

A YEAR OF
RESILIENCY

REPORT OF ACHIEVEMENT
2020

A black and white photograph of the Charlotte Douglas International Airport terminal building. The building features a series of tall, dark, curved spires that rise from a circular base. The sky is filled with clouds. The text "CHARLOTTE DOUGLAS INTERNATIONAL AIRPORT" is printed in large, bold, capital letters across the front of the building's base.

CHARLOTTE DOUGLAS
INTERNATIONAL AIRPORT



hissho sushi

THE FRESHEST CATCH FOR YOUR FLIGHT!

To Go

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WE ARE WORKING HARD
TO SERVE YOU THROUGH
THESE TOUGH TIMES

A few restaurants had

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.

LETTER

FROM THE AVIATION DIRECTOR/CEO

Resilience. What better way to sum up 2020.

The year was accented by turmoil, uncertainty, heartbreak and tragedy for many.

At Charlotte Douglas International Airport (CLT), we experienced the pandemic's rollercoaster of emotions and impacts alongside our partners, customers, stakeholders and community.

Operationally, we had our biggest drop in passengers, flights and revenue in history. But CLT, just like the aviation industry and our community, is built on resilience. We've faced major setbacks before and have always bounced back with vigor and grit.

More than ever, the Airport's vital role to this region was proven throughout the pandemic. CLT flew medical professionals, vaccines and helped connect friends and families across the globe. Our doors never closed.

We couldn't have done it without our dedicated employees, who worked tirelessly to keep the Airport clean, safe and running smoothly for passengers.

CLT's airlines, tenants and partners also came together during this challenging year to ensure a quality traveling experience for the public.

Our passengers adapted to all the new COVID-19 safety guidelines right alongside of us. They trusted us to provide a virus-free environment. We didn't take that trust lightly for the 27 million who flew through our terminal in 2020.

The Airport's 2020 Report of Achievement is a snapshot of the challenges we faced and how we worked to overcome them together.

Better days are ahead for us. We ended the year with news of COVID-19 vaccines beginning distribution in the U.S., our tenants' furloughed employees returning to work and passengers feeling more confident to fly again.

That's the story of resilience. It's who we are as an industry, community and most of all as an airport.

Haley Gentry
Acting Aviation Director

“ COVID-19 has been an ever-evolving situation that has impacted every aspect of our lives. The key for us has been maintaining our resiliency to be nimble and making quick changes when needed for the safety and health of our passengers and employees. ”

Acting Aviation Director Haley Gentry

Haley Gentry was named Aviation Director in June 2021.

By the NUMBERS

About CLT

Terminal Opened **May 2, 1982**

114 Gates

74,500+ Daily Passengers

26,500+ Parking Spaces

6,000 Acres of Land

1.8M sq. ft. Terminal with
5 Concourses

4 Runways

100+ Concessions

100+ Rocking Chairs

NUMBERS & RANKINGS

27,205,082 Passengers

397,983 Aircraft Movements

174,913 Tons of Cargo

ACI RANKINGS*

6th in Aircraft Movements

6th in Total Passengers

33rd in Total Cargo

AIRLINES

179 Nonstop Destinations

35 International Destinations

3 US Territories

8 Domestic Airlines

3 Foreign Flag Airlines

* Source: Airports Council International (ACI)
World 2020 preliminary nationwide rankings



IMPACTS

Dim the Lights on 2020 Operations

“COVID-19 has been different than any other incident or situation that we have ever faced before because there has been no clear ending.”

Acting Aviation Director Haley Gentry

Buckle up, turbulence ahead describes the impacts COVID-19 had on the aviation industry in 2020. Lower passenger traffic, fewer flights and declining revenues amounted to a year like no other.

“It’s been unprecedented,” said Acting Aviation Director Haley Gentry. “COVID-19 has been different than any other incident or situation that we have ever faced before because there has been no clear ending.”

Except for cargo, Charlotte Douglas International Airport saw its largest overall decline in customers, operations and revenues. The numbers tell the story.

2020 Passenger Traffic Drops

CLT welcomed 27.2 million passengers in 2020, a 46 percent drop from CLT’s all-time high of 50.2 million passengers in 2019.

Charlotte Douglas, however, fared better than many other airports in 2020 that had passenger reductions between 60 to nearly 70 percent. Worldwide passenger traffic decreased by 64.6 percent.

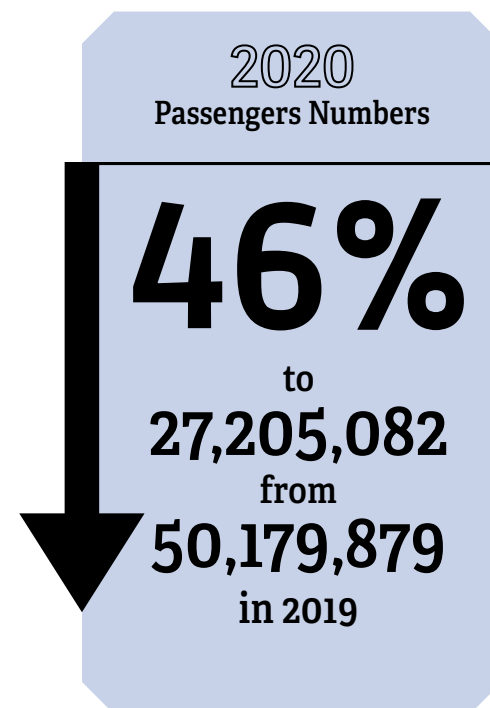
“American Airlines focused on its Charlotte and Dallas hubs during the pandemic to run the bulk of their operations, and we have benefited from that,” Gentry said.

The year started on a high note with record-breaking numbers. January 2020 saw 4.2 million passengers, up 12 percent from January 2019. In February 2020, 3.9 million passengers were served, a 9 percent jump from February 2019.

But in mid-March the World Health Organization declared COVID-19 a global pandemic and everything changed. “It happened very fast in terms of when it became a much bigger deal for us,” Gentry said. “We started immediately playing out worst-case scenarios. Initially we thought it would only last for a week or a month or two, but of course it’s lasted longer than we have ever expected.”

Passenger traffic fell to its lowest point in April 2020, the first full month of the pandemic, with 340,265 passengers, a 92 percent plummet from the prior year.

CLT ended 2020 serving 56 percent of its 2019 passenger traffic. A closer look into these numbers reveal all demographics within CLT’s customer pool dramatically shrank.



Customer Demographics Plummet

Local passenger traffic (travelers who begin their trip at CLT) fell 58 percent from 7.7 million in 2019 to 3.2 million in 2020. That number climbed 5 to 9 percent each year between 2015 and 2019 due to the growing population of Charlotte and the surrounding areas.

Passengers boarding international flights at CLT dropped 57 percent from 141,277 in 2019 to 60,293 in 2020. Travel restrictions throughout the world dampened overseas trips.

At one point in 2020 more than 30 countries had banned U.S. travelers, including the Bahamas and the European Union’s 27 countries.



Parked aircraft became part of the “new normal” in 2020 at airports worldwide.

2020 Aircraft Movements

(Landings & Departures)

31%
to
397,983
from
578,263
in 2019

Perhaps the biggest setback for the Airport has been the decline in business travelers. Those numbers fell from 40 percent of CLT's passenger base in 2019 to 25 percent in 2020.

Business travelers are important to the aviation industry because they generate the most revenue. While leisure travelers book their air travel far in advance, many business travelers don't have that luxury and therefore pay more for airfare. According to the travel management company TravelPerk, business travel was valued at \$1.28 trillion nationwide in 2019.

Flights also decreased in 2020 with airlines flying reduced schedules due to lower passenger demand.

Fewer Flights

CLT had its lowest number of aircraft movements in more than 20 years. Overall, aircraft operations logged 397,983 departures and arrivals in 2020 compared to 578,263 in 2019, a 31 percent drop. Worldwide there were 58 million global aircraft

movements in 2020, representing a drop of 43 percent from 2019, according to Airports Council International World.

Daily departures at CLT dropped as low as 306 in April, but wound up averaging 519 daily take offs for the year.

Despite lower passenger traffic, flights were added in 2020 from Charlotte. American Airlines launched service to Appleton, Wis.; Bozeman, Mont.; Jackson Hole, Wyo.; Sioux Falls, S.D.; Puerto Vallarta, Mexico; Williamsport, Pa., and Montrose-Telluride, Colo. Southwest Airlines began flights to Denver, St. Louis and Phoenix.

At the end of the year, CLT offered nonstop flights to 179 destinations, including 35 international locations and three U.S. territories.

Cargo Dips

Cargo, although slightly down, was the big winner of 2020 with

When revenue dried up, we had to be creative and look at things differently. We cut our budget, delayed some capital projects and concentrated our efforts on keeping our passengers and employees safe.

Acting Aviation Director Haley Gentry

174,913 tons of goods transported through CLT versus 184,449 tons in 2019, just a 5 percent dip. Worldwide cargo decreased by 8.9 percent to an estimated 109 million tons.

The smaller impact from COVID-19 was due to the increase in demand for online consumer goods, pharmaceutical products and personal protective equipment. By summer 2020, many airlines had expanded their cargo-only operations.

Concessions Temporarily Close

Unlike cargo, concessions needed passengers to remain viable. Only 20 restaurants and 25 retail stores of CLT's 130 concession locations were open in April. By the end of 2020, 90 percent of concessions had



reopened except for some bars due to the North Carolina governor's state mandate requiring their temporary closure in March. Capacity limits for businesses in response to COVID-19 also posed a challenge by limiting the number of customers and employees allowed inside a concession.

With fewer flights, passengers, open stores and restaurants, the sum total amounted to a steep loss in revenues.

Revenues Decline

Non-aeronautical revenue (that generated by businesses other than the airlines) was affected the most. Concession revenues fell 49 percent from \$70.6 million in 2019 to \$36.3 million in 2020.

Parking revenue, typically the largest revenue source, dropped 62 percent from \$65.4 million in 2019 to \$24.8 million in 2020.

Overall Airport revenues decreased 19 percent from \$268.2 million in 2019 to \$216 million in 2020.

