Parking
Building Construction - Office
Building Construction - Warehouse
Building Construction - Retail
Building Construction - Apartment
Building Construction - Hotel
Building Construction - Restaurant
Building Construction - Education
Building Construction - Warehouse/Office
England Estates
Westside Campus
Long-Term Capital Improvement Projects (2019-2028)
Building Demolition
Public Realm - Streets
Public Realm - Walks/Promenades
Public Realm - Trails
Public Realm - Greenspace/Lawns
Public Realm - Parks



TABLE 1-13 LANDSIDE CAPITAL IMPROVEMENTS PROJECTS
Public Realm - Buffers
Public Realm - Tennis Courts
Parking
Building Construction - Office
Building Construction - Warehouse
Building Construction - Retail
Building Construction - Apartment
Building Construction - Hotel
Building Construction - Restaurant
Building Construction - Education
Building Construction - Warehouse/Office
England Estates
Westside Campus

The proposed project schedule is divided into three general stages: the short-term (2009-2012), intermediate-term (2013-2017), and long-term (2018-2027). Major recommended development over the twenty-year planning period consists of the following projects:

- Runway and Taxiway improvements
- Pavement rehabilitation, expansion and construction;
- Hangar rehabilitation and construction;
- Navigational Aid improvements;
- Airfield utility and drainage improvements;
- Fenceline relocation; and
- England Airpark Development

Anticipated project costs in the short, intermediate and long-term planning period are summarized in **Table 1-14**.

TABLE 1-14 20-YEAR AIRFIELD MAXIMUM DEVELOPMENT CAPITAL IMPROVEMENT PROGRAM	
Development Period	Project Costs
Short-Term	\$124,347,535
Intermediate-Term	\$46,586,000
Long-Term	\$198,600,000
<i>Total for 20-Year CIP</i>	\$369,533,535

Source: The LPA Group Incorporated, 2009



Development	Project Costs
Building Demolition	\$3,556,800
Public Realm:	
Streets	\$311,280
Roundabouts	\$2,875,000
Walks/Promenades	\$862,500
Trails	\$104,400
Greenspace/Lawns	\$308,615
Parks	\$531,616
Buffers	\$412,430
Tennis Courts	\$70,000
Parking	\$18,688,505
Building Construction:	
Office	\$33,588,000
Warehouse	\$26,430,000
Retail	\$5,245,800
Apartment	\$19,482,000
Townhome	\$0.00
Single Family Home	\$0.00
Hotel	\$11,424,000
Restaurant	\$4,128,000
Education	\$42,803,200
Warehouse/Office	\$7,042,200
England Estates	\$51,240,157
Westside Campus	\$83,638,500
Total for 20-Year CIP	\$312,743,013

Source: EDAW, 2009

1.10.2 Funding Sources

To meet the anticipated need of \$382 Million in Airfield improvements, the England Authority will have access to a variety of funding sources in addition to revenue generated from operating activities. These sources include:

- Airport Improvement Program (Federal Government)
- Louisiana Department of Transportation and Development (LA DOTD)
- England Authority
- Private Capital Investments, and
- Other federal, state and regional assistance programs

With the high cost of improvements, significant portions are eligible for funding by the federal government through the Airport Improvement Program. Current legislation allows for the funding of these projects based upon a 95/5 percent split, with the Federal Government and



State/Local authorities, respectively. **Table 1-16** shows expected development and funding at AEX through the twenty-year period.

TABLE 1-16 20-YEAR AIRFIELD CAPITAL IMPROVEMENT PROGRAM SUMMARY MAXIMUM ELIGIBLE FUNDING						
Development Period	Total Project Cost	FAA Entitlement	FAA Discretionary	FAA MAP	State Share	Local/Other* Share
Short-Term	\$109,874,324	\$8,017,307	\$72,419,503	\$5,985,000	\$18,694,514	\$4,758,000
Mid-Term	\$73,854,000	\$7,402,500	\$60,307,800	\$0.00	\$6,143,700	\$0.00
Long-Term	\$198,600,000	\$6,900,000	\$88,520,000	\$0.00	\$50,200,000	\$52,980,000
Total for 20-Year CIP	\$382,328,324	\$22,319,807	\$221,247,303	\$5,985,000	\$75,038,214	\$57,738,000

Notes: *Other Funding Sources includes operating revenues generated by the airport as well as loans, bonds and other funding sources
 Source: The LPA Group Incorporated, 2009

Historically, LaDOTD and the England Authority provide, on average, 5% annually to fund various on-airport improvements. The FAA also provides approximately 95% annually through the Entitlement Program. FAA Discretionary funding is based upon an FAA project priority score of 70 or greater (i.e. primary runway improvements, safety improvements, fence line relocations, etc.).

1.11 SUMMARY

The FAA when it recommended 100% transfer of military property to the England Authority recognized the long term potential of AEX to be a major asset in the national aviation transportation system. This Master Plan Update balances needed airport improvements with the goals of the England Authority and the community thus providing a consensus on how to best meet future demand and build upon the potential that has been revealed over the last 15 years. The planning process using extensive coordination, technical evaluations and community participation creates a framework for responsible, exciting and effective development of the regional and national asset known as England Airpark and Alexandria International Airport.



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