

STRATEGIC PLAN

JANUARY 2024

ACKNOWLEDGMENTS

England Airpark's strategic plan has been crafted through extensive stakeholder interviews, a comprehensive community survey, and in-depth research into similar airparks and operating models around the U.S. In total, more than 50 community stakeholders participated in these in-depth interviews and over 800 Central Louisiana residents completed the community survey. The insights of various stakeholders, including industry leaders, mayors, board members, small business owners, community representatives, chambers of commerce, and area residents, have significantly influenced the development of this plan. As England Airpark moves forward with its strategic planning process, ongoing community engagement will continue to play a pivotal role in driving positive outcomes for England Airpark and the broader Central Louisiana region.

EXECUTIVE SUMMARY

England Airpark – the former Air Force Base that transitioned into a multi-modal economic hub in Alexandria, Louisiana – remains one of Central Louisiana's primary economic drivers. With the presence of Alexandria International Airport (AEX), several quality-of-life features, and development-ready industrial sites and building space, England Airpark represents one of the most comprehensive development assets in the state.

The 3,600-acre airpark hosts nearly 50 business tenants from a wide range of industries. In April 2023, England Airpark secured another opportunity to expand its tenant footprint, as Ucore North America announced a \$75 million investment to establish a rare earth elements manufacturing facility at the airpark.

An economic impact analysis highlighted the full breadth and depth of the role the airpark plays not only in the local community, but regional, statewide, and national economies. This analysis found England Airpark supports 5,333 jobs and \$322 million in earnings annually in Louisiana while generating \$38.6 million in state and local tax revenue – a significant impact factor that both reinforces the airpark's importance to the surrounding economy and establishes a strong foundation from which the airpark can build in the coming years.

Although its collection of assets and industrial presence remain robust, England Airpark recognizes the need to strategically navigate a complex set of challenges in the coming years. These challenges include the departure of United Airlines in June 2022, resulting in a major air service gap in the region; aging facilities and infrastructure; a lack of synergy and unclear future among the various assets and parts of the airpark; and an increasingly competitive economic development process that could become even more difficult if England Airpark maintains the status quo. However, England Airpark leadership has chosen to embrace these challenges head on and reframe them as opportunities to take this major economic driver for the region to even greater heights.

Recognizing these clear opportunities, England Airpark leadership initiated a strategic planning process to become a more powerful economic development engine for its business partners and Central Louisiana. Input from hundreds of regional stakeholders guided the development of this plan, which lays out strategic initiatives England Airpark can take to expand its presence as a premier economic and community anchor in Central Louisiana.

Moving forward, England Airpark will work with local, regional, state, and federal partners to focus on the following strategic initiatives:

- **Reinforce England Airpark's position as a leading economic driver for Central Louisiana**
- **Attract new business and build synergy across the airpark**
- **Retain existing air service and aggressively pursue new air service opportunities**
- **Repurpose and rethink the airpark's approach to operating and maintaining key airpark assets**
- **Leverage and grow outside investments, assets, and partnerships**
- **Position England Airpark as a leading economic driver and clear community asset**
- **Enhance quality of life at the airpark and in the surrounding Central Louisiana community**
- **Ensure the constant alignment of operational and financial decisions with the airpark's strategic priorities**

By successfully implementing these and other initiatives in the coming years, England Airpark and its robust network of partners can build upon the airpark's strong existing foundation while continuing to position England Airpark it as a thriving hub for growth and prosperity that welcomes and serves the Central Louisiana community.



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BACKGROUND

England Airpark has long served Central Louisiana and the State of Louisiana in a variety of capacities – from its origins as an Air Force Base that served as a pillar for U.S. national security, to a multi-modal economic hub for Central Louisiana residents and businesses. The airpark maintains nearly 50 tenants encompassing a wide range of industries, including manufacturing, aviation, wholesale trade, transportation, and warehousing. With a footprint of over 3,600 acres, nearly 50,000 square feet of available warehouse space, three near-shovel-ready Louisiana Economic Development (LED) certified sites as of November 2023, and various quality-of-life features such as a championship golf course and retirement community, England Airpark stands as a success story of base reuse efforts and one of the most complete economic development and community assets in Louisiana.

While its collection of strategic assets and industrial presence remain robust, England Airpark recognizes that inherent challenges, both internal and external, can impact the airpark's ability to effectively carry out its mission over the next five years. Although abundant and diverse, England Airpark's tenants share limited synergy, which can diminish the airpark's ability to facilitate a robust industrial ecosystem that maximizes its economic development opportunities. United Airlines' departure from AEX in June 2022 left a noticeable gap in Central Louisiana's commercial air service market. Today, some residents look to competing markets such as Shreveport and Lafayette to fulfill their air travel needs. With the region's population declining and pieces of the airpark's infrastructure aging, England Airpark recognizes the need to play a leading role in re-establishing itself as a central force in the region's economy and galvanizing regional partners to align with a shared mission.

With a strong, diverse Board of Commissioners and new leadership eager to establish bold strategies and facilitate further growth, England Airpark initiated a strategic planning process, supported by Emergent Method – a Louisiana-based management consulting firm – to identify strategic priorities and goals that can expand the airpark's economic development footprint and improve its status as a community resource to the Central Louisiana region. This plan defines a path by which England Airpark can maximize the full potential of its current assets, leverage existing community support, and strengthen partnerships with affiliated organizations to build a more dynamic airpark and prosperous Central Louisiana. Through extensive stakeholder interviews, community engagement, and research, this strategic plan considers the storied history of England Airpark and its current assets to strategically position it for future growth.



Evolution of England Airpark

When the Air Force Base closed in 1992, the community responded by turning what was once a critical military asset for the region into one of the most successful base reuse facilities in the country. England Airpark leadership and community members identified ways to leverage the existing military assets and available land to develop a diverse collection of industrial and community facilities, including a boutique hotel, high-end restaurant, family-friendly bowling alley, hospital, daycare, and elementary school. Many of these community facilities have now closed and represent opportunities for real estate re-use, while other assets, such as England Oaks Retirement Community and The Community Center at England Airpark, remain operational and benefit England Airpark and the Central Louisiana region.

As England Airpark began to position itself as a key economic development player in Central Louisiana, it established vital partnerships with community organizations like the Central Louisiana Regional Chamber of Commerce, regional higher education institutions, local governments, and other economic development entities in the region.

The airpark also maintained a close relationship with the U.S. Army's West-Central Louisiana base, Fort Johnson (formerly Fort Polk), recognizing the importance of its military connections in planning the future of the airpark. This relationship has proven to be a key driver of England Airpark's success, as major investments have been made to accommodate military activities, such as the construction of the \$12 million soldier processing facility that opened in 2008.

Today, the airpark encompasses a diverse mix of tenants and community assets including a newly developed community center, a championship golf course, regional higher education facilities, AEX, and nearly 50 industrial tenants.

1939

Served as an emergency airstrip for Esler Field, the regional airport located in Pineville.

1946

Placed in a standby status and turned over to the City of Alexandria as a municipal airport.

1950

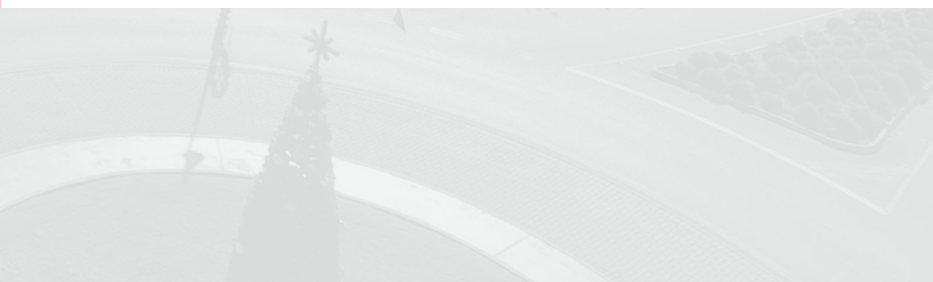
Reactivated as Alexandria Air Force Base.

1955

Established as England Air Force Base in honor of Lt. Col. John B. England.

1992

Closed by the Department of Defense and transitioned to civilian reuse as England Industrial Airpark and Community.



The England Authority

Shortly after England Air Force Base closed in 1992, the Louisiana State Legislature established the England Authority as an independent political subdivision to serve as the sole operator of the site. The England Authority's mission is **to secure title of all real and personal property at the former England Air Force Base to develop economic activity to replace that generated by the former Air Base.**

The authority, consisting of ten appointed and nominated members, continues to operate and govern all activities for England Airpark. The makeup of the board consists of:

- Three members appointed by the Rapides Parish Police Jury
- Three members appointed by the mayor of the City of Alexandria and confirmed by the city council
- One member appointed by the mayor of the City of Pineville and confirmed by the city council
- One member appointed by a majority of the remaining incorporated municipalities in Rapides Parish, based upon resolutions approved by the respective boards of aldermen
- Two members nominated by the board of directors of the Central Louisiana Regional Chamber of Commerce and appointed by resolutions duly adopted by majority votes of the Rapides Parish Police Jury and Alexandria City Council

Alexandria International Airport

Located within the airpark, AEX began providing commercial air service in 1996 and has since served as a primary transportation hub for Central Louisiana and surrounding areas, playing a major role in the region's economy and overall quality of life.

In 2021, the airlines servicing AEX operated nonstop flights to four major Southeastern hubs of the three largest network carriers in the country – United Airlines, Delta Airlines, and American Airlines – connecting residents to Houston, Atlanta, Charlotte, and Dallas-Fort Worth. American Airlines has since suspended service between AEX and Charlotte Douglas International Airport (CLT), and United Airlines has paused all service to and from AEX, discontinuing AEX's nonstop connectivity to George Bush Intercontinental Airport (IAH).



Recent Success

England Airpark has secured several opportunities over the past few years that align with its goal to generate more economic activity at the airpark and across the Central Louisiana region.

UCore North America, a company focused on the exploration and development of rare earth elements and critical metals, announced in 2023 its plans to establish North America's first modern technology REE (rare earth elements) separation and purification facility at England Airpark. The 80,000 square foot complex is estimated to begin operations in early 2025 and is anticipated to create a total of 398 new jobs in the region.

In partnership with Louisiana State University of Alexandria (LSUA) and the Central Louisiana Technical and Community College (CLTCC), England Airpark successfully launched the Aviation Career and Education (ACE) initiative, a program that seeks to leverage the airpark's assets and grow the Central Louisiana economy by offering workforce training and jobs that benefit both the aviation industry and the region.

Over the past decade, the airpark has secured more than \$118 million in federal and state grants to support infrastructure projects and future growth, including new opportunities for runway extension, safety enhancements, and noise mitigation.

In August 2022, England Airpark's Board of Commissioners authorized a lease option with Cleco Power, a prominent electric utility company based in Central Louisiana, to establish a solar farm at the airpark, fostering the growth of renewable energy and positioning the airpark to attract business prospects in need of renewable power.



CURRENT STATE: ENGLAND AIRPARK

To establish a foundation for its strategic plan, England Airpark conducted a thorough analysis of internal and external factors that could influence the airpark's ability to effectively develop and execute new strategic initiatives over the next several years. England Airpark paid particular attention to economic, workforce, and business factors within Central Louisiana, recognizing that regional economic dynamics can impact tenant retention and attraction moving forward. The airpark also assessed the alignment of its existing tenants and the industries in which they operate with broader economic trends and business development activities occurring regionally and statewide. Additionally, England Airpark developed a strategic asset inventory, covering sites, buildings, and vital infrastructure, while identifying key regional and state partners critical to the strategic plan's success. Leveraging this understanding, the airpark benchmarked itself against peer airparks nationwide to further delineate its competitive edge and refine its value proposition in the dynamic, highly competitive economic development process.





Economic and Industrial Overview

CENTRAL LOUISIANA

Central Louisiana maintains a diverse array of industries and companies that serve as a driving force behind its economy, providing residents with access to quality job opportunities. Central Louisiana extends from Louisiana's western border to its eastern boundary, encompassing a total of 10 parishes: Allen, Avoyelles, Catahoula, Concordia, Grant, LaSalle, Natchitoches, Rapides, Vernon, and Winn. LED has officially designated these parishes to establish Central Louisiana's geographic parameters and define the service territory of Louisiana Central, the region's primary economic development organization. As such, the following economic and industrial overview for Central Louisiana corresponds with the 10-parish region established by LED and served by Louisiana Central.

351,019

Population (2022)

Population decreased by 16,920 over the last five years and is projected to decrease by 13,173 over the next five years.

137,665

Total Regional Employment

Jobs decreased by 2,489 over the last five years and are projected to increase by 4,306 over the next five years.

