

2019

CHARLOTTE DOUGLAS INTERNATIONAL AIRPORT REPORT OF ACHIEVEMENT

WE'RE
BUILDING AN
AIRPORT FIT
FOR THE QUEEN





We're Building An Airport Fit For The Queen

VISION:

We will serve as an economic engine of the Carolinas, facilitating the movement of people and goods, creating jobs and enterprise and sustaining a higher quality of life.

MISSION:

We will be the preferred airport and airline hub by providing the highest quality product for the lowest possible cost.

Note to Readers: This report includes CLT's 2019 highlights and does not reflect the impact to Airport operations in 2020 due to COVID-19.

Management Highlights 8
Building for the Future

Building for Growth 14
Destination CLT

Economic Impact 20
Destination District

Airport Infrastructure 26
Airfield Maintenance

Safety & Training 30
Carolina Public Sector Star Award

Passenger Experience 34
Art Brings Culture to CLT

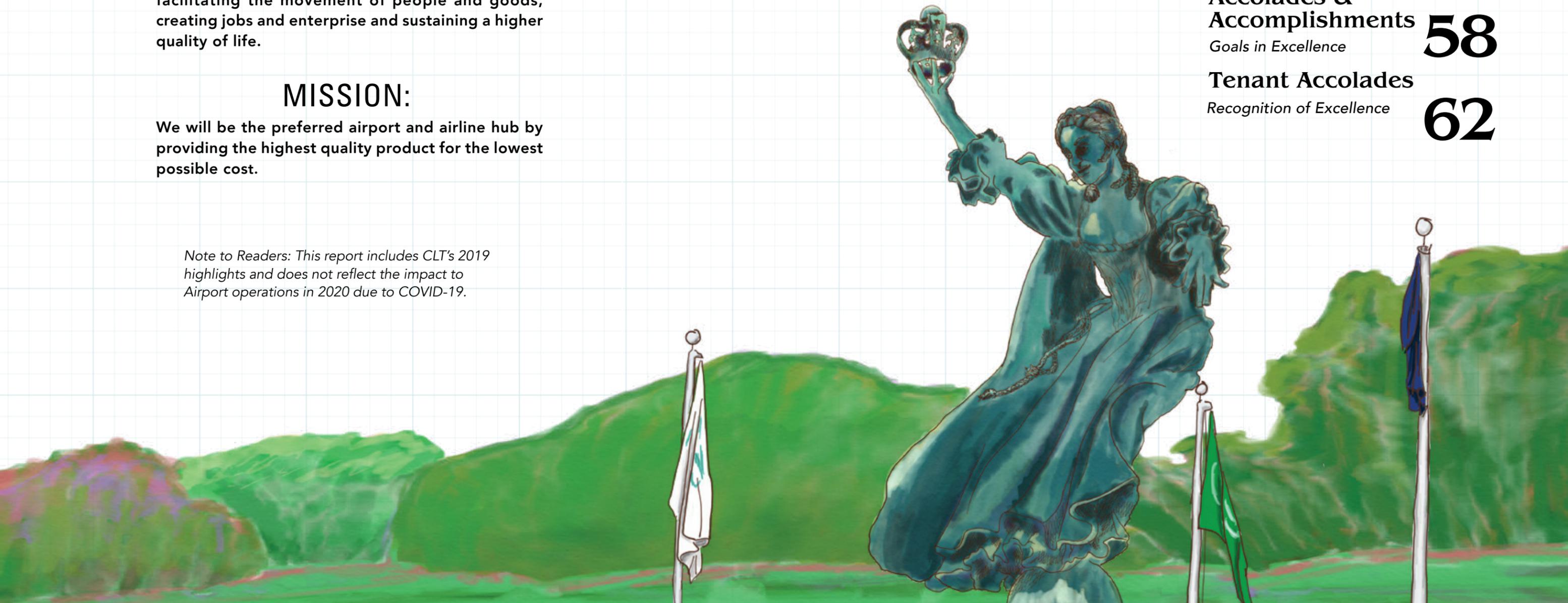
Community Engagement 42
*Making Connections
Outside the Terminal*

Career Opportunities 48
Investing in Employees

Sustainability Initiative 56
Building with Sustainability

Accolades & Accomplishments 58
Goals in Excellence

Tenant Accolades 62
Recognition of Excellence



LETTER FROM THE AVIATION DIRECTOR/CEO

Charlotte Douglas International Airport (CLT) is building an airport fit for the queen. The 2019 Report of Achievement offers a glimpse into a year filled with big achievements.

Topping our list was the major headway made on Destination CLT projects. The Airport completed renovations on Concourse B, finished the East Terminal Expansion - The Plaza, opened new lanes on the upper and lower level roadway and began construction on the Terminal Lobby Expansion.

Just as impressive, the Airport broke its passenger and operations record serving more than 50 million passengers and handling 578,263 arrivals and departures.

Throughout the year, the Airport remained focused on enhancing the passenger experience by installing 1,400 seats with integrated power, three selfie stations, five new artworks and opening 16 new concession concepts. A redesigned website and new app also were introduced.

For our employees, we continued to invest in training and education. The Educational Assistance Program, Job Shadowing Program and numerous onsite and online classes allowed staff to improve their skills and the tools to advance their careers.

Within the community, we made connections not just inside, but outside the terminal to promote diversity, equity and inclusion. The Runway 5K provided college funds for area high school students. The Charity Golf Tournament raised money for a local nonprofit. The District 3 Airport Job Fair gave more than 400 residents an opportunity to meet one-on-one with CLT employers.

Growing, investing and connecting, it's part of CLT's foundation for building a world-class airport, and it's our continued commitment to you for building a stronger community.

Sincerely,



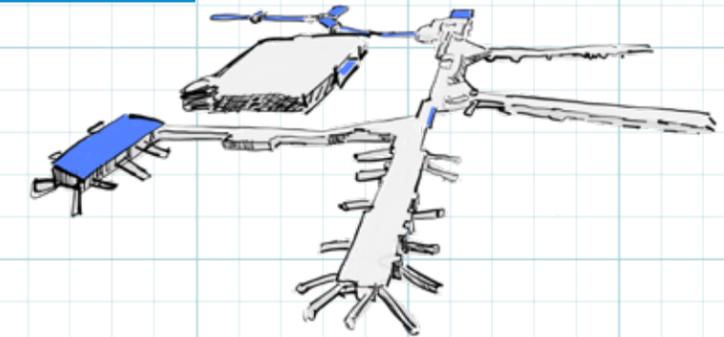
Brent Cagle
AVIATION DIRECTOR/CEO
Charlotte Douglas International Airport

CLT By the Numbers

ECONOMIC IMPACT



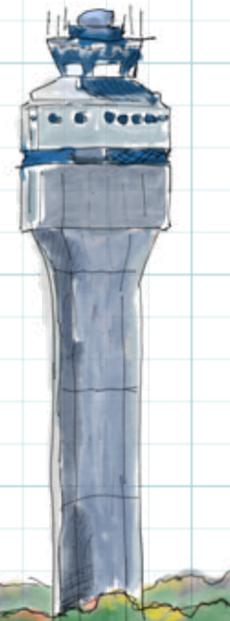
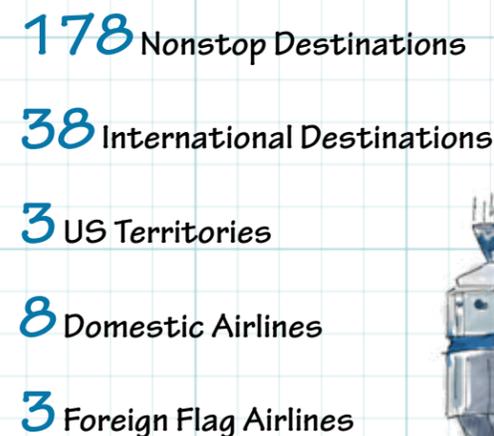
ABOUT CLT AIRPORT



AIRCRAFT OPERATIONS & CARGO



AIRLINES



2019 PRELIMINARY ACI RANKINGS



PASSENGERS



“ Reaching 50 million passengers is a huge milestone. It’s the biggest jump in passenger traffic we’ve had since 2010, which shows our tremendous growth just within the past year. ”

Aviation Director/CEO Brent Cagle

Building for the **FUTURE**

CLT Celebrates Historic Year of Accomplishing Major Milestones

Charlotte Douglas International Airport is embracing growth and ingenuity.

The Airport served 50.2 million passengers in 2019, a historic all-time high and 8 percent increase from the previous year.

“Reaching 50 million passengers is a huge milestone,” said Aviation Director/CEO Brent Cagle. “It’s the biggest jump in passenger traffic we’ve had since 2010, which shows our tremendous growth just within the past year.”

The record-breaking numbers are

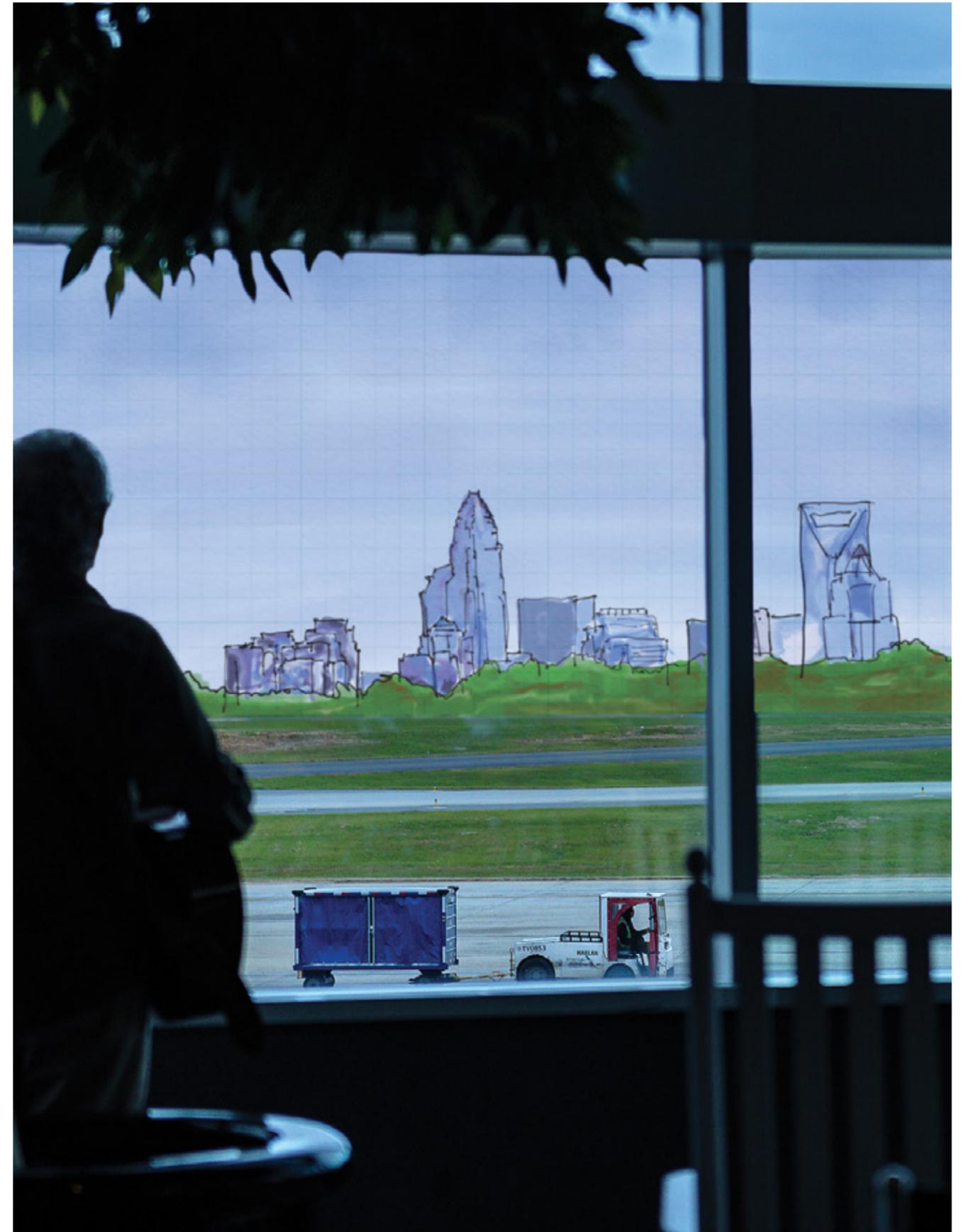
due to a rise in local passenger traffic and additional flights offered by airlines. The number of passengers who begin and end their travels at CLT continues to grow 5 to 8 percent each year as the city’s population grows. It now comprises nearly 30 percent of all passenger traffic. Ten years ago, it was 25 percent.

Contributing to the year’s local increase, CLT set a single day originating passenger record on Aug. 3 with 41,175 flyers beginning their trip at CLT. A visit by Boy Scouts traveling home from the World Scouting

Jamboree in West Virginia helped achieve the sizable number.

