

APPENDIX D

AIRPORT REDEVELOPMENT PLAN

OCTOBER 2005

This appendix contains the St. George Municipal Airport Redevelopment Plan dated October 2005. The City of St. George approved this Plan in January 2006. This Plan replaces the June 2000 Redevelopment Plan that was Appendix D in the Draft Environmental Impact Statement issued in August 2005.

The following attachments are included in this appendix:

Table D.1
LIST OF ATTACHMENTS

Attachments	Items
Attachment D-1	Letter from City of St. George to FAA transmitting the St. George Municipal Airport Redevelopment Plan – October 2005
Attachment D-2	St. George Municipal Airport Redevelopment Plan – October 2005 (including Appendices A, B, and C)

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CITY OF ST. GEORGE

175 East 200 North
St. George, Utah 84770

April 26, 2006

Mr. T.J. Stetz
Environmental Protection Specialist
Federal Aviation Administration
Northwest Mountain Region
1601 Lind Avenue SW, Suite 315
Renton, Washington 98055 - 4056

Re: Redevelopment Plan
St. George Municipal Airport

Dear Mr. Stetz,

Enclosed you will find a copy of the most recent Redevelopment Plan for the existing St. George Municipal Airport. This conceptual plan was produced for the City of St. George by the URS Corporation and was presented to the City Council of the City of St. George in October 2005 and accepted in January 2006.

I want to point out that the primary purpose of this planning effort was to establish a maximum potential value for the property currently being used as the St. George Municipal Airport. As you know, the City intends to use the value of the property in question as its financial participation in the development of the proposed replacement airport currently being considered in the Environmental Impact Statement process. It is important to note however that the City has no intention of developing this property and will offer it for sale once the replacement airport is completed. Therefore, the plan as accepted should be considered conceptual in nature only.

There are minimal differences between this plan and the 2000 plan previously provided to your office. Given the significant growth that continues to occur in the Greater St. George region and the commensurate increase in property values, the City determined that it would be appropriate to reassess the potential value of the existing airport property and conduct a more thorough analysis of its development potential.

It is also important to note that the property in question will not, in and of itself, stimulate development in the St. George area. Given the rapid growth of the area, any development that might occur on the existing airport site once the airport is decommissioned would likely occur on other outlying properties should the airport site not be made available.

CITY OF ST. GEORGE

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MAYOR

Daniel D. McArthur

CITY MANAGER

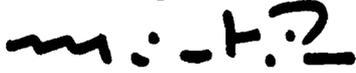
Gary S. Espiln

CITY COUNCIL

Suzanne B. Allen
Gail Bunker, Larry H. Gardner
Rodney Orton, Robert Whatcott

Should you have any questions regarding this plan, please feel free to contact me directly.

Cordially,
St. George Municipal Airport

A handwritten signature in black ink, appearing to read "m. la pier". The signature is stylized and cursive.

Michael La Pier, A.A.E.
Airport Manager

CITY OF ST. GEORGE, UTAH

MUNICIPAL AIRPORT REDEVELOPMENT PLAN

OCTOBER 2005



PREPARED BY:

URS CORPORATION

WITH **LELAND CONSULTING GROUP**

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NOTE TO THE READER

Select text was taken from a study prepared in June of 2000 by Creamer & Noble, Inc., engineers, retained by the City of St. George on behalf of the City and Federal Aviation Administration (FAA). The purpose of that work was twofold: to prepare a plan to return the existing airport site to environmental compatibility with surrounding uses; and, to identify a strategy to reuse the site in a manner that recognized the greatest economic gain. The Creamer study was the primary source for information presented in Sections I through III. The market analysis, proposed redevelopment site plan, development economic analysis, and redevelopment strategy options presented in Section IV were prepared by Leland Consulting Group and URS. Economic analyses considered estimates of infrastructure costs and traffic presented in the Creamer & Noble study. Where long passages of text by Creamer & Noble, Inc. were incorporated, the text was updated to reflect changes that have occurred since completion of the original study.

CREDITS

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EXECUTIVE SUMMARY

A. INTRODUCTION

The St. George Municipal Airport was constructed in the 1920s on a narrow plateau west of downtown. Over time, the original airport facility was expanded to accommodate the growing demands of aviation service in the region. In the 1990s, the City realized that growth of the airport had become so extensive that the improvements had not only begun to encroach into the clear zone areas but had become restricted in its ability to expand. The City, together with the FAA, determined that the airport property had reached its maximum potential for expansion and could not accommodate future generations of larger and faster aircraft.

With this information, the City determined that anticipated increases in passenger and freight traffic at St. George Municipal Airport over the mid- and long-term warranted relocation of the airport to a new site which could accommodate a phased expansion program. The site that was selected is located southeast of the downtown. Note: The City's General Plan (2002 update) supplemented this recommendation with a goal to create a redevelopment program for the "replacement" airport property that had the potential to generate revenue sufficient to finance needed infrastructure improvements.

The engineering firm of Creamer & Noble, Inc. was retained in 2000 to assist the City of St. George and Federal Aviation Administration with preparation of a redevelopment plan for the existing property which addressed evaluating the feasibility of redeveloping the property, as well as identifying impacts resulting from relocation of the existing airport facility. That work included a recommendation that the City further investigate the potential of the site to attract private sector development interest (near-term) sufficient to provide equity for the new airport facility (matching dollars for FAA funds).

The planning and market analysis team of URS and Leland Consulting Group (LCG) was retained in 2004 to address this question and the following project objective, "develop a market-supported redevelopment program and disposition strategy that maximized the return to the City and ensured sustainable redevelopment of this valued community asset." It was also the intent of the URS / LCG work to serve as a stand-alone document to be used as a source of information and reference.

The plan presented here provides information pertaining to the background and development of the present airport facility; as well as, opportunities associated with future growth and development in St. George and surrounding areas.

B. REDEVELOPMENT PLAN

Whereas the Creamer & Noble redevelopment plan addressed those issues that would affect the physical aspects of site restoration, the URS / LCG plan addressed the potential of the general population of the St. George area to support a redeveloped property.

As explained in the 2000 plan, the presence of a viable airport facility continues to be as important to the St. George region today as when the City adopted the existing airport as a municipal airport in 1940. Whereas the present airport facility is restricted in its ability to expand, the decision to relocate to new site was recognized as essential for the economic sustainability of the area. Having said this, however, the City also recognized that just as expansion of airport operations in their present location was challenging if not impossible, any redevelopment plan for the property also posed its own set of problems. Ultimately, they acknowledged that the potential benefit and gain to St. George City in terms of financial gain and future community growth and development was promising and therefore worthwhile. The findings of this plan support this conclusion.

C. CONCLUSION

In the report which follows, various analyses have been completed pertaining to restoration and redevelopment of the present airport site. As presented, the efforts required to redevelop the site and related cost estimates have been divided into two phases of work -- the first phase includes work necessary to restore the airport site to pre-development condition, including but not limited to pavement and building removal; the second phase includes work required to provide the airport property with the necessary access and utilities for the planned future development. As explained in the Creamer & Noble report, this work would include construction of new access roadways, culinary water transmission lines, storm drainage facilities and wastewater outfall lines.

Although the cost to ready the site for redevelopment may be significant, development proformas prepared in the context of this work suggests that the highest and best reuse of the property is more significant. Redevelopment of the property either by the City or in partnership with a private developer will leverage a significant return to the investment partners. While construction costs will increase with time, so too will the land value and with site improvements at a much greater rate. This conclusion is based on the fact that the present airport site is central to the most rapidly growing area within the St. George area; and, that many of the surrounding open land areas of St. George are environmentally sensitive to growth and development, forcing growth inward and thereby escalating a diminishing inventory of developable properties.

I. INTRODUCTION

As explained in the *Redevelopment Plan for the Existing St. George Airport Site*, completed in June of 2000 by Creamer & Noble, Inc., there are numerous factors that a community must consider as part of the process of evaluating the feasibility of relocating an existing airport facility. This information is developed through technical evaluations such as master plans, site selection and environmental analyses, land use compatibility considerations, development and redevelopment plans, and tests of financial feasibility relative to abandonment of the existing airport facility and development of the new facility in an alternative location. Although each of these evaluations is completed independently, the combined analyses must yield a positive benefit in order for the new airport facility to become a reality.

The Creamer & Nobel report, which looked at two major issues, was one of the first of these technical reports. That report addressed the Federal Aviation Administration's requirement that "prior to abandonment of such a facility, a plan be developed to reclaim the site to a point that it be environmentally compatible with the surrounding land uses, and economically utilized for other purposes." The report also looked at, "ways to dispose of the site in a manner that the City could recognize the greatest economic gain possible, while at the same time, assure that the proposed future development was compatible with adjacent land uses."

A. PURPOSE

Building on this earlier effort, the purpose of this redevelopment plan was to assist the City of St. George and the Federal Aviation Administration with evaluating the feasibility of redeveloping the existing property, as well as quantifying impacts from relocating the existing facility. Specifically, the City was interested in understanding the potential of the site to attract private sector development interest in the near-term sufficient to provide equity for the new airport facility (matching dollars for FAA funds).

The major goal of the process described here was to "develop a market-supported redevelopment program and disposition strategy that maximizes the return to the City and ensures sustainable redevelopment of this valued community asset." It was also the author's intent that this redevelopment plan serve as a stand-alone document to be used as a source of information and reference. The plan, which provides information pertaining to the background and development of the present airport facility, is designed to give planners a better understanding of its history and evolution in order to prepare them to recognize a redevelopment plan which addresses the foreseeable needs of future growth and

development in St. George and surrounding areas.

A goal of the redevelopment plan presented here was to ensure that the quality of life attained throughout the community be continued on the property. One way to ensure this will be to promote a final redevelopment program promulgated in accordance with the City Planning and Zoning Department's ordinances supplemented by future design standards.

B. RELATIONSHIP TO ST. GEORGE CITY COMPREHENSIVE PLAN

With the 2000 approval by the City of St. George (and FAA) to relocate the existing airport to a site southeast of the downtown, the City set out to bring all policy documents into alignment with that effort. The City's General Plan, updated in 2002, has as a goal to "create a redevelopment program for the replacement airport property that has the potential to generate revenue to finance needed infrastructure improvements."

The City's 2002 General Plan further recommends a multi-use redevelopment program for the airport property. At present, the airport property is zoned Open Space while surrounding property is zoned for light commercial and residential development. As part of the redevelopment plan, the balance between the needs of commercial and residential development has been considered. Going forward, additional consideration will be given to the environmental and economic concerns.

Analyses completed for this effort conclude that there are no apparent major obstacles to overcome in obtaining compatibility between the redevelopment plan for the existing airport site and the comprehensive zoning and development plan presently adopted by the City of St. George. Additionally, the City is committed to addressing any regulatory barriers to redevelopment including zoning regulations – allowing for a mix of residential and non-residential uses will be allowable.

Objectives and Policies of the General Plan

The redevelopment program for the St. George Airport site advances the following objectives and policies of the General Plan:

- Future redevelopment of the existing airport is expected to fund the cost of improvements to support that development.
- Assure that growth occurs at a pace, and in areas, that can be reasonably sustained by City services and facilities and, therefore, does not place an inequitable financial burden on existing residents.
- Assure that new development is organized as neighborhoods.
- Encourage neighborhoods that allow residents to remain in the

neighborhood even as their life stages change.

- Convenience commercial centers should be encouraged at appropriate locations in residential areas to reduce cross-town travel.
- Commercial development should be encouraged in clusters or mixed-use centers.
- Commercial areas in new development are encouraged to incorporate a mix of uses, including residential and office, in traditional neighborhood (“new urbanist”) development patterns.

Smart Growth

The essence of the Redevelopment Plan presented here is a sustainable program which embodies the principles of smart growth and greyfields reuse. Proponents of “smart growth”¹ planning and development believe that growth, which happens in a community can be made “more attractive, more accessible, more efficient, more environmentally sensitive, more livable and more profitable” but that to do so requires a heightened consciousness on the part of City leaders. Forming and advancing a “smart growth’ agenda within a community requires a keen understanding of the goals and aspirations of its stakeholders, the realities of the marketplace, peculiarities of the political landscape and constraints of local public / private resources. With this understanding, project advocates are then positioned to establish priorities for action and investment.

Greyfield sites are the first wave of large landholdings that are in existing communities, near transit, with existing utilities and transportation systems, with potential for significant densification.

The average size for a *greyfield* site is over 45 acres. Located in established neighborhoods and shopping districts, *greyfield* sites can be accessed from urban arterials by way of bus service. There are millions of square feet of competing space in the vicinity.

Greyfield sites offer the possibility of integrating site activities into neighborhood

¹ Smart growth imperatives: can be less expensive and lower the cost of infrastructure; delivers a better product with less travel, better quality of life, and safer and healthier environment; best chance for rallying the support of diverse interest groups; provides more choices of product types and price points; helps keep jobs and housing in balance; protects and enhances sensitive environments; and, protects and enhances home values.

contexts. Development of new activity centers on *greyfield* sites concentrates origins and destinations built at densities high enough to support transit service.

Congress for New Urbanism (CNU) Principles for Reinvestment of Greyfield Sites believes that these sites evolve from a single structure into a district with sub-districts. Once a street pattern is established, activity should be reoriented to face the street, thereby connecting the surrounding community and integrating the site for multiple uses. Designed for human scale and housing, these sites are customized to fit local needs.”

II. SITE CONTEXT

A. SITE HISTORY

The following site history and description of surrounding neighborhoods and uses are excerpts from the Creamer & Noble report.

St. George, and neighboring communities in southwest Washington County in general, originally were Mormon pioneer settlements established with the intent of taking advantage of this part of the state's longer and hotter growing seasons. The climate was thought to be ideal for production of cotton. Since then, the local farming community found the sugar beet and alfalfa crops to be much more profitable. Agriculture has been the mainstay of this area since the mid 1800's. In the early 1920's, aviation, as well as other modes of transportation, opened up the St. George area to other enterprises. St. George, due to its central location on the main route between Salt Lake City and Los Angeles, California, was found to be the ideal stopover for tourists and travelers. Fueling, lodging and eating facilities within the community provided accommodations for the traveling public for many years.

St. George aviation history began in 1929 with the airport being designated as an intermediate airfield equipped with lights, beacon and a telephone. Prior to this time, local farms were occasionally used as landing strips. Commercial aviation history began with the first airmail delivery to St. George in 1938. In 1940, St. George accepted the airport as a municipal airport. The first commercial passenger service came to St. George in 1946 and since then has seen many airlines and fixed base operators come and go. With time came development and airport improvements.

During World War II, the west coast was declared a war zone and all flying by civilians was curtailed. As a result, a flying school from California relocated to St. George to continue its flight training business. The runway was lengthened at that time to accommodate the growth. From 1963 to 1971, the United States Air Force assigned a radar bomb scoring detachment to the St. George area. The air force installed additional facilities at the airport to enable tracking of the B-52 Bombers as they made simulated bombing runs over the St. George area. Between 1968 and 1969, with the increased interest in aviation, Dixie College added Stewardess / Flight Attendant and Aero Technology classes to their curriculum and constructed hangar facilities at the airport. In 1972, SkyWest Airlines purchased Dixie Airlines and began its operations, creating a need for continued improvements at the airport. With SkyWest's success came more and larger aircraft, expanding its services, until ultimately becoming a commuter airline for both Delta and United Airlines. Since 1972, the St. George Airport has

seen many new capital improvements and expansions to meet the needs of a growing airline industry and community.

Originally, the plateau, upon which the airport is currently located, served as a convenient airstrip adjacent to a little farming community. Its facilities were more than adequate for the earlier, smaller and slower aircraft. With the advent of, and demand for, larger and faster aircraft, came necessary development and improvements to the airport. However, with ever-increasing demands placed on airport facilities, the once ideal location became limited in opportunity due to the size and geographic nature of the site.

By the 1990s, the size limiting factors of the existing airport site dictated that a study of possible alternatives to the existing St. George Municipal Airport be made. The 2000 airport site Redevelopment Plan was the third of four components of that study. The other components included the Master Plan/Site Selection, Environmental Assessment, and Benefit Cost Analysis.

B. SOUTHWEST AREA LAND USE

Land use in Washington and surrounding counties has undergone significant change in recent years. Washington County, along with Iron and Kane Counties in Utah and Clark County in Nevada, were established as pioneer farming communities. As in all generations, convenience was and is a matter of consideration with planning. However, it is an eventuality that at some point the demands of growth take precedence over former plans and development. So it is with the southwest area of the country. What were once sleepy farming communities are now booming cities of growth, recreation and industry.

There are many reasons for this change in the area's land use. These changes stem from growth which has been, and is continuing to be stimulated by weather, lifestyle, close proximity to state and national parks and recreational areas, and convenient access to major metropolitan areas throughout the western states by way of both vehicle and air travel. St. George and surrounding areas have become centers for industry, tourism and retirement communities, all of which have created a new, but desirable environment in which to live. Continuation of this new lifestyle will further promote growth, and changes in the land use of yesterday.