\$56,500

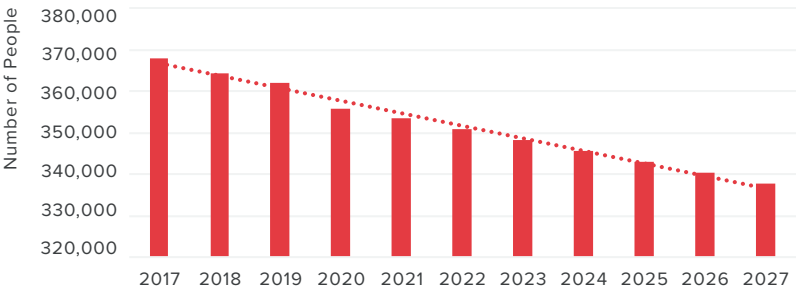
Avg. Earnings Per Job (2022)

Regional average earnings per job are \$24,400 below the national average earnings of \$80,900.

¹ "Economy Overview." Lightcast, analyst.lightcast.io/analyst/?t=4TRWN#h=rwNZb&page=edo_economy_overview&vertical=edo&nation=us&login

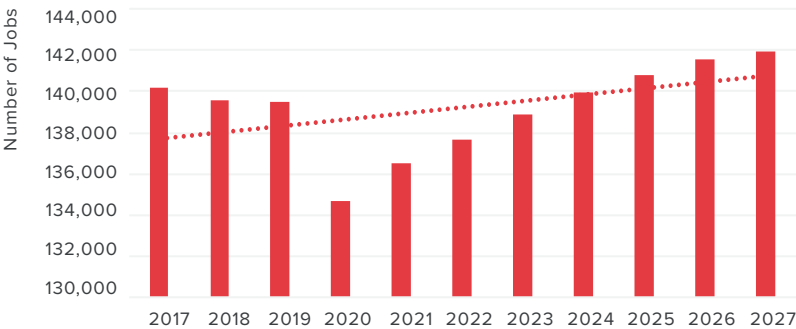
POPULATION

Between 2017-2022, Central Louisiana's population declined by 16,920 (4.6%). The region's population is expected to decrease further by 13,173 (3.8%) between 2022 and 2027.



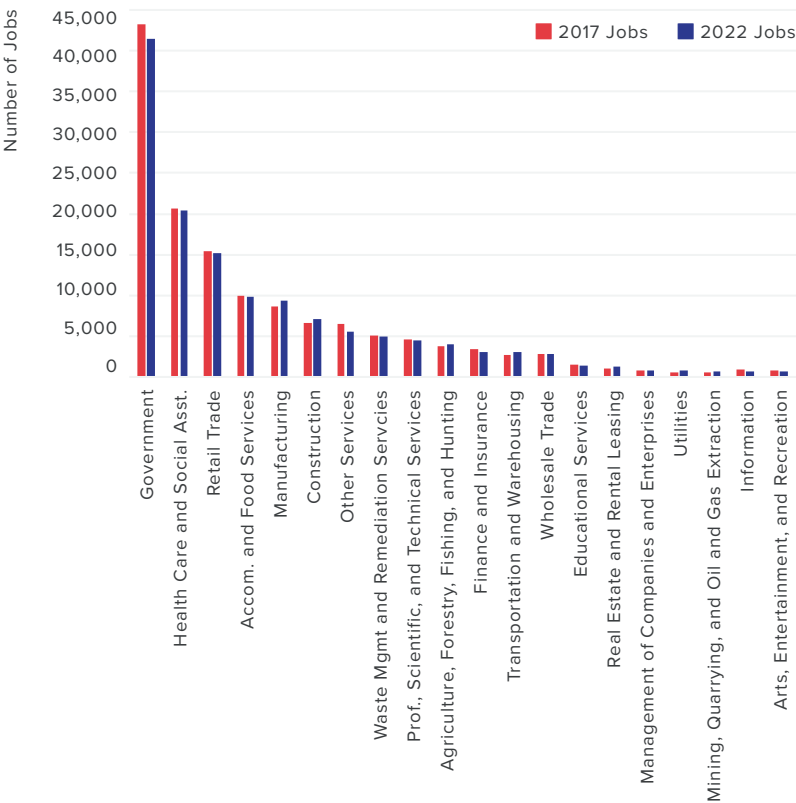
REGIONAL JOBS

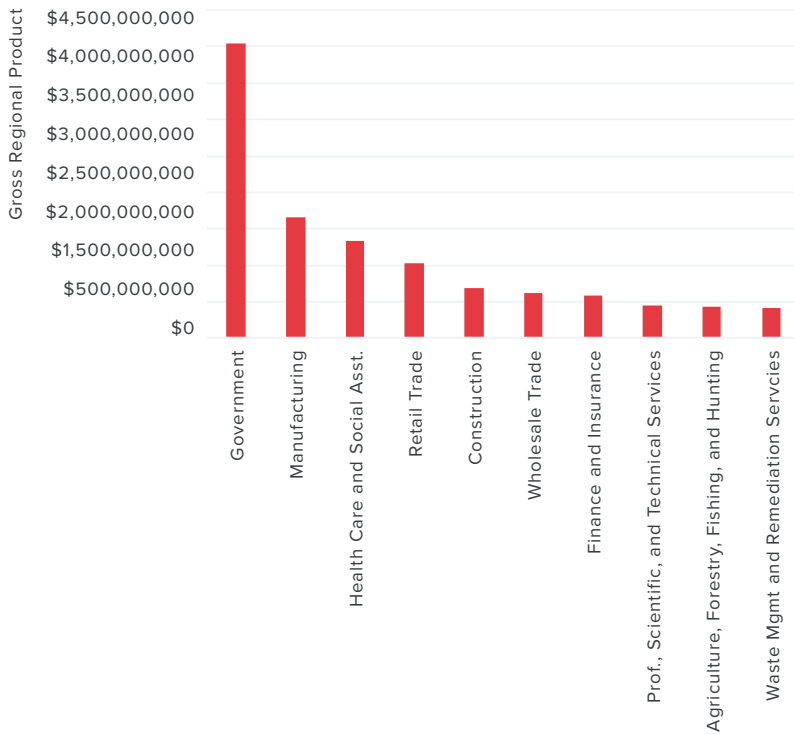
Jobs in Central Louisiana declined between 2017 and 2022 by 1.8%, from 140,154 to 137,665. Between 2022 and 2027, the number of jobs in Central Louisiana is projected to increase by 3.13%, from 137,665 to 141,971, adding more than 4,300 jobs to the regional economy.



LARGEST INDUSTRIES BY NUMBER OF JOBS

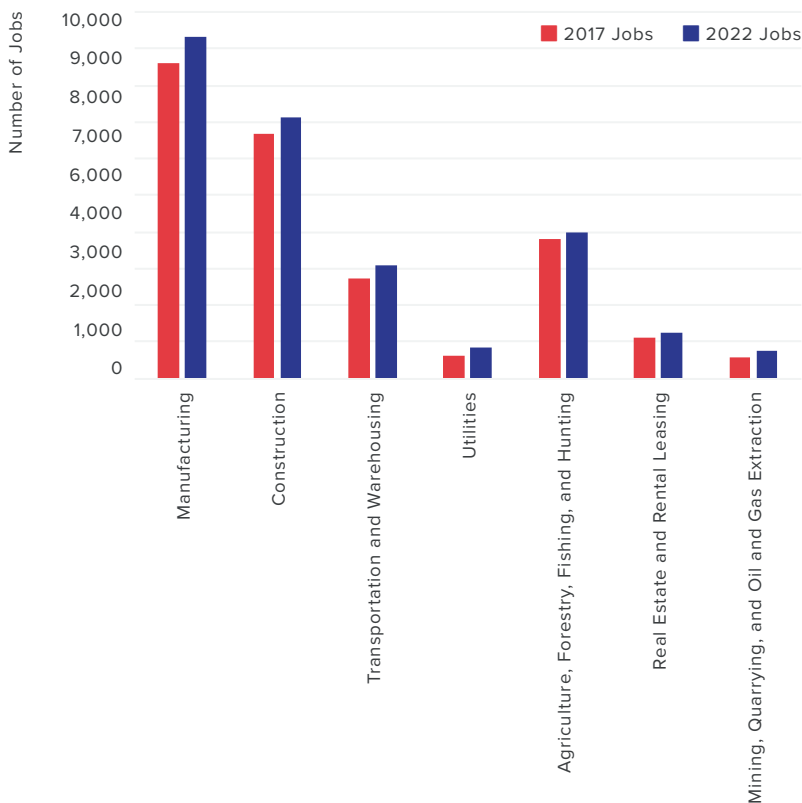
Driven largely by U.S. Department of Defense spending and Fort Johnson activities, government jobs remain the most prevalent in Central Louisiana, though jobs in this sector decreased by 1,814 over the past five years. Health care and social assistance, retail trade, and accommodation and food services were among major sectors that declined over the same period. Manufacturing, construction, and agriculture jobs, conversely, increased between 2017 to 2022.





TOP INDUSTRIES BY 2022 GROSS REGIONAL PRODUCT (GRP)

Government activity produces the largest gross regional product in Central Louisiana, with over \$4 billion generated in 2022. Other leading sectors include manufacturing (\$1.7 billion), health care and social assistance (\$1.3 billion), retail trade (\$1 billion), and construction (\$685 million).



TOP INDUSTRIES BY JOB GROWTH

Several industries in Central Louisiana experienced job growth from 2017 to 2022, including manufacturing, construction, transportation and warehousing, and agriculture. Utilities and mining, quarrying, and oil and gas extraction saw the most growth, with jobs increasing by 36% and 27%, respectively, over the five-year period.

CENTRAL LOUISIANA’S ECONOMIC CLUSTERS

Cluster mapping can play a critical role in guiding strategic decisions by identifying economic concentrations and their interconnected industries. This approach combines region-specific dynamics with industry data to identify areas of competitive strength across a particular location, which can shed light on potential opportunities that have the ability to yield new jobs and private capital growth.

Utilizing data from Harvard Business School’s U.S Cluster Mapping Project, England Airpark conducted a cluster analysis to identify potential growth opportunities in Central Louisiana and how they compare with existing tenants and activities at the airpark. The primary data source for generating these clusters is the U.S. Census Bureau’s County Business Patterns dataset on employment, establishments, and wages by six-digit North American Industry

Classification System (NAICS) codes collected at the regional level of states, economic areas, metropolitan and micropolitan statistical areas, and counties. NAICS codes are the standard used by federal statistical agencies in classifying business establishments for the purpose of collecting, analyzing, and publishing statistical data related to the U.S. business economy². Economic clusters were identified by a novel algorithm allowing for the systematic generation and comparison of clusters based on job earnings, industry growth, regional competitiveness, regional specialization, and industries’ potential impact on GRP.

The table below³ displays the top 10 industries in Central Louisiana with the strongest cluster rankings (1 being the strongest). These clusters represent more concentrated businesses, networks of suppliers, and economic infrastructure within that industry, which signal stronger job creation and growth potential.

Industry	Cluster Ranking
Federal Government Services	1
State Government Services	2
Electric Power Generation and Transmission	3
Upstream Chemical Products	4
Local Education and Training	5
Construction Products and Services	6
Wood Products	7
Local Utilities	8
Paper and Packaging	9
Downstream Chemical Products	10

² “North American Industry Classification System (NAICS). U.S. Census Bureau.” U.S. Census, <https://www.census.gov/naics/>.

³ “U.S. Cluster Mapping.” Institute for Strategy and Competitiveness, Harvard Business School. <https://clustermapping.us/region>.

⁴ Evans, Prof. Steve et al. “Lessons Learnt and Best Practices for Enhancing Industrial Symbiosis in the Process Industry.” Scaler. September 2018.

⁵ “International Guidelines for Industrial Parks.” United National Industrial Development Organization. November 2019.

⁶ “2009 AEX Master Plan.” England Industrial Airpark and Community. <https://www.englishairpark.org/england-authority/aex-master-plan/>.

⁷ “Key Industries: Explore Louisiana Industry.” Cleco. <https://clecodev.com/key-industries/>.

⁸ 2023 Action Items. Provided by Louisiana Central.

⁹ “Key Industries: Explore Louisiana’s Key Industries.” Louisiana Economic Development. <https://www.opportunitylouisiana.gov/key-industries>.