“Our business is built on a platform that relies on user revenue,” Gentry said. “When revenue dried up, we had to be creative and look at things differently. We cut our budget, delayed some capital projects and concentrated our efforts on keeping our passengers and employees safe. It paid off in the end. CLT is among the fastest airports in the country to recover and remains one of the most cost efficient and busiest hubs in the world.”

LOCAL Passenger Numbers

58%
to
3,213,547
from
7,656,234
in 2019



CLT Ups the Ante on

COVID-19 Safety Response

1. Keep Employees and Passengers Safe...

When a once in a lifetime pandemic strikes, response often determines how one comes out on the other side. The outcome could turn either bad or good.

As one of the busiest hubs in the world, CLT's only option was the latter.

While many businesses were closing their doors and limiting hours in 2020, airports remained an integral part of the nation's economy transporting people, goods and services across the globe. Especially during the pandemic, airports were more vital than ever before.

"We were aware of the important role Charlotte Douglas served flying medical personal, medical supplies and personal protective equipment to states in desperate need," said Acting Aviation Director Haley Gentry. "It was our intention to maintain a smooth operation with little to no interruptions."

The Airport identified four key areas of focus for a successful recovery - keep employees and passengers safe, keep the Airport operating, stay current on loan payments and provide financial help and flexibility to its business partners.

Enhanced Safety and Cleaning

Airport housekeeping was increased around the clock. Special attention was given to frequently touched surfaces. Tables, chairs, check-in kiosks, shuttle buses and handrails on escalators and people movers were regularly sanitized. All terminal public areas received nightly deep cleanings with an electrostatic spray that killed the COVID-19 virus.

"On the passenger side we really tried to focus on the cleanliness of the terminal because that was something we could control," said Chief Operating Officer Jack Christine. "We did turn to technology as much as we could to augment our cleaning procedures. Ultimately, we would have gotten to those things, but it happened much faster because of COVID-19."

Healthy Building Initiative

CLT seized on the latest technology innovation to incorporate into its Healthy Building Initiative.

Bipolar ionization was integrated into CLT's HVAC system.

// —————
It was our intention to maintain a smooth operation with little to no interruptions.
————— //

Acting Aviation Director Haley Gentry

The technology releases ions into the air that latch onto and disable viruses, allergens, bacteria and airborne mold to provide continuous disinfection.

UV-C light installation began on escalator and moving sidewalk handrails. The lights eliminate harmful bacteria on handrail surfaces as it passes through the modules, delivering nonstop sanitization. Passengers do not see the equipment because it's underneath the people movers, but they can have confidence that the UV-C lights are working.

The Airport installed more than 1,200 MERV-13 filters, which trap 98 percent of airborne particles, including mold, pet dander, bacteria and particles that carry viruses,

such as COVID-19. MERV-13 filters, used in hospital settings, work up to 30 times more effectively and lasts three times longer than ordinary fiberglass filters.

CLT's laser focused attention on providing a clean and safe terminal paid off.

GBAC Certification

In December, Charlotte Douglas International Airport earned Global Biorisk Advisory Council (GBAC) Star™ Facility Accreditation. CLT was the first airport in North Carolina to earn GBAC accreditation for its cleaning and infectious disease protocols.

The Airport was required to demonstrate compliance with 20 rigorous core elements, which range from standard operating procedures and risk assessment strategies to personal protective equipment and emergency preparedness and response measures.

"From my perspective we were already one of the cleanest airports in the country," Christine said. "We always receive compliments about how clean our facilities are, and due to COVID-19, the level of enhanced cleaning occurring now is never going to change."



Safety shields were installed to protect passengers and employees.

The fight against COVID-19 also required providing passengers and employees the necessary tools, equipment and defense mechanisms to help stop the spread of the virus.

Hand Sanitizing Stations

Sixty hand sanitizing stations were strategically placed throughout the terminal, when soap and water were not readily available. Locations could be found on CLT's terminal map.

Mask Distribution

In June, CLT managed the distribution of 2.4 million masks from the Federal Emergency Management Agency (FEMA). The Airport partnered with American Airlines to fly boxes of the cloth face masks to airports throughout North and South Carolina for their employees. CLT also received

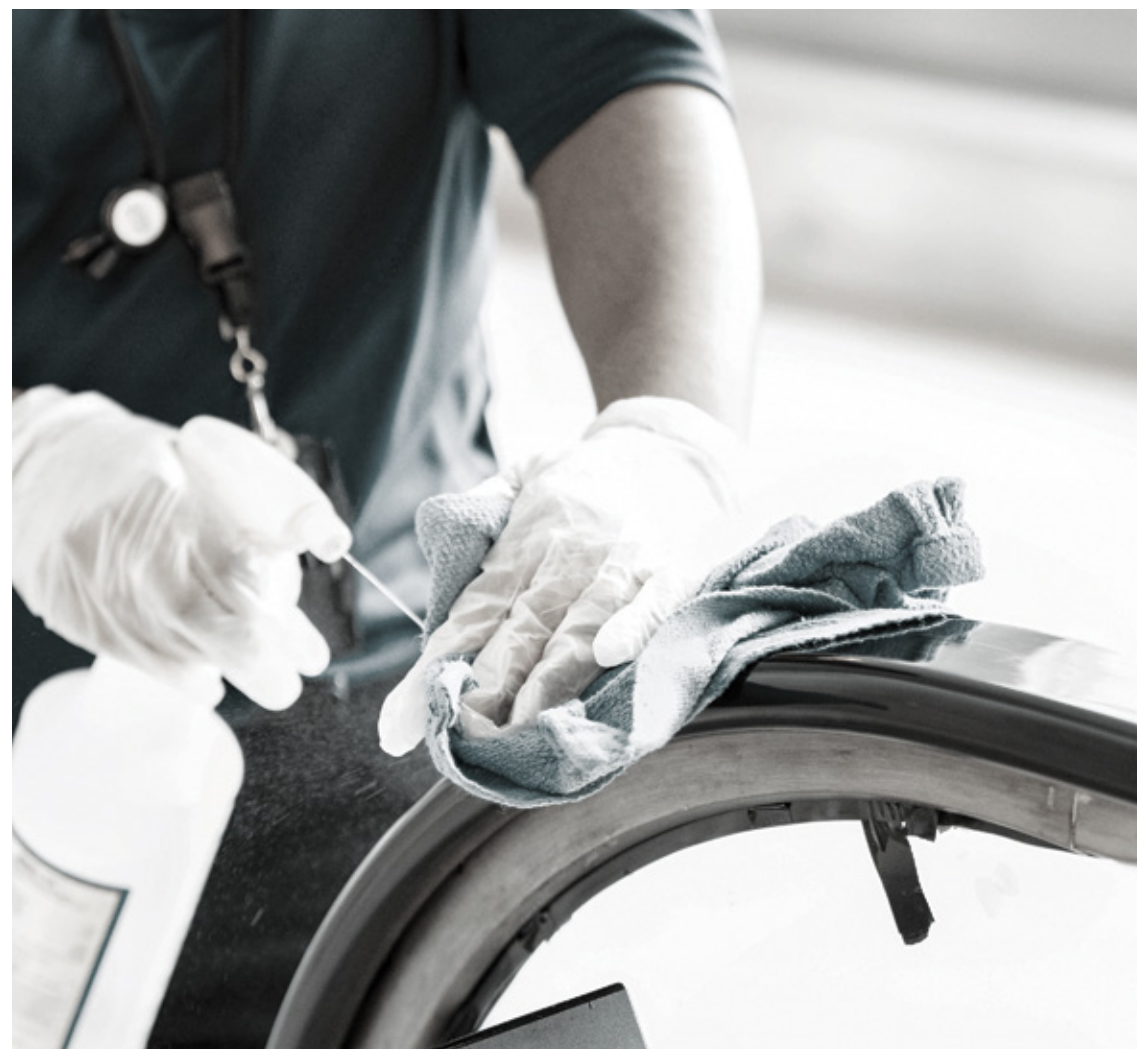
2.1 million masks from the Federal Aviation Administration (FAA) to hand out to the traveling public.

Face coverings were required at the Airport per a June 26 mandate by North Carolina Gov. Roy Cooper. Passengers needing a mask could pick one up at the TSA checkpoint podiums and at the Visitor Info Center in Baggage Claim. All airlines also required a mask to board a flight.

Customers were reminded face coverings are required through signage from the Keep it Rockin' information campaign that was posted at every Airport entrance and throughout the terminal, along with public address system announcements and reminders from their airlines.

Protective Shields

To encourage social distancing, more than 100 protective shields were installed at Checkpoints A, B, C, D and E. The 4 feet by 4 feet square panels have aluminum frames with 1/8 inch thick clear plastic inserts.

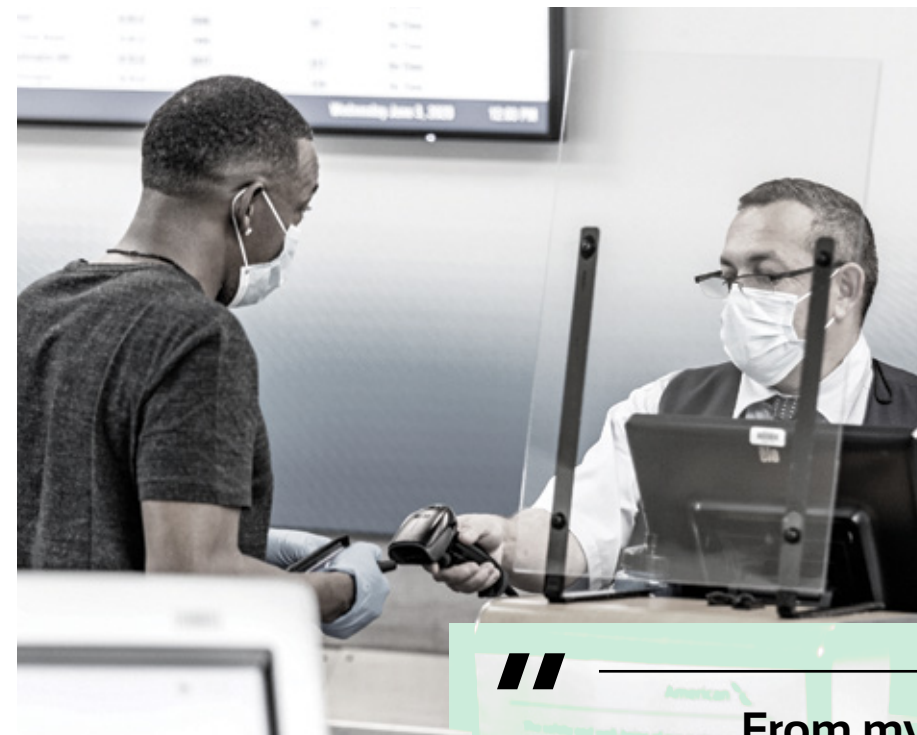


Many customer-service counters – from stores to ticket desks to parking toll booths – were equipped with protective shields as well for added passenger and employee safety.