It is a matter of necessity that the City of St. George implements investigations for a new airport site and prepare to make changes in the use of the land that the existing airport facility now occupies to accommodate both present and future growth and changes to the community. Source: Creamer & Noble, Inc., Airport Redevelopment Plan, June 2000.

C. SURROUNDING NEIGHBORHOODS AND USES

The total airport property represents approximately 280 developable acres, including a mesa on its southwest side. Growth around the perimeter airport site is a mixture of residential housing developments and light highway and retail commercial developments.

Immediately to the north of the airport property and sharing the same plateau are single and multi-family residential developments. The plateau provides excellent panoramic views to the residents of these developments.



The airport site overlooks the City of St. George and points northeast, east, south, west, and southwest. The top of the airport mesa is nearly flat. Current access to the site is a single road off Bluff Street. The Black Ridge Mesa northwest of the airport is taller, and though zoned for large-acre residential dwellings, is currently inaccessible.

South of the airport property and below the rim of the plateau lie the residential developments of Southgate and Bloomington and the south interchange of Interstate 15. The approach / departure aircraft traffic patterns lie in the north / south direction directly over these residential developments.

Adjacent to the airport facilities on the east edge of the plateau is a restaurant and motel accommodation. Further east and below the rim of the plateau lays Downtown St. George which includes commercial businesses and residential neighborhoods. The commercial businesses consist of retail stores, shops and centers as well as places of entertainment including restaurants and theaters. There are several service (gas) stations and many motels and hotels located southeasterly of the airport as you approach the south interchange of Interstate 15.

West of and below the airport site lie farmland and developing residential neighborhoods. The most prominent of these is the Green Valley Development. Among these residential developments, smaller commercial convenience stores

have been constructed. The farmland to the west of the airport has been slowly yielding over recent years to the encroachment of residential development.
Source: Creamer & Noble, Inc., Airport Redevelopment Plan, June 2000.

IV. DEVELOPMENT PLAN

“To develop a market-supported redevelopment program and disposition strategy that maximizes the return back to the City and ensures sustainable redevelopment of this valued community asset.”

A. INTRODUCTION

The redevelopment concept presented here addresses issues pertaining to the future land use and valuation of the existing St. George Airport property. The plan considers the St. George City Standard Specifications for Design and Construction adopted and published in May 1987 and St. George City Hillside Ordinance.

The St. George Redevelopment Municipal Airport Redevelopment Plan has been developed to articulate a vision, concept and strategy for the future use and redevelopment of the property. The analyses and recommendations presented here are intended to assist the City of St. George with: identification of potential developer partners; prioritization and implementation of projects which will ready the property for investment; and, understanding the range of funding options to both generate revenue that could finance needed infrastructure improvements, as well as provide equity for the new airport facility (matching dollars for FAA).

Work completed focused on investigating physical conditions related to the subject property and its topography, contiguous uses, and access and visibility; as well as, economic, financial and market conditions in the influence area (trade area) of the property. This was accomplished through a visual inspection of the property and analysis of primary and secondary data sources.

B. MARKET ANALYSIS

The subject property is centrally located in the City, west of Downtown St. George and accessible from I-15. The property represents a combined total area of approximately 280 acres, of which approximately 240 are developable. The property's proximity to downtown had a significant impact on the redevelopment program for the property.

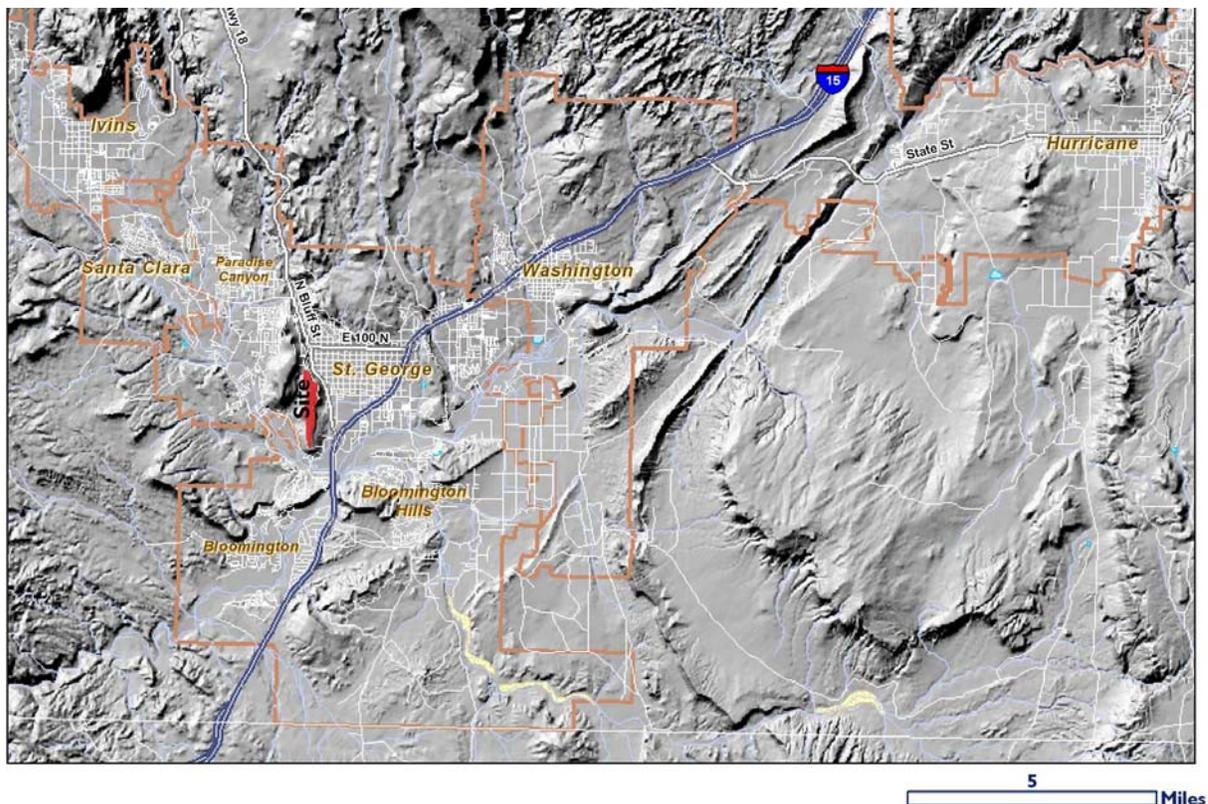
The following chart summarizes the main features of the site and its environs that will influence its marketability and potential to attract investment:

Category	Description	Summary
Access	Current access is limited to a single road off Bluff Street at St. George Boulevard. Potential serious bottleneck for intense uses on site. An additional access road is proposed on the southeast side, connecting with Tonaquint Drive. Another road is being explored which would connect the west side with Indian Hills Drive. Of these, the latter would improve local access most.	Fair
Visibility	Best possible visibility in St. George. Interstate 15 in both directions has clear views of the mesa. The site is prominently visible from most of St. George itself, Bloomington, and Bloomington Hills.	Outstanding
Traffic Volume	Traffic volumes on the 2-lane Airport Road is moderate but would likely improve with additional access roads and more uses, yet be limited by 2-lane configuration; thereby hindering traffic-dependent uses (e.g. fast food, gas stations, large-format grocery).	Fair
Scenic Attributes	As with visibility, views from the site are difficult to match in the region. Excavation/construction scar on Black Ridge Mesa (at extreme northwest edge of site) is only scenic downfall to the site. Remediation involving re-vegetation or completion of construction would mitigate negative impact. Depending on physical setbacks and building elevations, views from interior site properties could be limited; however appropriate design and vertical construction could overcome flat terrain.	Excellent
Surrounding Land Uses	The site is adjacent to Southgate Golf Club (south), and convenient to all amenities in St. George. Retail development and lodging along Bluff Street provide potential for positive activity centers near access roads. Dixie College is a positive community asset and additional source of demand for uses on the property. Site is less convenient for high-end residential developments located southeast of St. George, but accessible to Paradise Canyon and fast growing points north via Bluff Street. Residential development immediately north of the site is of good quality (if somewhat poorly coordinated) with mixed-density. Five years of continued fringe growth should grow appeal for this centrally located infill site.	Excellent

Selected Demographic Trends

Planning for the development of redevelopment projects requires an understanding of the built environment and the people within it. The market analysis conducted by Leland Consulting Group (LCG) and summarized below, focused on identifying market opportunities within the region and representative project trade area. What the analysis showed was that both offer unique opportunities for the project. There is market demand and the replacement airport property, with strategic public and private investment and continued policy support, can be positioned to capitalize on niche opportunities which serve the community and region.

The information below presents an overview of key current and future market conditions in the City of St. George. Since the City represents a sub-market within Washington County, and as such will likely compete with projects from a broader influence (trade) area, indicators and conditions for both geographic areas were analyzed. A map of the region is presented below.



Characteristics

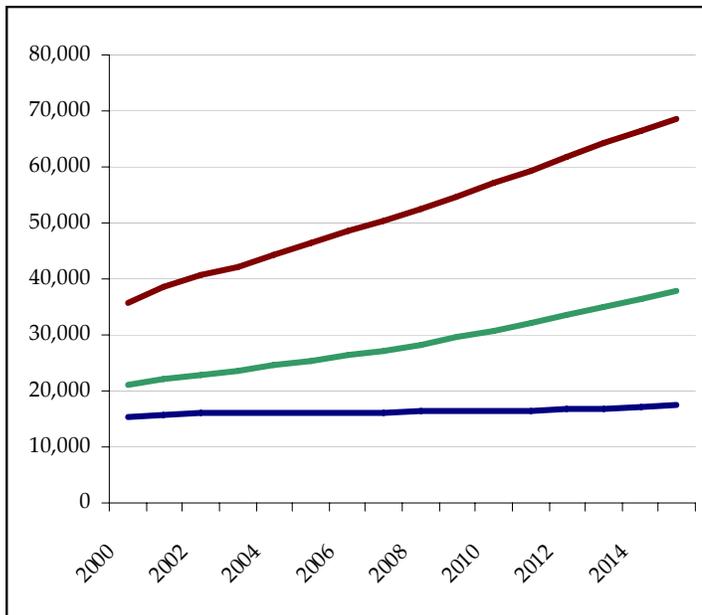
Economic and demographic characteristics in the market are indicators of overall trends and economic health which may affect private and public sector development. The following highlights key trends which will affect development demand within the subject project over the next 10 years. More trends are presented in the final October presentation to City Council included as an Appendix to this Plan.

	Washington County	St. George
Moved in 1999 to March 2000	26.90%	30.30%
Moved in 1995 to 1998	35.40%	33.70%
Moved in 1990 to 1994	19.20%	18.10%
Moved in 1980 to 1989	10.90%	10.90%
Moved in 1970 to 1979	4.80%	4.50%
Moved in 1969 or Earlier	2.80%	2.50%
Median Year Householder Moved In	1996	1997

Source: St. George/Washington County Chamber, and Leland Consulting Group

Growth in the outlying areas is beginning to outpace St. George, but at 5.8% annually, it is still among the top growing cities (over 50,000 population) in the nation. Accounting for some of the growth, 31% of in-migrants moved from Northern Utah, 22% from California, and 21% from Nevada. Over 60% of St. George residents in 2000 had moved into their current residence in the last 5 years.

Population by Age Projections



Source: Governor's Office of Planning & Budgeting, and Leland Consulting

Age 15-

Age 40-

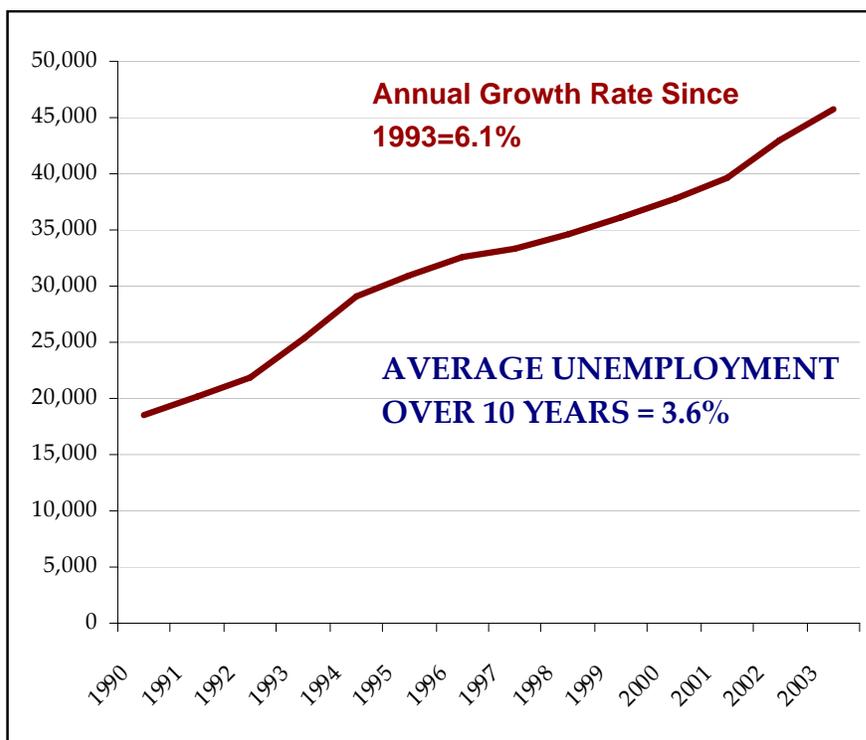
Age 65+

Although St. George is currently a Mecca for Seniors, the State's forecasters see flat growth (0.38% annually) for that age group through 2015 – with stronger growth for younger adults.

Conversely, other sources including ESRI-BIZ show this group growing (2.21% annually), yet at a much slower rate than the population overall (5.8% annually).

The State's projections are counter to Baby Boom trends nationally and therefore appear inaccurate.

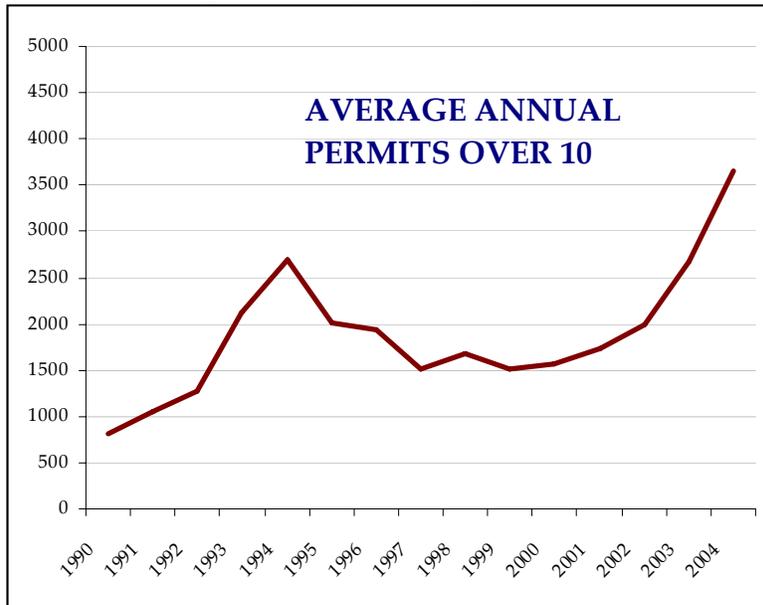
Washington County Employment Trends



New state employment projections call for nearly straight-line growth of over 6 percent per year through 2015 or approximately 3,600 new jobs per year, with jobs topping 100,000 in 2016.

Source: Utah Dept. of Workforce Services, and Leland Consulting Group

Washington County Building Permit Trends



Source: Utah Bureau of Business & Econ. Research, and Leland Consulting Group

Permits issued in 2004, estimated at 3,649, topped a record of 3,128 set in 1984. Washington County has had a series of “booms”, but no “bust” periods or stagnant growth.

Lifestyle Segmentation

Psychographics describe peoples’ psychology, as distinct from physical and demographic characteristics. Psychographic analyses identify personality characteristics and attitudes that affect a person’s lifestyle and purchasing behavior.

Top Seven Largest Trade Area Lifestyle Segments (Tapestry)

Segment	St. George Households	Index to US
Midlife Junction	5,116	969%
Silver and Gold	3,370	2075%
Aspiring Young Families	3,066	657%
Exurbanites	1,644	338%
Up and Coming Families	1,381	234%
Senior Sun Seekers	1,198	536%
Crossroads	1,056	371%

St. George Lifestyle Segments suggest concentrations that are between child-rearing years and retirement; retirees, start-up families and single parents; approaching retirement, professionals and semi-professionals; some of which own homes and others which prefer low maintenance rental housing alternatives.

Market Conditions

Planning for the quality sustainable development within a community requires an understanding of the physical limitations and the market. The market analysis conducted by Leland Consulting Group and summarized herein, focused on identifying market opportunities within a project trade area. A trade area is that area from which a project(s) or area will draw the majority of its residents (housing), patrons (retail) and employees (office) – that area that will likely be a source of competition and demand. The trade area for the subject parcel was determined to be Washington County. What the analysis showed was that there is market demand and the former St. George airport property under a redevelopment scenario, with strategic public and private investment and supportive policies, could be positioned to capitalize on select niche and destination opportunities which serve the community and region.