ENGLAND AIRPARK

While England Airpark maintains unique economic assets and tenants and operates somewhat independently of the broader regional and state economy, its leadership team appreciates the value of identifying synergies between the airpark's core strengths and the economic trends and business development activities occurring outside its footprint. England Airpark also recognizes the value of retaining and attracting tenants that complement one another and create industrial synergies at the airpark. Facilitating industrial synergy among key industries and businesses is recognized as an economic development best practice because these activities can foster collaboration and resource-sharing among businesses and lead to increased operational efficiency, innovation⁴, and job creation. Ultimately, defining a strategy and creating an industrial ecosystem at the airpark can support increased profitability among tenants, improved environmental outcomes, and more economic development activity across England Airpark and the Central Louisiana region⁵.

Target Industries

An area's target industries are one of the primary indicators of its strategic priorities. Effective municipalities, states, and economic development organizations develop a fundamental understanding

of their area's strategic assets and establish a corresponding set of industries to pursue, known as target industries, with the most potential to invest and create jobs in a given area. Target industries help focus and guide financial resources, business development activities, and public policy initiatives. Economic development organizations (both those serving as designated economic development organizations and those with economic development core to their mission) with overlapping service territories and similar target industries can partner to leverage their financial resources, conduct joint marketing activities, and advocate for policies that create more favorable economic outcomes in their areas. For these reasons, England Airpark identified the target industries of LED, Louisiana Central, and Cleco to uncover areas of synergy and opportunities for collaboration.

In England Airpark's 2009 Master Plan⁶, the airpark conducted a target industry analysis to optimize its economic development efforts and allocation of marketing resources. The primary objective of this analysis was to identify and prioritize industries that would yield the highest return on investment in terms of both time and marketing expenditures. England Airpark's current target industries are included in the table below, as well as those of the aforementioned economic development organizations with interests in the same area or region. Cells highlighted in blue indicate similarities between England Airpark's 2009 target industries and those peer organizations.

England Airpark (2009 Master Plan) ⁶	Cleco ⁷	Louisiana Central ⁸	Louisiana Economic Development ⁹
Aviation	Advanced Manufacturing	Agriculture/Food	Advanced Manufacturing
Corporate Training & Shared Services	Agricultural Processing & Food Manufacturing	Automotive (Tiers 2-3)	Aerospace & Aviation
Rail Car Manufacturing	Aviation	Aviation	Agribusiness
Plastics Manufacturing	Chemicals & Plastics	Energy/Renewables	Energy
Distribution	Logistics & Distribution	Healthcare	Entertainment
Homeland Security & National Defense	Metal Products	Logistics/Transportation & Warehousing	Process Industries
	Primary Metals	Metal Manufacturing/ Fabrication	Software Development
		Outdoor Recreation	Water Management
		Wood/Pulp/Paper	

Tenant Assessment

To assess the extent to which England Airpark's tenants align with both its target industries and external economic factors in Louisiana, the airpark first categorized its tenants according to their individual two-digit NAICS code and identified which sectors include the most tenants, create the most jobs, and lease the most square footage at the airpark. The results of this assessment are featured in the following table, arranged in ascending order with the lowest two-digit NAICS code (11) included first and the highest two-digit NAICS code (92) included last. The table was conditionally formatted with the darkest shades of green representing the largest numbers in a given column and the darkest shades of red indicating the lowest numbers in that column.

NAICS code 32, with manufacturing companies such as Boise Cascade, Plastipak, and Integrated Packaging Corporation, contains more than 600 employees and over 30% of all jobs in England Airpark's footprint. NAICS code 92, Public Administration, includes more than a quarter of the airpark's tenants and creates the second-most number of jobs at the airpark. Transportation and Warehousing, Health Care and Social Assistance, and Public Administration are the top three sectors when considering the amount of leased square footage, together occupying over 75% of building and warehouse space among all tenants.

Eight of the airpark's 17 economic sectors include only one tenant. The three sectors with the most tenants – Manufacturing (32), Transportation and Warehousing (48), and Public Administration (92) – include 24 tenants, or half of the airpark's entire tenant base. When considering the number of jobs per sector, the 10 sectors creating the fewest jobs account for roughly 16% of all jobs, while the top three job-producing sectors support 70% of all jobs at the airpark. **This analysis shows that a few key sectors contribute to the majority of economic output and revenue generation at England Airpark, while the remaining sectors and their associated tenants produce limited impacts.**



Two-digit NAICS Codes	Numbers of Tenants	% of Total Tenants	Jobs	% of Jobs	Median Jobs Per Tenant	Leased Sq Ft	% of Leased Sq Ft
11 - Agriculture, Forestry, Fishing and Hunting	2	4.17%	2	0.10%	1	338	0.04%
22 - Utilities	1	2.08%	0	0.00%	0	0	0.00%
31 - Manufacturing (food, beverage, animal, fabric, textiles)	1	2.08%	6	0.31%	6	8,024	0.92%
32 - Manufacturing (wood, paper, petroleum, chemical)	5	10.42%	609	31.69%	50	65,623	7.50%
33 - Manufacturing (metals, machinery, equipment, electronic, appliances, transportation)	3	6.25%	355	18.47%	4	4,110	0.47%
42 - Wholesale Trade	1	2.08%	40	2.08%	40	20,100	2.30%
48 - Transportation and Warehousing	8	16.67%	135	7.02%	12.5	235,099	26.88%
51 - Information	1	2.08%	1	0.05%	1	1,588	0.18%
53 - Real Estate and Rental and Leasing	3	6.25%	24	1.25%	6	3,891	0.44%
54 - Professional, Scientific, and Technical Services	1	2.08%	50	2.60%	50	20,435	2.34%
56 - Administrative and Support and Waste Management and Remediation Services	1	2.08%	160	8.32%	160	0	0.00%
61 - Educational Services	2	4.17%	69	3.59%	34.5	64,146	7.33%
62 - Health Care and Social Assistance	2	4.17%	26	1.35%	13	240,024	27.45%
71 - Arts, Entertainment, and Recreation	1	2.08%	35	1.82%	35	0	0.00%
72 - Accommodation and Food Services	1	2.08%	8	0.42%	8	590	0.07%
81 - Other Services (except Public Administration)	2	4.17%	22	1.14%	11	22,320	2.55%
92 - Public Administration	13	27.08%	380	19.77%	9	188,267	21.53%
Grand Total	48	100.00%	1,922	100.00%	11.5	874,555	100.00%

Comparative Analysis: England Airpark Top Industries and External Economic Factors

Guided by its tenant assessment, England Airpark established its top sectors by number of tenants, by number of jobs, and by amount of leased square footage. The airpark identified the extent to which these factors align with the target industries established in its 2009 Master Plan¹⁰ and regional and statewide economic factors. When comparing its top sectors with the economic factors referenced in the first column of the following table, the airpark divided the number of aligned factors with the total number of possible factors to establish a score. For example, five of England Airpark's top sectors by number of tenants matched with the six target industries identified in the airpark's 2009 Master Plan. Therefore, five was divided by six, which equals 83.3%, and this score was inputted into the table. England Airpark calculated an average of all individual scores in each column to arrive at a final score, which represents the extent to which its most prominent industry sectors align with its current target industries and external economic factors in Louisiana.

England Airpark attracts and retains a sizable portion of tenants that align with the target industries established in its 2009 Master Plan and regional and statewide economic factors. The airpark's top sectors and associated tenants align most closely with Cleco's target industries, while sharing the least amount of synergy with LED's target industries and Central Louisiana's top industries for job growth. The airpark's economic sectors with the largest number of tenants represent the most synergy between its own target industries and regional and statewide economic factors. However, England Airpark's top sectors by number of jobs and leased square footage align less with regional and statewide economic targets.

Overall, this analysis highlights opportunities for the airpark to reevaluate its tenant mix and business development efforts to create more alignment between England Airpark's overarching economic development goals and the priorities of key partners and pursue potential tenants with the most revenue-generating potential.



¹⁰ "2009 AEX Master Plan," England Industrial Airpark and Community. <https://www.Englandairpark.org/England-authority/aex-master-plan/>.

Tenant Assessment	EAP Top 10 Industries by Number of Tenants	EAP Top 10 Industries by Number of Jobs	EAP Top 10 Industries by Amount of Leased sq. ft.
2009 EAP Target Industries	83.3%	83.3%	83.3%
Cleco Target Industries	100.0%	83.3%	83.3%
Louisiana Central Target Industries	67.0%	56.0%	67.0%
LED Target Industries	50.0%	25.0%	37.5%
CENLA Top Industries for # of Jobs	60.0%	50.0%	50.0%
CENLA Top Industries by Job Growth	42.9%	33.3%	28.6%
CENLA Economic Clusters	60.0%	60.0%	70.0%
Final Score	66.2%	55.9%	60.0%

* Emergent Method analysis.

ALEXANDRIA INTERNATIONAL AIRPORT

Commercial Air Service Overview

CURRENT STATE¹¹

When Alexandria International Airport began providing commercial air service in 1996, the airline industry operated much differently than it does today. Rather than utilizing a hub-and-spoke¹² model of passenger distribution that dominates the largest network carriers today, there was a greater focus on regional connectivity through direct, nonstop service options – otherwise known as “point-to-point” service. There were also more major carriers operating a greater number of routes, as this was prior to the major mergers and acquisitions that occurred from 2005-2013 that resulted in just three major U.S. network carriers – American Airlines, Delta Airlines, and United Airlines. These mergers and acquisitions resulted in Alexandria’s loss of Memphis International Airport (MEM) as one of its routes.

In 2021, AEX operated nonstop flights to four major Southeastern hubs of the three largest network carriers in the United States – Houston (United), Atlanta (Delta), Charlotte (American), and Dallas-Fort Worth (American). Since then, American Airlines has suspended service between AEX and Charlotte (CLT), and United Airlines has stopped all service to and from AEX, ending the airport’s connectivity to Houston (IAH). The significant loss of 50% of the routes previously offered by AEX greatly reduces connectivity to air service for over 350,000 people whose nearest commercial air service option is AEX.

Small, regional airports like AEX have suffered the most from industry shifts and other external factors, including the pilot shortage resulting from layoffs and early retirements the industry has faced since the COVID-19 pandemic. With travel demand back to pre-pandemic levels and rising, airlines have been forced to adjust. This has resulted in the three major network carriers (United, Delta, and American) completely stopping their service to and from 74 airports in the U.S. since 2020¹³, nearly all of which are regional, non-hub airports like AEX.

¹¹ “Air Service Development: Creating a Strategic Flight Plan.” ASM Route Development Consultants. April 2023.

¹² “Airline Deregulation and Hub-and-Spoke Networks.” The Geography of Transport Systems. <https://transportgeography.org/contents/chapter5/air-transport/hub-spoke-deregulation/>.

¹³ Rains, Taylor and Giacobone, Bianca. “American, Delta, and United have collectively dropped 74 US airports since the pandemic — see the full list.” Business Insider. April 5, 2023. <https://www.businessinsider.com/see-full-list-of-airports-us-airlines-dropped-since-2020-2022-9>.

Losing United Airlines has been particularly impactful for the region, as the airline serves more passengers whose origin is within 60 miles of AEX (locally based fliers) than any other carrier (34%). This means that people who prefer traveling with United now must travel nearly 100 miles south of AEX to Lafayette (LFT) Regional Airport or look to flight options from other carriers.

The second-most frequently used airline for locally based fliers is Southwest (21%). With no Southwest presence at AEX, these travelers must travel over 180 miles to New Orleans (MSY) for the nearest alternative. United and Southwest combine to capture 55% of passenger load from travelers who reside within 60 miles of AEX.

In 2022, American Airlines served 20% of locally based fliers and Delta served 12%. These are the only two carriers to currently operate commercial flights to and from AEX, meaning that 68% of locally based travelers chose to look elsewhere for their flight needs during this time. In total, AEX only captured 16% of locally based travelers in 2022.

EXPANSION OPPORTUNITIES

According to market research, the most common final destinations for passengers leaving from the Central Louisiana region are popular tourist destinations Las Vegas (LAS) and Orlando (MCO), respectively.

LAS VEGAS (LAS)

The Central Louisiana region averages just under 50 passengers per day each way to Las Vegas, and of these, an average of less than four passengers bound for Las Vegas leave from AEX each day. This means that over 92% of locally based travelers are driving to another airport to get to Las Vegas. The nearest airport with service to LAS is Shreveport Regional Airport (SHV), which is over 100 miles from AEX. However, leakage data shows that most (79%) locally based passengers drive over 360 miles roundtrip to and from either New Orleans (MSY) or Houston (IAH and HOU) to reach LAS.

ORLANDO (MCO)

Central Louisiana's second-most popular travel destination among locally based passengers, Orlando, averages around 40 passenger per day each way, and AEX only captures about 13% of these passengers. Similar to passengers bound for Las Vegas, over 70% of locally based passengers are travelling to New Orleans or Houston to get on their flight, representing an opportunity for AEX to mitigate the passenger leakage.