Airport operations hit a record high as well. Charlotte Douglas saw 578,263 arrivals and departures, a 5 percent jump from 2018. CLT offers nonstop flights to 178 destinations, including 38 international locations and three U.S. territories. Daily arrivals and departures averaged 1,600 compared to 1,400 in 2018.

“We’re continually expanding the terminal for airlines to add new service and that’s a great position for the Airport as we build for demand,” Cagle said.





“CLT’s prime location on the east coast and low cost-per-enplaned passenger makes the Airport very desirable for airlines to expand in Charlotte.”

Cargo activity had a big year too with 194,956 tons of goods transported through CLT in 2019.

Charlotte Douglas is the sixth busiest airport nationwide and seventh worldwide in daily arrivals and departures, according to Airports Council International’s 2019 preliminary rankings of more than 1,000 airports around the world.

CLT ranks 11th nationwide and 34th worldwide in passenger traffic and 30th nationwide and 118th worldwide in cargo tonnage.

Financial Highlights

Fiscal year 2019 was another year of growth, progress and transformation for Charlotte Douglas International Airport. The Airline Use and Lease Agreement (AUA) with the Signatory Carriers provides management a strong and secure financial platform for the next seven years and a tool for responsibly meeting ever-growing traffic demand. Also Destination CLT, the capital investment program, is on schedule and on budget.

“Fiscal year 2019 was among the best financially in the history of the Airport,” said CLT’s Chief Financial Officer Mike Hill. “The Airport generated record breaking passenger traffic levels, which helped contribute to record

breaking financial revenues and net revenues. These factors helped CLT keep its airline cost per enplaned passengers low, while allowing for record breaking airline profit distribution.”

During the fiscal year that ended June 30, 2019, the Airport experienced its 16th consecutive fiscal year of enplanement growth. Enplaned passengers increased by 3.8 percent; however, origin-and-destination (O&D) passengers increased at a faster rate of 7.9 percent. Four new domestic airlines were added during the fiscal year, providing better connectivity for the 3.2 million people residing in CLT’s air service area.

CLT management oversaw an operating budget of \$172 million

in fiscal year 2019.

As a self supporting business and enterprise fund, the Airport uses no local tax money to pay daily operating costs. Funds come from Airport-generated revenue, including parking, concessions, landing fees, rental cars, advertising, cargo, fixed-base operations and airline rentals.

As an economic engine of the Carolinas, CLT contributes \$23 billion in annual economic input, \$1.1 billion in state and local taxes, 132,330 jobs for North Carolina residents and \$5.7 billion in personal income, according to the N.C. Department of Transportation Division of Aviation. The Airport’s economic impact is expected to grow as facilities and air service continue to be expanded.

“The community at large recognizes that the Airport is the single largest economic engine in the entire region,” Hill said. “In fact, the recent study by the Department of Transportation concluded that Charlotte Douglas International Airport represents approximately 5 percent of the entire gross domestic product of the state of North Carolina. I think that’s about the strongest statement that can be made about the importance of the Airport, not only to the region, but to the entire state.”

CLT is well-known in the aviation industry as an exceptional value by providing a cost effective and reliable platform for its airline business partners. CLT’s \$1.50 net cost per enplaned passenger is among the lowest for large hub

airports in the country.

“What makes Charlotte unique is really the efficiency of our operating capital budget and the fact that we’re able to do more with less,” Hill said. “Another point is we have one terminal complex that allows us generally to keep our cost per square feet basis lower than other airport facilities that have multiple terminal facilities.”

Rating Agencies

In February 2019, S&P Global Ratings affirmed its AA- rating (Stable Outlook) on the Airport’s General Airport Revenue Bonds (GARBS). In June 2019, Fitch Ratings affirmed its AA- rating (with a Stable Outlook) on the Airport’s GARBs following an upgrade in April 2017. Moody’s



maintains an Aa3 (Stable Outlook) on the Airport's GARBs.

These rating actions place the Airport in high regard from a creditworthiness perspective. Only nine other U.S. airports have ratings in the Aa3/AA-category from all three of the major rating agencies. The agencies justified these high ratings based on strong management, very strong financial metrics, resilient enplanements with significant growth in O&D enplanements and the manageable projected impacts of the Airport's capital development program on future financial performance.

"This is a testament to the strength of the Airport's financial management team and to our financial stewardship," Hill said. "We maintain strict oversight of our finances in order to run an efficient and self-sustaining hub."

Air Service Development

CLT is home to eight major carriers, 15 regional carriers and three foreign flag carriers.

The Airport's geographic location along the east coast is within a two-hour flight from more than 60 percent of the nation's population and is often cited by airlines as one aspect that makes CLT an attractive city to serve.

That's not the only factor drawing airlines to Charlotte Douglas. "It's very cost efficient for an airline to operate in Charlotte, and it's well known in the aviation industry that we've recently added new gates," said Haley Gentry, CLT's chief business & innovation officer. "Couple that with the attractiveness of the hub and our local market booming, you'll

discover as the local market grows, so does demand for air travel."

The Airport is the second largest hub to the world's largest airline, American Airlines, offering 670 daily flights to 160 destinations in 25 countries out of Charlotte. American provides 90 percent of air service at CLT.

"The hub brings us so much," Gentry said. "It really is the anchor for economic development throughout our entire region. We had numerous relocations to this area because of the strength of the hub. People want to be here. They know they can fly anywhere they need to go within several hours. That's the power of the hub."

Charlotte Douglas welcomed seven additional nonstop flights at CLT in 2019. American Airlines began service to Erie, Pa., Traverse City Mich., Munich, Germany; Santo Domingo, Dominican Republic; Flint, Mich.; and Grenada. American Airlines also revved up flights to popular destinations and began operating more than 700 daily flights from the Queen City.

Spirit Airlines launched Charlotte service to Baltimore, Orlando, Newark and Fort Lauderdale in June citing the region's economic growth. Frontier added seasonal service to Las Vegas. JetBlue introduced five daily flights to Boston.

There is more airline service in store for CLT's future, according to Gentry. "We have some additional gates in the development process. We have aggressive plans for what that looks like. We're talking with American about the future of the

hub, as well as non-hub carriers about their gate needs. So, I think there is more room for growth. We certainly do have the capacity, ability and desire to have that growth."

Airport management follows six core strategic principles to manage and operate CLT.

Safety and Security:

The Airport will keep safety and security as a first priority.

Customer Focus:

The Airport will provide a superior travel experience that will incorporate southern hospitality.

Strategic Growth:

The Airport will engage in economic development efforts to ensure continued success and promote global competitiveness.

Asset Preservation:

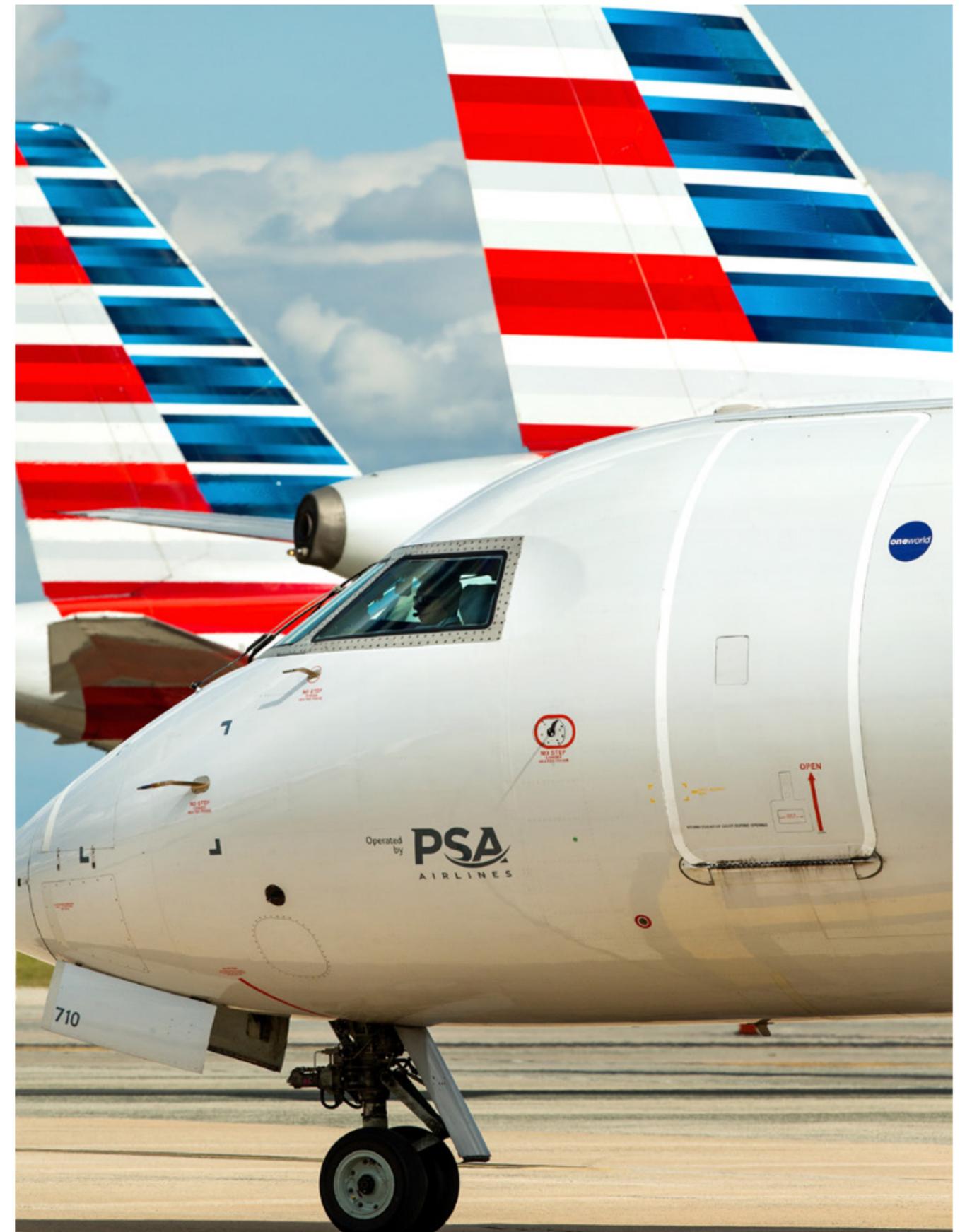
The Airport will proactively maintain equipment and facilities to safeguard against service disruptions.

Value Employees:

The Airport will promote development and education, accountability and ownership, competitive compensation and quality working conditions for Airport employees.

Strong Partnerships:

The Airport will provide a financially self-sustaining and cost-competitive environment with our business partners built on trust and integrity.



“All Destination CLT projects have our passengers in mind. We’re creating a more modern, spacious and efficient terminal that will provide a higher level of customer service for our traveling public. That’s the bottom line for us.”

Chief Operating Officer Jack Christine

Building for UNPRECEDENTED GROWTH

Destination CLT Serves as Springboard to Airport’s Future

Charlotte Douglas International Airport is embracing unprecedented growth. The Airport is in the midst of Destination CLT, a \$2.5 to \$3.1 billion capital investment program that includes concourse renovations and expansion of CLT’s roadways, curb front, airfield and terminal.





As the second largest hub for American Airlines, the world's largest airline, CLT has solidified itself as a world class airport. Destination CLT serves as a springboard to the Airport's future.

"CLT has had steady growth over the last decade, and the impact can be seen in all the construction at the Airport," said Aviation Director/CEO Brent Cagle. "I frequently get asked, 'When will all the construction be done at CLT?' My reply is never. As long as the region is growing and passenger demand stays strong, the Airport will always continue growing and improving."

Terminal Renovations

It was a productive year for Destination CLT projects. Concourse B renovations were completed in May, showcasing a modernized facility with updated passenger amenities. The \$13.5 million transformation is bright,

innovative, customer-focused and a preview of what's in store for Concourses A and C.

Renovations include 950 seats with integrated power, new ceiling tiles, 3,400 square yards of carpet, new wall panels, fresh paint, 1,600 LED lights and improved wayfinding signage. Approximately 27,000 square feet of terrazzo flooring was also placed in the center walkway of the concourse to better accommodate rolling luggage.

Restrooms received new sinks, counters, mirrors, tile finishes, touchless faucets and soap dispensers as well.

Further enhancing the customer experience, new Flight Information Display System (FIDS) monitors were located throughout the concourse and a more user-friendly Wi-Fi system was introduced.

Complementing CLT's art program, in partnership with the Arts & Science Council and Public

Art Commission, four original artworks by local artists Raed Al-Rawi and Nico Amortegui were digitally reproduced to scale and installed on select gate area walls in Concourse B.

"Essentially what we've done is update the concourse with finishes that are more appropriate for today's passenger," said CLT Chief Operating Officer Jack Christine. "It's a complete change from floor to ceiling and provides a higher level of customer service for our traveling public."