Looking to the experience of similar markets which have advanced similar revitalization initiatives over the past decade, as well as the vision for the property, principle land uses / products were identified for analysis including attached ownership and rental housing units, commercial retail space (in-line and free-standing), and employment / office space. As concluded in the market analysis completed for the property and presented in the Appendix and taking into account future area improvements, coordinated planning efforts, and certain other catalyst events, the property could be positioned to capture a sizable share of the region's projected traffic and business growth.

Forecasts indicate that more than 1.1 million square feet of employment space (office), more than 1 million square feet of retail space and nearly 17,600 residential units could be absorbed in the market over the 5 years between 2010 and 2015, from which the subject project could benefit. The level of investment that actually occurs within the property will be directly proportionate to the City's and property owners' commitment to: wait for the "right" investment (consistent with the plan); introduce stronger physical connections; implement supportive infill policies; identify creative financial solutions; and, remove "barriers."

C. PROPOSED REDEVELOPMENT SITE PLAN

The City's 2002 General Plan recommended a multi-use redevelopment program for the replacement airport property. In the context of this redevelopment plan, the stated central approach for redevelopment is, "Encouraging strategic investment in catalyst areas, or districts, which contain an appropriate mix of land uses, give greater emphasis to multiple forms of transit access, and create a unique sense of place" – both consistent goals.

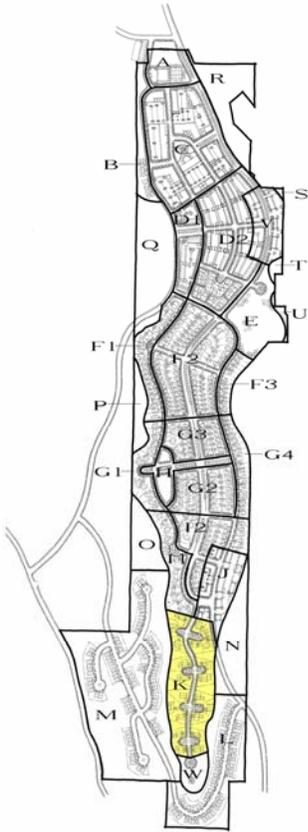
In order to arrive at a final preferred development concept for the St. George airport property which represented an implementable vision for the community, the consultant team prepared multiple concept land use and transportation alternatives for consideration and comment by project representatives. When presented, it was explained that both of the alternatives had the same general use mix, with varying amounts of each. Further, it was explained that quantifies of land uses were based on the market analysis and the concepts were, therefore, market supportable. Each alternative represented an approximate "build out" scenario. Major elements which were consistent throughout included: the road network with an emphasis on internal connections; open space configuration changes which advanced from more general space servicing the larger area to linear and pocket parks with regional access; land use components and products which primarily intensified and diversified with the alternatives; and, required levels of public investment and corresponding effort required to fund each scenario. The following discussion describes the major elements of the Plan along with a characterization of select districts.

The principle component of the Plan is a series of residential neighborhoods with a range of product types for residents across several life stages. It was determined that a strong residential base could serve to attract commercial and destination uses to the site. The range of residential densities (2 to the acre – 22 to the acre) and products (mother-in-law units) recommended will contribute to the need for community public space anchors; therefore, strong pedestrian connections would be necessary to link living communities with commercial centers at gateways and along a "Grand Boulevard." The conversion of hangar space for recreation / workout / physical therapy uses could provide additional services to community residents. Additional space for future medical and/or institutional uses, as well as commercial service and retail in support of aging residents, could be inviting to new residents and business owners alike.



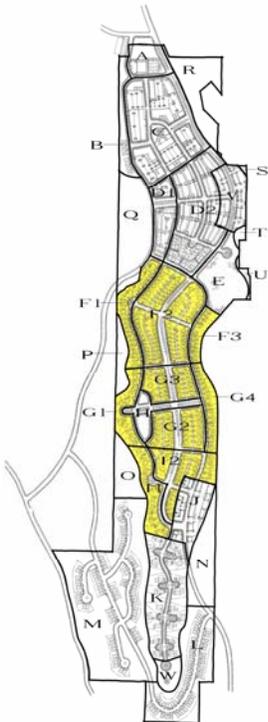
The following features define the plan:

- Street grid with a high level of connectivity to all parts of the site, bending according to the dictates of the site, maximizing development potential
- Takes advantage of the opportunities presented by views, shapes, access
- Calls for 2 initial points of access, a third one to the west in a later phase
- Densities generally higher at the north end
- Mixed-use village centers at two key locations
- Residential is organized into 5 neighborhoods, each with its own park element
- Parks and medians used to define and connect neighborhoods
- All residences within walking distance of retail and parks
- Multiple routes to the greatest possible extent, traffic evenly dispersed, good emergency response
- Parks and mixed-use areas serve as gateways
- Development is compact, pedestrian-friendly, mixed-use
- Wide range of housing products, diversity will strengthen personal and civic bonds essential to building an authentic community
- Interconnected network of streets designed to encourage walking, reduce auto trips, conserve energy



South End

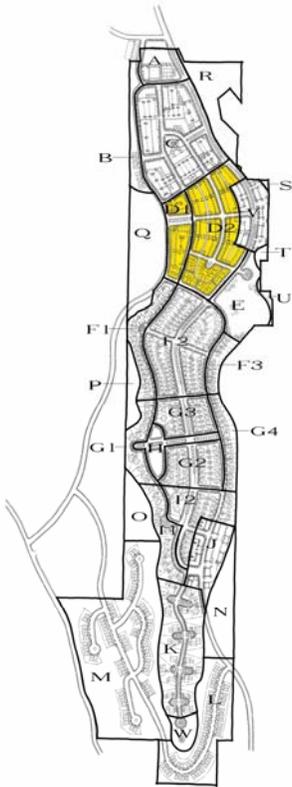
On top at the south end, a low-density single-family development with distinctive architectural character; this well-defined pedestrian environment will provide privacy and stunning views protected by landscaping and open space.



Middle Section

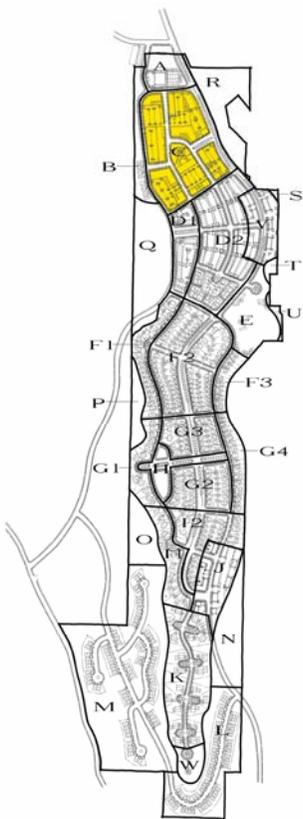
In this area, medium density patio homes are featured on the rim and bungalows in the interior with patio homes overlook the valley while bungalows and duplexes fill the interior blocks. Alleys will allow useable front porches, uninterrupted sidewalks and provide the potential for carriage houses over the garages in the alleys.





North Central Area

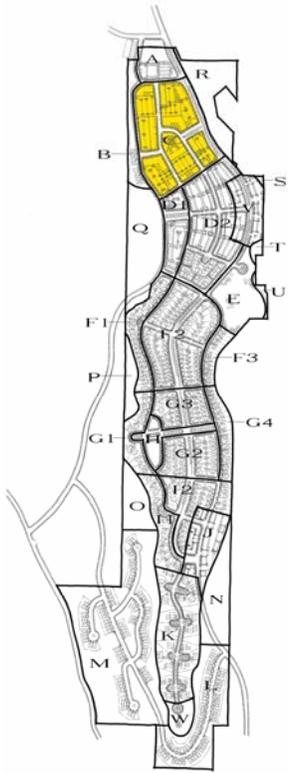
Featuring high density residential, this area will utilize “courtyard housing” to define a transition neighborhood situated between the bungalows and patio homes to the south and higher density residential or institutional campus (depending on the alternative) to the north. Townhomes in the balance of the area will define street space.



North End – Institutional Campus (Alternative A)

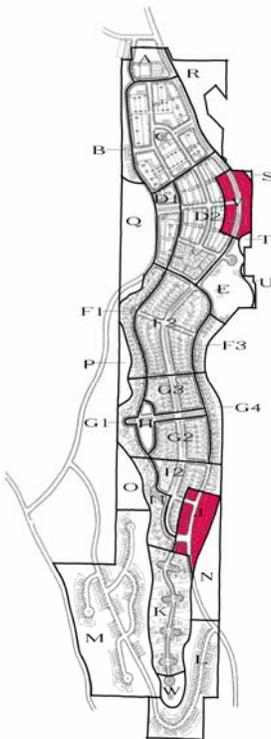
Building masses define the outdoor spaces; the campus anchors the project’s north end and allows north-south pedestrian circulation to pass through.





North End – High Density Residential (Alternative B)

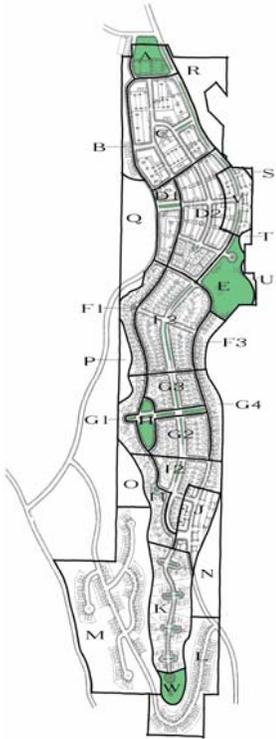
Buildings will shape the street space and the density will allow a diversity of price points; a distinct pedestrian environment close to downtown employment will serve to connect and support both areas.



Two Mixed-Use/Commercial Nodes

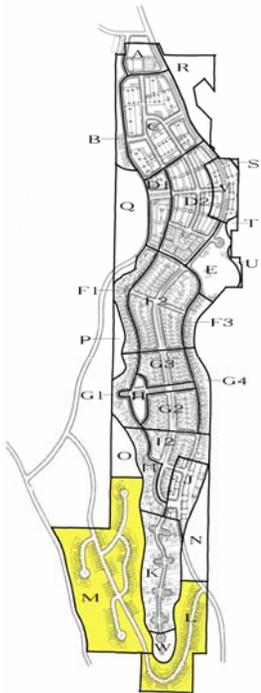
Adding village character and designed for pedestrian access, this mixed-use area will provide lofts above retail; parking will be placed to the side or at the rear; buildings will terminate internal views, and make use of valley views. This area will be visible from Downtown St. George.





Parks, Medians, Open Space

Focal points at the ends of streets will control internal views and frame views of the valley and downtown areas. Parks and parkways will organize and integrate neighborhoods while providing continuity of pedestrian access.



South End – Slope Face

The area will feature hillside townhomes – uphill and downhill units in duplex and four-plex configurations that take advantage of the convenient access from two directions and excellent views.

Land Use

The Redevelopment Plan proposes land uses that include a mix of residential, commercial, institutional, and / or corporate campus uses. The residential development will include provisions for development of single-family residences, town homes, multi-family condominiums, and apartments. Commercial areas will provide for the development of retail commercial businesses, including office and professional businesses, as well as residential uses.

A consideration given to the Plan was the view from the project site provided by virtue of its location on a plateau. The plateau is centrally located within the City of St. George. The view from the plateau to the east provides a panorama of Downtown St. George, the Redrocks, and Pine Valley Mountain Range to the north and Zion National Park to the east. These views will provide picturesque panoramas for hotels/motels, restaurants, and multiple story office buildings as well as for residential homes.

The view from the plateau to the west provides a panorama of the western portion of St. George City which is experiencing rapid growth in existing developments in Bloomington and Green Valley. On the western horizon, the Beaver Dam Mountain Range adds to the desirability of development along the westerly ridge of the property.

Valuation of the property was based upon various factors. These factors included view, accessibility, ease of development, and sequencing of development. While there are approximately 280 acres of ground considered in the Redevelopment Plan, approximately 240 acres were considered developable as defined by the St. George Hillside Ordinance.

An estimate of value quantified for this Redevelopment Plan was made using the best available information pertaining to the current real estate market. As previously discussed, the value of the developable land was based upon the land use program represented by the Redevelopment Plan, market assumptions which formed the basis for the Plan, and the region's development climate.

Access Roadways

Access to the airport is presently obtained by way of a single 60 foot, paved, two-way traffic, and major collector roadway. This single access road adequately provides controlled access from Downtown St. George to the airport and the south two-thirds of an existing residential development located north of the airport property. While this roadway adequately serves the needs of the community as they exist today, implementation of the Redevelopment Plan will render it inadequate as the sole access.

Additional major collector roads will be required to provide adequate access to

the new development. Since the existing roadway presently provides access from the north, two additional access roadways should be planned to provide access to the planned development from the south and west. With these roadways in place, the development will have convenient access from Downtown St. George, from the south interchange of Interstate 15, and from developing areas to the west of downtown.

It is the intent under this roadway plan for the City to construct access roadways only to the top of the plateau. All other roadway construction within the development boundaries will be the responsibility of the respective property developers, in accordance with the City's Master Road Plan. Developers will be obligated to perform all roadway construction in accordance with St. George City standards.

Utilities

The airport is presently serviced by utilities including water, wastewater, and electricity, by St. George City. These utility services, as presently provided, are minimal, as use demands by the airport facility are relatively minor when compared with the demands of residential and commercial developments. Presently, the utility lines are mere extensions from various parts of developed areas of St. George, and provide service to only the north half of the site.

It is recommended as part of the Redevelopment Plan that the City provide utility extensions consisting of additional transmission water lines and wastewater outfall lines to the top of the plateau such that the demands of the planned redevelopment can be met. The transmission waterline will consist of installing a 12" pipeline beginning at the southerly end of the Don-Lee Subdivision that is adjacent to the northerly end of the airport property. The 12" line will serve to connect all the smaller lines in this vicinity. From that point, a 14" waterline will be installed through the middle of the airport property and in a southerly direction to the south end of the airport plateau. The waterline will be changed in size to 10" and will follow the edge of the plateau and turn northward to complete the system with a connection to an 8" waterline along the easterly edge of the airport. An additional 8" connection will be made between the 14" line and the existing 8" waterline along the westerly edge of the airport. This will adequately loop the City's water system through the proposed development providing for the required water supply. The development plan proposes to have the developers extend the various small water distribution lines as necessary within the development. All necessary pipeline construction and appurtenances including fire hydrants will be installed in accordance with the St. George City standards for water pipeline construction.

The proposed wastewater outfall lines will consist of installing an 8 " pipeline, including sewer manholes for cleaning and maintenance. Installation of each of the three proposed ~ outfall lines will begin at and connect to an existing 18 " wastewater trunk line belonging to St. George City and will be installed to the top of the plateau to serve the southerly half of the development. The lay of the airport property is such that wastewater flows generated from the southerly portion of the development will travel in a north to south direction. These outfall lines combined with those already in place will adequately provide for the wastewater requirements of the development's 280 acres. Placement of the wastewater collection lines within the development boundary will be the responsibility of the individual developer(s). Developer(s) may exercise the option to utilize the existing 8" collection and outfall lines in the northern half of the development, as they are able to make use of them.

The existing wastewater lines serving the central east side of the airport drain to the south, however, due to the flat terrain and shallow bedrock, these lines have minimal slope. To provide for homes with basements in those areas, a developer would be required to install new wastewater collection lines and drain the effluent to the south.

The existing electrical supply system to the St. George Airport is presently capable of providing service for the planned development once the existing users are disconnected. Connections to the power system will be the responsibility of the developer. On-site developers, in accordance with St. George City electrical codes and requirements, will perform looping of the electrical system within the development.

In addition to the extension and installation of water, wastewater and electrical lines, storm drainage facilities will be constructed to handle run-off storm water. The Plan recommends construction of a detention basin to regulate the run-off flows from the northeast quadrant of the airport site. It also proposes installation of a 24" storm drain from the southeast quadrant of the airport to an existing rock lined drainage channel which drains to the Santa Clara River south of the airport site. Construction of storm drainage facilities capable of handling the westerly portion of the airport will be negotiated, in conjunction with the proposed westerly access road construction, with the adjacent land owners and prospective developers.

D. DEVELOPMENT ECONOMIC ANALYSIS

Alternative A: With Institutional Campus

Based on the redevelopment program outlined above, an economic analysis was prepared for the two alternative scenarios. The purpose of the analyses was to quantify the value of the property under a redevelopment program. Secondly, the purpose was to determine if the cost to improve the property was offset by the value which could be created. Cost estimates for construction of the infrastructure prepared by Creamer & Noble, Inc. in 2000 were inflated. These estimates reflect the anticipated costs to ready the site for development in accordance with the City standards and ordinances. The plan assumes minimum infrastructure required to achieve access to the mesa.