PEER AIRPORTS

Methodology

To establish peer airports to benchmark AEX against, England Airpark considered factors such as MSA population size, number of airlines currently serving an airport, number of destinations an airport connects to, and lost air service since the COVID-19 pandemic. After conducting research on dozens of airports, England Airpark identified the 10 airports in the table below as either most similar to AEX or having unique qualities to use as a case study for comparison.

City (Airport Code)	MSA Population ¹⁴	Current number of airlines	Current number of destinations	Destinations lost since 2020	Destinations added since 2020
Alexandria, LA (AEX)	152,715	2	2	2	0
Columbus, GA (CSG)	195,418	1	1	1	0
Dubuque, IA (DBQ)	97,193	1	2	1	2*
Monroe, LA (MLU)	202,138	2	2	2	0
Hattiesburg, MS (PIB)	168,646	1	1	1	0
Texarkana, TX (TXK)	149,482	1	1	1	0
Duluth, MN (DLH)	289,276	3	4	1	2
Columbia, MO (COU)	122,659	1	2	1	0
Twin Falls, ID (TWF)	110,272	1	1	1	0
Meridian, MS (MEI)	100,998	1	1	1	0
Tupelo, MS (TUP)	165,851	1	1	0	0

*In addition to the two regular destinations added, DBQ has also added multiple regular charter flights that serve other destinations on pre-scheduled weekends.

¹⁴ "Profile - Metropolitan Statistical Area." Data USA. <https://datausa.io/profile/geo>.

Dubuque Regional Airport, Iowa (DBQ)

Dubuque Regional Airport in Dubuque, Iowa, deployed creative solutions in response to losing major carriers. After losing American Airlines, the final commercial airline serving the airport, DBQ secured service from Avelo Airlines to serve routes to and from Orlando and Las Vegas multiple times a week. These strategic destinations connect passengers to two of the country's premier entertainment and tourism hubs. Avelo Airlines is a budget airline that operates under a point-to-point model rather than a hub-and-spoke model.

DBQ also secured charter services with Sun Country Airlines to provide non-stop service to other strategic entertainment hubs on select weekends. These flights are advertised in advance to Biloxi, Mississippi; Laughlin, Nevada; and Atlantic City, New Jersey on certain weekends, and the trips are planned in coordination with reserved rooms at resort hotels for travelers. These chartered trips typically sell out¹⁵.

Duluth International Airport, Minnesota (DLH)

Duluth International Airport in Duluth, Minnesota, has also lost services since the pandemic and was left with only two of its destinations to major hubs—Minneapolis/St. Paul (MSP) through Delta and Chicago (ORD) through United. After losing service with American Airlines, DLH launched a “fly local” campaign¹⁶ that includes a pledge to fly through DLH when possible and offers a strong value proposition:

“The Duluth International Airport boasts a new, modern terminal, shorter lines, and friendly staff. It also prides itself on creating 1.37 new jobs and \$153,071 in economic activity for every 100 new passengers.”

Dozens of local organizations have taken the pledge, which allows them an annual pass to the airport's luxury business suite and earns them recognition as a community partner with the airport. DLH has generated strong community support for flying local through this campaign and offers a “real cost calculator,” making it easy for prospective passengers to see the total costs of flying out of DLH compared to larger hubs when considering parking, travel time, gas, amenities, ease of entry, and ticket prices.

Since the campaign launch, Sun Country Airlines has begun service to DLH with non-stop destinations to Phoenix, Arizona (PHX) and Fort Meyers, Florida (RSW).

Key Takeaways

While facilitating the return of United Airlines and reestablishing American Airlines' route to CLT are top priorities for AEX, peer airports who have added service since 2020 have done so through alternative and budget airlines. Several have also introduced marketing campaigns to encourage people to fly local through their smaller, regional airports, offering strong value propositions that AEX can also offer: a streamlined check-in process, efficient parking, and a short walk to the gate. The goal of these campaigns is to increase passenger load through each respective airport, showing airlines that the demand for air service in their region is great enough to support additional air service.

¹⁵ “SUN COUNTRY AIRLINES CHARTERS: Sun Country Airlines offers three direct charter flights from Dubuque.” Dubuque Regional Airport. <https://www.flydbq.com/156/Sun-Country-Airlines>.

¹⁶ “Take the Pledge to Fly Local.” Duluth International Airport. <https://duluthairport.com/pledge/>.

STRATEGIC ASSETS

Certified Sites

LED Certified Sites are plots of land that have undergone a thorough evaluation and certification process to ensure they are poised for expedited industrial development. The benefits of LED certification include official recognition of a site's suitability and readiness for industrial development, which can improve the chances of success during the site selection process. The rigorous review process, conducted by an independent engineering firm, provides corporate leaders and site selection consultants with confidence that projects can proceed with minimal risk and delays in construction and operations.

England Airpark has three LED Certified Sites, classified as the E1, E2, and W1 sites. The airpark's E3 site meets all LED certification requirements other than the minimum land component, and adjacent land could be incorporated to certify the E3 parcel in the future. These industrial blank slates represent more than 1,600 acres of undeveloped land, with nearby proximity to road, rail, and port facilities, further enhancing their accessibility and logistics advantages. While England Airpark's Certified Sites signal the ability to initiate a project quickly, several investments still need to be made to improve their suitability, such as establishing property covenants to guide land-use parameters, increasing on-site access to natural gas and water resources, and improving road access to certain sites. These factors are outlined in more detail in the forthcoming SWOT analysis.

Foreign Trade Zones

Foreign-Trade Zones (FTZs) are secure areas overseen by U.S. Customs and Border Protection that function as the U.S. equivalent of international free-trade zones. England Airpark is the grantee of FTZ 261, which encompasses the England Airpark complex, Central Louisiana Regional Port, and Central Louisiana Eco Business Park, collectively totaling more than 1,800 acres of FTZ property. This provides England Airpark with a valuable tool for businesses engaged in international trade, offering financial benefits, security, and flexibility in managing imports, exports, and production processes.



Buildings

While England Airpark features a diverse selection of available commercial and industrial space, several facilities are vacant, aging, or challenging to maintain, and in some cases, have fallen into a state of disrepair. The former Air Force Hospital was built in 1971, spans 108,000 square feet, and includes a compatible parking lot. The structure has remained vacant since 2015 and would require thorough due diligence before repurposing the asset. Additionally, the airpark's former hotel and restaurant closed in September 2016 but remain in adequate condition and could be repurposed and brought back into commerce. Addressing these challenges and leveraging the airpark's suitable buildings, which are outlined below, can position it to attract additional high-quality tenants across various sectors.

AVIATION

Three buildings, with a combined floor space of nearly 90,000 square feet, are situated in proximity to England Airpark's runway. Although these structures present opportunities for attracting aviation-related projects, their relatively limited footprint constrains England Airpark's ability to attract large-scale aviation projects.

COMMERCIAL

More than a dozen commercial structures represent approximately 300,000 total square feet at England Airpark. Among these buildings are a former hospital, hotel, restaurant, bowling alley, and elementary school. These assets present opportunities for redevelopment into various purposes, including medical facilities, office spaces, residential complexes, retail establishments, or versatile mixed-use developments.

TRANSPORTATION AND WAREHOUSING

Three available structures totaling nearly 50,000 square feet offer space to meet the needs of companies engaged in warehousing, distribution, and logistical operations.

Connective Infrastructure

AIR

Alexandria International Airport has the capacity to accommodate aircraft as large as the Boeing 747. Equipped with a 24/7 air traffic control tower, ARFF Index D fire response capability, top-tier security measures, and the convenience of the Million Air fixed base operator, AEX connects passengers to major hubs in Dallas and Atlanta.

RAIL

England Airpark's direct connection to Union Pacific via dedicated rail spur offers consistent service to the airpark, primarily catering to the substantial heavy manufacturing operations within the facility. Rapides Parish benefits from the presence of both Union Pacific and Kansas City Southern rail lines, further enhancing the region's logistical capabilities and transportation infrastructure.

ROAD

England Airpark is just south of Interstate 49, which provides access to Interstate 10 to the south and Interstate 20 to the north. It is also located just north of LA Highway 28, offering access to major transportation arteries. LA Highways 165 and 167 further expand the network of four-lane connections.

UTILITIES

Comprehensive utility services are readily available in most areas, including electricity, water, natural gas, and wastewater provisions. England Airpark's electric service is notably robust, featuring competitive rates and redundancy through two independent feeds to support reliability. Once operational, Cleco's solar farm will provide England Airpark with an added competitive edge by offering a renewable energy source. The availability of alternative energy is gaining prominence and represents a significant draw for potential business prospects.

WATERBORNE TRANSPORT

The Central Louisiana Regional Port, spanning more than 120 acres, encompasses a public terminal, a 15,000 square-foot warehouse, a petroleum dock, a steel bulkhead dock, a general cargo dock with rail access, and a 40-ton bridge crane equipped with versatile handling tools. The port is recognized as the largest receiver and shipper of military equipment on inland waterways in the continental U.S.



KEY PARTNERS

Several local, regional, and statewide organizations align in various ways with England Airpark and have the ability to augment the impact of its strategic efforts. By identifying synergy with key partners and developing pathways to leverage shared goals and resources, England Airpark can extend its ability to drive growth and progress in Central Louisiana. England Airpark recognizes the importance of the following key partners, who will play an integral role as collaborators and contributors to the overarching success of its strategic plan and the broader Central Louisiana region.

Cleco

As the leading energy provider in the region, Cleco plays a central role in the development of Central Louisiana's economy and England Airpark. Through England Airpark's coordination with Cleco, the airpark has facilitated a lease agreement for the development of a site for solar energy production.

Central Louisiana Regional Chamber of Commerce

The regional chamber of commerce is a member-based business chamber that helps facilitate local financial growth. The Central Louisiana Regional Chamber of Commerce provides businesses with resources, connects local businesses to one another, and helps fight for a business-friendly policy environment. The chamber is directly connected to England Airpark through its authority to nominate two of the airpark's board members for consideration from the Rapides Parish Police Jury and Alexandria City Council.

Central Louisiana Regional Port

The Central Louisiana Regional Port, located on the Red River in Rapides Parish just a few miles from England Airpark, moves hundreds of thousands of tonnage annually and, similar to England Airpark, has strong military partnerships. The port is also part of England Airpark's Foreign Trade Zone and was the first port along the Red River to manage international trade.

Educational Partners

England Airpark has successfully engaged higher education partners in the past and continues to invest in these valuable partnerships. Northwestern State University (NSU) and Louisiana State University at Alexandria (LSUA) both have a physical presence at the airpark, and its partnerships with LSUA and the Central Louisiana Technical Community College (CLTCC) have supported the formation of the Aviation Career and Education (ACE) Initiative, a program launched in 2021 to enhance the aviation workforce pipeline.

Local Government

The City of Alexandria has played a valuable role in England Airpark's success since the former England Air Force Base closure. City leadership was instrumental in creating the England Authority and advocating for the airpark to be turned over to the Authority as England Airpark. Other local governing bodies invested in England Airpark include the Rapides Parish Police Jury, the City of Pineville, and the other municipalities in Rapides Parish, all of which have a role in appointing commissioners to the England Authority board.

Louisiana Central

Louisiana Central, the LED-designated regional economic development organization, serves Central Louisiana's 10-parish region by recruiting employers to the area and developing long-term plans for regional economic success. Louisiana Central provides resources to local businesses and entities and facilitates economic growth in the region.

Louisiana Economic Development

As the state's leading agency for retaining and attracting industry partners, England Airpark works with LED to drive industry growth at the airpark. England Airpark has worked with LED to establish three LED Certified Sites which are designated as development-ready after undergoing significant zoning, title, and environmental approval processes.



United States Military

Formerly known as Fort Polk, the United States Army's West-Central Louisiana base, Fort Johnson, has a long history of partnership with England Airpark and continues to be vitally important to its success. Prior to deployment, troops often visit Fort Johnson for final training before being deployed through AEX. As part of this partnership, the federal government opened a facility for processing soldiers for deployment and upon returning from overseas. The military also uses AEX to transport vehicles and other materials to and from foreign destinations.

Fort Johnson is critically important to both England Airpark and the broader Central Louisiana economy. In Fiscal Year 2020, estimated total spending at Fort Johnson was \$1.36 billion, and the base directly contributes nearly 15,000 jobs and \$770 million in payroll to the regional economy.¹⁷

As a former military installation, England Airpark possesses military infrastructure for hosting military trainings for troops from all over the country. Each year, England Airpark's training facilities welcome around 70,000 troops. The long runways at AEX provide the ability to land nearly any aircraft in the world, thus providing military units the ability to transport people and cargo efficiently. Visiting soldiers also have positive, downstream effects on the regional economy, as they purchase goods, services, and fuel, and lease the facilities for their time spent at the airpark, thereby generating additional sales tax revenues for the local area.