Concourse B was the first concourse to undergo the makeover, which began in September 2017. Concourse A renovations will wrap up in early 2020 and Concourse C in summer 2020. The Airport's Atrium will undergo a minor refresh that year too. Ticketing and Baggage Claim will receive an overhaul during the Terminal Lobby Expansion.

The \$90 million project to

revamp CLT concourses is the most extensive renovation initiative in the terminal's history.

Terminal Lobby Expansion

The Terminal Lobby Expansion, the biggest project in the Airport's history, broke ground in December. Construction will take five years to complete.

The expansion will redefine the terminal, creating additional space for security lanes, Ticketing & Baggage Claim and passenger circulation in the terminal lobby. The relocation of the Queen Charlotte statue inside the new lobby space will serve as the focal point.

The \$600 million signature project will transform the Airport's entrance with 366,000 square feet of new and renovated space, along with an architecturally stunning canopy that will welcome visitors for decades.

The expansion will help address the rapid growth at Charlotte

Douglas. When the terminal opened in 1982, it served 2.8 million passengers. The Airport welcomed over seven million originating passengers (those who began and ended their travels at CLT) and approximately 43 million connecting passengers in 2019 for a total of more than 50 million customers.

"We're taking a 37-year-old building and converting it into a modern, innovative facility that offers the latest amenities, stunning artwork, new concessions and nearly doubles the space in Ticketing and Baggage Claim," Cagle said. "Passengers will wonder what happened to the old terminal because it's a complete facelift for the entire front of the building."

The benefits for passengers will include ample seating, modern ticket counters, eight original artworks, numerous charging stations and five pre-

security concession spaces. CLT's five security checkpoints also will be consolidated into three larger, more efficient checkpoints with automated screening lanes to help expedite the screening process. The project is scheduled for completion in 2025.

Elevated Roadway and Terminal Curb Front

The Elevated Roadway and Terminal Curb Front opened five upper level lanes in May and eight lower level lanes in October. The new roadway provides three travel lanes and two drop-off/pick-up lanes on both levels.

"We started this project in late 2015 with the intent to increase the capacity of the curb front and provide more space for passenger pick up and drop off," Christine said. "The additional lanes have made a big impact, resulting in a steady movement of traffic in front of the terminal

and a quicker entry and exit to the Airport.”

The last section of the Elevated Roadway and Terminal Curb Front project that CLT will open are the three upper level lanes near the terminal. Those lanes are complete, but currently store equipment for the Terminal Lobby Expansion. Once the lobby expansion is complete in five years, the lanes will be used by commercial vehicles.

The Airport’s original roadway opened in spring 1982 and offered three upper and lower lanes to the public. An increase in local passengers, who use the roadway, spurred the need to add two additional upper and lower lanes for the public.

East Terminal Expansion – The Plaza

CLT’s new 51,000-square-foot East Terminal Expansion opened in November, offering passengers more concessions and amenities to enhance their traveling experience.

The \$39 million addition, called The Plaza, is located between Concourses D and E. It offers an inviting space to shop, dine and relax with three retail stores, five restaurants and a Minute Suites. CLT now has more than 120 concessions throughout the terminal.

“The Plaza is a wonderful

addition to the Airport,” Cagle said. “From the latest technology to great food, popular retail options and a quiet place to relax, The Plaza has something for everyone.”

The expansion also touts a Mother’s Room, Pet Relief Area, restrooms, terrazzo flooring and lounge seating with views of the airfield.

Integrated power is available in select chairs and tables, which allows passengers to charge their various electronic devices.

In partnership with the Arts & Science Council, an original artwork by Christian Moeller, titled “Loops” hangs prominently as The Plaza’s centerpiece and is a must-see. It is a three-dimensional abstract line drawing materialized in metal, suspended from the ceiling and animated by a constant and slow rotation.

“All Destination CLT projects have our passengers in mind,” Christine said. “We’re creating a more modern, spacious and efficient terminal that will provide a higher level of customer service for our traveling public. That’s the bottom line for us.”

Destination CLT

\$2.5 - \$3.1B
investment program underway

CONCOURSE B RENOVATIONS

950 seats with integrated power

1,600 LED lights

27,000 square feet of terrazzo flooring

TERMINAL LOBBY EXPANSION

366,000 square feet of new and renovated space

ELEVATED ROADWAY & TERMINAL CURB FRONT

5 new upper level lanes

8 new lower level lanes

EAST TERMINAL EXPANSION

51,000 square feet of concession space

9 new concession locations



Wiebke Plans for Airport’s Future

CLT Planning Director Mark Wiebke has seen a lot of changes over the past 32 years he’s worked at Charlotte Douglas International Airport. When he began in 1988 as a civil engineer, CLT had three concourses and served under 15 million passengers.

CLT now has five concourses and in 2019 welcomed more than 50 million passengers and recorded 1,600 daily arrivals and departures. “The Airport has grown so much,” Wiebke said. “In previous

years, we were able to do some things in the daytime. Now pretty much anything has to be done at night that’s on the airfield because it’s so busy. There’s no other time to do it. Aircraft operations run almost 20 hours a day, every day. Thirty years ago it usually slowed down after 9 p.m.”

During his tenure at CLT, Wiebke has had his hand in the construction and expansion of the terminal, parking decks and the CLT Center. He’s held the positions of civil engineer, Airport engineer and facilities director. Currently, he’s CLT’s planning director.

For Wiebke, he’s living his dream. “I love aviation, airplanes, and I’ve never been bored,” he said. “It’s rewarding to be a part of an airport that has grown and is now the second largest hub to the world’s largest airline.”

One of his latest assignments is planning for the Airport’s future. How will CLT expand in 10, 20, 30 years to meet the demands of passenger growth? Wiebke and his team are tackling that important question. “Today, it’s more about the passenger experience,” he said. “The terminal has been redefined over the years as an experience. We must determine how we can better serve the traveling public from arrival at the Airport to their departure.”

As Wiebke nears retirement, it’s one of his biggest jobs yet. But he’s up to the challenge. “Not only are we building to help with capacity and demand, but we’re preparing for the next step after that. We can’t box ourselves in. As a leading airport, we must always think long term to remain one of the fastest growing airports in the world.”

“Passengers will wonder what happened to the old terminal because it’s a complete facelift for the entire front of the building.”

Aviation Director/CEO Brent Cagle

“Thirty years ago if you had a \$50 million project that was a huge project. The Airport is now in the middle of a \$3 billion capital investment program. So, instead of dealing in millions, we’re dealing in billions.”

CLT Planning Director Mark Wiebke

Building for the **REGION**

Destination District Creates Vision for Airport's Future Entryway

CLT is planning a new front door. Known as the Destination District, this commercial development will change the landscape at the Airport's I-85 entranceway and give the region an economic boost.



“For the community, it’s going to be a new heart of the Airport city as we continue to see growth at Charlotte Douglas,” said Stuart Hair, CLT’s economic and community affairs director. “We’re building a destination, a central business district or downtown of the airport city, with all of the things you expect in a downtown clustered together.”

Planners envision a bustling commercial development with office space, a conference center and hotels, parking facilities, gas stations and possibly even restaurants. The 500 acres of land located north of the Airport and less than 10 miles from Uptown Charlotte includes both private property and property owned by the Airport. It’s bordered by Interstate 85, Billy Graham Parkway, Wilkinson Boulevard and Interstate 485.

The economic impact is expected to be huge. It will bring jobs needing everything from entry-level skills to advanced degrees, Hair said. “We’re talking with multiple businesses about

locating their office space in the Destination District. We already know that there will be demand for various skill sets.”

The initiative’s first major success was the opening of the Amazon Robotic Fulfillment Center in October 2019. At its peak during Christmas, the fulfillment center employed 3,000 workers. The 2.4 million-square-foot facility, located on 100 acres once owned by the Airport, includes a state-of-the-art robotics sorting warehouse and distribution center.

It’s a perfect fit for land that was once vacant. “Not only is it about reusing land that we own in a compatible manner, but it’s about providing opportunities to all our communities,” Hair said.

Infrastructure will play a big role as well. CLT is proposing a dedicated road off I-85 that will bring drivers directly to Airport parking lots. There’s also talk of a Silver Line light rail station and potential automated people mover connecting all the various modes of transportation together

within the Destination District.

The Airport is working with other city departments, North Carolina Department of Transportation, private businesses and private developers to create a refined Destination District Central Transportation and Land Use Plan for dynamic growth of the region.

“We’re really creating a vision for this development,” Hair said. “We have a couple different projects that are actively in the works, and we expect some exciting news to come out of those projects in 2020.”

The Airport plans to break ground on new buildings within the Destination District in three to five years. In 10 years, the initiative is expected to come into fruition. “The Silver Line plans to be active for operational service within 10 years,” Hair said. “So the light rail service from Uptown coming fully online will really catalyze a lot of these growth opportunities and create a great synergy for development.”



Family Keeps Patriarch’s Business Alive

Bernie Johnson first opened a hot dog stand at Charlotte Douglas International Airport in the early 1980s. His daughter, Yolanda Johnson, remembers running up and down the Airport concourses as a child as her dad worked. But it wasn’t until he passed away in 2009 that she, along with her mother and sister, decided to make the Airport their workplace.

Yolanda was a banker by trade. Her sister, Rhonda Johnson, was an engineer, and their mom, Sue, is a retired Charlotte-Mecklenburg Schools administrator. After Bernard Johnson’s death, all three left their jobs and took over his company, SB&J Enterprises, which by that time owned several small businesses in the Airport.

Together, the three women have kept the family business going. They now own three restaurants, two gift shops and a small bar in the CLT terminal. SB&J is considered the Airport’s longest-standing concessionaire.

“Don’t get me wrong, I helped out my dad before. But this wasn’t my job. Now, this is what I do. It’s my life,” said Yolanda Johnson. “Business has been good. The uptick in enplanements translates to more customers for us.”

SB&J is one of the 19 small-, minority- or women-owned companies doing business in the terminal. Part of the Airport Concessions Disadvantaged Business Enterprise (ACDBE) program, the Aviation Department actively seeks to do business with these companies. In 2019, they had a combined gross revenue of \$50 million.

Five new ACDBE-owned restaurants and shops opened in the terminal that year including SB&J’s Rhino Market & Deli, which is also a local brand. The other SB&J ventures at CLT are The Taproom, Wendy’s, Uptown Minibar, News2U and On the Square.

“ This is what I do. It’s my life. ”

Yolanda Johnson, small business owner



CLT NEWS BRIEFS:

Concessions

Charlotte Douglas opened 16 new shops and restaurants in 2019: Auntie Anne's, Bojangles', Charlotte's Landing, Charlotte Supply, iStore, Lego, Minute Suites, Potbelly Sandwich Shop, Pret A Manger, Rhino Deli & Market, Shake Shack, Temp Bar, Smashburger, The Body Shop, Uptown Minibar and Wicked Weed Brewing.

Throughout the terminal, CLT offered 128 venues, amounting to 139,400 square feet of concession choices to elevate the passenger experience.

Together HMSHost, CLT's food and beverage concessionaire, and Paradies Lagardère, CLT's retail concessionaire, generated over \$266 million in gross sales, an increase of 11 percent from 2018 and employed more than 1,700 people.

Business Diversity Programs

To assist minority, women-owned and small businesses, the Aviation Department supports three business diversity programs - federally approved and mandated Disadvantaged Business Enterprise (DBE) and Airport Concessions Disadvantaged Enterprise (ACDBE) Programs, as well as the City's Charlotte Business INclusion (CBI) Program.

The Department's ACDBE Program works with the Airport's master concessionaires HMSHost and Paradies Lagardère to reach yearly goals set by the city and Airport. In 2019, ACDBE terminal concessions generated over \$50 million of combined revenue.

The Airport's Food Truck Program launched in fall 2017 to encourage local firms to participate with CLT in a non-traditional concessions setting more conducive to small businesses. The program, which now has 31 food trucks, expanded in 2019 to an additional location - the Fleet Facility building.

CLT also hosted five outreach events for small, minority and women-owned businesses to help educate the public about doing business with CLT and upcoming Airport projects.

CLT's Economic Impact

Charlotte Douglas International Airport contributes a \$23 billion yearly economic impact to the local region.

CLT also contributes \$1.1 billion in state and local taxes, 132,330 jobs for N.C. residents and \$5.7 billion in personal income, according to the N.C. Department of Transportation Division (NCDOT) of Aviation.

Overall, North Carolina's 10 commercial service and 62 general aviation airports provide more than \$52 billion yearly in economic impact, approximately 307,000 jobs, \$12.6 billion in personal income and \$2.2 billion in state and local tax revenues to the state's economy.

Data was compiled for NCDOT's report "North Carolina : The State of Aviation" and analyzed by North Carolina State University's Institute for Transportation Research and Education.