Development Program

	# of Acres	Density/ FAR	Developed Units/SF
Residential:			
Low Density Residential	16	1.3	21
Medium Density Residential	72	5.8	419
High Density Residential	3	3.6	12
Residential On Slope	54	2.6	140
Total Residential:	146	--	592
Non-Residential:			
Commercial/Mixed-Use	11	50%	234,571
Institutional Campus	18	50%	402,059
Total Non-Residential:	29	50%	636,629
Total Developed Area:	175		
Total Land Area:	282		

Absorption Schedule

	Total	Year									
		2011	2012	2013	2014	2015	2016	2017	2018	2019	2020
Residential:											
Low Density Residential	16	8	8	0	0	0	0	0	0	0	0
Medium Density Residential	72	24	24	24	0	0	0	0	0	0	0
High Density Residential	3	0	3	0	0	0	0	0	0	0	0
Residential On Slope	54	0	18	18	18	0	0	0	0	0	0
Total Residential:	146	32	54	42	18	0	0	0	0	0	0
Non-Residential:											
Commercial/Mixed-Use	11	0	0	0	11	0	0	0	0	0	0
Institutional Campus	18	0	0	0	0	0	18	0	0	0	0
Total Non-Residential:	29	0	0	0	11	0	18	0	0	0	0
Total Project Absorption (Acres):	175	32	54	42	29	0	18	0	0	0	0

Estimated Project Land Value

Project Revenues	Assumption Factor	Year									
		2011	2012	2013	2014	2015	2016	2017	2018	2019	2020
Residential:											
Low Density Residential	\$200,000	\$1,617,000	\$1,697,850	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Medium Density Residential	\$250,000	\$6,005,000	\$6,305,250	\$6,620,513	\$0	\$0	\$0	\$0	\$0	\$0	\$0
High Density Residential	\$150,000	\$0	\$522,900	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Residential On Slope	\$150,000	\$0	\$2,847,075	\$2,989,429	\$3,138,900	\$0	\$0	\$0	\$0	\$0	\$0
Total Residential:		\$7,622,000	\$11,373,075	\$9,609,941	\$3,138,900	\$0	\$0	\$0	\$0	\$0	\$0
Non-Residential:											
Commercial/Mixed-Use	\$15.00	\$0	\$0	\$0	\$8,146,344	\$0	\$0	\$0	\$0	\$0	\$0
Institutional Campus	\$10.00	\$0	\$0	\$0	\$0	\$0	\$10,262,805	\$0	\$0	\$0	\$0
Total Non-Residential:		\$0	\$0	\$0	\$8,146,344	\$0	\$10,262,805	\$0	\$0	\$0	\$0
Total Project Revenue		\$7,622,000	\$11,373,075	\$9,609,941	\$11,285,244	\$0	\$10,262,805	\$0	\$0	\$0	\$0
Project Expenses											
Site Development Costs	\$50,000	\$4,280,333	\$2,189,027	\$1,560,028	\$0	\$1,079,779	\$0	\$0	\$0	\$0	\$0
Sales/Marketing	7%	\$533,540	\$796,115	\$672,696	\$789,967	\$0	\$718,396	\$0	\$0	\$0	\$0
General/Administrative	2%	\$152,440	\$227,462	\$192,199	\$225,705	\$0	\$205,256	\$0	\$0	\$0	\$0
Property Taxes	2%	\$128,700	\$83,304	\$45,752	\$18,223	\$18,952	\$0	\$0	\$0	\$0	\$0
Total Project Expenses		\$5,095,013	\$3,295,907	\$2,470,674	\$1,033,895	\$1,098,731	\$923,652	\$0	\$0	\$0	\$0
Project Net Present Value											
Net Income		\$2,526,987	\$8,077,168	\$7,139,267	\$10,251,349	(\$1,098,731)	\$9,339,152	\$0	\$0	\$0	\$0
Present Value Factor	10%	1.00000	0.90909	0.82645	0.75131	0.68301	0.62092	0.56447	0.51316	0.46651	0.42410
Present Value Cash Flow		\$2,526,987	\$7,342,880	\$5,900,221	\$7,701,990	(\$750,448)	\$5,798,879	\$0	\$0	\$0	\$0
Net Present Value		\$28,520,508									
Net Present Value/Acre		\$101,137									

Source: URS and Leland Consulting Group.

Alternative B: Without Institutional Campus

Development Program

	# of Acres	Density/ FAR	Developed Units/SF
Residential:			
Low Density Residential	16	1.3	21
Medium Density Residential	72	5.8	419
High Density Residential	22	10.7	234
Residential On Slope	54	2.6	140
Total Residential:	164	--	814
Non-Residential:			
Commercial/Mixed-Use	11	50%	234,571
Institutional Campus	0	50%	0
Total Non-Residential:	11	50%	234,571
Total Developed Area:	175		
Total Land Area:	282		

Absorption Schedule

	Total	Year									
		2011	2012	2013	2014	2015	2016	2017	2018	2019	2020
Residential:											
Low Density Residential	16	8	8	0	0	0	0	0	0	0	0
Medium Density Residential	72	24	24	24	0	0	0	0	0	0	0
High Density Residential	22	11	11	0	0	0	0	0	0	0	0
Residential On Slope	54	0	18	18	18	0	0	0	0	0	0
Total Residential:	164	43	61	42	18	0	0	0	0	0	0
Non-Residential:											
Commercial/Mixed-Use	11	0	0	0	11	0	0	0	0	0	0
Institutional Campus	0	0	0	0	0	0	0	0	0	0	0
Total Non-Residential:	11	0	0	0	11	0	0	0	0	0	0
Total Project Absorption (Acres):	175	43	61	42	29	0	0	0	0	0	0

Estimated Project Land Value

Project Revenues	Assumption Factor	Year									
		2011	2012	2013	2014	2015	2016	2017	2018	2019	2020
Residential:											
Low Density Residential	\$200,000	\$1,617,000	\$1,697,850	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Medium Density Residential	\$250,000	\$6,005,000	\$6,305,250	\$6,620,513	\$0	\$0	\$0	\$0	\$0	\$0	\$0
High Density Residential	\$150,000	\$1,633,500	\$1,715,175	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Residential On Slope	\$150,000	\$0	\$2,847,075	\$2,989,429	\$3,138,900	\$0	\$0	\$0	\$0	\$0	\$0
Total Residential:		\$9,255,500	\$12,565,350	\$9,609,941	\$3,138,900	\$0	\$0	\$0	\$0	\$0	\$0
Non-Residential:											
Commercial/Mixed-Use	\$15.00	\$0	\$0	\$0	\$8,146,344	\$0	\$0	\$0	\$0	\$0	\$0
Institutional Campus	\$10.00	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Non-Residential:		\$0	\$0	\$0	\$8,146,344	\$0	\$0	\$0	\$0	\$0	\$0
Total Project Revenue		\$9,255,500	\$12,565,350	\$9,609,941	\$11,285,244	\$0	\$0	\$0	\$0	\$0	\$0
Project Expenses											
Site Development Costs	\$50,000	\$5,203,333	\$2,189,027	\$1,560,028	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Sales/Marketing	7%	\$647,885	\$879,575	\$672,696	\$789,967	\$0	\$0	\$0	\$0	\$0	\$0
General/Administrative	2%	\$185,110	\$251,307	\$192,199	\$225,705	\$0	\$0	\$0	\$0	\$0	\$0
Property Taxes	2%	\$118,800	\$66,456	\$28,230	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Project Expenses		\$6,155,128	\$3,386,364	\$2,453,152	\$1,015,672	\$0	\$0	\$0	\$0	\$0	\$0
Project Net Present Value											
Net Income		\$3,100,372	\$9,178,986	\$7,156,789	\$10,269,572	\$0	\$0	\$0	\$0	\$0	\$0
Present Value Factor	10%	1.00000	0.90909	0.82645	0.75131	0.68301	0.62092	0.56447	0.51316	0.46651	0.42410
Present Value Cash Flow		\$3,100,372	\$8,344,533	\$5,914,702	\$7,715,681	\$0	\$0	\$0	\$0	\$0	\$0
Net Present Value		\$25,075,287									
Net Present Value/Acre		\$88,919									

Source: URS and Leland Consulting Group.

E. REDEVELOPMENT STRATEGY OPTIONS

The project goal stated earlier in this report was to “develop a market-supported redevelopment program and disposition strategy that maximizes the return to the City and ensures sustainable redevelopment of this valued community asset.” Recognizing that the Creamer & Noble report suggested the use of proceeds from the sale of the airport property prior to closure, the discussion which follows presents a range of strategies, responsive to the project goal with consideration of the Creamer & Noble recommendation.

Strategies include:

- Position the property for sale in the **near-term**
- Identify a separate funding source for **matching funds**
- Identify an interim funding source with a sale in the **mid-term**

Near-Term

There are many ways to position the site for sale in the near-term. These include, the preparation of marketing documents that express a vision for the property; identifying and soliciting interest among land developer audiences; defining architectural controls (CC&Rs); processing plan amendments regarding zoning and platting of the property; and identifying the City’s regulatory, financial, market, physical, and political role in redeveloped property.

Issues associated with this approach include risks to the developer with regard to the future of the FAA, the City, market, and financing. Additionally, the cost of money under a land banking scenario (which this is given that the relocation will not be complete until approximately 2011) combined with the delayed return. The opportunity cost would have to be significant enough to justify tying up capital in a market with immediate market potential. A final issue is the inevitable discount of the property, anywhere from 50 to 70% of its value, due to its size and the factors listed above.

Matching Funds

Identification of a separate funding source for FAA matching funds would involve many of the same steps as positioning the property for sale in the near-term - preparing marketing documents; identifying and soliciting land developer interest; defining architectural controls (CC&Rs); processing plan amendments; identifying the City’s regulatory, financial, market, physical, and political role in the development; with the addition of selecting a developer to serve as the design / build agent for the new airport and acquiring municipal facility funding dollars.

Issues associated with this approach include developer risks (future of the FAA, City, market, financing), yet developer fees for construction of the new airport and a potential first position for development of the replacement airport (under a development agreement); revenue from the existing facility for use as debt-service on the funding source; potential need for City “bridge” financing for developer fees, airport operations and debt-service; opportunity cost’s less (typing up capital); and the potential for full purchase price of the property given the timing of the acquisition.

Mid-Term

Identification of interim funding source(s) with a sale in the mid-term also includes preparing marketing documents; identifying and soliciting the interest of potential land developers; defining architectural controls (CC&Rs); processing plan amendments; and identifying the City’s regulatory, financial, market, physical, and political role in the development. An additional option is to research the availability of early dollars with a later supplement from the sale of the property at the facility closing (bond issue).

Issues associated with this approach include modest expenditures related to on-going marketing efforts; voter support for bond issue (questionable); availability of dollars that do not require a public vote (unknown); and potential for full purchase price of the property given the timing of the acquisition.

Framework

Sound public-private development tenants provide the framework from which potential implementation strategies were identified. The St. George Municipal Airport Redevelopment Plan is the roadmap to move the City’s vision towards reality and to ensure that redevelopment of the airport property is accomplished in a way that balances private investment objectives with community sustainability. Ultimately, the City of St. George elected and appointed officials, staff and citizenry will have to select a final course of action for change. The information presented here is designed to provide a range of actions for consideration and sound decision-making. Regardless of the approach, the City must accept that private investment follows public commitment. To this end, public sector contributions to reinvestment should include at a minimum:

- Clear and long-term public vision
- Public infrastructure reinvestment
- Infrastructure management plans
- Public amenities including parks and trails

- Upfront financing
- Standard streamlined approaches to assessment
- Land acquisition and write-downs
- Infrastructure cost participation
- Multiple funding programs and sources
- Strong partnerships
- Political support

Partner Roles

Redevelopment of the existing airport property will occur through a public-private partnership. Each of the partners will have expectations of the other which if fulfilled will make for a strong alliance and a successful project.

What the public sector should seek from the private sector is a developer who has done multi-use infill projects. These developers are familiar with public scrutiny and won't be as likely to back out. They tend to be understanding of the public process and aware of the microscopic view that comes with projects of this nature. Finally, the City should select a developer with a successful track record and one who is financially strong, as they will likely have an established equity source already in place.

In turn, the private sector will seek from the public sector, political will, financial means and a commitment to the long-term vision. Political will, the most important characteristic of the public partner, should include a stable city council / planning commission; community support; community and business alignment; and favorable (or at least neutral) media. Financial means could include a tax reimbursement program; bonding capacity; site control; and other needed incentives and mechanisms

APPENDIX A

Source: Creamer & Noble, Inc., Airport Redevelopment Plan, June 2000.

ENVIRONMENTAL ANALYSIS

Introduction

The purpose of this discussion is to present an overview of the environmental consequences and sources of potential environmental impacts that could be associated with the action proposed in the 2000 Redevelopment Plan. It provides a brief examination of twenty-one specific impact categories that are primarily defined in FAA Order 5050.4A, Airport Environmental Handbook, paragraph 47(e). The following categories examined included:

- | | |
|--|--|
| • Noise | • Floodplains |
| • Compatible Land Use | • Coastal Zone Management Program |
| • Social Impacts (including Traffic Circulation) | • Coastal Barriers |
| • Induced Socioeconomic Impacts | • Wild and Scenic Rivers |
| • Air Quality | • Farmlands |
| • Water Quality | • Energy Supply and Natural Resources |
| • Department of Transportation Act (4f) | • Light Emissions |
| • Historical and Cultural Resources | • Solid Waste and Hazardous Materials Impact |
| • Biotic Communities | • Construction Impacts |
| • Threatened and Endangered Species | • Removal of Structures |
| • Wetlands | |

There are a total of approximately 280 acres that are being considered in this Redevelopment Plan. The Plan estimates that approximately 240 of the total 280 acres are developable. For this area two alternatives are presented with the two alternatives differing only at the north end. Alternate A features an institutional campus, whereas Alternate B features higher density residential products. In Alternate A, 142 acres (net) are devoted to residential development, 18.5 acres (net) to institutional campus, and 11 acres (net) to mixed/retail. In Alternate B, 161 acres (net) are devoted to residential development and 11 acres (net) to mixed/retail.

Noise

Presently, residences and commercial businesses adjacent to the airport are subject to aircraft related noise. Some are within the 60 and 65 DNL (Day Night Noise Level) noise contours. In addition, both approaches and departures are

directly over developed portions of the surrounding community. The most common noise / land use compatibility standard or criteria used is 65 dB DNL for residential land use with outdoor activity areas. At 65 dB DNL, the Schultz curve predicts approximately 14% of the exposed population to be highly annoyed. At 60 dB DNL this decreases to approximately 8% of the population that is highly annoyed.

The 65 DNL noise contour extends approximately 100 feet beyond the airport property to the north and approximately the same to the south. There is one apartment building with twelve units north of the airport within the 65 DNL noise contour (approximately 32 people). The 70 DNL is the smallest contour and it is entirely on airport property.

The future 2008 65 DNL noise contour extends approximately 2,000 feet to the north and approximately 1,900 feet to the south. There are approximately ten houses and one apartment building in the contour, six to the north (approximately 16 people) and four to the south (approximately 11 people). There is also one twelve-unit apartment in the contour north of the airport (approximately 32 people). The 70 DNL contour is the next largest and is entirely on airport property

The future 2018 65 DNL noise contour extends beyond the airport property approximately 1,000 feet to the north and approximately 1,000 feet to the south. There are seven homes within the contour, three to the north (approximately 8 people) and four to the south (approximately 11 people), along with one twelve-unit apartment to the north (approximately 32 people). The 70 DNL contour is the smallest and is all on airport property.

Either of the development proposals suggested in this Plan would result in an overall reduction in noise levels to the adjacent community once construction activities are concluded. The area adjacent to the airport has experienced constant construction-related activity during the past 15 years, due to a significant increase in commercial and residential development. The largest future noise impact will result from an increase in vehicle use to the area. This item is discussed in the traffic circulation portion of the social impact category. The noise from traffic use will be spread out over three roads, reducing the impacts relating to increased vehicular traffic noise.

No significant impacts to noise are expected to occur as a result of implementation of this Plan.

Compatible Land Use

To derive the most benefit from a redevelopment Plan such as that proposed here, substantial planning and preparation will be required on the part of the City.

The St. George City Chamber of Commerce, the Washington County Board of Realtors, adjacent landowners, potential developers and others have contributed to the conceptual plan to ensure that the needs of the community are met. Implementation of the Plan will require monitoring and regulation by the City Planning and Zoning Department. Since the existing airport site is presently zoned Open Space, zone change hearings will be required to ensure conformance to the City's Master Plan. Ultimately, the final acceptance and approval of the redevelopment plan will be the responsibility of the St. George City Council.

Upon acceptance of a final plan for the property, financing terms will require input from local, state and federal agencies. Engineering necessary to complete the Redevelopment Plan will also require input, along with monitoring and regulating by the City's Public Works Department.

If the above procedures are followed, there should be no significant impact to compatible land use as a result of the implementation of this Plan.