Partnerships between the U.S. Military and England Airpark have proven beneficial for both parties and the Central Louisiana region. The 259th Air Traffic Control Squadron (ATCS) of the Louisiana Air National Guard provides 24-hour air traffic control support to the AEX tower, a rare asset for an airport the size of AEX. Additionally, the recent expansion of Highway 28, which connects Fort Johnson to England Airpark from Alexandria to Leesville, is largely attributed to the need for better military access to and from England Airpark.

¹⁷ "Military Economic Impact Analysis for the State of Louisiana." Louisiana Economic Development. October 2021. <https://www.opportunitylouisiana.gov/docs/default-source/default-document-library/led-military-impact-analysis-october-2021.pdf>.

PEER AIRPARKS

Methodology

To identify comparable peers, England Airpark conducted research on dozens of airparks across the U.S. and evaluated factors such as governing authorities, runway length, military connections, service offerings, number of tenants, and economic development priorities. This process created an opportunity for England Airpark to benchmark itself against peer airparks and develop case studies showcasing replicable best practices at other airparks.



Peer Airports

Airport (Location)	Governing Authority	MSA Population ¹⁸	Longest runway length	Commercial air service?	Economic Development Focus
England Airport / Alexandria International Airport (Alexandria, LA)	England Authority	152,715	9,352 ft.	Yes	Aviation, transportation, logistics, manufacturing
Port San Antonio / Kelley Airfield (San Antonio, TX)	San Antonio Port Authority	1.53 million	11,550 ft.	No	Aerospace, cybersecurity, logistics
McClellan Business Park / McClellan Airport (Sacramento, CA)	McClellan Park, LLC (industrial park) Sacramento County (McClellan Airport)	503,482	10,599 ft.	No	Aviation, technology, data call centers, conference facilities, and recreation
Griffiss Business and Technology Park / Griffiss International Airport (Rome, NY)	Griffiss Local Development Corporation (Industrial Park) Oneida County (Griffiss International Airport)	290,812	11,820 ft.	No	Technology, manufacturing, aviation, commercial and medical office space, and education
Skyway Industrial Park / Presque Isle International Airport (Presque Isle, ME)	Presque Isle Industrial Council (Industrial Park) City of Presque Isle, ME (Presque Isle International Airport)	9,072	7,440 ft.	Yes	Aviation, general business development and expansion
Chennault International Airport (Lake Charles, LA)	Chennault International Airport Authority	209,821	10,700 ft.	No	Aerospace and aviation

¹⁸ "Profile - Metropolitan Statistical Area." Data USA. <https://datausa.io/profile/geo>.

When researching and reviewing peer airparks, England Airpark identified three airparks that showcase areas of success to consider when planning its future. Like England Airpark, each of the following airparks was formerly a military installation that has been repurposed into a business and industrial park.

PORT SAN ANTONIO / KELLY AIRFIELD

San Antonio, Texas

Port San Antonio, formerly Kelly Air Force Base, has transformed itself from a shuttered military base to a campus of innovation and technology. The port directly employs over 18,000 people and is home to over 80 tenants with industrial focuses in aerospace and defense technologies like cybersecurity. Port San Antonio has thrived through the identification of these economic clusters and development of its industrial park to support these particular industries.

Like England Airpark, Port San Antonio has ample space directly accessible by air, and these spaces have helped support the growth of the aerospace sector, as major names like Boeing and StandardAero occupy hangar space at Port San Antonio.

Port San Antonio is a public entity and a regional economic development agency that does not collect any funding from a millage. It operates as an independent entity and generates its revenue through various means, including leasing property, providing services to tenants, and pursuing economic development initiatives.

CHENNAULT INTERNATIONAL AIRPORT / CHENNAULT PARK

Lake Charles, Louisiana

Chennault International Airport and Industrial Park is a former military base-turned airpark. Chennault is maintained and marketed by a Board of Commissioners that governs the Chennault International Airport Authority (CIAA). This authority, similar to the England Authority, is a political subdivision that governs both the industrial park and the international airport.

Chennault's footprint includes a two-mile runway, cargo warehousing, and hundreds of acres of land ready for development from tenants on both the air and land side. Chennault has shown particular success in attracting aerospace and aviation companies over the years, as the home to tenants such as Northrup Grumman, Citadel Completions, and Landlocked Aviation.

The characteristics of Chennault's value proposition are similar to those of England Airpark – a long runway, international airport with a foreign trade zone, strategic location near railways and interstates, development-ready land, competitive leasing prices, and uncongested airspace. Unlike England Airpark, Chennault currently levies and collects property taxes to maintain, operate, relocate, construct, or improve airpark facilities of CIAA.



GRIFFISS BUSINESS AND TECHNOLOGY PARK / GRIFFISS INTERNATIONAL AIRPORT

Rome, New York

Griffiss International Airport, the former site of the U.S. Military's Griffiss Air Force Base, is currently a hotspot for military technology, serving as one of only seven unmanned aircraft systems (UAS) test sites in the United States. The airport is owned and operated by Onida County and does not have commercial operations, but serves the general aviation demand for the region. Like AEX, it is home to a Million Air fixed base operation (FBO).

Currently, the Griffiss Business and Technology Park, located on the adjacent land formerly belonging to Griffiss Air Force Base, is home to over 70 tenants with over 6,000 employees. Where Griffiss has excelled is in identifying industry sectors to focus on and attracting tenants from these industries. In their case, they have focused on defense technology and aviation, which has led to a cluster of these tenants calling Griffiss home. In 2012, this strategy paid off, as the Federal Aviation Administration (FAA) announced Griffiss as one of the UAS test sites, a designation it would not have achieved without dedication and investment toward defense technology.

The Business and Technology Park is governed by the Griffiss Local Development Corporation, a separate authority from the airport. Like the infrastructure of England Airpark, many old buildings remained when Griffiss Air Force Base closed in 1993. Through the years, the Griffiss Local Development Corporation made decisions to renovate and tear down buildings to repurpose space, even identifying healthcare as a suitable industry for some of these buildings. Now, Griffiss is home to several medical and dental offices and serves as a healthcare cluster in central New York.

Key Takeaways

Overall, a few common themes stood out among peer airparks that are generating the most positive impacts. These airparks are aligning regional workforce strategies with their business recruitment efforts; relying on key airpark and regional advantages to guide the industries they target; and leveraging existing infrastructure as a marketing tool to pursue aerospace/aviation prospects. As such, focusing on a defined set of target industries and business prospects, while leveraging existing infrastructure and partnerships with nearby educational institutions, will remain a central focus to England Airpark's strategic efforts moving forward.



OPERATIONAL REVIEW

Based on market research, stakeholder interviews, and internal conversations amongst the leadership team, England Airpark looked to identify opportunities for reimagining some of its assets to maximize its growth and become more financially sustainable. Two major assets England Airpark identified as areas of opportunity for future growth include Oakwing Golf Club and the airpark's residential housing units.

Oakwing Golf Club

Oakwing Golf Club has been a premier golf course in Central Louisiana for over two decades. The 18-hole course located at England Airpark has maintained a presence on the Audubon Golf Trail,¹⁹ a group of 17 "top-notch courses, covering all areas of the state" that undergo a rigorous screening process before being accepted as a member of the prestigious trail.

While Oakwing remains a valuable community asset in Central Louisiana, rising maintenance costs, deferred maintenance, and declining course quality have contributed to a decrease in rounds and memberships, thus reducing operational revenue. As a result, Oakwing has become a larger burden on England Airpark's financial statements.

In 2021, England Airpark contracted with Elite Golf, a national golf course management company, to oversee Oakwing's daily operations. With oversight from England Airpark, Elite Golf has since made strides to improve the course and ultimately create a more financially viable asset for the airpark. England Airpark has made significant financial investments in the course – improving bunkers, drainage, equipment, and other previously deferred maintenance – to restore its quality. This has led to an increase in near-term expenses, which Elite Golf anticipates will level off in the long term and lead to an increase in revenue.

More recently, in January 2023, Elite Golf developed and is currently implementing its 2023-2024 Annual Plan to improve the course and its financial status. Elite Golf notes in its plan that, for Oakwing to approach a net neutral or profitable position, it must develop pathways for becoming more efficient and attract more golfers to play rounds and become members. The plan also outlines a marketing strategy to attract more golfers to Oakwing as visitors and members.

England Airpark has made recent improvements to Oakwing and has seen increased rounds played and revenue. Elite Golf continues to implement its Annual Plan and has developed pathways to becoming more profitable by restructuring membership options and benefits, improving operational and financial efficiency, and conducting targeted marketing efforts.

Once large restoration and improvement projects through Elite Golf's Annual Plan are complete, the course's financial position should continue to improve, and its increased quality and appearance should attract more golfers and residents to Oakwing.

¹⁹ "Golf in Louisiana." Explore Louisiana. https://www.explorelouisiana.com/activities/golf?gad=1&gclid=Cj0KCQjwJ5mpBhDJARIsAOVjBdqNzKXqnbSkWXoF7bExHdCpgqbezCqoohVgUVApwSjcOxYWZqOa4ZwaAqdxEALw_wcB



Residential Housing

England Airpark currently houses more than 700 residents in three residential areas that all serve a different market. Demand for these units is high, as England Airpark offers generally lower costs compared to market rates and a peaceful, safe atmosphere just minutes from Alexandria's rapidly developing western corridor. These units are typically near or at full occupancy, and there is often a waitlist for prospective tenants.

ENGLAND ESTATES

England Estates, the neighborhood of single-family and duplex units that once served as housing for military personnel on the former England Air Force Base, contains 120 total domiciles that range from two to four bedrooms and between 1,200 and 3,000 square feet. These properties are completely owned, operated, and maintained by England Airpark.

The monthly rent of these homes is between \$700 and \$875. According to Alexandria rental listings in October 2023,²⁰ these rates are below market average. A 2,000 square foot house with three bedrooms rents for around \$1,500 a month in the city of Alexandria, while a similar size home rents for \$800 a month at England Airpark. The homes at England Estates are older and some need renovation and repair. However, the airpark provides amenities like on-site security and handles indoor and outdoor maintenance.

ENGLAND VILLAGE

The England Village apartment complex includes 40 total multifamily units, which range from 1,200 to 1,500 square feet and average roughly \$.50 per square foot. According to market research,²¹ multifamily units of this size in the Alexandria area are priced at just under \$1 per square foot, on average. The England Village units are nearly always at full occupancy, and the market has seen little development of multifamily housing in recent years. These factors present England Airpark with an opportunity to increase revenue by improving the quality of its current multifamily units and aligning prices with the local market.

ENGLAND OAKS

England Oaks is a gated "active adult community" managed by Front Porch Management, a third-party company that has leased the neighborhood from the England Authority since 1996. England Oaks includes two-, three-, and four-bedroom duplexes for residents 65 and older and provides community amenities such as an art center, a community center that offers classes and other entertainment options, and a community pool. Front Porch Management offers medical personnel, transportation for residents to and from nearby locations, and interior and exterior maintenance for residents.

The facilities at England Oaks include older, single-family homes, similar to those of England Estates. However, the upkeep and maintenance of these homes is handled by Front Porch Management.



²⁰ "Rental Listings." Zillow, <https://www.zillow.com/alexandria-la/rentals/>. October 2023.

²¹ Allen, Ryan. "Multi-family Market Report – Alexandria, LA." Patrician Management. August 2023.

ECONOMIC AND TAX IMPACT

A Key Driver of the Central Louisiana Economy

With the presence of Alexandria International Airport, nearly 50 businesses employing 1,400 people on site, and approximately 550 jobs at three companies under the jurisdiction of the airpark but outside the main campus, England Airpark stands as an anchor of the Central Louisiana economy and significant producer of tax revenues at the parish and state level. To quantify these activities and inform its strategic plan, England Airpark engaged two Louisiana-based economists, Greg Upton and Greg Albrecht, to assess the economic and tax impacts of the airpark for Rapides Parish and the State of Louisiana. The following sections summarize the authors' methodology and the estimated economic and tax impacts of England Airpark.