CONCESSIONS

16 new shops and restaurants

128 total concessions with **139,400** square feet of concession choices

1,700 residents employed by concessionaires

\$266 million gross sales

11 percent increase in revenues from 2018

BUSINESS DIVERSITY PROGRAM

\$50+ million in revenue from ACDBE concessions

20 ACDBE concessionaire firms

31 active Food Trucks in CLT's Food Truck Program

ECONOMIC IMPACT

\$23 billion yearly economic impact

\$1.1 in state and local taxes

132,330 jobs created for N.C. residents





Building Airport **INFRASTRUCTURE** *to* *Endure the Elements*

**Airfield Maintenance Ranks
Top On CLT 's Priority List**

A lot goes into the upkeep of Charlotte Douglas International's airfield – from the grounds to the three parallel and one crosswind runways.

For one, it's perpetual maintenance day and night. Two, there's no escaping the weather. The blaring sun and moisture from rain, snow and ice can wreak havoc on the pavement. Then there's three. The wear and tear of planes landing and departing can take its toll.

"The pavements are asked to perform probably just like some of our restrooms, concourses and gate areas," said CLT Engineer Ashton Watson. "Everything is used to the max because we have such a tremendous load of passengers and air traffic."

Building the assets to support the nation's transportation network is no small task. In 2019, one of CLT's biggest airfield projects was the full-scale replacement of 30-year-old and rapidly deteriorating pavement on Taxiway Mike and Taxiway Foxtrot. Both taxiways are used heavily by aircraft to access the Airport's center and west runways. Construction took place from spring through fall.

"We are trying to get at least 30 years if not 40 years out of our pavements when we place them in the fields," Watson said. "We've seen a lot of airports around the country with pavement designed and constructed for 20 years of service life, but they are being used for 30 plus years."

Airfield maintenance is a joint

effort between the Development team, Airfield Maintenance and Airport Operations that requires a boots-on-the-ground approach. Operation officers inspect the runways and taxiways several times a day looking for debris and signs that pavement could be failing. They report those areas to Airfield Maintenance, which writes work orders and makes smaller scale repairs. Development plans and manages large-scale rehabilitation projects.

"I describe the difference between Facilities and Development as Facilities is instant gratification, and Development is delayed gratification," said Facilities Maintenance Director Chris Hazen.

Hazen's team oversees the day-to-day airfield maintenance. The list of tasks includes small pavement repairs, erosion control, brush removal, signage installation, lighting, airfield painting, mowing the grass and removing debris daily with a sweeper truck.

"A lot of our work happens in the dead of night," Hazen said. "We only get the airfield from about midnight until 4:30 a.m. So, we have a very small window to get a lot of work done."

From signage to striping the runways and taxiways, the Airport must often follow strict guidelines set by the Federal Aviation Administration to ensure airfield

safety. "The signs and paint are all key to ensure we are not giving pilots any indicators of going the wrong direction," Hazen said. "When they get to an intersection, they know what direction to go."

Hazen meets monthly with airlines and the FAA to discuss plans, expectations and short-term airfield projects.

Watson and his colleagues in Development think more long term. Every five years, the Airport updates its Pavement Management Plan and Program for a more robust and thorough analysis of the airfield's pavement. It sometimes involves sending pavement to a laboratory to determine its durability. While that pavement may look fine now, in three to five years it may need repairs.

"We are always trying to find ways to make construction as efficient as possible," Watson said. "We want quality while also trying to match our budget and schedule."

CLT uses the Pavement Management Plan to help develop the Airport's Capital Improvement Plan and determine where money needs to be spent for airfield improvements.

"Our number one asset as an Airport is our airfield," Watson said. "The runways and taxiways are really the lifeblood of how planes taxi and land. Although, a lot may take place behind the scenes, it's our top priority."

“Everything is used to the max because we have such a tremendous load of passengers and air traffic.”

Airport Engineer Ashton Watson



CLT NEWS BRIEFS:

Airfield Innovation

CLT is utilizing innovation by being the first US airport to install sinusoidal keyed construction joints in an airfield project.

Collaboration between the Airport, Federal Aviation Administration (FAA), University of North Carolina Charlotte and aviation experts in 2019 identified an opportunity to test the sinusoidal longitudinal joints on a portion of Taxiway M.

While sinusoidal keyed longitudinal joints have been used successfully in Europe and tested by the FAA at their Atlantic City Technical Center, this is the first time they have been installed at a US airport.

The joints are used in between concrete pours and are designed to allow slab movement or transfer load from one pour to another.

Testing over five years at CLT will confirm if sinusoidal keyed construction joints, a more economical and faster way of performing construction, are an acceptable alternative to doweled longitudinal joints.

Air National Guard and Army National Guard

The North Carolina Air National Guard and North Carolina Army National Guard have active facilities on Airport property.

CLT is home to the Air National Guard's 145th Airlift Wing. The airbase serves nearly 1,500 military personnel and generates a yearly \$53 million payroll and has a \$103.4 million economic impact.

The 145th Airlift Wing was established on March 15, 1948 and resides at the Air National Guard Base at Charlotte Douglas International Airport and Stanly County Airport.

Airmen provide airlift, combat

and humanitarian support to state and federal authorities.

Army Guard soldiers respond to domestic emergencies, overseas combat missions, counterdrug efforts, reconstruction missions and more.

Norfolk Southern Intermodal Facility

Norfolk Southern Intermodal's 200-acre, \$92 million terminal is capable of 200,000 annual lifts, which are the transfer of containers between trucks and trains.

Located on the south side of the Airport, between two highways and near three major interstates, the facility connects air, rail and trucks to east coast seaports.

The intermodal yard is projected to create \$7.6 billion in regional economic development and 7,000 jobs in the next 20 years.

Norfolk Southern operates 1,187 miles of track in North Carolina.



Wilson Air Center Welcomes Record Breaking Year

Wilson Air Center Charlotte, CLT's fixed-base operator, experienced a recording breaking 2019.

Arrival rates at the fixed-base operator (FBO) increased by 12 percent averaging 48 daily arrivals in 2019, which was up from 40 in 2018. The increase stems primarily from new Fortune 500 companies moving to the area.

"Charlotte is no different than many of the large metro areas in the country experiencing large growth," said Vince Papke, manager of Wilson Air Center Charlotte. "Corporations continue to look at Charlotte as a viable option to move their headquarters and flight departments. Over the past two years our arrivals have increased 28 percent."

Wilson Air Center manages the Airport's private and corporate aviation operations. The partnership with CLT dates back to February 2005. The NBA All-Star Game in February was the biggest event of the year for the FBO. It led to Wilson setting single

day records for arrivals (111), departures (110) and gallons of jet fuel (45,720) sold. Over the five-day event, arrivals and departures increased 150 percent as compared to the previous year with 801 airport operations and 175,965 gallons of jet fuel sold.

Other high profile events that brought traffic to the facility were the ACC Football Championship, NASCAR Hall of Fame Induction Ceremony, Carolina Panther's home games and the Wells Fargo Championship.

"Wilson, like the Airport, is often the first impression visiting guests have of Charlotte," Papke said. "We enjoy rolling out the red carpet to put our best foot forward for our city."

The 50-acre facility provides heated hangar space and an executive terminal. Wilson Air Center is home to 40 tenants, including five Fortune 500 companies and 63 private aircraft. Wilson is recognized as one of the premier FBO's in the country and has continually ranked among the top FBOs in North America.

"Our team has earned us the 12th best FBO ranking in the country and the 12-time best FBO chain by the 2019 'Professional Pilot' magazine's PRASE survey," Papke said. "Aviation International News' also placed Wilson Air Center Charlotte in the top 20 percent of FBOs in the Americas. It is a testament to the dedication and commitment of our team to provide the highest level of quality service to our clients."

“Corporations continue to look at Charlotte as a viable option to move their headquarters and flight departments. Over the past two years our arrivals have increased 28 percent.”

Wilson Air Center Charlotte Manager Vince Papke



Building upon SAFETY PRINCIPLES

Aviation Department Attains State's Prestigious Safety Award

The Aviation Department continued making safety and health a priority in 2019 by becoming the first City of Charlotte department and first airport operator in the country designated a Carolina Public Sector Star.

The Carolina Public Sector Star Program recognizes state agencies and local governments for their leadership and success in providing a safe and healthy work environment. It's the

second consecutive year the Aviation Department has received the distinction from the North Carolina Department of Labor.

"It's really exciting to know that we completed this process in less than three years," said Ella Moultrie, safety and health manager for the Aviation Department. "Our main goal was encouraging employees to own safety 24/7. Ownership will be the driving factor for our positive safety and health culture. What's

clear is when a behavioral change occurs, everyone's safety and health awareness is heightened."

Aviation Department staff received the message. Employee reports of safety and health concerns in the workplace increased in 2019. "The increase is a positive sign for us because it illustrates employees are more cognizant of possible safety hazards on the job and are reporting those issues to management," Moultrie said. "It reinforces that having

employee buy-in is the key. Star promotes the ownership of safety by each person in Aviation, and this ultimately fosters a safer workplace."

The Star designation aligns with a core Aviation Department strategic principle – Safety and Security. During the Star process, five focus areas were identified: management commitment and leadership, safety and health training, employee involvement and participation, hazard prevention and control and hazard identification and evaluation.

The Aviation Department's Administration, Legal, Development, Strategic Communications, Marketing, Technology and Operations divisions were the first to be named Carolina Public Sector Star

recipients in 2017. The Facilities Maintenance division followed, receiving its designation in August 2019. That milestone meant the entire Aviation Department was now a Carolina Public Sector Star recipient. "The most important work was ensuring that everyone knew their safety and health was valued," Moultrie said. "We had full support from our leadership team and employees from the start, which placed us on a path to success."

Becoming a Carolina Public Sector Star designee was an all-in commitment from staff. The N.C. Department of Labor reviewed the Aviation Department's Safety and Health Management System, including safety and health policies/procedures, employee training and employee injury/illness rates over the past three years. Worksite inspections

and employee interviews also were conducted. Employees were ingrained the importance of wearing personal protective equipment and following safety guidelines. "We want to cultivate a mindset where safety becomes automatic, and there is no second guessing of whether to wear safety goggles or a hard hat on a construction site," Moultrie said

Star designation is just the beginning of what lies ahead for the Aviation Department, according to Moultrie. "Our goal is to share what we have learned and developed for our Safety and Health Management system with other transportation industries. It is our intent to become the industry leader in aviation occupational safety and health that other airports look to as an exemplary model."



CLT NEWS BRIEFS:

Safety Week

“Passport to Safety” was the theme for the Aviation Department’s Safety Week in August. Various activities were planned throughout the five-day educational initiative.

A Safety Survivor game tested employees’ personal protective equipment knowledge. Safety Day featured 30 vendors, multiple raffles and drew more than 400 coworkers.

The highlight of the week was Facilities Maintenance’s Carolina Public Sector Star designation by the North Carolina Department of Labor.

Snack & Learns

Monthly Snack & Learns participation increased 92 percent from 2018 with more than 500 employees and contractors in

2019. The program stresses the importance of safety on the job. Topics ranged from hazard communications to ergonomics. To make additional safety training available to all shifts, Twilight Snack & Learns created in 2018 were continued.

Safety Awards

For the fourth consecutive year, the Aviation Department received Gold and Silver Safety Awards from the North Carolina Commission of Labor.

Qualifications for the annual award include no fatalities within the Aviation Department during the calendar year for which the award was given and an incidence rate at least 50 percent below the group industry average.

Tabletop Exercise

The annual Aviation Security Tabletop Exercise in December gave Aviation Department staff,

stakeholders, partners and law enforcement an opportunity to work through various scenarios involving a security threat.

Attendees learned how each organization would collectively respond, operate and recover from an incident. Participants also identified gaps in plans that would require updates to reflect a more cohesive response among all partners.

StormReady Certification

CLT was presented a StormReady certificate by the National Weather Center in March. The recognition signifies CLT has established a 24-hour warning point and emergency operations center, developed a formal hazardous weather plan and created a system that monitors weather conditions locally.

Charlotte Douglas was one of 100 airports to earn the designation and among the largest in the nation to receive it.



Disaster Exercise Tests Emergency Protocols

Ambulances and fire trucks rushed across the airfield as CLT’s Triennial Part 139 Disaster Exercise tested emergency protocols and procedures the Airport has in place in the event of an actual airplane incident. The event mimicked a real-life scenario.

The Federal Aviation Administration (FAA) requires airports to conduct a full-scale exercise every three years. Airports determine the emergency situation. The scenario, held on a brisk October morning,

played out on CLT’s crosswind runway. Police, fire, medic, Aviation Department and airline personnel responded to a simulated aircraft emergency resulting in a mass-casualty incident.

“You never know what type of incident we’re going to have and when we’re going to have it,” said Michael Tobin, CLT’s emergency operations manager. “We want to make sure that no matter what time of day or night, depending on who’s working or who’s not working, we can respond the same and have those same actions to minimize the loss of life as much as possible.”

The exercise involved 10 months of planning, over 150 emergency personnel, 125 volunteers to role play injured passengers and a half dozen evaluators to evaluate and document the exercise scenario. Within two hours, the exercise had wrapped up, but the lessons learned were immeasurable.