Airlines' COVID-19 Response

Several airlines installed HEPA filters that refresh cabin air every two to four minutes in aircraft.

They also enhanced the cleaning of tray tables, seatbelt buckles, armrests, window shades, seatback screens, doors and overhead bin handles in their planes.



TSA COVID-19 Protocols

The Transportation Security Administration (TSA) removed much of its customer touchpoints during the screening process and moved toward touchless technology in many checkpoint lanes. Passengers for example could show their boarding pass rather than handing it to a TSA officer.

Concessions Safety Measures

All dining and retail stores implemented procedures for safe operations, such as physical distancing requirements, sanitation and personal hygiene protocols, personal protective equipment and guidelines for providing services while limiting close interactions. Contactless ordering and payment also were made available at multiple concessions.

Finding a means to pay for all these additional safety measures required the Airport, like many of its tenants and partners, to reduce spending in other areas.

From my perspective we were already one of the cleanest airports in the country. We always receive compliments about how clean our facilities are, and due to COVID-19, the level of enhanced cleaning occurring now is never going to change.

Chief Operating Officer Jack Christine

2. Keep the Airport Operating...

Budget Cuts

The Aviation Department cut its 2021 fiscal year budget 3.6 percent to \$184.4 million by reducing overtime, hiring, travel and demand-based contract services like traffic control and parking.

"We worked on the budget on a daily basis from the time we recognized that we could experience a significant decline in passenger traffic and airport revenues," said Chief Financial Officer Mike Hill. "It was a daily exercise of a continually evolving situation."

While the Terminal Lobby Expansion and Concourse E Phase 9 construction continued on schedule, the Aviation Department adjusted the timeline of three big projects.

Postponed Construction Projects

The Airport rescheduled the start of Concourse A Expansion Phase II construction from summer 2020 to summer 2022. The Joint Operations Center that will house Airport Operations, Transportation Security Administration and Charlotte Mecklenburg Police Department personnel is expected to begin within the next five years instead of March 2020. Crews also were preparing to commence work in 2020 on CLT's Centralized Distribution Center that would serve as a warehouse for the Airport's retail stores and restaurants. It too has been put on hold for approximately five years.

"We really reevaluated new initiatives and decided if this was the time, year and proper environment to start a new initiative," Gentry said. "We also were trying to recast our budget in terms of our lower



passenger numbers. We had to get smart about our debt. We had to get smart about our future spending, and we had to get smart about the budget that we were maintaining."

CARES ACT

With substantially lower revenue, Coronavirus Aid, Relief and Economic Security (CARES) Act funding came at a critical time for the Airport.

The \$135.6 million in federal assistance provided support of the Airport's financial position, including the ongoing cost of airport operations, debt service and making improvements to terminal facilities to promote passenger safety in response to COVID 19.

In 2020, the Aviation Department spent \$21.7 million in CARES Act funds for state-of-the-art air filtration, ultraviolet handrail

cleaning technology, hand sanitizing stations, plexiglass barriers and COVID-19 signage to promote CDC safety guidelines.

"The CARES Act has been essential in our recovery," Gentry said. "It's really helped us and our partners through this time period with the ability to spend funds on things that were unexpected."

The Airport has four years to use the funds. The rest is budgeted for fiscal years 2021 and 2022. It will be spent as follows: \$12 million for non-Passenger Facility Charge (PFC) debt service, \$42 million to replenish PFCs, \$46 million for operating expenses, \$10 million for Experience Recovery Team projects and \$8 million in reserve for fiscal year 2022.

3. Stay Current on Loan Payments...

North Carolina Improvement Program

Grant funds from the North Carolina Airport Improvement Program (NCAIP) were another saving grace for the Airport. The \$58 million was used to pay debt service in fiscal years 2020-2021. This included helping to pay down CLT's approximately \$800 million in revenue bonds for its capital improvement projects.

"We needed to make sure we maintained our financial operations and kept our legal and financial commitment to investors," Hill said. "One of the lessons that 9-11 taught us is that we really need to maintain a strong balance sheet and strong financial operations in order to withstand a period of financial distress."

Airport partners and airlines experienced that monetary pinch as well during the onset of the pandemic.

"We exercised a lot of flexibility in their contracts regarding the closing of restaurants and shops and modified hours when things were really slow to allow them to conserve costs," said Acting Chief Business & Innovation Officer Ted Kaplan. "As traffic started to ramp back up in late summer and early fall, we extended the same flexibility. We did not put a lot of demand on how they did that. We've worked with our concession partners a long time and trust their judgment."

Airlines Support

For airlines, CLT used grant money it received to offset airline costs and reshuffled the way CLT pays airlines their profit shares. "Typically, we pay airlines their profit share in a lump sum within 210 days of the fiscal year," Kaplan said. "But because of their financial crunch, once COVID-19 hit we advanced airlines with a projected first half of their profit share in March and April just to provide them with a liquidity boost at a key time."

Because some construction projects were postponed, the costs associated with those projects did not fall onto the airline rate base. CLT also cut its operating budget as much as possible to lower airline costs associated with operating at the Airport.

"The pandemic has been more challenging in how deep we had to go and how deep we're going to have to continue to go to keep us moving forward and where we financially want to be as an Airport," Christine said. "I have no doubt that we're going to do it. We've done everything we possibly can to position ourselves to bounce back stronger than ever."

4. Provide Business Partners with Financial Help

Concessions Assistance

CLT worked with concessionaires to provide rent relief and terminal services at no cost to offset decreased revenues when passenger traffic decreased. CLT also formed an internal work group that met weekly to discuss reopening plans.

We worked on the budget on a daily basis from the time we recognized that we could experience a significant decline in passenger traffic and airport revenues.

Chief Financial Officer Mike Hill



— COVID-19 —

Safety Guidelines Redefine Passenger Experience

CLT Finds Light in Darkness

COVID-19 upended the 2020 passenger experience. Masks, travel restrictions, ever-changing CDC guidelines and uncertainty all became a part of the flight itinerary.

Passengers' confidence to fly spiraled to an all-time low due to health concerns. Air travel was different. Customer expectations were different, and CLT had to adapt quickly.

"Before the pandemic passengers were looking for cool and unique experiences in the terminal," said CLT's Innovation & Experience Director Martha Edge. "But it transitioned quickly from wanting to be entertained in unique ways to the expectation that the terminal was super sanitized, virus free and where everyone is properly wearing a mask, washing their hands and taking all the necessary steps to keep others safe around them."

#RockYourMask



Note - This picture was taken before the face mask mandate was implemented.

Housekeeping Takes Center Stage

Housekeeping procedures became front and center in 2020. CLT enhanced its cleaning practices with a strong focus on combating the spread of COVID-19. Frequently touched areas were sanitized on a regular basis. Public areas of the Airport received nightly deep cleanings.

“Safety has been redefined,” said Passenger Experience Manager Lauri Golden. “Many of our customers would define safety as cleanliness. Now travelers want to see the cleaning. They want to smell the cleaning agent, which gives them a sense of security.”

CLT responded to passenger concerns by investing in a Healthy Building Initiative that uses the latest technology with MERV-13 filters, UV-C lights and bipolar ionization for cleaner air and improved sanitation.

A key step was delivering a highly visible show and tell to educate the public about CLT’s various cleaning and sanitation protocols.

Spreading the Message

CLT chose to lay all its communication and marketing cards on the table – social media, website, local media, newsletters, press releases, app, photography, videos, terminal announcements and graphics.

“The message was really acknowledgement of awareness of the virus and to keep everyone informed, address concerns, make sure people knew what we were doing regarding safety and health

and what they could do as well,” said Strategic Communications Director Lee Davis. “We looked at everything through that pandemic COVID-19 lens, making sure all of our communications flowed across all our channels and were very consistent.”

The Airport created a COVID-19 webpage and travel newsletter packed with safety tips, CLT’s cleaning procedures and information regarding traveling during the pandemic. Updates were made to the COVID-19 safety messages as they evolved. CLT’s social media platforms frequently used photos and videos to illustrate the Airport’s cleaning practices in action.

“We had a lot of people at the table to discuss communications, and we vetted a great deal,” Davis said. “We wanted to make sure what we were saying was not only accurate, but was presented in the right manner.”

The communications plan also included reminding passengers about the importance of doing their part to help stop the spread of COVID-19.



We looked at everything through that pandemic COVID-19 lens, making sure all of our communications flowed across all our channels and were very consistent.