Methodology

To estimate England Airpark's annual economic impacts, the authors used the Regional Input-Output Modeling System (RIMS II), created and maintained by the U.S. Department of Commerce's Bureau of Economic Analysis. The authors also utilized data from other U.S. government agencies such as the Census Bureau, the Bureau of Labor Statistics, and the Bureau of Economic Analysis. Utilizing Type I and Type II multipliers provided by RIMS II, the authors grouped economic impacts into direct, indirect, induced, and total impacts. Additionally, the authors estimated employment, earnings, and value-added impacts.

Parish-level economic impacts were allocated based on gravity models of trade, for which a parish's share of total impacts were based on both its distance from the project location as well as the sectoral employment in that region. Direct employment levels of the airpark and its tenants were allocated to industry sectors associated with the various entities occupying England Airpark, generating estimates of the overall economic impacts supported by the airpark's presence.

State tax impacts were based on information provided by the Louisiana Legislative Fiscal Office alongside the authors' internal modeling. Local tax impacts are based on a combination of parish-level estimated economic impacts and parish-specific information on sales tax rates, property tax millages, and tax collections. Property tax information was based on the Louisiana Tax Commission. Parish-level sales tax information was based on information compiled from the Louisiana Association of Tax Administrators and the state Minimum Foundation Formula for K-12 educational funding. Tax impacts were separately estimated for Rapides Parish. Parish-specific tax impacts included property taxes, sales taxes, and other tax revenues attributable to the economic activity associated with the airpark.

Impacts

- In Rapides Parish, the airpark is estimated to support 3,212 jobs and \$200 million in earnings and contribute \$376 million to the parish's gross state product.
- The airpark, inclusive of direct, indirect, and induced effects, supports approximately 5.9% of employment within Rapides Parish.
- England Airpark is estimated to generate \$12.4 million in tax revenue for Rapides Parish.
- England Airpark is estimated to generate \$38.6 million in state and local tax revenue, of which \$15.5 million is state revenue and \$23.0 million is statewide local government revenue.
- England Airpark is estimated to support 5,333 jobs and \$322 million in earnings annually in Louisiana. Nationally, it supports 7,410 jobs and \$470 million in earnings per year.
- AEX is estimated to support 745 jobs and \$45.8 million in earnings annually in Louisiana. Nationally, it supports 995 jobs and \$63.6 million in earnings per year.

England Airpark, a multi-modal hub including AEX, brings in additional economic benefits to the region by facilitating trade that are not captured in this analysis. The Airpark continues to attract firms to locate or expand operations. An example of this is the \$75-million investment by Ucore North America in a rare earth element separation and purification facility that will supply materials required in electric vehicles, wind turbines, smart phones, and other consumer goods. This investment was announced by LED in April 2023 and, if completed, will process material at the site by 2027. This is one example of the airpark's ongoing efforts to spur economic development in Central Louisiana.

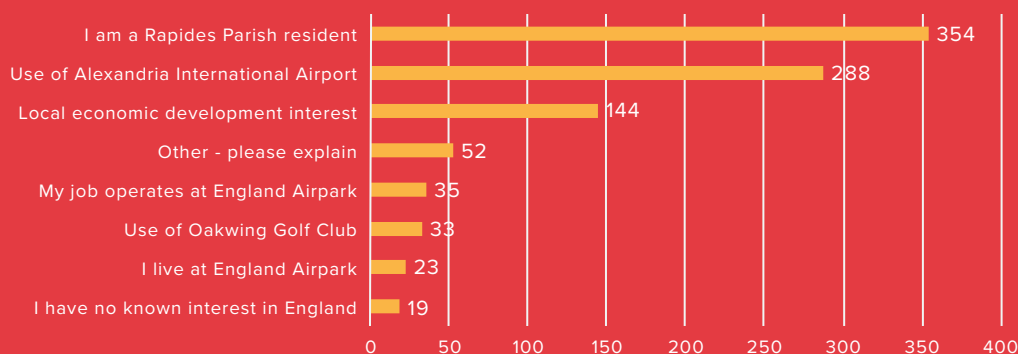
STAKEHOLDER ENGAGEMENT

Community Survey

Emergent Method developed and distributed an anonymous survey on behalf of England Airpark as part of this strategic planning effort to gain a better understanding of public perception of the airpark and identify what the local community sees as potential opportunities for development and growth. In total, more than 800 Central Louisiana residents completed the survey.

Respondents were first asked to share their primary interest in England Airpark:

One of the key takeaways from the survey responses was the overall sense of pride and importance that the local community feels toward England Airpark. When respondents were asked to rate how important England Airpark is to the local economy on a scale of 1-5, the average response was a 4.3. Next, respondents rated their familiarity with the role England Airpark plays in Central Louisiana's economy and with the businesses, services, and amenities currently available at the airpark, beyond the airport. Familiarity with the airpark's role in the economy had an average of 3.5 on the 5-point scale. Familiarity with the services available at the airpark reported a slightly lower average of 3.3 on the 5-point scale.



Next, respondents rated how well England Airpark fulfills its mission to “develop economic activity to replace that generated by the former Air Base.” The average response was 2.9 on the 5-point scale.

Respondents were asked to rate their level of satisfaction with England Airpark’s current conditions on a 5-point scale, and the average response was 3.1. When respondents explained their level of satisfaction from the previous question, the most common response involved comments related to the airpark’s vacant buildings.

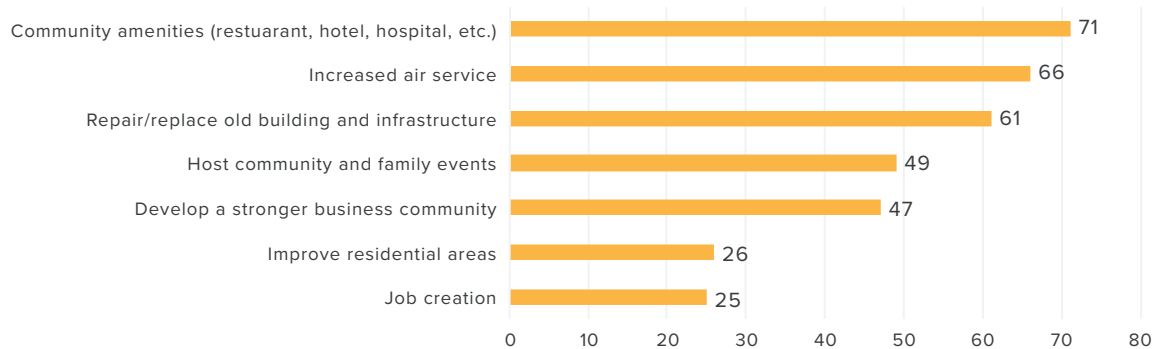
The feeling that growth and business development at the airpark is stalled or negative was a common sentiment, while many respondents acknowledged the airpark’s opportunity to boost Central Louisiana’s economy. Among respondents who are moderately satisfied, moderately dissatisfied, or neutral about the airpark’s condition, respondents reported that more amenities (like restaurants or stores), activities, or events are needed. Low levels of public awareness about the airpark and its offerings were another common response, reported mostly (75%) by those who are neutral about the airpark’s condition, but also by some (25%) who are moderately dissatisfied with the airpark’s condition. These respondents feel more marketing and promotion would be beneficial to the park, increasing its

traffic and business development. Other responses included a need for more airline or flight options, road improvements, community support, concerns of high costs of doing business, and a desire for improvements to the residences at the airpark.

The most common response for those who are extremely satisfied or satisfied with the conditions of England Airpark surrounded their high approval of the grounds, condition, and appearance of the airpark. The most common response for those who are neutral, dissatisfied, or extremely dissatisfied with the conditions of England Airpark addressed empty and rundown buildings that need to be handled, as they are preventing full utilization and hurt the image of the airpark.

67.7% of respondents indicated that they do utilize the various businesses, services, and amenities at England Airpark, while the remaining 32.3% did not. Of those who do use the airpark, 65% stated that they mostly use the airport. The second most common response was use of the Oakwing golf course; this was reported by 15% of the respondents who use the airpark.

Respondents noted a wide range of potential developments when asked what they would like to see accomplished or developed at the airpark over the next five years, as seen in the below table:



Respondents were asked questions specifically related to air travel. When asked how often they utilize AEX when they travel, 36.7% of respondents indicated flying through AEX most of the time, and 30.9% reported utilizing AEX every time they fly. A small portion of the respondents (8.0%) do not fly at all. Of the remaining respondents, 12.4% rarely fly with AEX, 8.7% fly with AEX less than half the time, and 3.4% never fly with AEX. For those who do not fly out of AEX, the most common airport they indicated utilizing was New Orleans International Airport with 23.1% of the responses. This was followed by Houston Intercontinental Airport with 14.1%, Lafayette Regional Airport with 8.7%, Baton Rouge Metro Airport with 7.8%, and Houston Hobby Airport with 5.0% of the responses. 15.2% of respondents fly with other airports not listed in the answer choices, and 14.9% report that they fly out of AEX exclusively.

Respondents reported many different cities, states, and countries as their most common final destinations when flying. The most common responses were Florida, Dallas, Atlanta, California, and various international locations.

When asked about the most significant benefit England Airpark brings to Central Louisiana, most of the responses (67%) cited the airport. This was followed by economic opportunities, jobs, and all the usable space at the airpark.

Respondents were given the opportunity to provide additional feedback they wished to share. Many respondents shared that they were happy with the state of the airpark and the work that had been done. The top responses among those who wanted to make suggestions were to focus more on supporting the community, children, and families; further develop the area; add more amenities, attractions, and events; and bring in more business to stimulate the area's economy



Stakeholder Interviews

SUMMARY

In addition to the community survey, in-depth interviews with partners and key England Airpark stakeholders helped foster discussions around the airpark's current state, what stakeholders would like to see at the airpark in the future, and any potential for collaboration among stakeholders to support growth at the airpark. These discussions were conducted by Emergent Method, without England Airpark staff present, and emphasized confidentiality to ensure stakeholders provided unfiltered and useful feedback to inform England Airpark's strategic planning effort. Over 50 individual stakeholders shared their thoughts on current challenges facing the airpark, possible solutions, and future priorities and opportunities for the airpark that would help propel the Central Louisiana region forward.

Stakeholders included England Airpark commissioners, elected officials in the region, higher education officials, economic development partners, airpark tenants, and business and community leaders.

KEY OBSERVATIONS

- Overall, stakeholders view the airpark as a vital economic development asset for the Central Louisiana region and are eager to collaborate in the execution of a strategic plan that will help move the airpark forward. Stakeholders view the airpark as an asset with great potential and abundant opportunity.
- England Airpark has the potential to address the limited availability of high-quality, multifamily housing for families, students, higher education faculty, and workers, especially young professionals, at the airpark. By strategically improving existing residential infrastructure, the airpark can enhance its livability and quality of life, which can bolster its value proposition to corporate decision-makers considering the airpark for their next investment.
- Stakeholders would like to see more amenities and community assets in the region and at the airpark, such as areas for entertainment, a restaurant, student dining options, and a hotel.
- Aging infrastructure at the airpark is a noticeable risk factor and threat to future growth. Stakeholders believe infrastructure improvements could help attract more business and economic development opportunities.

- Many stakeholders feel that the public is not aware of the airpark's various assets. Stakeholders and partners in the area are eager to partner with England Airpark to increase awareness of the airpark and its contribution to the Central Louisiana region.
- Oakwing Golf Course serves as an amenity for a broad range of residents in the Central Louisiana region. Some stakeholders expressed concern about the viability of the golf course due to rising costs and reduction in revenue generated by it.
- The ACE initiative, a partnership between LSUA and CLTCC aimed at providing workforce training that will benefit the aviation industry and the region, is a successful program with buy-in from the community. However, funds, resources, and facilities are still needed to keep the program running and to maximize its growth potential.
- Northwestern State University's satellite campus has experienced growth but is lacking instructors and facilities to support that growth. There is an opportunity for England Airpark to support NSU's growth through expanding facilities and providing incentives for instructors to locate to the area.
- There is demand for more flights and air service out of AEX and concern around future decline in available air travel.
- The region currently lacks the workforce to support needed economic development opportunities. Stakeholders believe that England Airpark can play a role in providing on-site workforce education and training through the airpark's tenants, such as connecting students attending local higher education institutions like LSUA and CLTCC to internships with companies in the aerospace industry.
- There is an opportunity for the airpark to better develop facilities that support aircraft maintenance, repair, and overhaul operations by utilizing empty hangar space.
- There is demand for warehouse space among businesses looking to locate to the region. England Airpark's available warehouse space can meet the specific needs of these businesses.
- England Airpark's military partnerships are vital to its future success and should remain a high priority when thinking through future planning. The airpark should continue to build on its longstanding partnership with Fort Johnson.