“It’s not all about the lights and sirens,” Tobin said. “There’s a whole lot of processes that go with an exercise of that magnitude.” Standard Operating Guidelines and Standard Operating Procedures were put to the test, answering several critical questions. Can fire be on scene in three minutes? Does airside operations have protocols in place for appropriate call backs. Where are patients being transported. How quickly can the Airport recover?

An after-action review revealed some minor tweaks. “The evaluators really gave us a great take of what they saw and what they didn’t see,” Tobin said. “From the Airport side, we had to make a few little changes to how we respond and how we notify people. It’s exactly why we hold these exercises. By discovering and making those improvements now, will help us be better prepared in the future for any emergencies that may arise.”

“We want to make sure that no matter what time of day or night, depending on who’s working or who’s not working, we can respond the same and have those same actions to minimize the loss of life as much as possible.”

CLT Emergency Operations Manager Michael Tobin



Building the **PASSENGER EXPERIENCE** through ART

Airport Brings Queen City Culture to Terminal

Art can make you think, laugh, and spark conversation. In the last two years, the ever-changing art world at CLT has provided an escape from the hustle and bustle of traveling and given visitors a glimpse into local

art and culture right off their flight. No traveling to a museum is necessary. Visitors can catch a glimpse of Charlotte's art scene at the Airport.

In 2019, four pieces from artists in a newly launched mural

artist program were revealed on Concourse B. The works "Journey 1" and "Journey 2" by Ráed Al-Rawi and "We are All the Same Plane" and "Queens of Catawba" by Nico Amortegui stretch the imagination and celebrate women, travel and the City of Charlotte.



"Loops" by Christian Moeller

CLT's mural program provides opportunities for local artists who live in and have an established residence in Mecklenburg County to have their work featured in the Airport. The Arts & Science Council has issued a call for artists for Airport concourse murals and has a selection process in place for choosing artists.

"These first two artists (Al-Rawi and Amortegui) were thrilled for the opportunity and it was amazing to see the effects and the interest from the local art community when this program was launched," Lauri Golden, CLT's customer engagement manager, said.

The next phase of the mural program is focused on

Concourse A. Prep work began in 2019 for the installation of Nellie Ashford ("Honoring All Teachers" and "Walk Together Children"), Jonathan Grauel ("Playful Race of Life Patterns" and "Texture of Time in Flight") and Ben Premaux ("Connections: CLT"). Concourse C is next in line to feature murals.

"The intention is that the artists are providing moments that connect our passengers to our local community. That's the purpose of our art, to give our customers a moment of lightness, whimsy and enjoyment," Golden said.

CLT's art program in 2019 unveiled "Loops" by Christian Moeller in The Plaza.

Moeller, a Los Angeles-based artist born in Germany, was inspired to create the three-dimensional artwork by the white vapor contrails left in the sky by aircraft. The piece is powered by electric motors within its support structure and slowly rotates as it hangs above The Plaza.

The Airport has three pillars in its art program – performing arts, rotating exhibitions and public art, which is under CLT's public art ordinance and the City of Charlotte.

CLT's Chief Business and Innovation Officer Haley Gentry views art as an intricate part of the overall passenger experience. "It's our goal to not only have facilities



"Queens of Catawba" by Nico Amortegui

"Journey 2" by Râed Al-Rawi



"Walk Together Children" by Nellie Ashford

that meet passenger demand, but also to provide an experience that our customers are requesting," she said.

Since the installation of Refik Anadol's "Interconnected" on Concourse A in 2018, CLT's art program has received increased attention.

"With 'Interconnected,' we've had a lot of attention and inquiries from our community as well as other airports as far as how we pull this off and how we pull it together," Golden said.

"Interconnected" is an animated and dynamic work. It was the vision of Aviation Director Brent Cagle to fill the space on Concourse A with something that took advantage of the wide-open space the building provided. "Interconnected" now brings life to the area as many other later installed works around CLT do in their locations.

"To date, "Interconnected" has

been the most technologically advanced art installation at CLT," Golden said.

One feature that ASC members and Airport staff look at when selecting artwork is its durability in the Airport environment.

"Our goal is that we really evaluate the longevity of the work to make sure it's a strong product that can withstand all of our challenges. We also assess if it complements the experience of our customers and if it represents the City," Golden said.

Art also provides an opportunity for CLT to distinguish itself from other Airports. "When you get to the level of a top 10 airport, there are little things that make you different," Gentry said. "Artwork is a real way for us to create a sense of place that makes us unique."

Featuring art in the Airport is an ongoing endeavor. By a City ordinance, 1 percent of CLT's

construction funds are set aside for public art. Areas throughout the Airport are being evaluated for future locations to feature local and international artists.

"The art is a gift the Airport receives from an artist. We want to make sure it is delivered to the customer without interruption (displayed well) because that is the intent when the artist creates it," Golden said.

Variety is important too. It helps represent the community, and even if someone dislikes a piece of art, it can get them talking or thinking.

"Art touches people in different ways. You don't have to be an art expert. You just gravitate to what you like and it's an opportunity to ask what speaks to me in that," Golden said. "Some things are outrageous, while some things are funny. Some people may consider some things not important or silly, but it's about how it touches everybody differently."



CLT NEWS BRIEFS:

TLC from CLT

The Aviation Department's customer engagement initiative TLC from CLT expresses thanks to travelers for choosing Charlotte Douglas. Employees passed out 160 gallons (3,413 cups) of sweet and unsweet tea in July and approximately 5,000 candy canes in December to CLT passengers.

Royal for the Day

To raise awareness about the Airport and the city's namesake, Queen Charlotte's birthday is celebrated each May. The monarch turned 275 in 2019. Her statue stands between the Airport's Daily Decks. She will move inside as part of the Terminal Lobby Expansion.

The Friday before Queen Charlotte's May 19 birthday,

Aviation Department staff distributed 2,500 cupcakes in her honor and in 2019 paired the celebration with CLT250, the city's 250th anniversary. Passengers were encouraged to take selfies on a throne complete with crowns, robes and other royal props.

Volunteer Program

The CLT Volunteer Program celebrated its 14th anniversary in May. The Airport's 70 volunteers welcomed passengers, answered questions and provided wayfinding assistance throughout the terminal. In 2019, volunteers, who wear signature yellow shirts, donated 9,295 hours and assisted 301,725 customers, an average of more than 800 flyers daily.

Each year, the Airport recognizes the group during National Volunteer Week in April and with a luncheon in May.

Canine Crew

Thirty dogs make up the CLT Canine Crew, which along with handlers provide stress relief for the thousands of passengers they meet each week. The program began in March 2015 and has doubled in size over the last four years to become one of the Airport's most popular customer-service programs. Canine Crew members are registered, professional therapy dogs. The furry volunteers represent a variety of breeds to include an 11-pound Pomeranian and a 180-pound Mastiff.

USO of North Carolina

The USO of North Carolina Piedmont Center is in its 13th year of serving military service members and their families at CLT. As one of the busiest USOs in the country, the facility welcomed more



than 165,000 guests in 2019 and averaged more than 400 daily visitors. Support from the local community is enormous. Over 60 companies partner and donate to the center, which boasts a network of 330 volunteers who donated over 29,000 hours in 2019.

Passenger Survey

Eight out of 10 passengers were highly satisfied with their overall experience at CLT, according to a 2019 survey conducted by Phoenix Marketing International (PMI). Approximately 1,600 travelers completed the survey.

Other results showed eight out of 10 passengers were pleased with the Airport's check-in experience, getting to the terminal, service at the security checkpoints and terminal facilities.

Seven out of 10 passengers applauded CLT's gate areas,

concessions, baggage delivery and ease of leaving the terminal.

The passenger survey helps CLT pinpoint areas the Airport performs well in and areas that need improving. Charlotte Douglas is then able to focus on the lowest performing categories and determine ways to better enhance the passenger experience.

Performing Arts Program

From classical to the latest pop songs, seven musicians regularly perform on the baby grand in the terminal's Atrium. The pianists logged more than 1,200 volunteer hours tickling the ivories in 2019. Whisky River also stirred up the crowd with live musical performances throughout the year on Concourse E.

TLC From CLT

160 gallons of iced tea handed out

ROYAL For The DAY

2,500 cupcakes served to passengers

VOLUNTEER PROGRAM

70 volunteers

301,725 passengers assisted

CANINE CREW

30 canine crew teams

USO

165,000 guests

PERFORMING ARTS PROGRAM

7 musicians



Warm Smile, Listening Ear, Caring Heart

Chaplains Give Spiritual and Emotional Support to All at CLT

“Loitering with intent,” is what Carl Banks and the more than 30 other CLT chaplains call it when walking the terminal.

“This is my joy. It’s a joy for me to be there,” said Banks who volunteers at the chapel on the weekends.

CLT is one of a few Airports in the country that offer chapel services to its passengers and employees. In 2019, some 3,000 visitors signed the chapel’s guest book. Chaplains volunteered 4,800 hours and more than 2,500 people attended chapel services. The chaplaincy team also reached out to 1,100 passengers and employees.

Banks has been part of CLT’s chaplain program, a 501c3 non-profit, for seven years. Prior to that, he participated in prison ministry in Chicago. He first heard the calling to work in ministry in his

mid-20s. Now 30 years later, he volunteers at CLT and does ministry work at his church.

People visit CLT’s chaplains for many reasons – grief, stress, loss, comfort or someone to talk to. They yearn for a warm smile, listening ear and compassionate heart. In his time at CLT, Banks has had some memorable moments as a chaplain.

“There was a gentleman who was on a flight to San Francisco to visit a specialist for his wife who had been diagnosed with cancer. He was stressed and needed a chaplain to come by,” Banks said. “I spent time with him, talked with him and prayed with him for at least two hours.”

Another time, Banks helped a flight attendant whose mother had just died. Distraught, she fainted before her flight. “She was so thankful that I was there to just give her a hand and support,” Banks said.

While there are currently 35 chaplains, the hope is to increase that number to 40 or 50 and to make it more widely known that the chaplains and chapel, which is open to anyone on the second floor of Atrium, are available.

“I’m a chaplain for all people. It doesn’t matter the background, the culture, the race. I’m there to be of service to you and whatever need you have at that time,” Banks said. “We are collectively as a team making every effort to get it out there that chaplains are present Monday through Sunday,” Banks said.

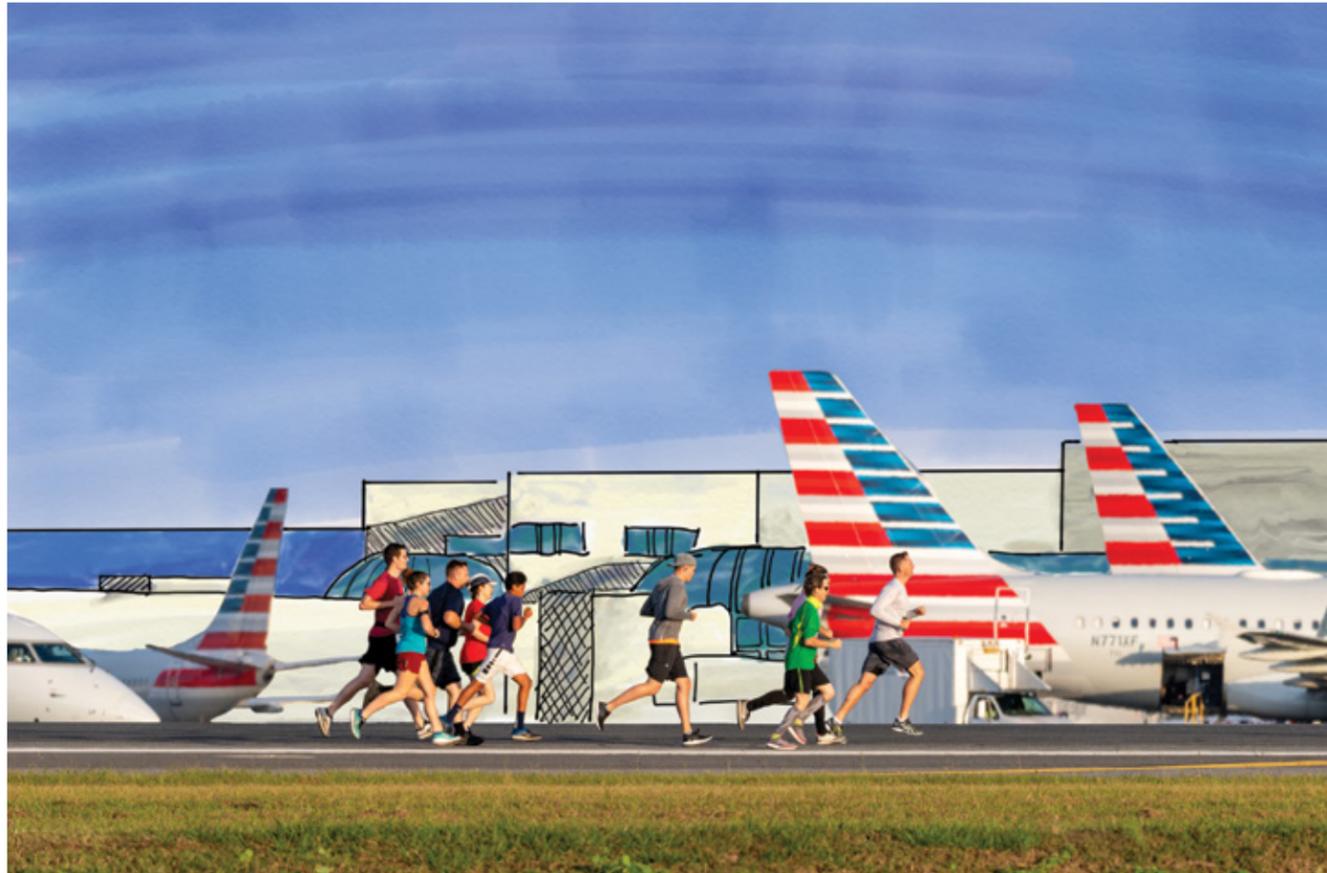
CLT chaplains often wear blue vests to help people identify them and carry a cell phone for anyone who needs to call them.