Strategic Communications Director Lee Davis



Keep it Rockin' Information Campaign

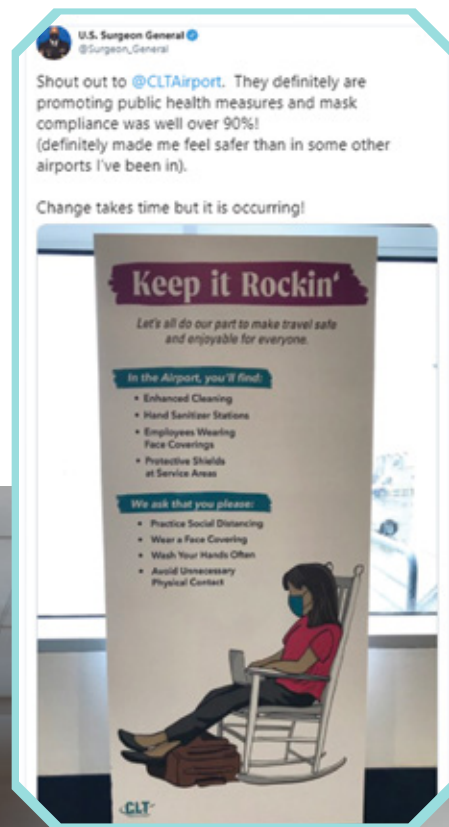
CLT introduced the Keep it Rockin' public information campaign in July.

"We needed to quickly get information out to both passengers and employees on how to properly follow CDC protocol as it pertained to safe travel," Edge said. "In our facility, which is an essentially functioning business, it was of utmost importance to follow the important steps to keep the virus from spreading - washing hands frequently, wearing a mask and social distancing. The public information campaign promotes all of these things and is a constant reminder everywhere in the terminal about how to travel and work safe."

More than 300 graphics (mirrors, window and column decals, free standing signs and floor decals) were placed inside and outside the terminal as part of the campaign.

The Airport's efforts received a kudos Aug. 21 on Twitter from Surgeon General Jerome Adams that read, "Shoutout to @CLTAirport. They definitely are promoting public health measures and mask compliance measures was well over 90%! (definitely made me feel safer than in some other airports I've been in.)"

The safety measures were a new normal for passengers that included grabbing their face mask right along with their luggage before heading to the Airport.



Rock Your Mask

By the end of June, a North Carolina governor's executive order required wearing face coverings at CLT and while on Airport property. All CLT airlines required passengers to wear face coverings to board a flight as well.

Free face masks were made available at TSA security checkpoint podiums and at the Visitor Info Center in Baggage Claim. Many retail stores also sold masks.

The social media campaign #RockYourMask reinforced the mask requirements through photos and story content that featured employees and travelers adhering to safety guidelines.

Passengers were receptive. The big challenge for CLT, however, became social distancing.

In our facility, which is an essentially functioning business, it was of utmost importance to follow the important steps to keep the virus from spreading - washing hands frequently, wearing a mask and social distancing.

Innovation & Experience Director Martha Edge



Challenges of Social Distancing in an Airport

As one of the busiest airports in the country, many flyers were shocked connecting through CLT from a smaller airport to see large crowds at Charlotte Douglas.

The Airport and food and beverage concessionaire HMSHost removed chairs from CLT's food courts and in restaurants to allow for social distancing. Tables were spaced apart to meet CDC guidelines. Rocking chairs in the Atrium also were adequately spaced apart.

Other areas, such as the gate areas, were more challenging due to the volume of passengers and space limitations. CLT grappled with the notion of sectioning off chairs, but chose not to because that meant families and groups who had quarantined together would be forced to separate. During the pandemic, CLT did not gain more space, but rather gained more space awareness.

"Instead we used creative methods to add social distancing reminders elsewhere within the gate hold rooms that didn't impact seating," Edge said. "We placed large decals on the windows and on the floor at key decision points along the concourses and played messages on the public address system. The goal was to put the decision making opportunity in the hands of the passenger and to provide them an opportunity to make an informed decision."

Tips on how to social distance were placed on CLT's website and shared in various communications to the public.

Identifying the effects COVID-19 had on the traveling public - from social distancing to face mask requirements - became a full-time job with extended overtime for Airport staff.

Experience Recovery Team

The Airport's leadership team formed the Experience Recovery Team (ERT) in early May 2020 to examine all safety aspects of the

travelers' experience and where operations needed to be adjusted as more passengers returned.

"As part of our ongoing customer experience initiative, prepandemic we were already measuring passenger satisfaction and constantly looking at what we can do to improve the passenger experience," Edge said. "With the pandemic we had to pivot and look at the passenger experience through a completely new lens. The formation of the ERT helped us shift focus to everything we needed to address, but from a COVID safety standpoint."

Through the ERT, various initiatives were launched, including the Keep it Rockin' public information campaign and the Healthy Building Initiatives for improved sanitation and housekeeping.

Passengers took note and responded with positive feedback.

Passenger Satisfaction

Customer satisfaction improved during the last three months of 2020 with eight out of 10 passengers highly satisfied with CLT overall. A particular standout during this period of COVID-19 was that nine out of 10 passengers gave stellar marks for the condition/cleanliness of the terminal and restrooms.

Other significant findings in the Phoenix Marketing International passenger survey revealed nine out of 10 passengers were impressed with the check-in experience, service at the security checkpoint and CLT's terminal facilities. Eight out of 10 passengers gave high approval

ratings for getting to the terminal, the gate area, food and beverage, retail services, baggage delivery and leaving the terminal.

These are the highest scores CLT has received in several categories since 2015. Surveyors interviewed 431 departing passengers in gate hold areas from October – December 2020 about their satisfaction at CLT.

"We choose a lot of our future initiatives based on passenger feedback from the survey," Edge said. "Receiving those high marks really validated everything that we were doing from a safety standpoint."

Customer Engagement

The looming question for CLT in 2020 was how to keep those customer satisfaction numbers up when engaging with passengers had changed so dramatically.

CLT had to cancel its yearly Iced Tea Day and Queen Charlotte Birthday celebration that allowed Airport employees to flash a bright smile, thank passengers for flying through Charlotte Douglas and pass out iced tea, cupcakes and other popular treats.

The Airport's beloved Volunteer, Canine Crew and music programs that touch thousands of passengers daily also were temporarily suspended in mid-March 2020. Around that same time, the USO temporarily closed and chaplain services were suspended.

CLT turned to its static displays and technology. "Our art and



We want to have that comfortable and welcoming feel when you come to the Airport. We've always been able to achieve that by providing warm, southern hospitality. The pandemic definitely has challenged us, but we're not going to let that deter us from providing passengers a quality traveling experience now or in the future.

Passenger Experience Manager Lauri Golden

our holiday décor are all things that still engage with customers," Golden said. "They're fixtures and displays that provide a special CLT identity and gives passengers a sense of Charlotte."

Four new murals were installed on Concourse C in 2020 thanks to a partnership with the Arts & Science Council. CLT has a total of 13 murals by seven local artists located in Concourses A, B and C as part of terminal renovations.

The Airport also took advantage of technology to connect with passengers by adding more than 2,000 charging stations to Concourses A and C.

Online booking for parking and the ability to check security wait times on CLT's website and app were other customer amenities that passengers embraced in 2020.

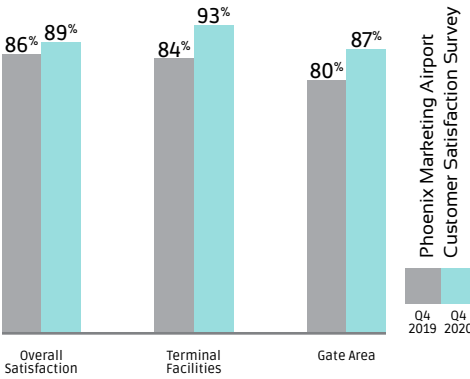
"We want to have that comfortable and welcoming feel when you come to the Airport,"

"Interplay 1"
Ruth Ava Lyons
located on Concourse C.

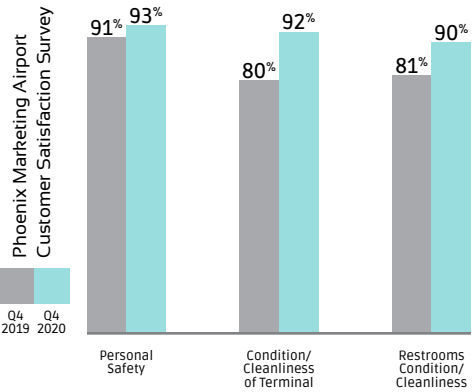
Golden said. "We've always been able to achieve that by providing warm, southern hospitality. The pandemic definitely has challenged us, but we're not going to let that deter us from providing passengers a quality traveling experience now or in the future."



Overall Scores



Terminal Facilities



Passenger Tweets

The @CLTAirport is so clean and pleasant. Is the whole city like this?
@emilykennard - Feb. 4, 2020

I don't know if you guys been to the CLT airport, but that airport is the best one out there and that's a fact.
@carterbianchin - Feb. 17, 2020

Charlotte airport officially my fav airport
May 20, 2020 - @SMC_ImPretty

Great people with great facilities. Modern, clean and well designed. Plenty of parking reasonably priced. Best airport experience.
@gpadini - July 15, 2020

EMPLOYEE RESPONSE

Airport Employees Weather the Challenges of COVID-19

Our goal was to provide that extra layer of safety for employees that would allow them to do their job without having to worry about their health.

Safety & Health Manager Ella Moultrie

Since the start of the pandemic, thousands of Airport workers remained on the job to keep CLT open and operating.

From airline employees, concessions operators, screening professionals, security officers and baggage handlers - many were at the forefront of efforts to make the Airport safer and give passengers the confidence to fly again.

"Our Airport employees were essential workers long before that term became popular," said Acting Aviation Director Haley Gentry. "They are on the job day and night to keep our operations running smoothly. It was important that we take all the necessary measures to keep them safe in addition to our passengers."

One of the first steps was implementing COVID-19 safety measures and protocols.



Moultrie noted Aviation Department employees were prepared for the changes that came with the pandemic because of the campus-wide work that went into earning the Carolina Public Sector Star designation from the N.C. Department of Labor in 2018 and 2019. The program recognizes state agencies and local governments for leadership and success in providing a safe and healthy work environment.

"People knew how to own their own safety, and they recognized that management is completely committed to their safety," she said. "We had done the groundwork."

TSA provided its staff COVID-19 awareness, Centers for Disease Control and Protection (CDC) and PPE training. CLT airlines and the Airport's fixed-base operator Wilson Air Center team members received training and were given protocols on handling flights carrying passengers with

continued on pg 30

Safety Measures for Employees

All Airport employees were required to wear face coverings due to North Carolina Gov. Roy Cooper's mask mandate. CLT tenants, partners and airlines took it upon themselves to equip their employees with Personal Protective Equipment (PPE) during the pandemic.