Social Impacts (including Traffic Circulation)

As a result of recent residential and commercial growth in the St. George community during the past decade, implementation of this Plan should not result in a significant change in current or projected population or area household characteristics. The owner / renter ratio will likely remain about the same as will housing values, supply and rental rates.

No significant change is expected in the household size or among existing household characteristics as a result of implementation of the Plan. Also, no significant changes will likely occur in area employment, business, or industry patterns, nor in public service provisions in the area. The sense of community and community cohesion should not change. Only a small percentage of the area population represents persons of racial or ethnic minority groups. There should be no disproportionate impacts on the fractional percent of the population that belongs to Hispanic, Native American, and other minority groups.

All existing utilities including water lines, service and fire hydrants, as well as wastewater lines, laterals and manholes will remain intact for future use as part of this Redevelopment Plan. Existing utilities, though minimal when compared to the overall Redevelopment Plan, will provide much needed services.

Current access is limited to a single road off Bluff Street at St. George Boulevard. An additional access road is proposed on the southeast side, connecting with Tonaquint Drive. Another road is being proposed which would connect the west side with Indian Hills Drive. Of these, the latter would improve access to and

through the property the most. Traffic volumes on the 2-lane Airport Road is moderate, but would likely improve with additional access roads and more uses; yet be limited by a 2-lane configuration, thereby hindering traffic-dependent uses (e.g. fast food, gas stations, large-format grocery).

Traffic volumes for the Redevelopment Plan were not estimated but are expected to be roughly similar to the projections contained in the Creamer & Noble study:

“An attempt was made to compare existing traffic circulation with projected future traffic use in the year 2025 (at 80% build-out). Current traffic counts were determined from data collected on the only access road (Airport Road) in January 1992. These counts estimate an ADT (average daily traffic) of 2,432 vehicles. Assuming a growth rate increase of 3% per year, the ADT for January 2000 (both directions) was 3,081 vehicles. Assuming a growth rate increase of 5% per year, the ADT for January 2000 (both directions) was 3,593 vehicles. Future traffic volumes were calculated using Microtrans. Traffic volumes generated by the planned residential development were estimated at 7,900 vehicles per day (average two-way weekday volume). Future traffic volumes generated for the planned commercial development were estimated at 20,900 vehicles per day (average two-way weekday volume.)”

As discussed earlier in the Plan, additional major collector roads will be required to provide adequate access to the new development. It is recommended that two additional access roadways be planned to provide access from the south and west. The present access road (Airport Road) provides access from the north. With the two additional proposed roads in place, the site will have convenient access from Downtown St. George, from the south interchange of Interstate 15 and from the developing areas to the west of Downtown. The combination of these three access roads will adequately handle the future increase in ADT volumes projected for the new development at the airport site and will not result in a negative traffic circulation impact to the surrounding residential and commercial community. In fact, roadway construction could result in improvements to traffic circulation within surrounding areas compared to existing conditions that are dependent on only one access road to airport facilities and commercial businesses, as well as surrounding commercial and residential areas. Implementation of this Plan will not result in any significant negative social impacts or negative traffic circulation impacts.

Induced Socioeconomic Impacts

Primarily, the prospects of relocating the airport will greatly enhance the drawing power of St. George for additional industry to the area. One of the many benefits

derived from the relocation project will be the opportunity for St. George to redevelop the existing airport site for uses more compatible with surrounding neighborhoods of the community. The process of redeveloping the existing airport site in and of itself will provide employment opportunities to many residents of the City. However, the greater boom to the economic base of St. George will come with development of the land to new uses. All residents of the City of St. George will benefit in that proceeds from the sale of the airport property could substantially offset the debt required for the City to construct the new airport. Construction and financing industries of the area will be second to benefit, followed again by community residents, since redevelopment of the airport site will provide new tax base opportunities resulting from commercial and residential growth stemming from the proposed plan. Ultimately, redevelopment of the site will provide a stable income base for St. George, as well as a premier commercial and housing development. As a result, implementation of the Plan will not have a significant impact on induced socioeconomics.

Air Quality

The City of St. George and Washington County are in an attainment area for all criteria pollutants and implementation of the Plan will not create violations to National Ambient Air Quality Standards or the State Implementation Plan. As a result, no significant impacts to air quality will occur through implementation of the proposed Plan. Compliance with all state and city air quality regulations will be required of the contractors during construction activities.

Water Quality

There are no washes or drainages on the site. Any surface water that occurs as a result of a storm event drains off of the plateau and does not remain on the site.

The City of St. George is in the process of preparing a surface water drainage plan to deal with storm drainage impacts that are presently occurring to properties adjacent to the existing airport. The City plans to install new storm drain systems throughout the area. In order to meet the water demands of the development outlined in this Plan, the City of St. George will provide utility extensions consisting of additional transmission water lines and wastewater outfall lines to the site.

The City of St. George will ensure that any development in the area be located, constructed, and operated in compliance with applicable water quality standards. No significant impacts to water quality are anticipated through implementation of the proposed Plan.

Department of Transportation Act (4f)

There are no 4(f) lands located within the boundaries or adjacent to the land associated with the Redevelopment Plan. Implementation of the proposed Plan will cause no conflict with Section 4(f) of the United States Department of Transportation Act.

Historical and Cultural Resources

No cultural resource sites have been previously recorded on the airport site. No historic standing structures, based upon the criteria set forth in 36 CFR 60.4, occur at the airport site. A 1958 aerial photo of the existing airport site does not show any building or standing structure that occurs on the site today. Implementation of the proposed Plan will have no impact on historical and cultural resources.

Biotic Communities

Very few species of fauna and flora occur at the site due to the lack of habitat and type of activity taking place on a regular basis within the airport boundaries. No significant impact to biotic communities will occur as a result of implementation of the proposed Plan.

Threatened and Endangered Species

No threatened, endangered, or candidate species occur within the boundaries or adjacent to the land associated with the Redevelopment Plan. Implementation of this proposed Plan will not impact any threatened, endangered, or candidate species.

Wetlands

There are no wetlands within the boundaries or adjacent to the land associated with this Redevelopment Plan. Implementation of the proposed Plan will not impact any wetlands.

Floodplains

There are no floodplains within the boundaries or adjacent to the land associated with this Redevelopment Plan. Implementation of the proposed Plan will not impact any floodplains.

Coastal Zone Management Program

There are no coastal zones associated with the Redevelopment Plan. Therefore, compliance with the Coastal Zone Management Act of 1972 is not a factor in this analysis.

Coastal Barriers

There are no coastal barriers associated with the Redevelopment Plan. Therefore, compliance with the Coastal Barriers Resource Act of 1982 is not a factor in this analysis.

Wild and Scenic Rivers

No wild and scenic rivers are located in the vicinity of the proposed action; therefore, no wild and scenic rivers will be impacted by the proposed Plan.

Farmlands

No active, prime, unique, statewide or locally important farmlands occur within the boundaries or adjacent to the land associated with the Redevelopment Plan. Implementation of the proposed Plan will not impact any farmlands.

Energy Supply and Natural Resources

The proposed action will result in an increase in water, sewer, electrical and natural gas usage. However, as discussed earlier, the City of St. George will be able to supply these additional resources to the area. As a result, implementation of the proposed Plan would have no significant impact to energy supply and natural resources.

Light Emission

The type of light emissions will change from existing airport emissions to that associated with commercial and residential lighting. However, this will not result in any significant impacts to the surrounding community.

Solid Waste and Hazardous Materials Impact

The airport site is not on the National Priorities List of Superfund Sites, nor is any site within the surrounding area. The Utah State Department of Environmental Quality, Division of Solid and Hazardous Waste, has no record of hazardous material occurring at the airport site. No permits for air quality, hazardous water treatment, or storage or disposal of hazardous material, have been issued for the property. There are no PCB transformers or any buildings with asbestos on the property. Also, there is no reason to suspect that Radon may be a concern at the airport site.

In past years, aircraft fuels have been stored in and dispensed from underground storage tanks. With recent regulations adopted regarding the use of underground fuel facilities, operators at the airport have removed all underground fuel tanks. Fuel tanks were removed in accordance with the Utah State Department of Environmental Quality, Division of Environmental Response and Remediation

Regulations. Despite underground fuel tanks in place, airport operators are using above ground fuel storage tanks located in areas designated by the City of St. George as fuel farms. These above ground fuel tanks are equipped with spill and overflow protection devices.

The City of St. George or its lessees will remove the existing airport fuel farms and propane tank located along the west central area of the airport. The two remaining fueling facilities located at the northwest end of the airport will be removed by the owners at their own expense.

In addition to the work to be completed as part of the Redevelopment Plan, it will be necessary to also reclaim the abandoned City dump along a portion of the westerly edge of the airport plateau. The dump has not been used for many years and has not posed any threat to the safety and operation of the airport, however, to ensure optimum future development of the area, the abandoned dump will require a certain amount of reclamation work. This work will include the removal and burial of all exposed trash and debris, followed by covering the remainder of the dumpsite with earthen cover material. Implementation of the proposed Plan will not result in any significant impact associated with solid waste and hazardous materials.

Construction Impacts

Construction related activities associated with the proposed Plan could result in adverse short-term impacts to the surrounding community. These impacts could include noise, dust, increased truck traffic, and aesthetics. Short-term impacts would cease upon completion of construction of the proposed developments presented in the Plan. Adherence to City ordinances for new construction activities should limit the exposure of these impacts to the surrounding community. In addition, construction activities have occurred frequently in this area for the past 20 years, therefore, implementation of the Plan will not likely result in any significant impacts from construction activities if St. George City ordinances and codes are followed.

Removal of Structures

Prior to implementation of the Redevelopment Plan, it is the intent of the City to bring the site to a condition that will accommodate uses outlined in the Redevelopment Plan. The airport site has undergone a significant amount of change and development over the last 75 years since the first improvements were made.

Removal of the asphalt aprons, taxiways, runway and parking lots will be a major portion of the remedial work to be performed. There are as many as 309,000

square yards of asphalt pavement. As redevelopment occurs, the developers and contractors would be allowed and encouraged to make use of the existing asphalt pavement. In the event the asphalt pavement is not usable as streets, it is a recommendation of this Plan that it be pulverized, removed and stockpiled on the airport site for future use. All stockpiled, pulverized bituminous material could be used as road base gravel within the new developments. The pulverization of the asphalt pavement accomplishes a two-fold goal. First, St. George could recover some of the cost of the removal of the asphalt pavement by marketing it to future developers of the site; and secondly, the waste bituminous material could be salvaged and put to beneficial use.

Hangar and T -hangar removal and relocation has a less than simple and straightforward solution. St. George City leases the land to the individual hangar owners. The City has 41 hangars and T-hangars on the airport, all of which will require removal under the Redevelopment Plan. For the most part, the leases will lapse and the owners will either remove their own hangars or leave them for the City to dispose of. However, there presently exist some hangar building sites with 20- and 30-year leases that will have to be honored.

In the event that any hangar owners relinquish ownership, the City will have the hangars removed. There will be no budget item for this work as the salvage value of the hangar is at least that of the removal cost and conceivably even more depending on the hangar condition.

Hangar pads will be removed and replaced as required. It is anticipated that there will be 19 concrete hangar pads to be removed as a result of the Redevelopment Plan. The remaining 22 hangar pads consist of asphalt pavement and removal of these pads will be included in the work required in conjunction with removal of asphalt aprons, taxiways, and runways.

On the St. George Airport site there exists three concrete block buildings and a major terminal building. Under the Plan, the existing maintenance equipment / generator building will be left intact and incorporated into the development. Conceivably, this building could serve as a recreational facility for the proposed neighborhood or provide some other such public benefit. In any case, the generator building represents an asset to St. George and not a liability. However, the other three buildings will likely be demolished and removed from the site. These buildings consist of the terminal building, the old cinder block terminal, and a concrete block electrical vault. Upon closure of the airport facility, these buildings will have no value as part of the Redevelopment Plan.

To complete redevelopment of the airport site, several miscellaneous structures will also be demolished and / or removed. Those most notable structures to be

removed include the perimeter and security fencing, the rotating beacon, an automated weather reporting station, the very high frequency omni-directional radio (VOR) station, the segmented circle and lighted wind cone, the ceilinometer, the PAPI system, and all security, runway and taxiway lighting fixtures. The underground electrical cables installed within conduit will likely be pulled out as well.

Conclusion

Based upon the environmental analysis, there will be no significant impacts to the surrounding area as a result of implementation of the Plan. It is anticipated, that as a result of the implementation of the Plan, positive impacts to the area will occur in numerous categories, such as traffic circulation, upgraded utility service, storm water drainage, noise, and aesthetics.

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APPENDIX B

**Final power point presentation to City Council,
October 2005.**

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City of St. George, Utah

Municipal Airport Redevelopment Program and Approach

Findings and Recommendations

25 August 2005

Presented to:

City of St. George, Utah

Presented by:

Leland Consulting Group

URS Corporation



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Anne Ricker, Real Estate Economist - Principal Client Contact, Market Analysis and
Redevelopment Strategies

Bill Cunningham, Real Estate Economist – Financial Analysis

Peter Griffith, Real Estate Economist – Financial Analysis

Project Objectives

- Given anticipated increases in passenger and freight traffic at St. George Municipal airport over mid- and long-term, City (and FAA) approved relocation to a site southeast of downtown
- City's 2002 General Plan goal: redevelopment program for replacement airport property to have potential to generate revenue to finance needed infrastructure improvements
- City interested in understanding potential of site to attract private sector development interest in the near-term sufficient to provide equity for new airport facility (matching dollars for FAA)
- Project goal: develop market-supported redevelopment program and disposition strategy that maximizes the return to the City and ensures sustainable redevelopment of this valued community asset

Approach

Major Work Elements

- Establish Project Goals and Objectives
- Collect Data and Analyze Site and Market Conditions
- Brainstorm Development Strategies
- Complete Market Feasibility Analysis
 - Supply Conditions
 - Demographic / Psychographic Analysis
 - Case Study Research
- Prepare Site Plan Alternatives
- Analyze Financial Feasibility of Preferred Program
- Identify Redevelopment Strategy Options
- Position the Property for Private Investment

Background

- St. George Municipal airport anticipated to relocate to new airport site by 2011 (depending on EIS schedule for new site)
- City's 2002 General Plan recommends a multi-use redevelopment program for the replacement airport property
- Total airport property represents approximately 280 developable acres (including atop a mesa on City's southwest side)
- City will address any regulatory barriers to redevelopment including zoning - a mix of residential and non-residential uses will be allowable
- Recommendations presented here are based on market findings in support of a multi-use redevelopment program

Site Aerial

Site is prominent overlook to St. George and points northeast, east, south, west and southwest

- Airport mesa top is nearly flat
- Black Ridge Mesa is a taller backdrop to northwest (zoned large-acre residential, but no access)
- Current access to airport is single road off Bluff Street



Site Analysis Summary

Category	Description	Summary
Access	Current access is limited to a single road off Bluff Street at St. George Boulevard. Potential serious bottleneck for intense uses on site. An additional access road is proposed on the southeast side, connecting with Black Ridge Drive. Another road is being explored which would connect the west side with Indian Hills Drive. Of these, the latter would improve local access most.	Fair
Visibility	Best possible visibility in St. George. Interstate 15 traffic in both directions has clear views of the mesa and site is prominently visible from most of St. George itself, Bloomington, and Bloomington Hills.	Outstanding
Traffic Volume	Traffic volumes on the 2-lane Airport Road is moderate but would likely improve with additional access roads and more uses, yet be limited by 2-lane configuration, thereby hindering traffic-dependent uses (e.g. fast food, gas stations, large-format grocery).	Fair
Scenic Attributes	As with visibility, views from the site are difficult to match in the region. Excavation/construction scar on Black Ridge Mesa (at extreme northwest edge of site) is only scenic downfall to the site. Remediation involving re-vegetation or completion of construction would mitigate negative impact. Depending on physical setbacks and building elevations, views from interior site properties could be limited, however appropriate design and vertical construction could overcome flat terrain.	Excellent
Surrounding Land Uses	The site is adjacent to Southgate Golf Club (south), and convenient to all amenities in St. George. Retail development and lodging along Bluff Street provide potential for positive activity centers near access road. Dixie College is a positive community asset and additional source of demand for uses on the property. Site is less convenient for high-end residential developments located southeast of St. George, but accessible to Paradise Canyon and fast-growing points north via Bluff Street. Residential development immediately north of the site is good quality (if somewhat poorly coordinated) mixed-density neighbor. Five years of continued fringe growth should grow appeal for this centrally located infill site.	Excellent

Selected Demographic Trends

Growth in outlying areas is beginning to outpace St. George, but at 5.8% annually, it is still among the top growing cities over 50,000 population in the nation

31% of in-migrants moved from Northern Utah, 22% from California, and 21% from Nevada