SWOT ANALYSIS

England Airpark analyzed its desk research, current state, stakeholder surveys, and feedback from interviews to develop key themes surrounding strengths, weaknesses, opportunities, and threats (SWOT) related to the airpark – a common framework for developing future strategies and plans. Strengths and weaknesses refer to internal activities and inherent attributes, while opportunities and threats signify external factors that could affect the airpark's strategic efforts moving forward.



Strengths

ASSETS & INFRASTRUCTURE

- Strategic location with rail access, industrial utilities, and proximity to I-49 and the Central Louisiana Regional Port
- Available buildings and LED Certified Sites
- Foreign Trade Zones and Opportunity Zones
- Intermediate Staging Base (ISB) facilities
- Operational characteristics of AEX (i.e., long runways, 24-hour air traffic control tower, ARFF capabilities, etc.)
- Immigration and Customs Enforcement (ICE) staging facility
- Renewable energy through anticipated Cleco solar farm
- No tax liability for sales and use, ad valorem, occupational licensing, income, or other taxes
- Million Air Fixed Base Operator

STRATEGIC PARTNERSHIPS & AIRPARK TENANTS

- Diverse industry presence with nearly 50 tenants, including AEX, and ranging from manufacturing and logistics to aviation, professional services, government, education, and retail
- Aviation Careers and Education (ACE) Initiative
- Northwestern State University CENLA Campus on site and LSUA and CLTCC nearby
- Strong federal government and Department of Defense presence and associated funding

COMMUNITY AMENITIES & QUALITY OF LIFE

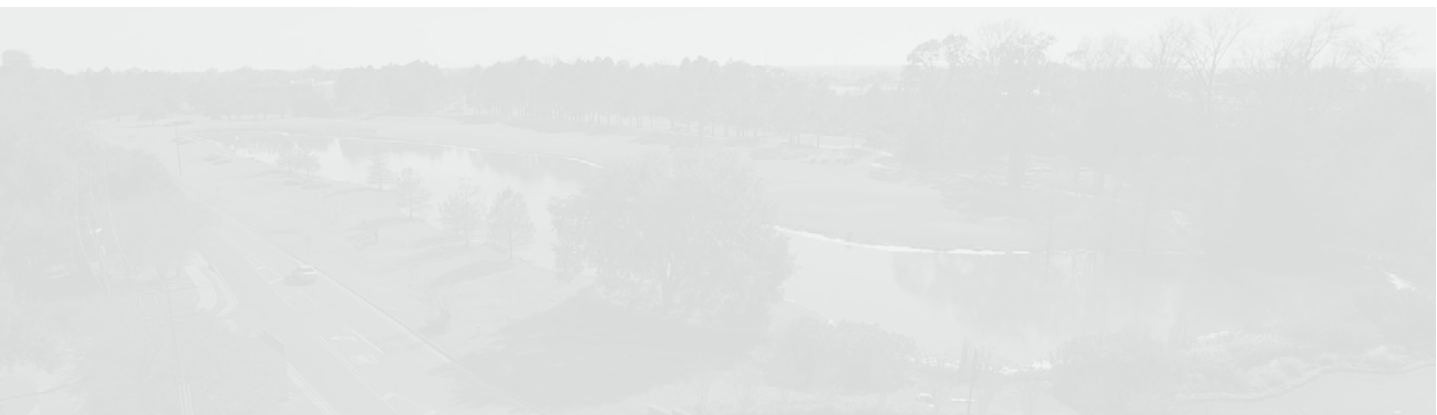
- On-site housing, daycare, and community center
- 24-hour security, on-site fire protection, and a controlled entrance
- England Oaks retirement community, England Estates, and England Village
- England Airpark Baseball Field
- Oakwing Golf Course
- The Oasis Worship Center
- Ample greenspace and natural features

MARKETING, COMMUNICATIONS, & BRAND

- Strong collection of marketable assets
- Tenants with strong brand recognition
- Active social media presence
- Existing communications staff
- Compelling base realignment story

OPERATIONS, FINANCES, & GOVERNANCE

- Ability to create overlaid districts in Rapides Districts
- Diversified revenue streams for operating budget and improving lease revenues
- Enhanced financial statement presentation and analysis capabilities
- Historical and recent ability to secure federal and state grants to fund improvements at AEX
- Execution of construction projects
- Diverse and experienced leadership team and board of commissioners
- Transparent and accountable board operations



Weaknesses

ASSETS AND INFRASTRUCTURE

- Limited warehouse space and hangar capacity
- Some sites lack road access, on-site electricity, water, or telecommunications infrastructure
- Unoccupied assets (e.g., hospital building, hotel)
- Aging buildings

STRATEGIC PARTNERSHIPS & AIRPARK TENANTS

- Limited strategic alignment of tenant industries and synergy among airport tenants
- Varied alignment of industry focus areas with economic development partners

COMMUNITY AMENITIES & QUALITY OF LIFE

- Aging residential complexes
- Unoccupied facilities that once served as community resources (e.g., bowling alley, restaurant, and hotel)
- Lack of retail options

MARKETING, COMMUNICATIONS, & BRAND

- Outdated website with poor user experience
- Older brand, logo, and marketing materials
- Value proposition is not clearly communicated
- AEX overshadows other assets and progress at the airport

OPERATIONS, FINANCES, & GOVERNANCE

- No presence of a dedicated tax millage
- Oakwing Golf Course, in the past, has lacked a management structure that focused on financial success
- In-house management of residential properties requires significant time and financial resources



Opportunities

ASSETS AND INFRASTRUCTURE

- Secure state and federal funding for infrastructure improvements aligning with strategic goals
- Support the establishment of the proposed I-14 corridor
- Bring abandoned structures back into commerce as revenue-generating assets

STRATEGIC PARTNERSHIPS & AIRPARK TENANTS

- Develop alliances with economic development partners to advocate for and improve regional economic competitiveness
- Partner with local colleges and vocational schools to establish training programs tailored to the needs of airpark tenants
- Grow tenant base aligning with target industries
- Grow air service by attracting large network operators and low-cost carriers

COMMUNITY AMENITIES & QUALITY OF LIFE

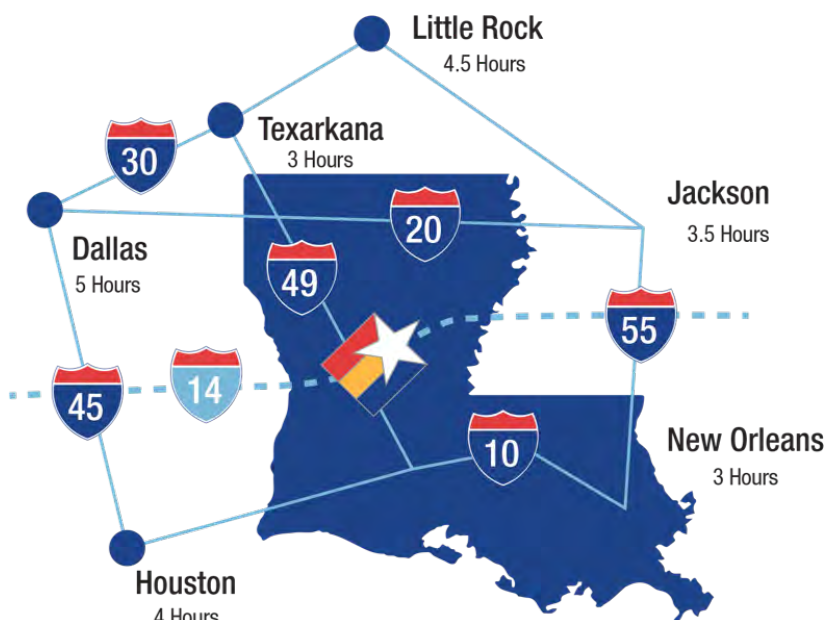
- Establish a cohesive vision for community amenities and space utilization at the airpark
- Utilize creative or alternative financing to incentivize economic activity at the airpark
- Grow partnerships that bring visitors to the airpark
- Invest in green space and natural landscaping

MARKETING, COMMUNICATIONS, & BRAND

- Communicate a strong value proposition to the airpark's various audiences
- Refresh England Airpark's brand, logo, and marketing materials
- Leverage the airpark's unique assets (e.g., Cleco's solar farm) to attract business prospects
- Expand community engagement and communications to enhance community awareness and support for the airpark

OPERATIONS, FINANCES, & GOVERNANCE

- Increase residential revenues by more closely aligning rents with the surrounding market
- Develop strategies for divesting land assets for key industrial projects to generate revenues that finance site enhancements and upgrades
- Renegotiate contracts with third-party service providers
- Reduce operating costs and increase revenues at Oakwing Golf Course



Threats

ASSETS & INFRASTRUCTURE

- Limited ability to sell land to major business prospects
- Investments in Fort Johnson's transportation infrastructure (e.g., runway extension)
- Central Louisiana's declining population and limited availability of skilled workers
- Increasing maintenance costs
- Cybersecurity threats
- Lack of or limited participation in recent federal infrastructure funding

STRATEGIC PARTNERSHIPS & AIRPARK TENANTS

- Rising costs of air travel
- Additional airlines cutting service at AEX
- Nationwide and industrywide pilot shortages
- Skilled workforce availability for tenants
- Shifts in market demand impacting the airpark's tenants

COMMUNITY AMENITIES & QUALITY OF LIFE AMENITIES

- Criticism about the airpark competing with the private sector
- Investments outside the airpark decreasing demand for airpark amenities
- Lack of funding available to invest in airpark quality of life enhancements or amenities



MARKETING, COMMUNICATIONS, & BRAND

- Increased competition from other industrial parks or business districts
- Negative public perception of the airpark from those that are unsatisfied with its current state and operations
- Unfavorable media stories or lack of media coverage of the airpark
- Concerns and criticisms regarding the airpark's perceived competition with other economic development organizations and institutions in the region

OPERATIONS, FINANCES, & GOVERNANCE

- Potential Base Realignment and Closure (BRAC) impacts on Fort Johnson and associated revenues relative to the airpark's Intermediate Staging Base
- Fewer federal grant opportunities once IIJA and IRA funding is expended
- Inflation and interest rates reducing investments from business prospects
- Economic impacts due to outmigration/population decline from Alexandria MSA
- Competition from other airports (e.g., SHV, LFT, BTR, MSY, IAH)



THE FUTURE OF ENGLAND AIRPARK

After identifying critical insights and key themes, it is evident that England Airpark can and should grow its footprint as a primary economic driver in Central Louisiana and enhance quality-of-life opportunities to better serve the local community. In the coming years, England Airpark will establish its role as a driving force in the Central Louisiana economy by increasing its competitiveness, establishing a strategy for retaining and attracting tenants, and convening key partners at the local, state, and federal level to leverage available funding and economic development opportunities. The following action plan reflects feedback from England Airpark's board, staff, and stakeholders, and serves as a multi-year blueprint to guide the airpark's strategic opportunities moving forward.

STRATEGIC PRIORITIES



STRATEGIC PRIORITY 1:

Reinforce England Airpark's Position as a Primary Economic Driver for Central Louisiana

England Airpark is already one of the region's primary economic drivers, supporting significant economic impact and job creation on a local, regional, statewide, and national scale. However, there are significant opportunities to build upon this foundation by more aggressively reinvesting in and leveraging existing assets, improving overall appeal and infrastructure of the airpark footprint, and driving additional investment in a way that ensures long-term sustainability of the airpark, stimulates economic growth, and ultimately benefits the community and surrounding region.

Goal 1.1: Develop Pathways to Invest in and Leverage Strategic Assets

- Strategy 1: Secure federal, state, and/or private funding to build a wide-body hangar and built-to-suit warehouse space.
- Strategy 2: Clearly identify and formalize sellable plots of land and develop a decision-making framework for accommodating the land-use needs of major business prospects.
- Strategy 3: Optimize W1 Certified Site by improving electric, water, and/or transportation connectivity on and around sites.
- Strategy 4: To recertify the W2 Site, coordinate with Cleco and landowners to facilitate a new option or sell the land to England Airpark.
- Strategy 5: Leverage Cleco's solar farm to attract business prospects with renewable power needs.

Goal 1.2: Enhance the England Airpark Brand, Value Proposition, and Corresponding Marketing and Communications

- Strategy 1: Develop clear, segmented value propositions to resonate with England Airpark's key stakeholders (e.g., business prospects, federal and state elected officials, potential tourists, and local visitors).
- Strategy 2: Refresh and align the England Airpark brand with the airpark's future vision and value propositions.
- Strategy 3: While remaining mindful of its mission and successful reuse story, rebrand the airpark with an updated vision statement that positions it as an economic development and quality of life ecosystem poised for additional growth and prosperity.
- Strategy 4: Modernize and update England Airpark's website to align with its updated brand, value propositions, and strategic plan.
- Strategy 5: Develop new marketing tools (e.g., factsheets, virtual drone tours, promotional materials for conferences) to fully convey the airpark's value propositions.