In addition to masks, TSA officers were required to wear gloves and eye protection or clear plastic face shields when not working behind an acrylic barrier.

Various safety procedures also were implemented to encourage social distancing between passengers and Airport employees. Social distancing markers were placed in some gate areas and in TSA checkpoint lines. Protective shields were installed at all ticket counters, customer service desks and TSA checkpoint queue lines.

"We conducted a thorough audit of the terminal to make sure all areas were covered," said CLT's Safety &

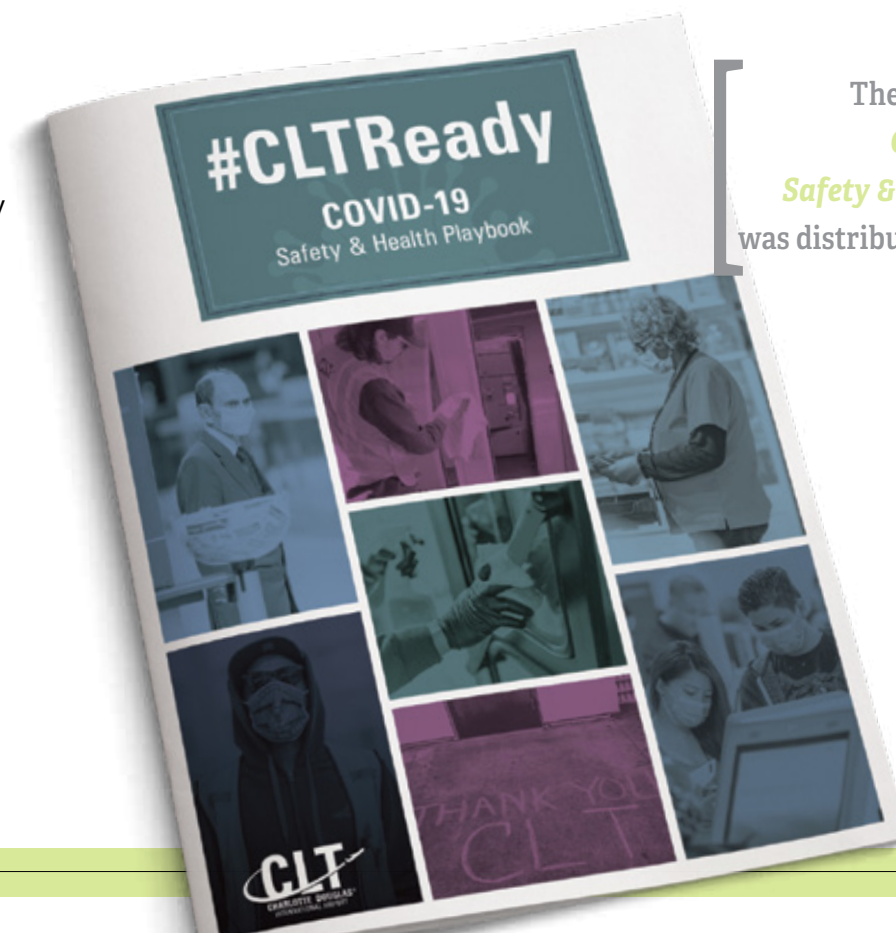
Health Manager Ella Moultrie. "Our goal was to provide that extra layer of safety for employees that would allow them to do their job without having to worry about their health."

COVID-19 Training

Equally important as PPE and safety procedures were COVID-19 safety training for employees. It was crucial for Airport workers to understand that they set the example for passengers, particularly by wearing their face mask properly over their nose and mouth.

The Aviation Department made it mandatory that its more than 700 employees complete online classes on COVID-19 safety. The department's Safety & Health team in October hosted more than 160 employees for its virtual "Safety Vision 20/20" event. Over three sessions, employees gathered via WebEx to participate in a safety quiz and breakout sessions with vendors. Safety & Health also held weekly virtual safety chats.

The #CLTReady COVID-19 Safety & Health Playbook outlined pandemic best practices, guidelines and operating procedures for all Airport staff to follow.



The #CLTReady
COVID-19
Safety & Health Playbook
was distributed to all employees.

CLT Names Gentry Acting Aviation Director

Haley Gentry was named CLT's acting aviation director in September.

Gentry was assigned the position while Aviation Director Brent Cagle took on special projects for the City of Charlotte. Her new duties include overseeing the Airport's day-to-day operations.

"I'm excited for the opportunity to lead this great Airport," Gentry said. "Please know, I don't take the work lightly. 2020 has been a challenging year, to say the least. But we are on track and must stay the course. Our focus remains on recovering our business from the impacts of COVID-19."

Gentry has been with the Aviation Department since 1991. She started as an intern, beginning her career at the Airport the day after graduating from college.

During her 30 years at CLT, Gentry has worked in various departments, including Airport Operations, Public Affairs, the

Director's Office and Business and Revenue. Most recently she served as CLT's chief business and innovation officer, supervising the Aviation Department's multi-million-dollar Airport revenue portfolio.

Her career highlights have included leading airline lease negotiations, serving as the Aviation Department's spokesperson, creating customer service initiatives, expanding air cargo opportunities including establishment of a Foreign Trade Zone on Airport property, managing the department's interest in large scale events such as the Democratic National Convention (DNC), NCAA Final Four and more.

Gentry earned a Bachelor of Science from Appalachian State University and is a member of the North Carolina Airports Association, American Association of Airport Executives (AAAE), Women in Aviation International and a board member at Renaissance West Community Initiative.



passengers who may have COVID-19 and procedures for disinfecting aircraft and public areas.

Communications was key during the pandemic of setting the tone that employees' health was a priority at CLT.

Employee Communications

Messaging was designed to engage staff, provide frequent updates, establish a source of truth, create channels for feedback, show compassion and be a voice of calm.

The Aviation Department frequently distributed COVID-19 employee branded emails to staff containing the latest CDC guidelines and department safety protocols.

Human Resources (HR) created frequently asked questions to address employees' COVID-19 concerns. An email address was established that allowed colleagues to provide feedback and contact HR directly.

Signage also was installed throughout Aviation Department facilities reminding employees to wear a mask, wash their hands often and social distance.

CLT's partners and tenants followed suit with COVID-19 messaging to their work teams through emails, newsletters, meetings and signage.

Employee Furloughs and Layoffs

At times, there were challenging messages to convey. With fewer passengers, less flights and lower revenue, staffing changes were made.

When the Coronavirus Aid, Relief and Economic Security (CARES) Act Payment Support Program expired in October, hundreds of airline staff at CLT were furloughed. The vast majority of those employees were back on the job in December after Congress passed the payment support program extension.

Airport concessionaires, HMSHost and Paradis Lagardère, furloughed more than 50 percent of its employees in April. As passenger traffic rose, temporarily closed concessions began reopening. The majority of retail and restaurant staff were back at work by December.

The Transportation Security Administration did not lay off or furlough any of its employees during the pandemic. A pull back in staffing came through attrition. By the end of 2020, TSA was back at normal staffing levels.

Wilson Air Center furloughed its part-time charter department (eight team members) from April through September 2020 and reduced work hours for the remaining team members by 20 percent. But by December 2020, Wilson Air Center staff resumed a full-time, 40-hour a week schedule due to business returning.

The Aviation Department executive leadership team made it a priority to maintain its full and part-time staff. No Aviation Department employee lost their job or had their hours cut due to the pandemic. "Aviation leadership immediately focused on budgetary efficiency and restructuring to our new industry challenges to ensure that no layoffs, reduction in force or staff furloughs were required," said Human Capital Management & Talent Development Director Natasha Jefferies. "Federal stimulus funds also aided our organization in the effort to protect our team."

Assistance was provided to Airport employees in the form of transportation as well.

Employee Assistance

Because COVID-19 hit in the final quarter of what had been a record-setting fiscal year, the Aviation Department was able to help its partners through the most difficult months.

Beginning in July, the Aviation Department offered free Charlotte Area Transit System (CATS) all-access passes to partner employees. The program provided unlimited free access to CATS buses and trains for a year.

Working at Home

While many Airport jobs required employees to be onsite, for a few telework became a new way of office life.

In mid-March, 30 percent of Aviation Department employees were sent home to work remotely. The vast majority – mostly in administrative roles – had yet to return to the office by the end of 2020.

"Teleworking became a major part of our pandemic strategy," Jefferies said. "Communication is the primary tool in our efforts to ensure employee and passenger safety. For teleworking employees, their work environment is now a digital and virtual space."

By keeping at home those who can accomplish their work remotely and closing the Aviation Department offices to most visitors, the executive team created a safer environment for all employees. The City paid a 5 percent premium from March 26 until the end of the year for those whose jobs required them to be on-site.

Thank You to Airport Workers

Keeping the Airport operating during 2020 was a big job. As a show of appreciation for Airport employees hard work, a thank you banner was placed on the terminal curbside and visual messaging boards expressed words of gratitude.