“It’s very humbling to me to know that I carry the words of hope,” Banks said. “If someone’s dealing with despair, worry or stress, they just need to know that there are people that care for them and ones that will be a support to them.”

“ I’m here as a servant who provides words of hope, encouragement – I lift people up. ”

Airport Chaplain Carl Banks





Building with COMMUNITY ENGAGEMENT

Making Connections Outside the Terminal

Charlotte Douglas International Airport has amped up its efforts to be recognized as a good neighbor that generates opportunities, supports causes important to surrounding neighborhoods and listens to what its neighbors have to say.

“Strong partnerships are a core value,” said Stuart Hair, the Aviation Department’s economic and community affairs director. “We are strengthening our partnerships not just with our tenants and business partners, but also with our neighbors – the folks who live around the Airport.”



In 2019, the Aviation Department:

- Completed its first full year with an employee dedicated to community engagement efforts.
- Raised a record-breaking \$32,000 for scholarships in support of local students studying aviation-related careers at Central Piedmont Community College through its 13th annual Runway 5K.
- Worked with its Airport Community Roundtable to refine a slate of recommendations it will make to the FAA for flight procedure changes aimed at dispersing aircraft noise.
- Coordinated its first signature event with Airport Community Partnerships. The CLT Charity Golf Tournament raised \$60,000 for Renaissance

West Community Initiative, a non-profit coordinating the education and services continuum for residents of a former public housing site as it has become a vibrant neighborhood.

- Strengthened its relationship with the Airport Neighborhood Committee by increasing interactions and organizing opportunities for members to get behind-the-scenes experiences at the Airport to help them better understand the complex operation.
- Completed its third session of the Aviation Academy, an annual program that provides neighborhood residents and business leaders with a better understanding of the inner

workings of the Airport, and for the first time, had a graduate elected to Charlotte City Council.

- Expanded its Airfield Tour Program, providing behind-the-scenes tours to students and community organizations looking to learn more about the Airport, its operations and the many career opportunities it offers.
- Collected more than 500 books and built five little libraries in neighborhoods along the West Boulevard corridor.

Hair says the Airport has engaged with its neighbors since it was created in the 1930s, but historically the stories shared were about Airport operations. Eugene Bradley, the Aviation



Renaissance West Community

Department's community engagement coordinator, is switching that up a bit.

While he's well-versed in all the development in and around the terminal, he talks about it differently than others. Rather than mentioning the Bojangles', Noda Brewery and Bad Daddy's Burger Bar as new options built in recent years for hungry passengers, he talks about them as locally-owned businesses creating additional jobs for the community. Bradley also mentions that service workers – like hotel staff, restaurant employees, and ride-share drivers – benefit from the Airport, even if they don't work near the terminal. After graduating from college, he spent the first part of his career helping communities revitalize,

grow and prosper – all with a foundation of connecting people to services that improve where and how they live. At CLT since 2018, now he's focused on a singular mantra: Connections don't just happen in the terminal.

Joe Gater, an Aviation Academy graduate who regularly hears airplanes fly over his neighborhood, said the Airport's outreach efforts have taught him to appreciate the sound.

"The more I learned, the more I understood the value of the Airport" said Gater, who lives in the Berewick neighborhood. "Yes, we hear airplanes, but that is a good thing. The economic impact of the Airport is measured in billions. That's with a B – billions. It's staggering. The airport brings and contributes a lot more to our

community than it detracts."

At Renaissance West Community Initiative, for instance, JetStream Ground Services holds monthly job fairs. CLT employees routinely read with elementary school students. And a deputy aviation director serves on the board of directors. A nonprofit serving more than 400 families who live about two miles from the Airport, Renaissance West was the beneficiary of the Airport Community Partners' 2019 golf tournament.

"A grant like that is huge to us. It's nearly a tenth of our annual budget," said Amanda Golmont Schneider, the organization's development officer. "Those dollars are paying our life navigators. They are one-on-one coaches who help families set

goals, help them achieve those goals and hold them accountable to those goals. It could be education-related, health-related, employment-related, whatever the family needs, our team supports them in that."

The Airport and its business partners are thriving, Bradley explained, and believe it's important to help its neighbors thrive too. By working together and by providing employees volunteer opportunities, CLT can focus its efforts and make the most difference.

"I work with community members and provide information on how they can connect with our Airport on several levels," explained the community engagement coordinator. "We are a great resource for individuals, families and organizations. We are a huge employment center, providing jobs for local and regional residents. These jobs provide an opportunity to increase a resident's upward mobility and increase their family's overall quality of life."

CLT NEWS BRIEFS:

Operation Exodus

Army recruits headed home for the holidays were treated

like royalty at CLT. More than 4,000 troops from Fort Jackson, S.C., were given free breakfast, snacks, and gift packs while they waited for their flights. The USO even provided free giftwrapping. Dubbed Operation Exodus, the annual initiative is led by the USO Charlotte Center with assistance from Airport Operations, CLT volunteers and others.

District 3 Airport Job Fair

More than 400 job seekers got an opportunity in March to speak to employers firsthand at the District 3 Airport Job Fair – and nearly a quarter of them left with a conditional job offer. The annual event, held at the Goodwill Opportunity Campus, brought 25 employers to one location. The CLT campus is one of the county's largest employment centers with more than 20,000 jobs at the terminal and surrounding airfield.

Federal Employee Resource Fair

The Aviation Department hosted a Federal Employee Resource Fair in January for workers affected by the partial federal government shutdown. About 100 people attended the fair, where they learned about resources available from more

than a dozen local organizations, including Crisis Assistance Ministry, the Airport Chaplaincy, Second Harvest Food Bank, Loaves & Fishes and others.

Help for Area Students in Need

Aviation Department employees supported children in need at nearby Ashley Park Elementary School (pre-K – 8th grade) by providing Christmas gifts to students and their siblings. In 2019 employees also donated student uniforms. Sponsored by the Aviation Department's Spirit Committee, the program has provided gifts for more than 150 children.

Sharing Our Story with the Community

More than 500 people toured the airfield and at least twice that many saw presentations about Airport operations and projects on the Aviation Department's horizon. Staff expanded its Airfield Tour Program, providing behind-the-scenes tours to students and community organizations looking to learn about the Airport, its operations and the many career opportunities it offers.

“We are strengthening our partnerships, not just with our tenants and business partners, but also with our neighbors – the folks who live around the Airport.”

Economic and Community Affairs Director Stuart Hair



First Flight: But Not First Time on Airplane

This summer, the DeJesus family plans to fly together for the first time. But it won't be 12-year-old Maximus' first time on an airplane. Last April, he did a dress rehearsal, through a program called Wings for All.

Max and 60 other children who've been diagnosed with autism or another developmental disability were invited to Charlotte Douglas International Airport and given an opportunity to go through the TSA screening process, to meet a Delta Air Lines flight crew and then to board a Boeing 717.

"I've never been up in the sky," Max said. During Wings for All, the plane taxied around the airfield but didn't take off. Max had a window seat with his dad right next to him.

"My favorite part was when the firemen sprayed water at the airplane," he said. "My other favorite part was petting the dogs. And the snacks on the plane."

Delta, the Aviation Department and The Arc of Union/Cabarrus brought Wings for All to Charlotte Douglas four years ago. The national program was created by Arc, a community-based organization for people with intellectual and developmental disabilities. The program goal is to alleviate some of the stress

that individuals with autism and other disabilities and their families experience with air travel.

Delta and the Aviation Department sponsor the program once a year. Last year at CLT, Wings for All participants and their families:

- Got to pet the CLT Canine Crew, a group of professionally trained and registered therapy dogs that routinely greet guests in the terminal.



- Spent time chatting with pilots and other crew members before boarding an airplane.
- Watched as the Charlotte Fire Department performed a water cannon salute by spraying an arch of water over the plane.
- Were treated to chicken tenders, fries and cookies for lunch.
- Got to take home a model plane to help them remember their experience.

"It was just so far beyond our expectations," said Melissa DeJesus, Max's mom. "We had told him about it beforehand and he was really excited. But walking through the Airport, we saw him coming alive. It was so special." She said people cheered each

child as they walked off the plane. It made her cry.

"He was high fiving people. He was just so proud of himself," she said. "I cried. I ugly cried."

The DeJesus family says Wings for All was more than just a good time.

Mark DeJesus, Max's dad, said he and Melissa discussed flying many times, but were afraid to purchase tickets because they didn't know how Max would react. Mom Melissa says Max can be enjoying himself one minute, then suddenly be completely done and ready to go.

Airports are filled with crowds, bright lights, noises and security procedures that can be overstimulating and overwhelming

for some. Max, for instance, can get distracted by different scents.

"We would have been clueless to how he might respond," Mark DeJesus said. "After having that introduction and getting to walk through as much as we did, now I'm 90 percent confident he can do it. I'm ready to give it a try."

The family is still making plans, but will take Max and his 9-year-old sister Abigail on a flight this year, mostly likely to Connecticut to celebrate their grandmother's 70th birthday.

Max says he's ready to fly.

When asked where he wants to go: "Florida!" he shouts.



Building STRONG TEAMS through TRAINING, OUTREACH & ENGAGEMENT

Aviation Department's Investment in Employees Provides Avenues for Success

Investing in employees through education, training and workforce development is a central theme within the Aviation Department.

"We want to provide opportunities to the current and emerging workforce to reach their full career potential and professional goals," said Career Opportunities Director Babette Boone. "This includes working to build and develop an inclusive and highly talented workforce that shapes organizational success."

The Aviation Department is a department within the City of Charlotte comprised of more than 700 part-time and full-time employees. In 2019, 128 additional staff members were hired.

To help engage, grow and develop staff, a Career Opportunities division was established in July 2019 with the goal of championing CLT's strategic principles - "value employees" and

establishing "strong partnerships."

With a strategic leadership team consisting of an aviation director/CEO, chief operating officer, chief business and innovation officer, chief financial officer, lead counsel and a team of directors, senior and middle managers, the focus has been directed at employee growth and development.

The impact has been huge. More training was offered in 2019 for all shifts, covering 39 different topics onsite and 36 topics online. The Aviation Department became the first City of Charlotte department in 2018 to begin an apprenticeship program to expand its workforce in hard-to-fill trade positions and offer job opportunities for the local community.

The department's Education Assistance Program invested \$147,000 toward higher education degrees in 2019. Fifty-two employees took courses toward degrees and four employees earned college degrees.

The outreach speaks volumes to Aviation Department staff. "They are enthusiastic about the variety of onsite training and online opportunities," Boone said. "Most of all, they are excited to have a supportive management team that wants them to succeed."

The word is spreading. To snag top-notch job candidates, the Airport competes with other airports nationwide, big corporations and other city departments. "Over the years, we've developed a reputation as a great department and airport to work for," Boone said. "We're making big strides toward becoming an employer of choice."

The investment is money well spent, according to Boone. "It sounds cliché to say that employees are your best asset, but they are. We can't run this Airport without them. They are key to our success."



CLT NEWS BRIEFS:

Investing in Employees

Onsite and Online Classes

Training rose 8 percent for Aviation Department employees in 2019. Sixty-three onsite classes, covering 39 topics and 36 online classes were offered to staff.

More than 400 employees completed 8,002 hours of elective training (online and in-person), averaging 20 hours per employee.

ANTN Digicast Excellence in Airport Training Award

CLT received an ANTN Digicast Excellence in Airport Training Award by the American Association of Airport Executives (AAAE).

The recognition signifies employees have completed a specified amount of airport specific and continuing education training using ANTN Digicast's web-based training system. The levels are based on airport size, total training programs watched and total number of staff trained at each airport.

CLT is one of four large hub airports to receive the award.

Educational Assistance Program

Four employees earned undergraduate/graduate degrees and 52 employees completed courses toward a degree thanks to the Aviation Department's \$147,263 investment in its Educational Assistance Program, which reimburses staff for books and tuition.

Internal Job Fair

The second annual Internal Job Fair gave 175 Aviation Department employees the opportunity to learn about new positions planned for fiscal year 2020.