Goal 1.3: Enhance Partnerships and Coordination with Economic and Workforce Development Partners to Address Regional Needs and Opportunities

- Strategy 1: Formalize and grow England Airpark's relationship with workforce development partners (e.g., CLTCC, LSUA, NSU) to align programs and curricula in supporting the development of a robust workforce pipeline for the region and airpark tenants.
- Strategy 2: Expand the ACE program in partnership with CLTCC and LSUA to more aggressively address key regional workforce challenges in aerospace and aviation.
- Strategy 3: Serve as a bridge between tenants and workforce partners to connect college students with internship opportunities at the airpark.

STRATEGIC PRIORITY 2

Attract New Business and Create Economic Synergy Across the Airpark

England Airpark's tenant assessment underscored that only a few key industries – Manufacturing, Transportation and Warehousing, Health Care and Social Assistance, and Public Administration – generate the majority of economic output, while the remaining sectors and their associated tenants produce limited impacts. Moving forward, the airpark will work to clearly establish a shared vision about the types of industries and companies it should retain, recruit, and grow to foster a more compatible industrial ecosystem that supports greater economic opportunities, job creation, and a more sustainable future for the airpark and its stakeholders. By creating more synergy among its industrial tenant base, England Airpark can leverage tenants' collective strengths, resources, and expertise, fostering a collaborative ecosystem that is more attractive to potential investors and businesses.

Goal 2.1: Enhance Coordination with Tenants to Address Key Business Needs

- Strategy 1: Conduct a recurring survey among tenants to identify their key needs related to resources, workforce, and contractors and suppliers.
- Strategy 2: Organize collaborative sessions between existing tenants and airpark leadership to facilitate networking, information sharing, and discussion of opportunities and ideal tenants to pursue.
- Strategy 3: Identify resources that can be shared among tenants, such as warehousing facilities, logistics services, or specialized equipment, and incentivize resource sharing and partnerships among tenants.

Goal 2.2: Align Economic Growth Strategies with Regional Economic and Workforce Development Partners

- Strategy 1: Collaborate with economic development partners to identify industry-specific clusters or sectors that align with both the airpark's and the region's strengths and resources.
- Strategy 2: Coordinate with workforce development agencies, educational institutions, and training centers to identify skill requirements of airpark tenants and companies operating within shared target industries.
- Strategy 3: Ensure the airpark's infrastructure, including utilities, transportation networks, and technology capabilities, align with the needs of prospective target industries and plan for necessary infrastructure upgrades or expansions.
- Strategy 4: Develop ongoing business development, retention, and marketing strategies aligning with airpark and partner target industries.

STRATEGIC PRIORITY 3

Retain Existing Air Service and Aggressively Pursue New Air Service

AEX has both an opportunity to explore alternative air service to address regional community needs and replace routes that are no longer operational but are still in great demand, such as the regular commercial air service to Houston through United Airlines and Charlotte through American Airlines.

Goal 3.1: Maintain and Increase Passenger Load Through AEX

- Strategy 1: Launch a “Fly Local” campaign with partnerships and commitments of local organizations and leaders.
- Strategy 2: Offer a “real price comparison” on England Airpark’s website to compare the costs of flying out of AEX against other airports when considering cost of gas, parking, drive time, ease of entry, and other factors that may make AEX a preferable airport to fly in and out of.
- Strategy 3: Enhance transportation options for travelers by extending rental car service hours and introducing a shuttle service to cater to travelers’ needs.

Goal 3.2: Aggressively Pursue United Airlines’ Return to Aex

- Strategy 1: Prioritize engagement with United Airlines to re-establish its route from AEX to IAH by showing increased passenger load and a region-wide commitment to commercial air service.
- Strategy 2: Establish a compelling value proposition to United Airlines based on leakage data, flight data analysis, and the airpark’s new strategic plan.

Goal 3.2: Pursue Alternative Air Service for Aex

- Strategy 1: Engage with point-to-point and low-cost carriers such as Southwest, JetBlue, Allegiant, Frontier, Sun Country, Breeze, Avelo, Silver, and Spirit to garner interest in service to the destinations most in-demand for travelers originating from Central Louisiana.



STRATEGIC PRIORITY 4

Leverage and Grow Federal Investments, Assets, and Partnerships

England Airpark's mission aligns with the U.S. government's current economic, supply chain, and national security goals. The airpark, which falls under the jurisdiction of the Federal Aviation Administration, has historically secured federal funding for projects and improvements largely focused on AEX and airport infrastructure. The remainder of the airpark has not seen similar levels of federal grants or support. England Airpark will continue to aggressively pursue AEX funding opportunities in alignment with its air-service mission, while developing more robust pathways to secure additional investments supporting the economic development assets at the airpark.

Goal 4.1: Maintain and Strengthen England's Partnership with Fort Johnson

- Strategy 1: Expand engagement with the regional state and congressional delegation and other key elected officials to prioritize Fort Johnson's importance to the military and Central Louisiana's economy.
- Strategy 2: Continue to engage with and support the Louisiana Armed Forces Alliance to represent and serve Louisiana's military installations, especially Fort Johnson.
- Strategy 3: Establish a renewed focus on higher education partnerships with LSUA/CLTCC/NSU to more aggressively target active-duty soldiers and their families with programs offered on site at the airpark.

Goal 4.2: Secure Federal Grants Aligning with Strategic Priorities

- Strategy 1: Hire a grant writer or contractor specializing in grant applications to aggressively pursue and secure state and federal grants for the airpark.
- Strategy 2: Capitalize on large government programs such as the Infrastructure Investment and Jobs Act and the Inflation Reduction Act to secure infrastructure and related funding for the airpark or areas that benefit the airpark.

Goal 4.3: Expand Central Louisiana's Role as a Premier Destination for Military Exercises and Investment

- Strategy 1: Leverage partnerships with LED, Louisiana Central, and Fort Johnson to market Central Louisiana as a premier destination for military exercises and investments.
- Strategy 2: Conduct outreach to military stakeholders (e.g., Department of Defense) to convey the advantages of Central Louisiana.
- Strategy 3: Formally engage with the Louisiana Military Advisory Council to better understand Department of Defense-related investments and opportunities in Louisiana.



STRATEGIC PRIORITY 5

Position England Airpark in the Community as a Leading Economic Driver And Clear Community Asset

Increasing public engagement will be critical as England Airpark seeks to build upon existing levels of support in the local community and throughout the state. The airpark will also identify ways to clearly communicate the economic impact and value it brings not only to the Central Louisiana region, but the state as a whole. Engaging with the public and key stakeholders can foster positive relationships, build trust, and promote transparency, which can support stronger partnerships, increased investment, and more favorable economic outcomes. By actively involving the community, the airpark can harness local talent, resources, and expertise to address challenges and seize opportunities, ultimately contributing to the long-term implementation of its strategic priorities.

Goal 5.1: Expand External Communication Strategies and Channels

- Strategy 1: Develop a catalog of engaging content including videos, articles, fact sheets, and visuals to showcase the airpark's activities, achievements, and community involvement.
- Strategy 2: Enhance England Airpark's social media presence and increase post frequency and engagement.
- Strategy 3: Develop a content strategy that highlights the airpark's amenities outside of AEX.
- Strategy 4: Grow relationships and provide relevant information to local, regional, and industry-specific media outlets to increase earned media opportunities.

Goal 5.2: Engage More Community Stakeholders in the Work of the Airpark

- Strategy 1: Establish partnerships with local educational institutions to offer airpark tours to elementary and middle school students.
- Strategy 2: Host and promote job fairs that connect local job seekers with employment opportunities at the airpark's tenant companies and other regional employers.
- Strategy 3: Plan and host a public airshow to boost engagement, showcase the airpark's facilities, and strengthen community ties.
- Strategy 4: Establish a process that enables regional organizations, businesses, and partners to utilize the airpark's community center and open spaces.

Goal 5.3: Establish Regular Correspondence with the Community

- Strategy 1: Distribute a monthly newsletter that includes information on upcoming events at the airpark and other relevant information.
- Strategy 2: Develop an annual plan that outlines key successes, progress in implementing the airpark's strategic plan, opportunities for community engagement, and partnership opportunities.



STRATEGIC PRIORITY 6

Enhance Quality of Life At the Airpark

Enhancing quality of life amenities at England Airpark can make the airpark a more attractive place to live and work, as well as help retain and attract businesses and top talent. England Airpark will remain focused on its economic development mission with an openness to refining how it manages key assets that can drive additional economic activity and community value. For instance, while the airpark has abundant land for development, only certain portions can reasonably accommodate large-scale industrial activity. The airpark will seek strategic pathways to retain and improve its industrial sites while leveraging plots of land that can add value to the airpark and Central Louisiana community.

Goal 6.1: Capitalize on Existing Assets and Available Land

- Strategy 1: Utilize creative financing structures to incentivize non-industrial businesses to locate on the airpark.
- Strategy 2: Transform underutilized greenspaces into vibrant, community-friendly areas that promote outdoor activities and public wellness (e.g., Pickleball courts).
- Strategy 3: Foster cultural enrichment and community engagement by hosting art shows, farmers markets, and concerts at the airpark.
- Strategy 4: Partner with local healthcare institutions to promote the well-being of local residents by offering fitness courses at the airpark.

Goal 6.2: Bring Key Vacant Buildings Back into Commerce

- Strategy 1: Establish a plan and partnerships to bring the airpark's hotel facility into operation to support the needs of AEX pilots, visitors, and business travelers.
- Strategy 2: Assess current market gaps and determine the type of restaurant that would best serve the Central Louisiana and airpark community.
- Strategy 3: Explore the feasibility of establishing a new healthcare facility or repurposing the former hospital to accommodate retail or residential demand.

Goal 6.3: Establish Master Development Plan

- Strategy 1: Develop a comprehensive land use and zoning framework that aligns with the airpark's vision and strategic priorities.
- Strategy 2: Assess feasibility of repurposing vacant buildings to guide decisions surrounding redevelopment or demolition.
- Strategy 3: Develop a phased approach to implementing the master plan, taking into account funding availability and prioritizing key projects.



STRATEGIC PRIORITY 7

Align Governance, Operations, and Financial Decisions with Strategic Priorities

England Airpark has an effective leadership team and qualified, diverse board members who are guided by ordinances that, in some cases, do not reflect the current environment of the airpark or its existing business development efforts. Relatedly, the leadership team and board of commissioners spend time overseeing assets that may not fully align with the current economic development focus of the airpark. While some of these assets provide intrinsic community value, they represent unclear or negative return on investments, thereby reducing the airpark's ability to invest in more fruitful opportunities. England Airpark's board and leadership team will seek to strike a balance between maintaining high-performing governance, meeting community needs, and catalyzing economic growth and impact at the airpark.

Goal 7.1: Streamline Governance and Operational Functions

- Strategy 1: Assess and update the England Airpark Code of Ordinances to reflect current priorities and operational needs.
- Strategy 2: Implement a comprehensive digital record-keeping system to efficiently manage leases, maintenance, schedules, and tenant communications.

Goal 7.2: Increase Oakwing Golf Course Sustainability

- Strategy 1: Prioritize monitoring the implementation and effectiveness of Elite Golf's financial action plan.
- Strategy 2: Reassess the management agreement for Oakwing by the end of 2024 to review alternatives for third-party management, as needed.
- Strategy 3: Develop a comprehensive marketing strategy to increase awareness of Oakwing within the local and regional community.
- Strategy 4: Strengthen ties with the local community by offering golf clinics, junior golf programs, and educational initiatives.



CONCLUSION

England Airpark has remained an economic force in Central Louisiana, currently supporting an estimated 5,333 jobs and \$322 million in earnings annually in the state, while generating \$38.6 million in state and local tax revenue. These economic impacts underscore its pivotal role in the regional economy and provide a strong foundation for future growth.

England Airpark leadership recognizes the value of proactively embracing and reframing internal and external challenges to usher in a more prosperous future for the airpark and Central Louisiana. With a clear vision of its potential, England Airpark initiated an extensive strategic planning process, informed by input from hundreds of regional stakeholders. This blueprint delineates strategic initiatives to strengthen the airpark's position as a foundational economic and community cornerstone in Central Louisiana.

As these initiatives are brought to life in the upcoming years, England Airpark, along with its expansive network of partners, can position the airpark as a thriving hub for growth and prosperity that welcomes and serves the Central Louisiana community.



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