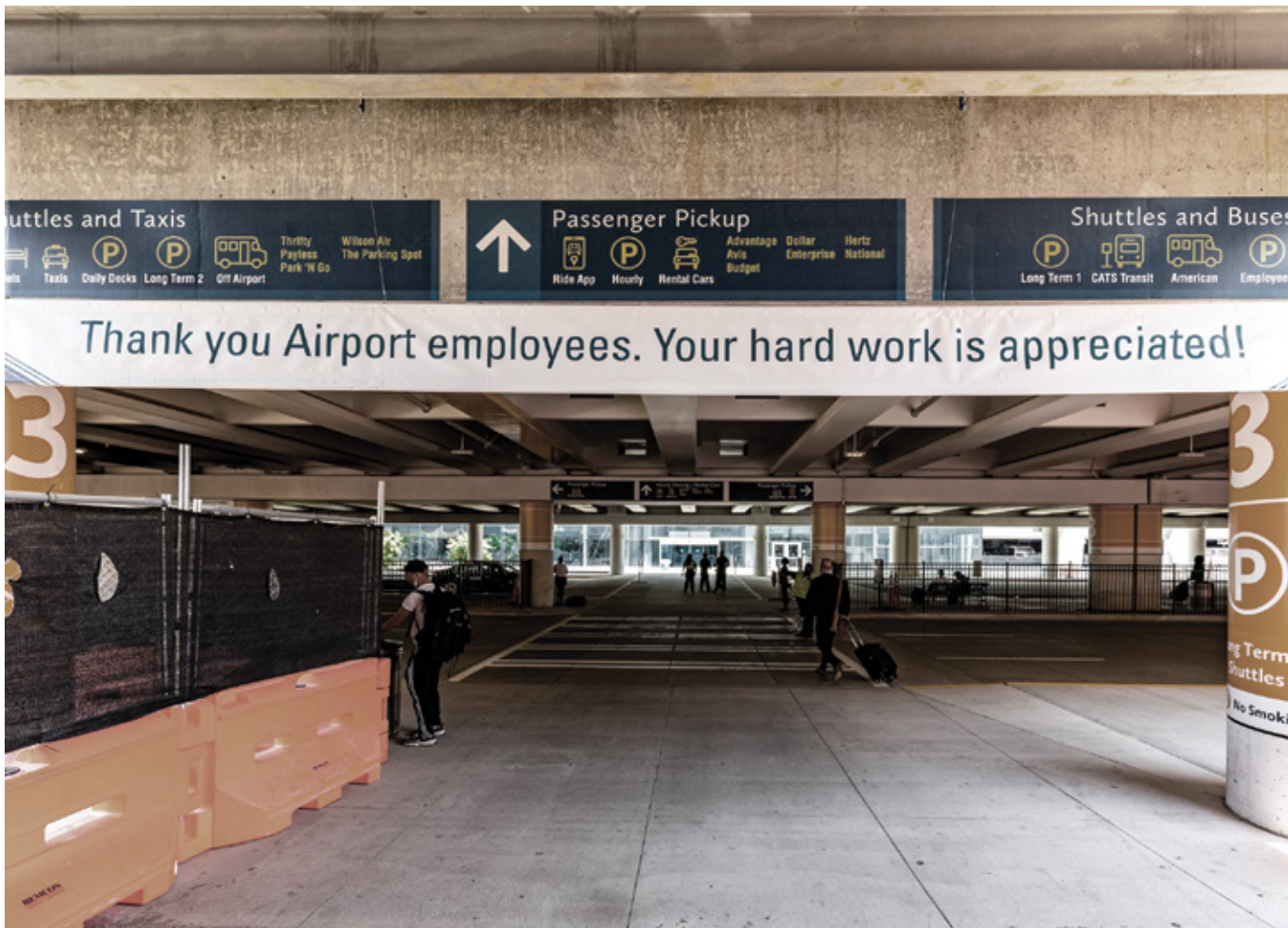
Chalk messages outside of employee entrances contained the words, "You R Heroes" and "We Appreciate You."

The Aviation Department also held its first ever CLT Drive-In Movie in November as a thank you to employees for their work during COVID-19, the Republican National Convention and FAA Part-139 inspection. The two night event featured the movies "Home Alone" and "Red Tails." More than 200 employees, along with their families and friends attended.

"Our CLT staff has proven once again that they are really good at their job," Gentry said. "We do crisis well, and it's not something that comes natural for people. Our teams perform very well under pressure. We've encountered natural disasters, severe weather, recessions and 9-11. Every time we're put in challenging and difficult situations our team excels."

COVID-19 created a new normal for Airport employees and really put them to the test. It required them to put their safety first in order to do their job effectively. We made sure to provide CLT staff with the necessary equipment and safety information in order for them to continue to excel at work.

Safety & Health Manager Ella Moultrie



The pandemic has made our work environment more dynamic and as a result the level of stress has increased across the board. Teleworking also has presented a variety of challenges related to maintaining the connection and cohesiveness of our professional teams. Above all, it is important that our organizational leaders work every day to remind employees that they are valued and supported during this stressful time.

Human Capital Management & Talent Development Director Natasha Jefferies

RESILIENCY

Prevails Once Again

Resiliency has been a part of the Airport's playbook since day one.

Airline bankruptcies, airline mergers, 9-11 and the economic recession of 2008 created turbulence for CLT and the aviation industry.

Those bumpy rides, however, eventually ended in smooth landings.

But COVID-19 has been different. "The overall impact is unlike anything we have experienced before," said Acting Aviation Director Haley Gentry. "COVID-19 has been an ever-evolving situation that has impacted every aspect of our lives. The key for us has been maintaining our resiliency to be nimble and making quick changes when needed for the safety and health of our passengers and employees."

Passenger Projections for the Future

CLT ended 2020 with nearly 56 percent of 2019 passenger numbers. The 2021 outlook is more promising. "Hopefully we'll begin to emerge from the worst of the pandemic by summer 2021, which we think will position us well to enter into our next fiscal year," said Chief Financial Officer Mike Hill. "We're currently projecting about an 80 to 85 percent recovery in fiscal year 2022 and a 100 percent recovery in fiscal year 2024."

Aviation organizations predict a similar timeline. According to the International Air Transport Association, passenger volumes are expected to return to 2019 levels in 2024 at the earliest, with domestic markets recovering faster than international services.

The Airports Council International's World Airport Traffic Forecast is anticipating a quicker comeback with domestic traffic seeing pre-COVID-19 levels in 2023.

CLT's Partnership With American Airlines

CLT is counting on its strong partnership with American Airlines, along with the airline's commitment to focus its hub operations in Charlotte and Dallas to help build back the passenger base. "We have earned American's business and you reap the benefits of that when things really get bad," said Acting Chief Business and Innovation Officer Ted Kaplan.





Passengers have been able to adapt to travel guidelines set by the CDC.

"American has to look around their network and say 'where do we want to concentrate our business.' I think it's an easy decision for them. Charlotte has always provided American with an efficient, but also a very well-run airport for its second largest hub."

Building off its success at Charlotte Douglas, American is estimating it will operate 50 percent more flights from CLT to the Caribbean and Latin America for summer 2021 travel compared to 2019.

American ended 2020 averaging 485 daily departures at CLT. The airline has plans to climb to 660 daily departures by summer 2021.

The Airport's six other signatory carriers intend to renew services significantly by the end of 2021.

Pent Up Demand to Fly

There is optimism for the future. Passengers are expected to fill aircraft seats due to the pent up demand to fly.

"Many people have put off travel for a year," said Chief Operating Officer Jack Christine. "They want to make up for lost time, and I think for a lot of people, things have changed. They look at life differently and don't want to put off that trip with family and friends any longer."

In fact, a survey by the vacation rental online marketplace Vrbo of 8,000-plus people found that 65 percent of Americans plan on traveling more in 2021 than they did pre-COVID-19.

Raising the Bar

These returning passengers are coming back with higher expectations for Airport housekeeping and safety protocols.

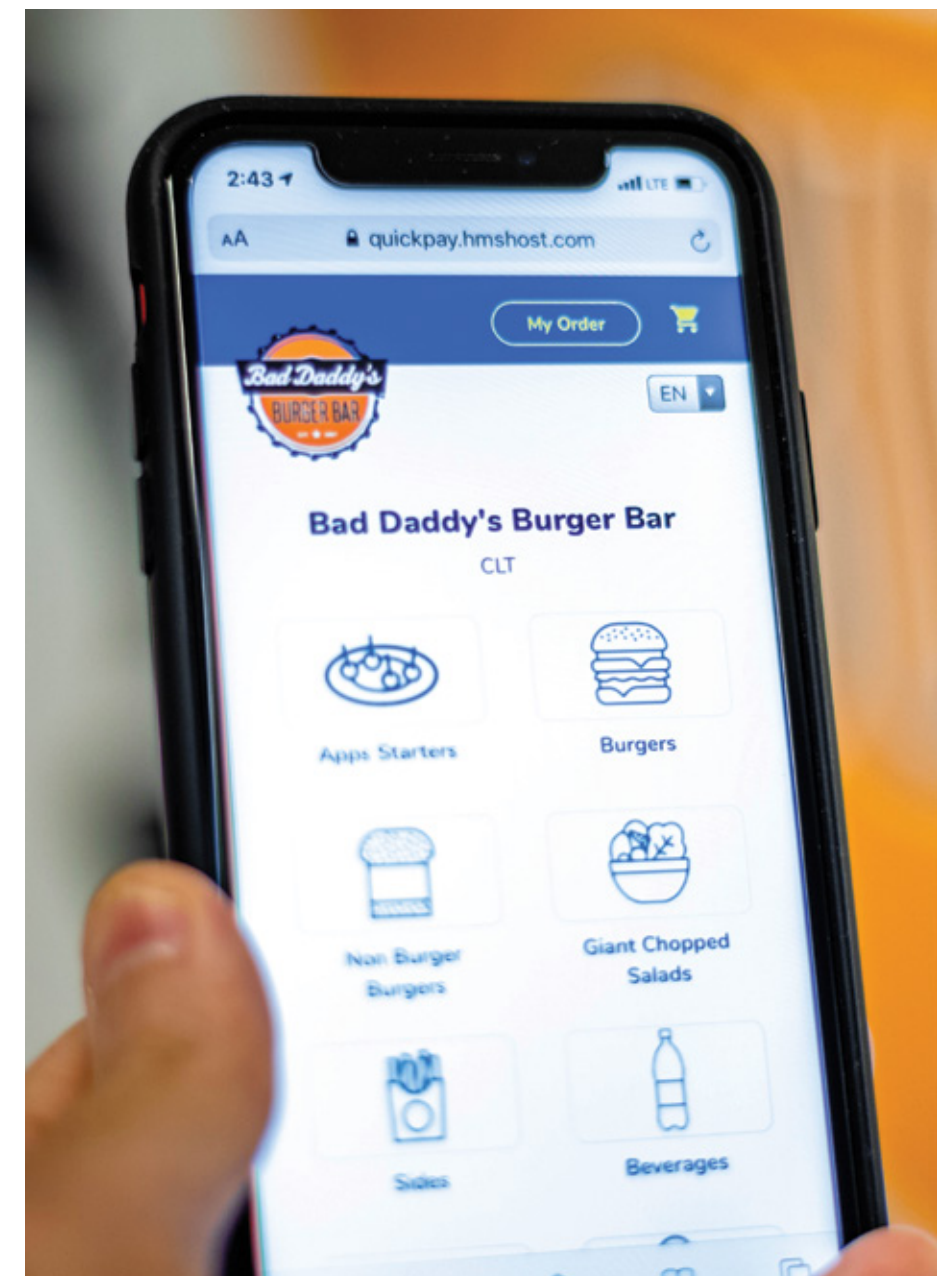
ACI's November 2020 ASQ's Global Traveler Survey revealed flyers expect new measures put in place to address health risks, including mandatory masks for passengers and staff, COVID-19 testing prior to the trip, hand sanitizing stations and a contactless airport experience.