Representatives gathered in June from all aviation divisions, local colleges and aviation committees to share educational, professional and training opportunities for staff.

Job Shadowing Program

CLT's Job Shadowing Program allows employees to explore new careers within the Aviation Department and gain knowledge about how other divisions operate.

The program conducted a soft launch in 2019 with six employees. Participants spent time with division hosts learning about the daily duties of work groups that piqued their interest.

Workforce Development and Outreach

Career and Training Academy

The first Career and Training Academy at CLT welcomed 15 trainees in October. The City of Charlotte created the program to offer high quality career opportunities for community members with little or no work experience.

Participants worked in various divisions throughout the department. Each trainee received 26 weeks of training (technical, administrative and soft skills). Trainees who successfully complete the academy will receive a certificate of completion and an entry-level job offer to continue work with the City.

Apprenticeship Program

Four Central Piedmont College students are gaining valuable skills through the Aviation Department's Apprenticeship Program.

Participants are required to maintain a 2.5 GPA, work beside their mentor at least 30 hours a week and spend 10 hours a week in the classroom. Students were partnered with electricians, HVAC and conveyor and loading bridge technicians.

Upon completion of the three to four-year program, apprentices will receive a full-time position with the Aviation Department and a N.C. registered apprenticeship license.

Internships

Aviation Department internships provided two high school and 11 college students career opportunities in 2019.

The internship program is an opportunity for high school, undergraduate and graduate students to receive paid on-the-job work experience.

Airport Opportunity Scholarship

Over the past three years, the Airport Opportunity Scholarship has raised more than \$88,000 through Runway 5K proceeds to assist local students attending Central Piedmont Community College with tuition, books and supplies.

The scholarship, established in 2017, benefits Title 1 eligible students who are graduates of high schools in the Charlotte-Mecklenburg School (CMS) district.

Education Seminar

The Aviation Department partnered with the University of



North Carolina Charlotte and the Carolinas Aviation Museum in October to host the 2019 Airport Engineering Onsite Seminar, a professional development program for engineers.

More than 150 people attended the two-day seminar, which covered the latest development in concrete, asphalt and materials testing.

STEMersion Program

Forty Charlotte-Mecklenburg High School teachers learned how science, technology and math are used in aviation during a June visit to CLT.

Attendees were given a tour of the Airport and spoke with American Airlines and Aviation Department staff.

The initiative is part of Charlotte Mecklenburg School's STEMersion Summer Program that encourages educators to use what they learn at various work sites to prepare students for jobs in the 21st Century.

Employee Engagement

Plane Talk

More than 150 suggestions, ideas, concerns and questions have been shared by employees since the Aviation Department introduced Plane Talk in 2017.

Twenty-one meetings were held in 2019. Plane Talk brings together Aviation Department employees and executive team members to brainstorm and share ideas in an environment that fosters open dialogue.

Women in Aviation

Women in Aviation (WIA) kicked into high gear in 2019. Along with regular and committee meetings, the group hosted activities for International Women's Day, a toiletry drive for Safe Alliance, a book club and vision board workshop.

WIA provides networking,

education, mentoring and scholarship opportunities for women and men in aviation careers. The 60 members meet bi-monthly.

Youth Day

Seventy children attended CLT's 24th Annual Youth Day in August. Participants toured the airfield and local fire station. They also were treated to a police K-9 demonstration.

Youth Day began in 1996 as an opportunity for Aviation Department employees to educate children and teenagers between 5 and 18 years old about their work and the Airport. The annual event gives a behind-the-scenes look at CLT and provides an introduction to other organizations associated with the Airport.

Educational Assistance Program Helps Watson Earn MBA



Deontae Watson's 2019 was a game changer for his career.

In May, he earned his MBA, and three months later landed a new position in the Aviation Department allowing him to transition from an operations officer to a budget analyst.

"Earning my master's degree definitely made me a more competitive candidate for obtaining my current role in finance," Watson said. "I was able to use what I learned through my education to show I would add value to the budget team."

Watson is one of four employees who completed their college degrees in 2019 thanks to the Aviation Department's Educational Assistance Program, which covered tuition costs.

The benefit means he can save more for his future. "The big burden of student loans has been lifted off my shoulders," he said. "The money I was going to spend on my MBA, I'm putting away in my 401K retirement plan to increase my financial stability."

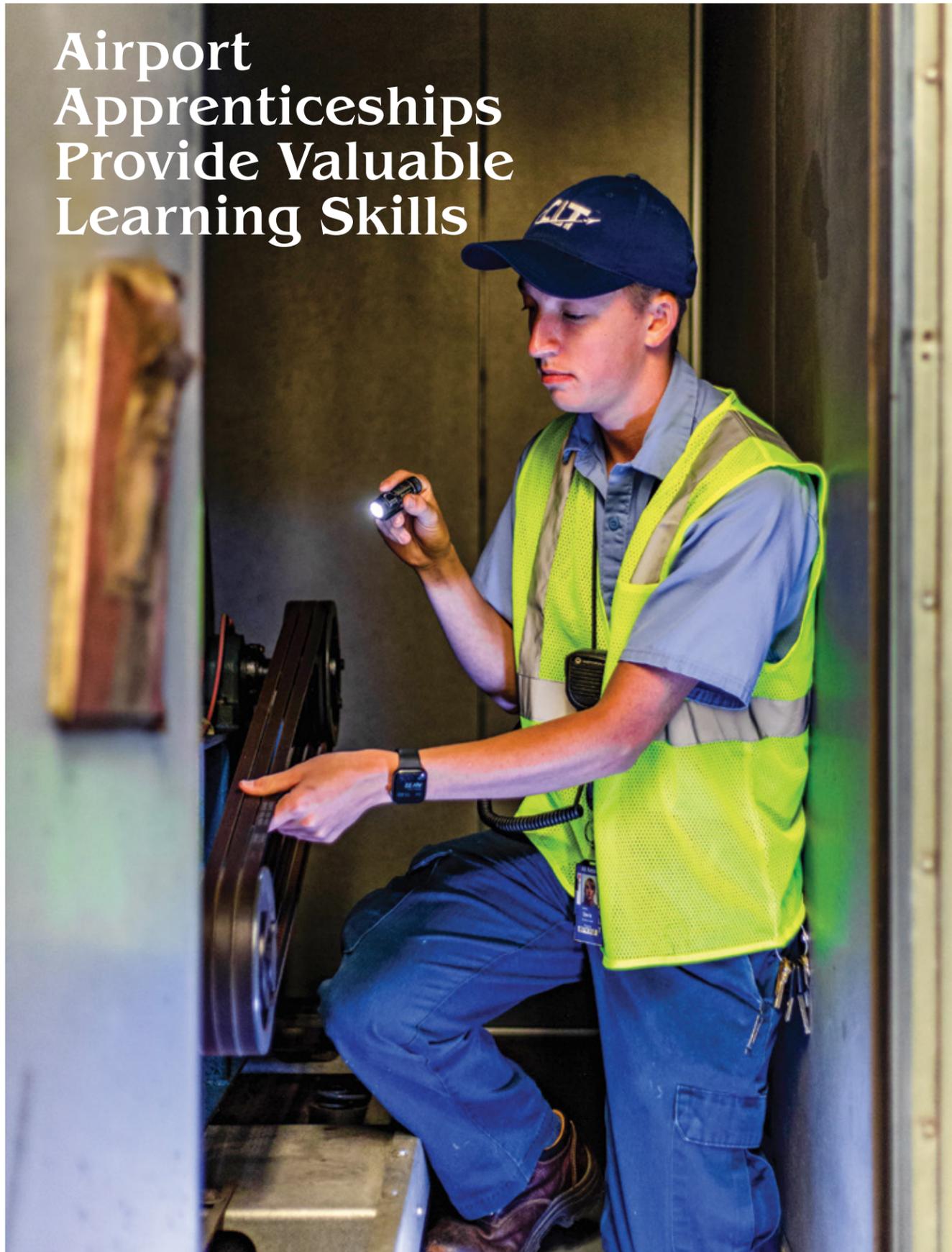
For Watson, completing his master's degree is a short-term goal he can now mark off his list. Next up, receiving his Accredited Airport Executive credential. Long term, he has his sights set on becoming an aviation director and teaching aviation management at the collegiate level.

Watson's interest in aviation sparked in college. He entered freshman year as a mechanical engineering major, but soon discovered it wasn't the right fit. After learning about the aviation management curriculum at Tennessee State University, his career path was clear. Watson received his Bachelor of Science in Aviation Management in 2015 with plans to eventually earn a master's degree.

With the help of the Educational Assistance Program, he began online MBA classes through Embry-Riddle Aeronautical University while working full-time as an operations officer at CLT. Watson often used breaks and free time to complete classes while also working second and third shifts. Creating weekly schedules kept him on track. Coworkers and family provided the extra motivation. His determination and drive propelled him to the finish line.

His degree now hangs in his cubicle and home office. "It serves as a reminder that I can do anything I set my mind to."

Airport Apprenticeships Provide Valuable Learning Skills



For Dalton Davis, his apprenticeship at CLT allows him to put what he learns at school into action.

Davis joined the apprenticeship program in 2019 and has since been working in CLT's HVAC division while at the same time attending classes at Central Piedmont Community College (CPC).

"I've learned how to install equipment, how to service equipment and how to properly maintain equipment. Through school, I've learned a lot of the science behind how all the cooling and heating operations work," Davis said.

The Aviation Department's apprenticeship program was the first state registered department program under the direction of the new city manager, said Alison Mitchell, workforce development and outreach manager.

In 2019, the program had four

apprentices, each of whom served in building maintenance assisting CLT's electricians, HVAC, conveyor and loading bridge technicians. The apprentices work regularly with their mentors for guidance as it relates to on-the-job experience and education.

Balancing work with school can be a challenge, but staff in the HVAC division has been a lot of help, Davis said. "In the apprenticeship, normally they want us to spend 30 hours at work and then have 10 hours for schooling each semester, but they are flexible," Davis said. "Different schedules require different amounts of time."

The flexibility helps him manage his day. He often arrives to work in the morning and leaves for class in the afternoon.

Apprentices must maintain a 2.5 GPA. They have all the benefits of a full-time Aviation Department employee. At the end of the

program, they graduate with an associate's degree, State of North Carolina registered apprentice license and a full-time position in the Aviation Department.

"The program is a great opportunity for students to gain valuable on-the-job experience and fulfill their educational requirements while working with a mentor in their respective divisions," Mitchell said.

Davis looks forward to continuing work in HVAC at CLT after graduation and is interested in pursuing a four-year degree. "I love having the opportunity to reinforce my learning at school with hands-on experience at work and getting to work with experienced technicians here has taught me a lot and really accelerated my career," Davis said.

BUILDING WITH SUSTAINABILITY

We believe we have the responsibility to provide economically viable sustainable solutions to our employees, our tenants, passengers, local community and region. We are committed to maintaining a balanced, integrated approach to future development and operations based on economic stability, environmental sustainability and social responsibility.

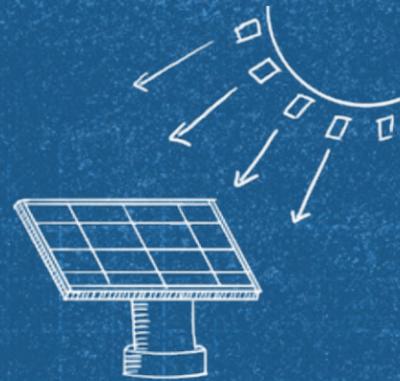
CLT's Sustainability Vision

The Aviation Department is responsible for providing economically viable and sustainable solutions to CLT passengers, employees, tenants and the region. Our efforts support and align with the City's overall environmental goals and specifically with its Strategic Energy Action Plan (SEAP), which establishes the framework to guide Charlotte's transition to a low-carbon future.

The Aviation Department spent much of 2019 building on partnerships with public groups and working with stakeholders invested in the Airport's future to draft a Comprehensive Sustainability Plan. We expect to finalize and share in 2020. This plan will position us to become an industry leader in environmental stewardship.

By incorporating the three fundamentals of sustainability – reduce, reuse and recycle – CLT is implementing best practices to help minimize the environmental impacts of our operations.

ROOF-TOP SOLAR PANELS



Roof-top solar panels at CLT feed Duke Energy's electrical grid – and Duke pays the Airport for the power the panels produce. The panels produced enough power to supply electricity to **30** North Carolina homes for one year (based on average annual residential consumption).

ON-SITE BUS WASH



More than **80** percent of the water used to wash our buses is reclaimed for reuse.

ELECTRIC VEHICLE CHARGING



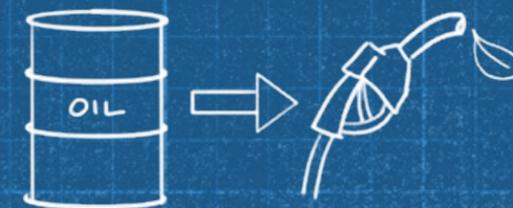
We have **17** electric vehicle charging stations. The stations hosted over **3,200** charging sessions and helped to avoid over **26,000** kg of greenhouse gas emissions.