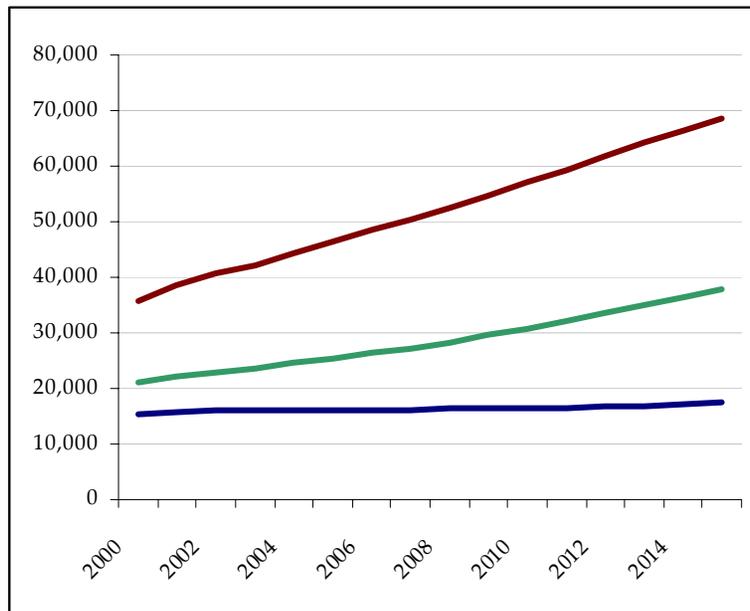
Over 60% of St. George residents in 2000 had moved into their current residence in the last 5 years

2000 Households by Year Householder Moved In

	Washington County	St. George
Moved in 1999 to March 2000	26.90%	30.30%
Moved in 1995 to 1998	35.40%	33.70%
Moved in 1990 to 1994	19.20%	18.10%
Moved in 1980 to 1989	10.90%	10.90%
Moved in 1970 to 1979	4.80%	4.50%
Moved in 1969 or Earlier	2.80%	2.50%
Median Year Householder Moved In	1996	1997

Source: St. George / Washington County Chamber, and Leland Consulting Group

Population by Age Projections



Age 15-44

Age 40-65

Age 65+

A cautionary note for senior-oriented development:

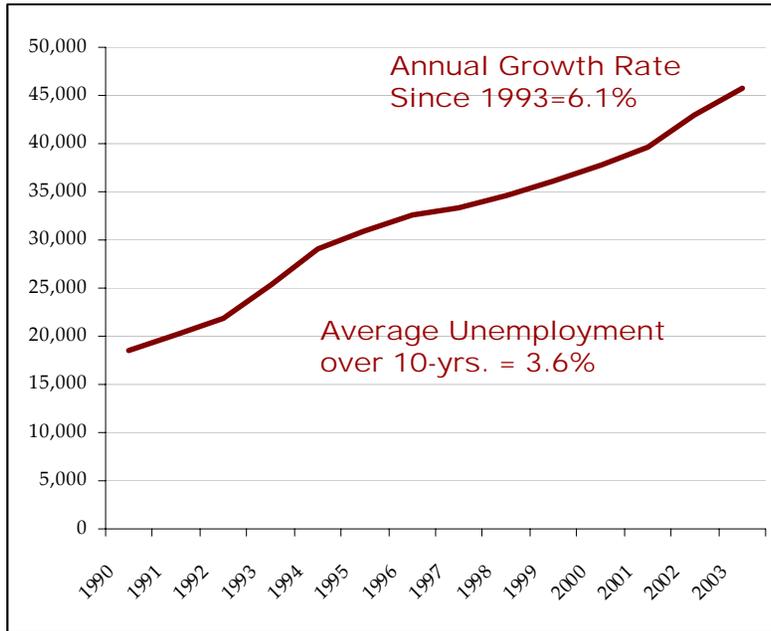
Although St. George is currently a Mecca for seniors, the state's forecasters see flat growth for that age group through 2015 – with stronger growth for younger adults

These projections seem counter to Baby Boom trends (cohort will hit age 65 between 2010 and 2025) & should be examined more closely

Source: Governor's Office of Planning & Budgeting, and Leland Consulting Group

Economic Trends

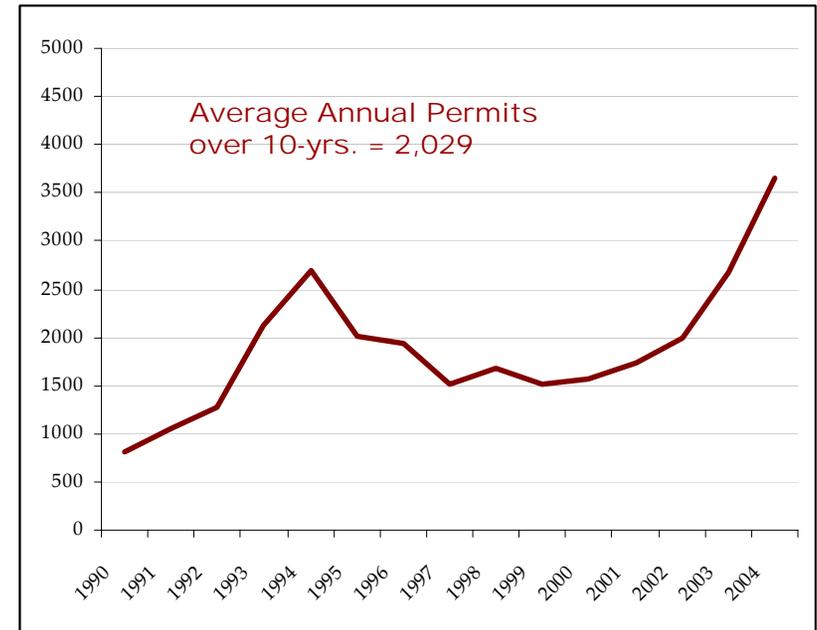
Washington County Employment Trends



Source: Utah Dept. of Workforce Services, and Leland Consulting Group

New state employment projections call for nearly straight-line growth through 2015 of approximately 3600 new jobs per year, resulting in total employment, with jobs topping 100,000 in 2016

Washington County Building Permit Trends



Source: Utah Bureau of Business & Econ. Research, and Leland Consulting Group

Permits issued in 2004, est. at 3,649 topped a record of 3,128 set in 1984.

Washington County has had a series of "booms", but no "bust" periods or stagnant growth

Lifestyle Segmentation

Psychographics describe peoples' psychology, as distinct from physical and demographic characteristics. Psychographic analyses identify personality characteristics and attitudes that affect a person's lifestyle and purchasing behavior.

St. George Lifestyle Segments suggest concentrations that are... between child-rearing years and retirement, retirees, start up families and single parents; approaching retirement, professionals and semi-professionals; some own homes and others prefer low maintenance rental housing alternatives

Top Seven Largest Trade Area Lifestyle Segments (Tapestry)

Segment	St. George Households	Index to US
Midlife Junction	5,116	969%
Silver and Gold	3,370	2075%
Aspiring Young Families	3,066	657%
Exurbanites	1,644	338%
Up and Coming Families	1,381	234%
Senior Sun Seekers	1,198	536%
Crossroads	1,056	371%

Market Conditions

- Because of topographical constraints -- development is being pushed out along I-15 (primarily north), Hwy 18/Bluff Street (north) and River Road (southeast)
- Interchange-based commercial centers at Milepost 13 (west side of Washington City) & at Milepost 2 (south of Bloomington) will provide some amenities to strengthen residential appeal of non-central sites
- Builder market largely local with recent entrées by merchant builders
- National retailers entered market in last five years "proving up the market"
- Land values, lease rates and price points suggest modest product development and narrow project margins

Residential Demand

Residential Demand Analysis					Households	2010	58,130				
St. George Trade Area (Washington Co.)						2015	73,066		Annual HH Growth Rate	4.7%	
2010-2020					Household Growth		14,936		Demolition Rate/yr.	0.2%	
									Annual Pct. "2nd Home"	10.0%	
					Total Unit Requirement		17,592		Pct. Rental	20%	
Trade Area Demand from New Households (5-yr)											
Annual Income Range	Approx. Rent Range	Approx. Home Price Range	Percent of HHs in Income Bracket (2004)	Est. Pct. HHs in Income Bracket - New Residents	Total Units	Est. Pct. MF	Total MF Units	Total SF Units	Attainable Capture Rate	Attainable MF Unit Capture	Attainable SF Unit Capture
up to \$15K	up to \$375	up to \$50K	11%	0%	0	50%	0	0	0%	0	0
\$15-25K	\$375 - \$625	\$50 to \$85K	14%	10%	1,759	50%	880	880	0%	0	0
\$25-35K	\$625 - \$875	\$85 to \$120K	15%	18%	3,167	35%	1,108	2,058	3%	33	62
\$35-50K	\$875 - \$1,000	\$120 to \$175K	21%	22%	3,870	20%	774	3,096	5%	39	155
\$50-75K	\$1,000+	\$175 to \$250K	20%	22%	3,870	15%	581	3,290	7%	41	230
\$75-100K	\$1,000+	\$250 to \$350K	9%	13%	2,287	5%	114	2,173	10%	11	217
\$100-150K	\$1,000+	\$350 to \$500K	8%	10%	1,759	5%	88	1,671	10%	9	167
\$150K and up	\$1,000+	\$500K and up	3%	5%	880	5%	44	836	10%	4	84
Totals			100%	100%	17,592	20%	3,589	14,003		137	915
Source: ESRI-BIS, U.S. Census, Utah Governor's Office of Planning & Budgeting, and Leland Consulting Group											
Note: Prices and income expressed in 2004 dollars											
Note: Percent second home based on interpretation of historical gap between permits and household growth											

Absent site restrictions, the subject could capture 137 multi-family and 915 single-family units of residential demand from 2010 to 2015

Office Demand

Summary of Office Space Demand from Employment Growth								
St. George Office Trade Area (Washington Co.)								
	Est. Pct. Of Jobs	Est. 2010 Jobs	Est. 2015 Jobs	5-yr. Job Growth	Est. Pct. Office	5-yr. Office Demand from Job Growth (s.f.)	Attainable Site Capture Rate	Attainable Site Capture (s.f.)
Agriculture & Mining	1%	780	956	176	10%	3,689	15%	553
Construction	7%	5,837	7,151	1,314	15%	41,388	15%	6,208
Manufacturing	6%	4,962	6,078	1,117	20%	46,905	15%	7,036
Transportation	5%	3,649	4,471	821	20%	34,498	15%	5,175
Communication	1%	462	566	104	40%	8,740	15%	1,311
Electric, Gas, Water, Sanitary Services	0%	281	344	63	40%	5,314	15%	797
Wholesale Trade	5%	4,195	5,139	944	20%	39,658	15%	5,949
Retail Trade Summary	29%	23,709	29,046	5,337	10%	112,069	15%	16,810
Finance, Insurance, Real Estate	6%	5,055	6,192	1,138	90%	215,024	15%	32,254
Services (Non-Retail)								0
Hotels & Lodging	4%	3,417	4,186	769	10%	16,151	15%	2,423
Automotive Services	2%	1,294	1,585	291	10%	6,116	15%	917
Entertainment & Recreation Services	3%	2,246	2,752	506	10%	10,617	15%	1,593
Health Services	9%	7,264	8,898	1,635	30%	103,000	15%	15,450
Legal Services	1%	706	865	159	90%	30,040	15%	4,506
Education Institutions & Libraries	5%	4,202	5,148	946	30%	59,586	15%	8,938
Other Services	12%	9,877	12,100	2,223	60%	280,112	15%	42,017
Government	3%	2,021	2,476	455	50%	47,761	15%	7,164
Other	1%	546	669	123	30%	7,741	15%	1,161
Totals	100%	80,503	98,623	18,120		1,068,408		160,261

Source: ESRI-BIS, U.S. Census, Utah Governor's Office of Planning & Budgeting, and Leland Consulting Group
 Note: Assumes 210 s.f. of office space per office employee & excludes demand from turnover/obsolescence

St. George and Washington County are in a relatively isolated & therefore self-sufficient location, allowing for a well-diversified office user base, especially as St. George approaches a critical mass of population & employment size

This site could capture over 160,000 s.f. of office space demand over 5 years (2010-2015)

Retail Demand

Category	Retail Demand (2004)	Pct. of Retail Sales (select categories)	Projected Retail Demand (2010)	Projected Retail Demand (2015)	Est. Sales/s.f.	Retail Demand From Household Growth (2010-2015), in s.f.	Est. Subject Capture Rate	Est. Subject Capture (s.f.)
Auto Parts, Accessories, & Tires	\$17,665,302	2%	\$25,105,347	\$31,555,948	\$250	25,802	0%	0
Furniture & Home Furnishings	\$68,988,271	9%	\$98,043,865	\$123,235,386	\$225	111,962	10%	11,196
Electronics & Appliance Stores	\$13,968,164	2%	\$19,851,096	\$24,951,663	\$225	22,669	10%	2,267
Bldg Materials, Garden Equip.	\$56,483,519	7%	\$80,272,522	\$100,897,851	\$300	68,751	0%	0
Food & Beverage Stores								0
Grocery Stores	\$197,338,306	25%	\$280,450,718	\$352,510,101	\$375	192,158	10%	19,216
Specialty Food Stores	\$5,087,918	1%	\$7,230,782	\$9,088,669	\$350	5,308	15%	796
Beer, Wine, and Liquor Stores	\$2,339,810	0%	\$3,325,261	\$4,179,658	\$300	2,848	15%	427
Health & Personal Care Stores	\$22,047,445	3%	\$31,333,105	\$39,383,874	\$275	29,276	15%	4,391
Clothing & Clothing Accessories	\$41,455,582	5%	\$58,915,311	\$74,053,090	\$200	75,689	15%	11,353
Sporting Gds., Hobby, Book, & Music	\$19,898,303	3%	\$28,278,815	\$35,544,811	\$200	36,330	15%	5,449
General Merchandise Stores	\$229,573,808	29%	\$326,262,755	\$410,093,144	\$325	257,940	10%	25,794
Miscellaneous Store Retailers	\$26,813,436	3%	\$38,106,374	\$47,897,477	\$200	48,956	15%	7,343
Food Services & Drinking Places								0
Full-Service Restaurants	\$58,368,809	7%	\$82,951,834	\$104,265,589	\$225	94,728	15%	14,209
Limited-Service Eating Places	\$27,236,768	3%	\$38,708,000	\$48,653,685	\$325	30,602	3%	930
Special Food Services	\$2,275,832	0%	\$3,234,338	\$4,065,373	\$250	3,324	15%	499
Drinking Places (Alcoholic Bevs)	\$121,138	0%	\$172,157	\$216,392	\$350	126	0%	0
Total Retail Demand	\$789,662,411	100%	\$1,122,242,279	\$1,410,592,713		1,006,470		103,872
Est. Households	40,903		58,130	73,066				
<i>Source: U.S. Census, ESRI-BIS, Urban Land Institute, Governor's Office of Planning & Budgeting, Leland Consulting Group</i>								
<i>Note: excludes auto sales, gas stations</i>								
<i>Note: all figures in current dollars</i>								

Site could reasonably capture over 100,000 s.f. of retail space in select categories from 2010 to 2015, based on household growth alone

Hotel/convention uses at site would increase demand & focus more on dining & higher-end shopping

Proposed Redevelopment Program

Residential enclave with neighborhood commercial and destination uses

- range of residential densities (2 to the acre to 22 to the acre) and products (mother-in-law units)
- community public space anchors
- strong pedestrian connections between living communities / centers
- commercial spaces at gateways and along grand boulevard
- conversion of hanger for recreation / workout / physical therapy uses
- potential land bank for future support medical and / or institutional uses
- commercial service and retail in support of aging residents
- chapel(s)
- strong design controls

Proposed Redevelopment Program

Site Plan:



Street grid provides a high level of connectivity to all parts of the site, bends according to the dictates of the site, maximizes development potential

Takes maximum advantage of the opportunities presented by views, shapes, access

Calls for 2 initial points of access , a third one to the west in a later phase

Densities generally higher at the north end

2 mixed use village centers at key locations

Residential is organized into 5 neighborhoods, each with its own park element

Parks and medians used to define and connect neighborhoods

All residences within walking distance of retail and parks

Multiple routes to greatest possible extent, traffic evenly dispersed, good emergency response

Parks and mixed use serve as gateways

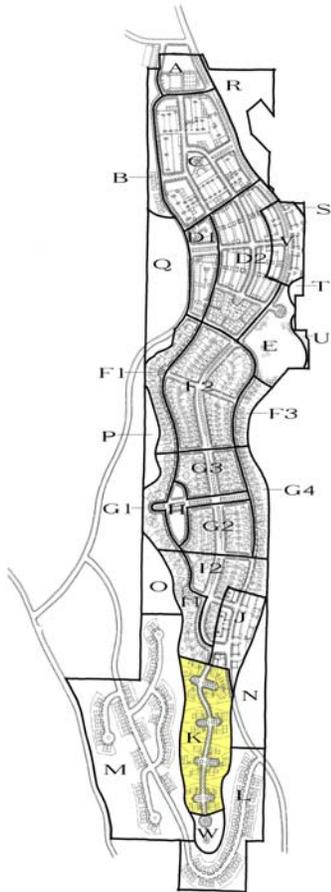
Development is compact, pedestrian-friendly, mixed use