During 2020, masks were required at CLT, several airlines conducted employee COVID-19 screenings before shifts, hand sanitizing stations were installed, and the latest technology for improved sanitation and cleaner air was added. CLT sees no signs of eliminating many of these safety measures anytime soon.

"The cleanliness aspect is not a temporary response that will go away as we get a year or even two years into the pandemic," Kaplan said. "Clearly airports and airlines are going to have to work very hard to keep their facilities as clean as possible in order to regain and maintain the confidence of passengers as they start to fly again."

Contactless Experience

The trend for 2020 became providing contactless customer services. The Transportation Security Administration and airlines began offering touchless check-ins. CLT's concessionaires introduced touchless ordering and payment options at restaurants and retail stores. The Aviation Department launched online booking for parking, which eliminates having to touch parking machines. Touchless faucets were installed in renovated restrooms on Concourses A, B and C.



"There's an inherent desire from passengers to limit contact with staff unless there is an issue," Christine said. "Passengers want to be able to do things themselves. We were already on that trajectory of providing more contactless services, but COVID-19 has definitely accelerated some of those things."

CLT is planning to add more customer services to its app and website that will help limit interaction between Airport employees and passengers.

Seeking the Return of the Business Traveler

With the added safety measures, CLT is seeking to also lure back the business traveler. They were a big missing piece of the 2020 passenger base. "So much of our business is the business traveler," Gentry said. "We have all embraced electronic communication, such as Zoom, in a way that it is hard to determine if our business travel will be as strong as it was."

//

We have always made smart business decisions about the way we run our Airport, which positions us for the strongest recovery that you could expect. Exactly where we are in a year or two years is hard to forecast at this point and time, but I feel we are about as well situated as you can be to bounce back even stronger than we were before.

//

Acting Chief Business & Innovation Officer
Ted Kaplan

Business travelers made up approximately 40 percent of CLT's passenger base in 2019. That dropped to 25 percent in 2020.

Charlotte is the second largest banking center in the country, boasting the corporate headquarters of Bank of America, Truist Financial and the Wells Fargo east coast operations. CLT also is home to the Fortune 500 companies Honeywell, Duke Energy, Sealed Air and Nucor. Many companies credit CLT as one of the reasons they decided to reside in Charlotte.

The business travelers' return will play a big role at CLT. "Our Airport will not recover back to where it was pre-COVID until the travelers re-enter the building and start flying again," Kaplan said. "I don't think they'll do that until businesses feel comfortable that their people have been vaccinated and, as a result, they can travel safely. Clearly business travel will resume, but to what degree?"

Capitalizing on Non-Aeronautical Revenue

The steep decline in passenger and airline operations in 2020 has the Airport pursuing other revenue streams.

"We need to be more aggressive about developing a non-aeronautical revenue portfolio," Kaplan said "Our Airport has been so successful with its passenger traffic, parking operations, concessions, not to mention our rates and charges. No one contemplated what to do when our traditional revenue sources are not there. Then in March (2020) all of sudden they weren't there."

Most recently, the Airport scored a huge win with the 2019 opening



of the 2.4 million-square foot Amazon Robotic Fulfillment Center near the intersection of Tuckaseegee Road and Wilkinson Boulevard, which has created approximately 1,500 jobs for local residents. CLT sold Amazon the land for \$7.5 million.

The Airport wants more of those success stories in the future - the selling and leasing of Airport land that has not been identified for airfield expansion.

Setting CLT Up Financially for Success

Over the years, Charlotte Douglas has built a reputation as a financially conservative airport that spends its money wisely. The Airport's mission statement after all includes the phrase "providing the highest quality product for the lowest possible cost." That's why airlines find CLT so attractive. The cost per enplaned passenger is approximately \$2, among the lowest in the country for a large size hub.

When COVID-19 hit, CLT reevaluated and trimmed the fiscal year 2021 budget 10 percent by freezing hiring, eliminating travel and cutting or postponing several projects.

"The pandemic really highlighted the importance of making sure that we are protecting our finances, so we can weather these unanticipated events," Hill said. "Moving forward, we will continue to be very conservative with our financial projections and also good stewards of our reserves."

Other Challenges Ahead

The road ahead has many other challenges for the Airport - increasing revenue, maintaining a healthy workforce and continuing to regain passengers' confidence to fly again. As more people become vaccinated and passenger traffic rises, many of these issues will be resolved over time.

Resiliency will once again enter CLT's playbook.

"Our future is still very bright," Christine said. "When times are tough, you rely on what you know works, and we've done that. We've done everything we possibly can financially and within our operations to position ourselves to bounce back as soon as possible and to thrive as an airport."

DESTINATION CLT

Makes Big Strides

Construction Projects Hit Milestones

“This pandemic has taught me a lot about patience. In the construction world, everything is so fast-moving. Patience is not something you have a lot of because you have a schedule to meet. But our staff really stepped up and went out of their way to help lessen the impacts of COVID-19. They worked together to turn a negative into a positive.”

Engineering Director Jeff McSwain



Construction forged ahead in 2020 on Destination CLT, the Airport's \$2.5-\$3.1 billion capital investment program to expand and renovate the terminal and airfield. Amid the uncertainty of the COVID-19 pandemic, CLT and its contractors worked in tandem to maneuver a new normal.

Ceasing construction on many large-scale projects was not an option if work was to stay on time and in budget.

The solution: Adapt safety protocols that allowed crews to continue working safely.

“Our building contractors were cognizant about following CDC guidelines,” said Engineering Director Jeff McSwain. “They hired an outside company to take employees’ temperatures every morning. Masks were required on construction sites, and if someone was running a fever, they were sent home to quarantine.”

As a result, crews remained safe, projects stayed on schedule and passengers enjoyed two newly renovated concourses containing the latest customer amenities.

Terminal Lobby Expansion

Complete in
2025
\$608M
Project
366,000 sq. ft.
of new and renovated space,
along with an architecturally
stunning canopy.

Work continued on the west end of the Terminal Lobby Expansion (TLE), which will be complete in March 2022. Demo on the east end will begin in August 2021 and wrap up in 2023. Renovations to the current Terminal Lobby will occur through 2025.

Crews began building the 146,000-square-foot exterior canopy that will cover the elevated roadway and terminal curb front to shield passengers from inclement weather as they enter and exit Ticketing and Baggage Claim.

Two pedestrian overhead walkways and two subterranean walkways will connect the Hourly Deck to the terminal, which will allow CLT visitors to bypass upper and lower level Airport roadway traffic. The west subterranean walkway will open in early 2022 while the west overhead walkway will open later that same year. Work on the east subterranean and overhead walkways will begin in 2023 and wrap up in mid-2024.

A new Central Energy Plant will provide the heating and cooling for the Terminal Lobby Expansion. Work got underway on interior finishes, systems and controls in 2020. Located

in the Daily North Parking Lot, it will be operational by the end of 2021.

All combined, the TLE construction remained on schedule for completion in 2025. The \$608 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 to welcome visitors for decades. There will be more room for passengers to move around in on the Arrivals/Baggage Claim and Departures/Ticketing levels. Customer amenities will include modern ticket counters, eight original artworks, charging stations and five pre-security concession spaces.

CLT's five existing security checkpoints will be converted into three larger, more efficient checkpoints with more queue lanes and the latest security screening equipment, thereby increasing passenger throughput and shortening the amount of time passengers wait in line for screening.

"The Terminal Lobby Expansion has been a long time coming," said Chief Operating Officer Jack Christine. "The push for that project is really about managing the lobby and the people who use it. That's not going away long term. Passenger numbers are coming back, and we need to make sure the Terminal Lobby Expansion is completed on schedule to meet passenger demand."

Automated Screening Lanes

As part of the Terminal Lobby Expansion, five new automated screening lanes (ASLs) were introduced at Checkpoint E in December. The ASLs enhance security efficiency and expedite the time travelers spend in the security

screening process by automating many functions previously performed manually.

CLT paid for the ASL testing, maintenance and installation. Charlotte Douglas is the first airport in the Carolinas to receive the innovative screening technology that allows multiple passengers to place their items in bins simultaneously and automatically diverts any carry-on bag containing a prohibited item.

Moving Queen Charlotte

The Airport's iconic Queen Charlotte statue will make a grand reappearance in 2025 when the terminal lobby construction is complete. Previously located outside between the Daily Decks, the statue was transported in September to Carolina Bronze in Seagrove, N.C., for an extensive cleaning. The refresh is in preparation for the Queen taking center stage inside the completed Terminal Lobby Expansion.

The 3,000 pound, 15-foot-tall, bronze statue is a depiction of the British monarch for whom the City of Charlotte is named. She was sculpted by Washington D.C., artist Raymond Kaskey to stand slightly bent as if caught in a gust of wind, which he saw fitting for an airport.

The Queen was first installed between CLT's original Hourly Decks in 1990 and relocated to the Daily Decks in 2013 to make room for parking construction. The Queen is scheduled for installation inside the terminal lobby in spring 2021, but will remain covered until she makes her royal debut upon the completion of the Terminal Lobby Expansion.