SMART BINS



85 smart waste and recycling stations are located at CLT.

USED COOKING OIL



Approximately **130,000** pounds of used cooking oil from the Airport was converted into biofuel. Our restaurants partner with a local used oil recycling company to make it happen.

WATER BOTTLE FILLING STATIONS



CLT's water bottle filling stations helped eliminate waste from approximately **2 million** disposable plastic bottles. If 2 million individual water bottles were laid end to end they'd stretch **246** miles.

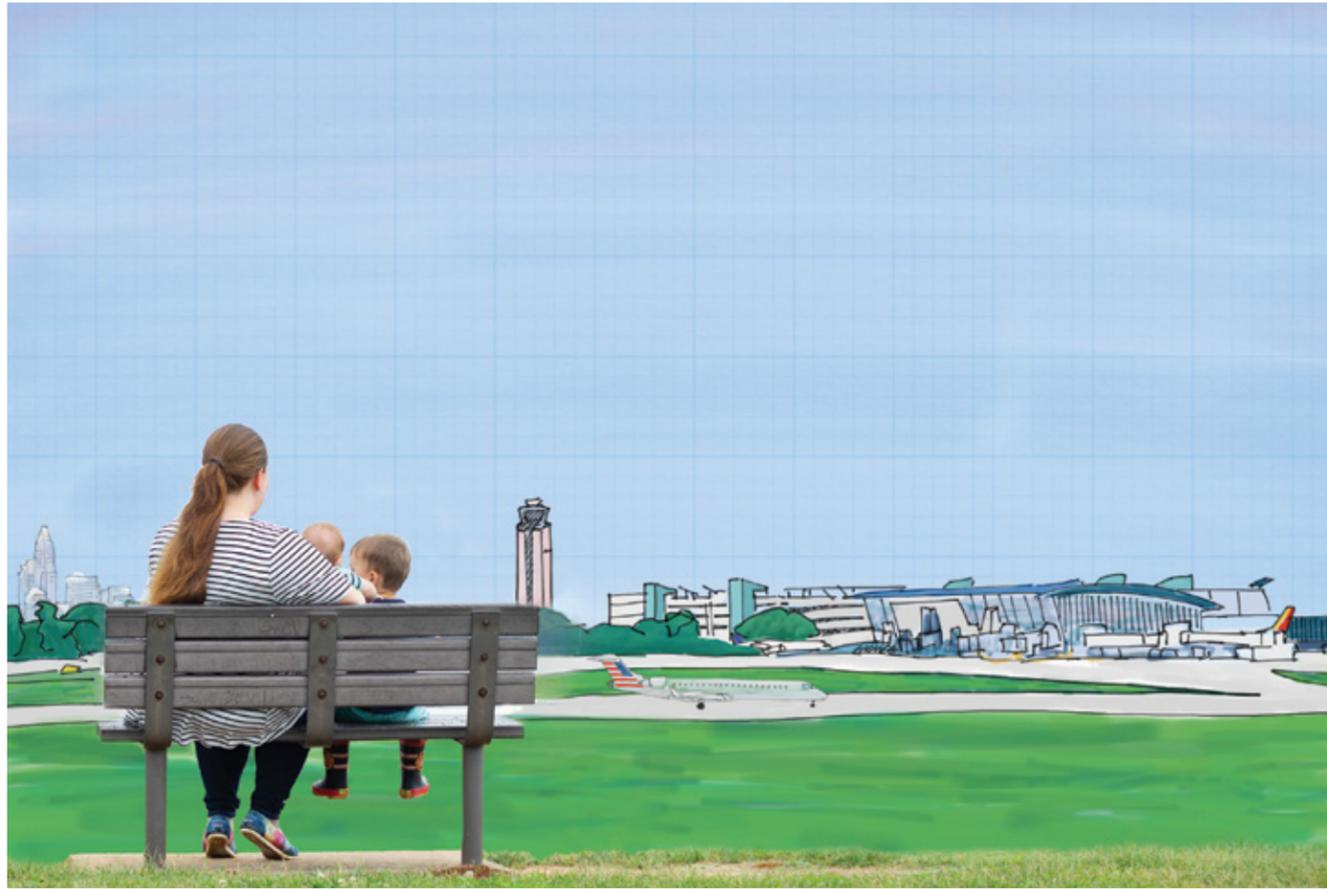
CONCRETE RECYCLING



73,000 tons concrete crushed. **53,000** tons used on Airport projects. **20,000** tons recycled concrete remaining as stockpile for future projects.

CHARLOTTE DOUGLAS INTERNATIONAL AIRPORT

2019 SUSTAINABILITY REPORT



2019 AVIATION ACCOLADES

Excellence. It's a goal Aviation Department staff strives to achieve daily inside and outside the terminal. The various awards earned by CLT illustrate employees' dedication and commitment to making Charlotte Douglas International Airport passengers' first choice for air travel.



BOB Awards

Charlotte Douglas International Airport's Overlook won Charlotte Magazine's 2019 BOB (Best of the Best) Awards for Picnic with a View, which recognizes the best arts, culture and entertainment in Charlotte.

Mobi Awards

CLT placed second in the North Carolina Department of Transportation's (NCDOT) Mobi Awards for the Charlotte Regional Intermodal Facility located on south campus. The Mobi Awards were created to recognize projects that showcase the important and transformational role that investments in multimodal transportation – such as bicycle, pedestrian, rail, transit, ferry and aviation projects, play in creating vibrant communities in North Carolina.

Certificate of Achievement for Excellence in Financial Reporting

For the third consecutive year, the Aviation Department's Finance team received the Certificate of Achievement for Excellence in Financial Reporting for the Comprehensive Annual Financial Report. The FY2018 report was awarded the honor, which is the highest form of recognition in the area of governmental accounting and financial reporting.

Carolina Public Sector Star

The Aviation Department was recognized by the North Carolina Department of Labor with a Carolina Public Sector Star designation. The Carolina Star program recognizes state agencies and local government for their leadership and success in providing a safe and healthy work environment.

OAG's 2019 Megahubs United States Index

OAG's 2019 Megahubs United States Index named CLT the fourth most connected airport in the country for domestic service.

OAG, an air travel intelligence company, calculated the total number of all possible connections between inbound and outbound flights at each airport within a three-hour window, where both flights are domestic services, to compose the data.

The index also took into account the number of connections that are possible within a specific time frame and the relative attractiveness of each airport as a connecting point for scheduled domestic air passengers.

Phoenix Marketing International (PMI) Survey

Eight out of 10 passengers were satisfied with their experience



at CLT, getting to the terminal, their check-in experience, service at the security checkpoints and terminal facilities, according to a Phoenix Marketing International Survey of 1,600 CLT customers. Seven out of 10 passengers were pleased with the gate area, food and beverage options, retail services, baggage delivery and their experience leaving the terminal.

J.D. Power’s North America Airport Satisfaction Study

J.D. Power’s 2019 North America Airport Satisfaction Study ranked CLT 10th among mega airports with more than 33 million yearly passengers.

Airport security checkpoints received the highest score, and security staff was the segment leader in professionalism when compared to other airports featured. Overall, CLT performed above average for mega airports

in each study category, including food/beverage and retail services.

Queen City Public Relations Society of America Awards

Airport Strategic Communications and Marketing received a 2019 Award of Excellence for Brand Journalism during the Queen City Public Relations Society of America Awards luncheon. The event honored public relations and communications professionals from across the area. The team received the award for Destination CLT, which included highlighting Concourse A Expansion, Concourse B renovations and the opening of new lanes on the Elevated Roadway and Terminal Curb Front.

ACI-NA Excellence in Airport Marketing, Communications and Customer Service Awards

The Aviation Department’s

Strategic Communications and Marketing teams earned first place in the ACI-NA Excellence in Airport Marketing, Communications and Customer Service Awards, a showcase of skills and talents in marketing and public relations. During the annual Marketing and Communications conference in Miami, the department’s 2018 Report of Achievement was honored best in category for airport annual reports.

Aviation Department’s United Way Campaign

The Aviation Department exceeded its \$9,000 United Way fundraising goal by collecting \$10,155.75. Throughout the campaign, employees pledged online and entered raffles for an Apple Watch and Yeti cooler as well as participated in a 50/50 raffle to help raise donations.





2019 TENANT ACCOLADES

CLT tenants and partners have set the bar high. From the moment passengers step foot on Airport property, their goal is to provide a first-class traveling experience. Outside the terminal, they are the first to lend a helping hand and offer support to a community that has helped them thrive. Their awards and accolades attest to air travel at its best.

Lufthansa

For the third time in a row, Lufthansa was chosen by Skytrax as the Best Airline in Europe.

The airline also received the Best Western European Airline award.

“Air Transport World” (ATW), a trade journal, named Lufthansa the 2019 Airline of the Year.

HMSHost

Whisky River (Concourse E) was named Best Airport Sit Down Dining by “USA Today” 10Best Reader’s Choice Travel Awards.

HMSHost’s Food Fight for Veterans campaign received a Gold Adrian Award from the Hospitality Sales and Marketing Association International, a Gold Stevie Award from the American Business Awards and was named Best CSR-Focused Campaign by the Moodies awards.

The company’s 1,000 Acts of Kindness campaign was recognized as a F&B Marketing and Promotions Campaign of the Year (Americas) from The Moodie Davitt FAB Awards.

The Eat Well. Travel Further. campaign earned second place in Airports Council International-North America’s Best Innovative Consumer Experience Concept or Practice.

HMSHost collected more than 200 books to benefit Little Libraries, an Aviation Department initiative to provide elementary and middle school students books in local communities.

The concessionaire contributed \$200 to United Way for the annual jet pull.

HMSHost gave a \$5,500

sponsorship for the Airport Community Partnerships.

The company donated \$6,000 in food from US Foods for Operation Exodus which is an annual event to welcome home the troops around the Christmas holiday.

HMSHost Foundation awarded a \$15,000 grant to Communities in Schools of Charlotte-Mecklenburg, Inc.

Paradies Lagardère

“Airport Experience News” named Paradies Lagardère the best Airport Retailer for the 24th consecutive year. It also received the Best Specialty Brand honor for Dylan’s Candy Bar at CLT.

Airports Council International awarded Paradies Lagardère the Best New Food and Beverage honor for Limon Rotisserie in San Francisco as well as the Best New Concept honor for U.S. Caraways in Phoenix.

Paradies Lagardère received the Regional Airport Casual Dining Restaurant of the Year award for Shinsei in Dallas.

Corporately, Paradies Lagardère sponsors Make A Wish, No Kid Hungry and Treat Our Troops and participates in CLT Airport Community Partnerships’ initiatives.

Wilson Air Center

Wilson Air Center-Charlotte was ranked 12th Best Fixed-Based Operator (FBO) in the country by “Professional Pilot’s” magazine’s 2019 Preferences Regarding Aviation Services and Equipment (PRASE) survey.

The FBO also placed in the top 20 percent of all FBOs in the

Americas in Aviation International News’ 2019 Annual FBO survey.

Every summer, Wilson Air Center hosts one to two high school students in the Mayor’s Youth Employment Program (MYEP).

American Airlines

American Airlines received a J.D. Power and Associates Award for the J.D. Power 2019 North America Airline Satisfaction Study. The J.D. Power 2019 North America Airline Satisfaction Study is an annual survey that measures business and leisure traveler satisfaction with North American carriers based on the airlines’ performance in seven categories: aircraft, in-flight services, reservations, check in, boarding/deplaning/baggage, flight crew, and cost and fees.

For the fourth time, American Airlines in 2019 garnered a top score in the Disability Inclusion Index and was named the DEI Best Places to Work for Disability Inclusion. The index, a joint initiative of Disability:IN and the American Association of People with Disabilities, used disability inclusion self-assessment metrics in evaluating the airline’s disability inclusion policies and practices.

“U.S. Veterans Magazine” listed American Airlines in the Best of 2019 Top Friendly Veteran Companies.

“Newsweek” included American Airlines on its 2020 list of America’s Most Responsible Companies.



McAnne's

EAT HERE SHAKES SALADS

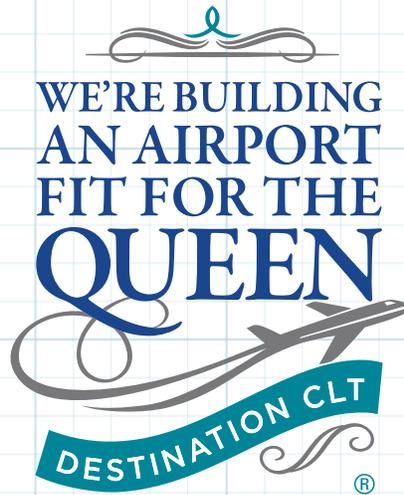
HOTBELLY SANDWICH SHOP

WICHES ORDER

SODA

SHAKE SHACK

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