Wide range of housing products, diversity will strengthen personal and civic bonds essential to authentic community

Interconnected network of streets designed to encourage walking, reduce auto trips, conserve energy

Proposed Redevelopment Program

South end on top –
low density single-family homes



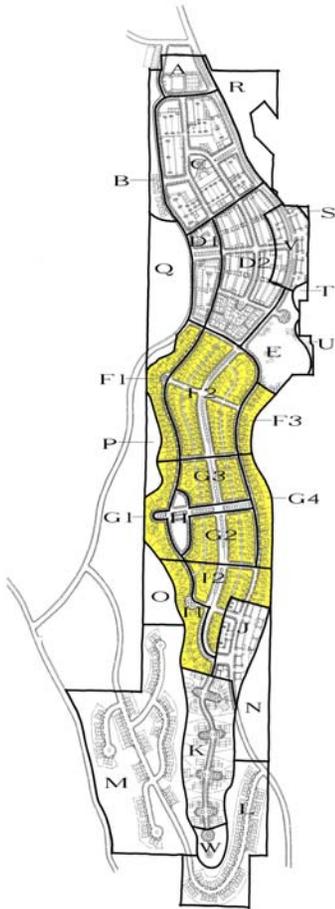
Distinctive
architectural
character

Well defined
pedestrian
environment

Privacy/views
are protected by
landscaping and
open space

Proposed Redevelopment Program

Middle section –
medium density patio homes on the rim and
bungalows in the interior



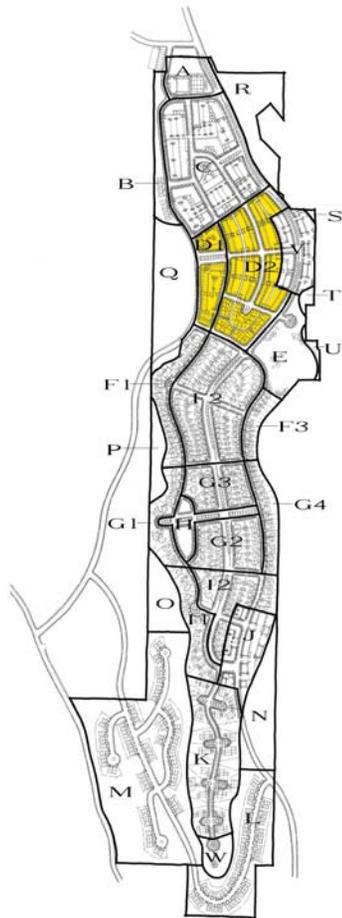
Patio homes
overlook the
valley

Bungalows and
duplexes fill the
interior blocks

Alleys allow
useable front
porches and
uninterrupted
sidewalks

Proposed Redevelopment Program

North central area – high density residential

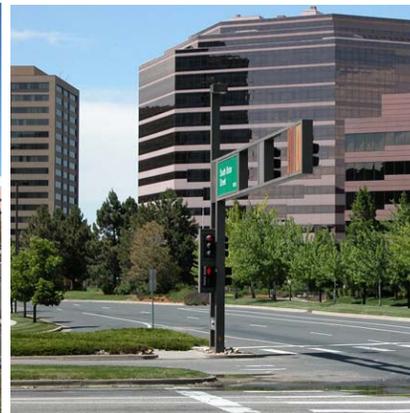
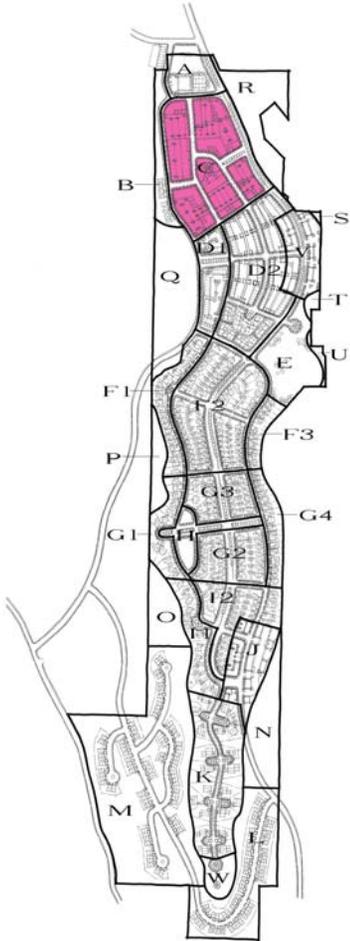


Courtyard housing
defines a
transition
neighborhood

Townhouses in
the balance of the
area define the
street space

Proposed Redevelopment Program

North end – Institutional campus (Alt. A)



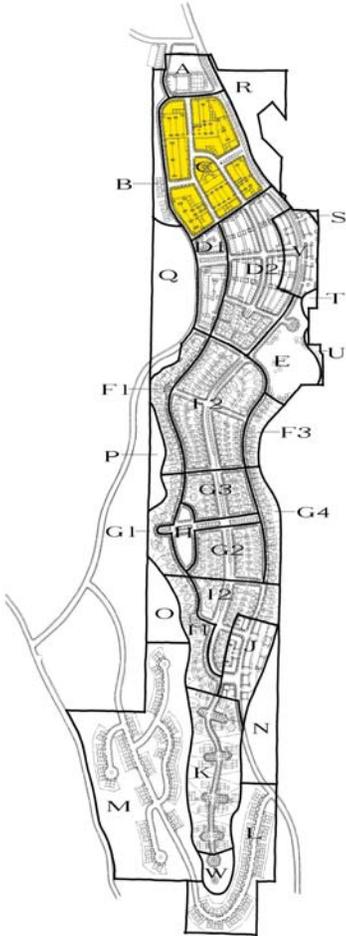
Building masses define the outdoor spaces

The campus anchors the project's north end

Allows north-south pedestrian circulation to pass through

Proposed Redevelopment Program

North end – high density residential (Alt. B)



Provides a diversity of price points

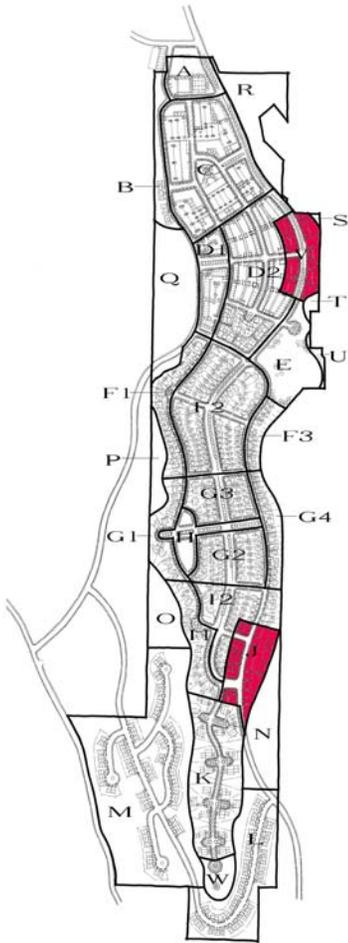
Building shape the street space

Good pedestrian environment

Close to downtown employment

Proposed Redevelopment Program

Two mixed-use /commercial nodes –



Village character

Designed for pedestrian access

Lofts above retail

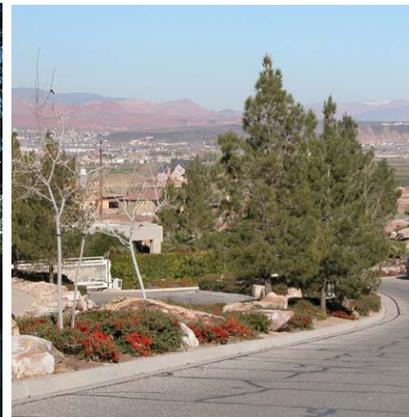
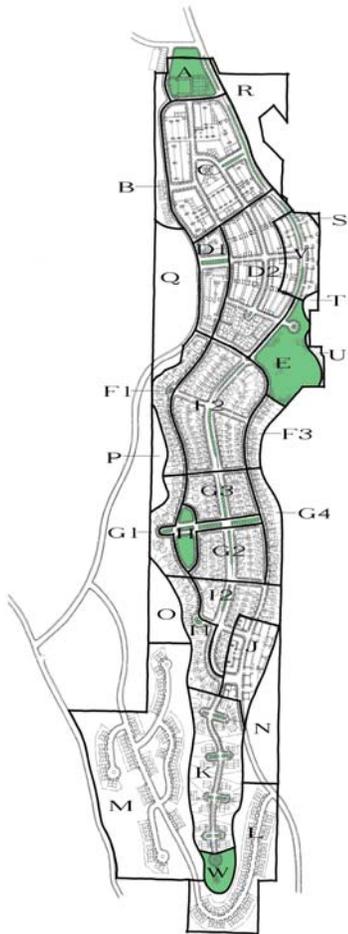
Parking to the side or at the rear

Terminate internal views, and make good use of valley views

Visible from downtown St. George

Proposed Redevelopment Program

Parks, medians, open space



Focal points at ends of streets control internal views

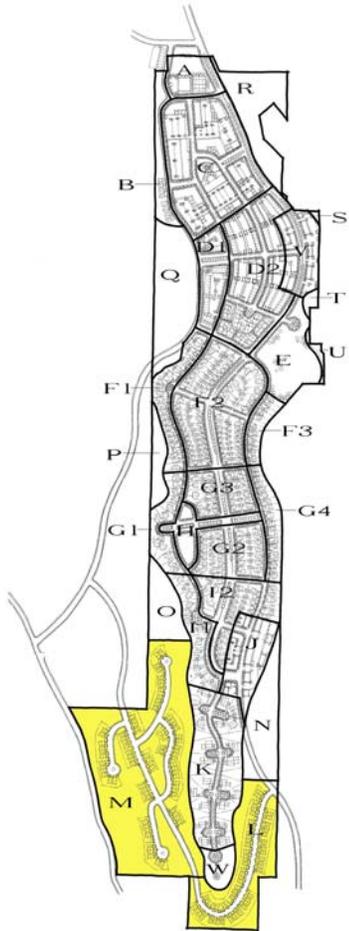
Frame views of the valley and downtown

Mews provide continuity of pedestrian access

Parks and parkways organize and integrate neighborhoods

Proposed Redevelopment Program

South end, on slope face -
town homes



General Plan

The following objectives and policies of the General Plan are advanced by the program ...

- The City will promote sound economic land uses in the planning and development of land surrounding or adjacent to the replacement airport ...
- Future redevelopment of the existing airport is expected to fund the cost of improvements to support that development ...
- Assure that growth occurs at a pace, and in areas, that can be reasonably sustained by City services and facilities and therefore does not place an inequitable financial burden on existing residents ...
- Assure that new development is organized as neighborhoods ...
- Encourage neighborhoods that allow residents to remain in the neighborhood even as their life stages change ...
- Convenience commercial centers should be encouraged at appropriate locations in residential areas to reduce cross-town travel ...
- Commercial development should be encouraged in clusters or mixed-use centers ...
- Commercial areas in new development are encouraged to incorporate a mix of uses, including residential and office, in traditional neighborhood ("new urbanist") development patterns ...

Smart Growth

[Greyfield sites](#) are the first wave of large landholdings that are in existing communities, near transit, with existing utilities and transportation systems, with potential for significant densification.

[Greyfields ...](#)

average site size over 45 acres

located in established neighborhoods and shopping districts

accessed from urban arterials with bus service

millions of square feet of competing space in vicinity

[Greyfield](#) sites offer the possibility of integrating site activities into neighborhood contexts

Development of new activity centers on [greyfield](#) sites concentrates origins and destinations built at densities high enough to support transit service.

[Congress for New Urbanism \(CNU\) Principles for Reinvestment of Greyfield Sites...](#)

evolve the site from a single structure into a district with sub-districts

establish a street pattern

reorient activity to face the street

connect with the surrounding community

integrate multiple uses

design for human scale

include housing

customize to fit local needs

Development Economic Analysis

Alternative A: With Institutional Campus

Development Program

	# of Acres	Density/ FAR	Developed Units/SF
Residential:			
Low Density Residential	16	1.3	21
Medium Density Residential	72	5.8	419
High Density Residential	3	3.6	12
Residential On Slope	54	2.6	140
Total Residential:	146	--	592
Non-Residential:			
Commercial/Mixed-Use	11	50%	234,571
Institutional Campus	18	50%	402,059
Total Non-Residential:	29	50%	636,629
Total Developed Area:	175		
Total Land Area:	282		

Absorption Schedule

	Total	Year									
		2011	2012	2013	2014	2015	2016	2017	2018	2019	2020
Residential:											
Low Density Residential	16	8	8	0	0	0	0	0	0	0	0
Medium Density Residential	72	24	24	24	0	0	0	0	0	0	0
High Density Residential	3	0	3	0	0	0	0	0	0	0	0
Residential On Slope	54	0	18	18	18	0	0	0	0	0	0
Total Residential:	146	32	54	42	18	0	0	0	0	0	0
Non-Residential:											
Commercial/Mixed-Use	11	0	0	0	11	0	0	0	0	0	0
Institutional Campus	18	0	0	0	0	0	18	0	0	0	0
Total Non-Residential:	29	0	0	0	11	0	18	0	0	0	0
Total Project Absorption (Acres):	175	32	54	42	29	0	18	0	0	0	0

Development Economic Analysis

Alternative A: With Institutional Campus (Cont'd)

Estimated Project Land Value

Project Revenues	Assumption	Year									
	Factor	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020
Residential:											
Low Density Residential	\$200,000	\$1,617,000	\$1,697,850	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Medium Density Residential	\$250,000	\$6,005,000	\$6,305,250	\$6,620,513	\$0	\$0	\$0	\$0	\$0	\$0	\$0
High Density Residential	\$150,000	\$0	\$522,900	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Residential On Slope	\$150,000	\$0	\$2,847,075	\$2,989,429	\$3,138,900	\$0	\$0	\$0	\$0	\$0	\$0
Total Residential:		\$7,622,000	\$11,373,075	\$9,609,941	\$3,138,900	\$0	\$0	\$0	\$0	\$0	\$0
Non-Residential:											
Commercial/Mixed-Use	\$15.00	\$0	\$0	\$0	\$8,146,344	\$0	\$0	\$0	\$0	\$0	\$0
Institutional Campus	\$10.00	\$0	\$0	\$0	\$0	\$10,262,805	\$0	\$0	\$0	\$0	\$0
Total Non-Residential:		\$0	\$0	\$0	\$8,146,344	\$0	\$10,262,805	\$0	\$0	\$0	\$0
Total Project Revenue		\$7,622,000	\$11,373,075	\$9,609,941	\$11,285,244	\$0	\$10,262,805	\$0	\$0	\$0	\$0
Project Expenses											
Site Development Costs	\$50,000	\$4,280,333	\$2,189,027	\$1,560,028	\$0	\$1,079,779	\$0	\$0	\$0	\$0	\$0
Sales/Marketing	7%	\$533,540	\$796,115	\$672,696	\$789,967	\$0	\$718,396	\$0	\$0	\$0	\$0
General/Administrative	2%	\$152,440	\$227,462	\$192,199	\$225,705	\$0	\$205,256	\$0	\$0	\$0	\$0
Property Taxes	2%	\$128,700	\$83,304	\$45,752	\$18,223	\$18,952	\$0	\$0	\$0	\$0	\$0
Total Project Expenses		\$5,095,013	\$3,295,907	\$2,470,674	\$1,033,895	\$1,098,731	\$923,652	\$0	\$0	\$0	\$0
Project Net Present Value											
Net Income		\$2,526,987	\$8,077,168	\$7,139,267	\$10,251,349	(\$1,098,731)	\$9,339,152	\$0	\$0	\$0	\$0
Present Value Factor	10%	1.00000	0.90909	0.82645	0.75131	0.68301	0.62092	0.56447	0.51316	0.46651	0.42410
Present Value Cash Flow		\$2,526,987	\$7,342,880	\$5,900,221	\$7,701,990	(\$750,448)	\$5,798,879	\$0	\$0	\$0	\$0
Net Present Value	\$28,520,508										
Net Present Value/Acre	\$101,137										

Source: URS and Leland Consulting Group.

Development Economic Analysis

Alternative B: Without Institutional Campus

Development Program

	# of Acres	Density/ FAR	Developed Units/SF
Residential:			
Low Density Residential	16	1.3	21
Medium Density Residential	72	5.8	419
High Density Residential	22	10.7	234
Residential On Slope	54	2.6	140
Total Residential:	164	--	814
Non-Residential:			
Commercial/Mixed-Use	11	50%	234,571
Institutional Campus	0	50%	0
Total Non-Residential:	11	50%	234,571
Total Developed Area:	175		
Total Land Area:	282		

Absorption Schedule

	Total	Year									
		2011	2012	2013	2014	2015	2016	2017	2018	2019	2020
Residential:											
Low Density Residential	16	8	8	0	0	0	0	0	0	0	0
Medium Density Residential	72	24	24	24	0	0	0	0	0	0	0
High Density Residential	22	11	11	0	0	0	0	0	0	0	0
Residential On Slope	54	0	18	18	18	0	0	0	0	0	0
Total Residential:	164	43	61	42	18	0	0	0	0	0	0
Non-Residential:											
Commercial/Mixed-Use	11	0	0	0	11	0	0	0	0	0	0
Institutional Campus	0	0	0	0	0	0	0	0	0	0	0
Total Non-Residential:	11	0	0	0	11	0	0	0	0	0	0
Total Project Absorption (Acres):	175	43	61	42	29	0	0	0	0	0	0

Development Economic Analysis

Alternative B: Without Institutional Campus (Cont'd)

Estimated Project Land Value

Project Revenues	Assumption	Year									
	Factor	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020
Residential:											
Low Density Residential	\$200,000	\$1,617,000	\$1,697,850	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Medium Density Residential	\$250,000	\$6,005,000	\$6,305,250	\$6,620,513	\$0	\$0	\$0	\$0	\$0	\$0	\$0
High Density Residential	\$150,000	\$1,633,500	\$1,715,175	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Residential On Slope	\$150,000	\$0	\$2,847,075	\$2,989,429	\$3,138,900	\$0	\$0	\$0	\$0	\$0	\$0
Total Residential:		\$9,255,500	\$12,565,350	\$9,609,941	\$3,138,900	\$0	\$0	\$0	\$0	\$0	\$0
Non-Residential:											
Commercial/Mixed-Use	\$15.00	\$0	\$0	\$0	\$8,146,344	\$0	\$0	\$0	\$0	\$0	\$0
Institutional Campus	\$10.00	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Non-Residential:		\$0	\$0	\$0	\$8,146,344	\$0	\$0	\$0	\$0	\$0	\$0
Total Project Revenue		\$9,255,500	\$12,565,350	\$9,609,941	\$11,285,244	\$0	\$0	\$0	\$0	\$0	\$0
Project Expenses											
Site Development Costs	\$50,000	\$5,203,333	\$2,189,027	\$1,560,028	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Sales/Marketing	7%	\$647,885	\$879,575	\$672,696	\$789,967	\$0	\$0	\$0	\$0	\$0	\$0
General/Administrative	2%	\$185,110	\$251,307	\$192,199	\$225,705	\$0	\$0	\$0	\$0	\$0	\$0
Property Taxes	2%	\$118,800	\$66,456	\$28,230	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Project Expenses		\$6,155,128	\$3,386,364	\$2,453,152	\$1,015,672	\$0	\$0	\$0	\$0	\$0	\$0
Project Net Present Value											
Net Income		\$3,100,372	\$9,178,986	\$7,156,789	\$10,269,572	\$0	\$0	\$0	\$0	\$0	\$0
Present Value Factor	10%	1.00000	0.90909	0.82645	0.75131	0.68301	0.62092	0.56447	0.51316	0.46651	0.42410
Present Value Cash Flow		\$3,100,372	\$8,344,533	\$5,914,702	\$7,715,681	\$0	\$0	\$0	\$0	\$0	\$0
Net Present Value		\$25,075,287									
Net Present Value/Acre		\$88,919									

Source: URS and Leland Consulting Group.

Development Economic Analysis

Summary Comparison of Alternatives

	<i>Alternative A: With Institutional</i>	<i>Alternative B: Without Institutional</i>
Project Land Area (acres):	282	282
Total Development Acres:		
Low Density Residential	16	16
Medium Density Residential	72	72
High Density Residential	3	22
Residential On Slope	54	54
Commercial/Mixed-Use	11	11
Institutional Campus	18	0
Total Development Acres	175	175
Total Project Revenues (@Build-Out)	\$50,153,065	\$42,716,035
Total Project Expenses (@Build-Out)	\$13,917,873	\$13,010,317
Project Net Income	\$36,235,192	\$29,705,719
Net Present Value	\$28,520,508	\$25,075,287
Net Present Value/Acre	\$101,137	\$88,919
Source: URS and Leland Consulting Group.		

- Under the redevelopment program, assuming absorption of proposed land uses over a reasonable time period (5 to 10 years), the present value of the land is approximately twice its current appraised value.
- Alternative A appears to be more valuable given the potential for an institutional campus. As shown, even if this campus developed later than a residential use, the value would be higher on a present value basis.

City Contributions

Public sector contributions to reinvestment ...

- clear and long-term public vision (this effort)
- public infrastructure investment (water, wastewater, roads)
- infrastructure cost participation
- infrastructure management / maintenance plans
- public amenities including parks and trails
- upfront financing (participation, district)
- standard streamlined approaches to entitlement
- right and flexible zoning
- land acquisition and write-downs
- multiple funding programs and sources
- Investment protection
- strong partnerships
- political support

Public Sector Role

What the public sector seeks from the private sector ...

Developers who have done multi-use infill projects

- Who know the public scrutiny and won't back out
- Who understand public process and microscopic view of a public project
- Who have experience in the project type desired
- A successful track record

Developers who are financially strong

- Equity or an equity source in place
- Debt sources as well

Private Sector Role

What the private sector seeks from the public sector ...

Political will

- Stable City Council / Planning Commission
- Community support
- Community and business alignment
- Favorable (or at least neutral) media

Financial means

- Tax reimbursement program
- Bonding capacity
- Site control
- Other needed incentives and mechanisms

Redevelopment Strategy Options

Project goal: develop a redevelopment program and disposition strategy, market-supported, which maximizes the return to the City; and, ensures sustainable redevelopment of this valued community asset

Following are strategies to accomplish this project goal

...

- Position the property for sale in the near-term (bulk sale) with a lease-back to the City
- Identify alternative funding source to supplement proceeds from early sale of select parcels
- Identify an long-term funding source with either a bulk or phased sale at or after relocation of airport operations

Redevelopment Strategy Options

Position the property for sale in the near-term ...

- Prepare marketing documents expressing vision for property
- Identify potential land developer audiences (solicit interest)
- Define architectural controls (CC&Rs)
- Process plan amendments - zoning / platting of property (optional)
- Complete infrastructure improvements – roadway, water, wastewater (optional)
- Identify City role (if any) in redevelopment (e.g., regulatory, financial, market, physical, political)
- Define terms of lease-back to the City while airport still operational

Issues:

- Developer risk: “hope” of a market and favorable financing and political structure when current airport site available for redevelopment
- Early purchase with a delayed return = land banking -- cost of money for land banking transactions expensive and limited
- “Opportunity cost” particularly high in a good market with immediate market opportunities
- Inevitable discount on property: 50% to 70% of appraised value
- Limited additional investment (hard or soft costs) in property by City

Redevelopment Strategy Options

Identify an alternative funding source to supplement proceeds from early property sales ...

- Prepare marketing documents expressing vision for property
- Identify potential developer audiences (solicit interest)
- Define architectural controls (CC&Rs)
- Process flexible plan amendments - zoning / platting of property (not-optional)
- Complete infrastructure improvements – roadway, water, wastewater (not-optional)
- Begin sale of properties that when developed will not interfere with on-going airport operations
- Select developer for replacement airport site who could also serve as design / build agent for new airport
- Identify City role (if any) in large-scale redevelopment (e.g., plan processing, participation in costs and revenue, etc.)
- Acquire municipal facility funding dollars

Issues:

- Developer risk: “hope” of a market and favorable financing and political structure when current airport site available for large-scale redevelopment
- Developer fees for construction of new airport and first position for development of replacement airport
- Revenue from existing facility (if any) and proceeds from early sale of parcels used as debt-service on funding source
- Potential need for City “gap” financing for developer fees, airport operations and debt-service (in the near-term)
- Opportunity cost less as developer potentially participating in revenue from parcel sales and design / build fees
- Potential for full purchase price to City (over time) from property

Redevelopment Strategy Options

Identify long-term funding source with final transfer after relocation of airport ...

- Prepare marketing documents expressing vision for property
- Identify potential land developer audiences (solicit interest)
- Define architectural controls (CC&Rs)
- Process flexible plan amendments - zoning / platting of property (optimal)
- Select developer for replacement airport site who would also serve as design / build agent for new airport
- Identify City role in redevelopment (e.g., regulatory, financial, market, physical, political)
- Research availability of early dollars with later supplement from sale of property at facility closing
- **Issues:**
- On-going marketing efforts (willingness by City to hold until right "partner" found)
- City carries near-term debt-service on funding
- Availability of dollars which do not require public vote unknown
- Potential to attract full purchase price of property (return to City likely phased)
- Variety of ways City could participate in redevelopment and on-going revenue stream

APPENDIX C

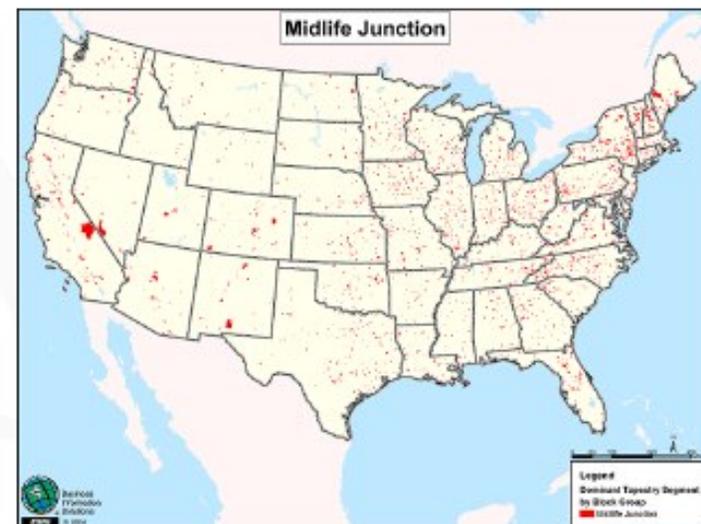
“Tapestry” Lifestyle Segments referenced on page 10 of the final PowerPoint presentation to City Council, October 2005 .

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33 Midlife Junction



Segment Number & Name	33 Midlife Junction
LifeMode Group	L10 Traditional Living
Urbanization Group	U8 Suburban Periphery II
Household Type	Mixed
Median Age	40.3 years
Income	Middle
Employment	Prof/Mgmt/Svc
Education	Some College
Residential	Single Family; Multiunit
Race/Ethnicity	White
Preferences	Go power boating Own CD 6 months or less Eat at Ruby Tuesday Watch comedies & game shows on TV Own/Lease Buick



15 Silver and Gold



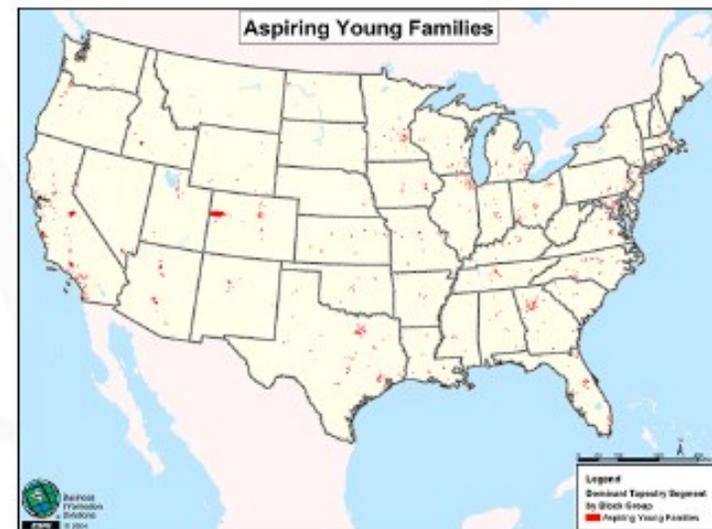
Segment Number & Name	15 Silver and Gold
LifeMode Group	L5 Senior Styles
Urbanization Group	U7 Suburban Periphery I
Household Type	Married Couples w/o Kids
Median Age	57.9 years
Income	Upper Middle
Employment	Retired/Prof/Mgmt
Education	Some College; Bach/Grad Degree
Residential	Single Family; Seasonal
Race/Ethnicity	White
Preferences	Go boating and fishing Use stock rating service Order from L.L. Bean Read boating magazines Own/Lease Mercury



28 Aspiring Young Families

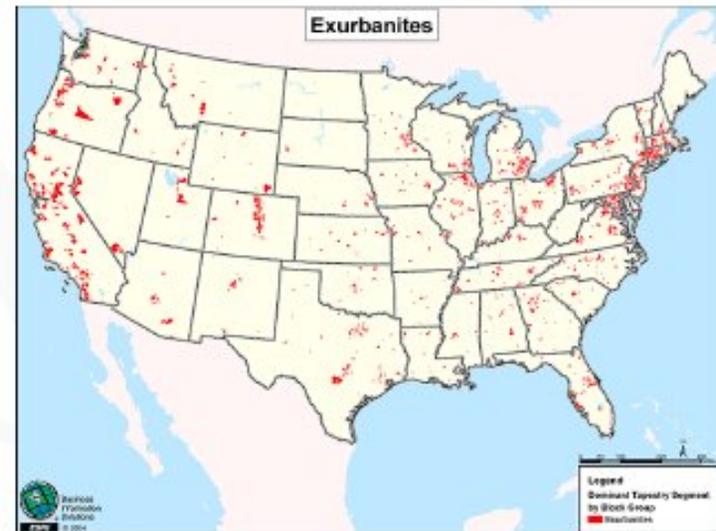


Segment Number & Name	28 Aspiring Young Families
LifeMode Group	L7 High Hopes
Urbanization Group	U4 Metro Cities II
Household Type	Family Mix
Median Age	30.1 years
Income	Middle
Employment	Prof/Mgmt/Svc
Education	Some College; Bach Degree
Residential	Multiunit; Townhome
Race/Ethnicity	White
Preferences	Eat at family restaurants/steakhouses Bank by phone Watch cable & syndicated TV Listen to pro basketball games on radio Own/Lease Mazda/Honda



07 Exurbanites

Segment Number & Name	07 Exurbanites
LifeMode Group	L1 High Society
Urbanization Group	U7 Suburban Periphery I
Household Type	Married Couple Families
Median Age	43.1 years
Income	Upper Middle
Employment	Prof/Mgmt
Education	Some College; Bach/Grad Degree
Residential	Single Family
Race/Ethnicity	White
Preferences	Order from QVC Own shares in tax-exempt fund Go bird-watching Watch ski jumping on TV Own new, imported vehicle



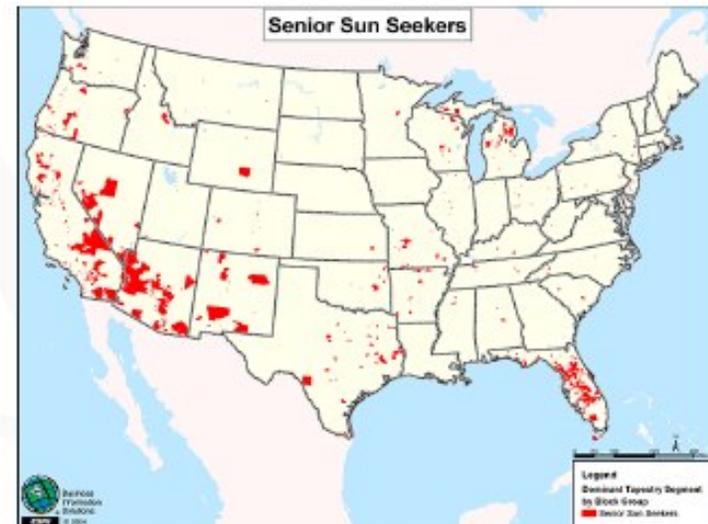
12 Up-and-Coming Families

Segment Number & Name	12 Up-and-Coming Families
LifeMode Group	L9 Family Portrait
Urbanization Group	U7 Suburban Periphery I
Household Type	Married Couples w/Kids
Median Age	31.6 years
Income	Upper Middle
Employment	Prof/Mgmt
Education	Some College; Bach Degree
Residential	Single Family
Race/Ethnicity	White
Preferences	Eat at Chili's Grill & Bar Have mortgage insurance Attend adult education classes Listen to classic hits radio Vehicle serviced at auto repair chain



49 Senior Sun Seekers

Segment Number & Name	49 Senior Sun Seekers
LifeMode Group	L5 Senior Styles
Urbanization Group	U9 Small Towns
Household Type	Married Couples w/o Kids; Singles
Median Age	51.5 years
Income	Lower Middle
Employment	Retired/Prof/Mgmt/Skilled/Svc
Education	HS Grad; Some College
Residential	Single Family; Mobile Home; Seasonal
Race/Ethnicity	White
Preferences	Take vitamin, diet supplements Own savings certificate Watch cable TV Watch the Travel and Golf Channels Own/Lease Oldsmobile



41 Crossroads

Segment Number & Name	41 Crossroads
LifeMode Group	L12 American Quilt
Urbanization Group	U9 Small Towns
Household Type	Family Mix
Median Age	31.6 years
Income	Lower Middle
Employment	Skilled; Services
Education	No HS Diploma; HS Grad
Residential	Mobile Home
Race/Ethnicity	White
Preferences	Shop at convenience stores Own CD > 6 months Own pets Read boating, motorcycle magazines Vehicle serviced by discount dept. store