The iconic
Queen Charlotte statue
will take center stage inside
the renovated Terminal
Lobby Expansion.

Concourse E Expansion – Phase 9

Complete in
2021
\$30.6M
Project
34,000 sq. ft
expansion will include
additional gate space,
boarding rooms,
concessions, restrooms,
a pet relief area, airline
offices and training rooms.

Further adding to the customer experience, the 34,000- square foot Concourse E Expansion – Phase 9 will provide boarding bridges for all gates on the north end and enable larger regional aircraft to use the concourse.

Steel framing began in 2020, along with the installation of plumbing and electric underground. The \$30.6 million project will wrap up at the end of 2021 with additional space for gate areas, boarding rooms, concessions, restrooms, a pet relief area, airline offices and training rooms.

"The expansion will bring a lot of comfort to that area of Concourse E that it did not have before," McSwain said. "The passenger amenities will be more in line with the high standards that we've established for the entire terminal building."

Terminal Renovations

Concourses A and C
Completed in
2020
\$90M
Project
Upgrades include
seats with integrated
power, new ceiling and
wall panels, improved
wayfinding signage, fresh
paint and terrazzo in the
center walkways.

Concourse renovations set the bar high for any future expansions and upgrades. The \$90 million project to revamp CLT concourses brought new life to the nearly 40-year-old building and serves as the most extensive renovation initiative in the terminal's history. Makeovers began in September 2018 to Concourse A and January 2019 to Concourse C. Both concourse facelifts were completed in 2020.

Passengers can now enjoy seats with integrated power, a brighter space that includes new ceilings and walls panels, new carpet in boarding areas, LED lighting and improved wayfinding signage. Terrazzo flooring also was placed in the center walkway of the concourses to better accommodate rolling luggage.

Improved heating, air conditioning and electrical systems help keep passengers comfortable while waiting for flights, and restrooms received new sinks, counters, mirrors, tile finishes, touchless faucets and soap dispensers. Further enhancing the customer

experience, new Flight Information Display System (FIDS) monitors are located throughout the concourses 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, five original artworks were installed on Concourse A and four on Concourse C by five local artists.

"All of these amenities enhance the passenger experience," Christine said. "They provide a premier level of customer service that we want to be known for at CLT."

Concourse B was the first concourse to undergo the makeover from September 2017 to May 2019.

The Airport's Atrium also underwent a minor remodel consisting of fresh coats of paint and new wall and ceiling panels.

**All of these
amenities enhance
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service that we
want to be known
for at CLT.**

Chief Operating Officer Jack Christine



Crown Monument and CLT's Logo

Welcoming motorists to the Airport are eye-catching signature signage completed in August 2020.

The CLT Crown Monument, adorned with 36 fins, pays homage to the City of Charlotte's nickname, Queen City, and two signs featuring the Airport's logo creates a sense of place for visitors.

The signature Crown Monument stands at Josh Birmingham Parkway – the Airport's front door. CLT's logo signs are located on Wilkinson Boulevard and Josh Birmingham Parkway as passengers enter and exit the Airport.

"They are the first visuals passengers see when they drive onto Airport property," Christine said. "What better way to set the stage for our new Terminal Lobby Expansion."

Environmental Assessment

Ushering in the next phase of growth at CLT, work progressed on the draft Environmental Assessment (EA) for proposed construction of CLT's fourth parallel runway, associated exits and taxiways and expansion of Concourses B and C, along with their ramps.

"The EA defines the purpose and need for these projects and examines the potential impacts to resources such as noise, water quality, air quality and the climate," said Planning Director Mark Wiebke. "It also includes measures that may mitigate those effects."

Once the EA is approved by the FAA, the Airport can start construction.

CLT will begin Concourse A Expansion Phase II in late 2022 and finish in mid-2024. The timeline for Concourse B's 22 gate expansion and

Concourse C's 13 gate addition has yet to be determined. CLT currently has 114 gates and has plans of expanding to 140 gates by 2028.

Construction on a fourth parallel runway is slated to start in 2024 and be completed in 2027. It is anticipated to be 150 feet wide and 10,000 feet long, making it CLT's longest runway.

"We're excited about all the changes occurring at the Airport," Wiebke said. "CLT has always been forward thinking in how we expand the terminal and airfield. We have big plans in the works that will pay off not only for the Airport, but also for Charlotte and our surrounding communities."



AIRPORT'S ECONOMIC GROWTH GEARS UP FOR STRONG COMEBACK

Charlotte Douglas International Airport contributed \$24.6 billion to the state's local economy in 2019, according to the North Carolina Department of Transportation (NCDOT). That's a 7 percent jump from \$23 billion based on 2017 numbers.

On the flipside, COVID-19 derailed any new economic growth at CLT in 2020.

"The regional economy is really hypersensitive to what is happening at the Airport," said Acting Aviation Director Haley Gentry. "It is an indicator of the national economy. It is the center of our entire economic development platform for this community. When things are not right at the Airport that is an indicator of what's going on around us."

NCDOT compiles economic impact data for the state's 72 airports every two years. The next report will be based on 2021 economic numbers. Although 2020 numbers were not analyzed by NCDOT, it's obvious they took a big hit due to COVID-19.

"You can visibly see what's happening right now in the local and national economy based off passenger traffic and the number of people in the terminal," said Economic & Community Affairs Director Stuart Hair. "When passenger traffic numbers are up and when airplane numbers are up that's the true sign of economic recovery."

CLT is one of the biggest employers in Charlotte creating 169,390 jobs for N.C. residents and generating \$6.8 billion in personal income.

"When you look at the nearly 170,000 jobs directly or indirectly made possible by the Airport, that really illustrates when you hear stories of people choosing to live in Charlotte and work around the country," Hair said. "We're a vital part of the overall national economy, not just the national air space from an operational standpoint, but we're a vital part of the national economy because of the number of jobs that are connected to the Airport."

Several airlines and CLT partners furloughed and reduced staff in 2020. Those jobs, however, began returning toward the end of the year due to increased passenger and flight numbers.

"You can visibly see what's happening right now in the local and national economy based off passenger traffic and the number of people in the terminal. When passenger traffic numbers are up and when airplane numbers are up that's the true sign of economic recovery."

Economic & Community Affairs Director
Stuart Hair





Overall, North Carolina's 10 commercial service and 62 general aviation airports produced more than \$61 billion in economic output, approximately 373,000 jobs, \$15 billion in personal income and \$2.5 billion in state and local tax revenues to the state's economy in 2019.

CLT alone comprised 4 percent of the state's gross product, 40 percent of the state's economic output, 52.7 percent of state/local taxes, 45 percent of airport jobs for N.C. residents and 45.5 percent of personal income related to North Carolina's 72 airports.

Passenger traffic is expected to return to 2019 numbers by 2024 and economic numbers to follow. CLT remains one of the busiest airports in the world. "We're averaging about 21 percent per month of growth, which is the strongest recovery of any airport in the United States," Gentry said. "I think that is something to be really excited about and a sign that our economy is on the road to recovery."

Charlotte Douglas is expanding its real estate portfolio to help give economic impact numbers a boost as well. The Airport has multiple properties of varying sizes for lease or sale to companies interested in being near the Airport. CLT also is reaching out to companies directly and marketing the Airport as a place to do business.

"If there is anything we've learned out of the pandemic, it's that we are a great airport, but our primary revenue model is based around being an airport," Hair said. "That's what our core mission is, but we would be stronger if we had some more revenue diversity."

Plans are underway to reuse property on the airfield's southside and develop around the Norfolk Southern Intermodal Facility.

While some projects disappeared in 2020, commercial development at CLT is gearing up for a strong comeback. "We have multiple requests for proposals either out in the market or being prepared

for the market," Hair said. "We are really seeing 2021 as the maturation of our direct economic impact in the local and regional economy with some big announcements expected in the

CLT
Generates

\$24.6B

in economic impact

\$1.3B

in state/local taxes

169,390

jobs for N.C. residents

\$6.8B

personal income

4%

of the state's gross product

Source: North Carolina Department
of Transportation

COVID-19 IMPACTS AT A GLANCE

CLT 2020 Overall Numbers				
Month	Operations	Passengers	Cargo	Daily Departures
January	49,692	4,192,829	15,193	772
February	46,000	3,934,246	15,277	759
March	42,129	2,315,652	14,386	654
April	19,189	340,265	13,225	306
May	20,701	1,000,522	13,567	315
June	22,789	1,568,426	13,698	355
July	30,374	1,994,457	14,469	468
August	32,927	2,115,261	14,543	505
September	32,253	2,358,775	15,340	512
October	34,559	2,768,190	16,058	527
November	32,645	2,288,971	14,025	519
December	34,725	2,327,488	15,132	535
Total	397,983	27,205,082	174,913	Avg. - 519

CLT Passenger and Operation Numbers 2010 - 2020				
Year	Passenger Numbers	Percentage Increase/Decrease	Operation Numbers Landings and Departures	Percentage Increase/Decrease
2020	27,205,082	-46%	397,983	-31%
2019	50,179,879	8%	578,263	5%
2018	46,447,638	1%	550,013	-0.7%
2017	45,909,899	3%	553,812	1.5%
2016	44,422,022	-1%	545,742	0.3%
2015	44,875,519	1%	543,944	-0.2%
2014	44,272,432	2%	545,178	-2%
2013	43,456,310	5%	557,948	1%
2012	41,228,372	6%	552,093	2%
2011	39,043,708	2%	539,842	2%
2010	38,254,207	11%	529,101	4%

CLT Strives to Become Leader in SUSTAINABILITY



Benefits of Electric Buses:

- ↗ **12-year** lifespan vs. eight-year lifespan of a diesel bus
- ↗ **0** carbon dioxide tailpipe emissions
- ↗ **75%** energy cost reduction vs. diesel bus
- ↗ **500%** more efficient than a diesel bus
- ↗ **50%** noise reduction vs. typical city bus
- ↗ **30%** parts reduction vs. combustion engine bus
- ↗ **130 to 150** miles per charge (avg. **100 to 120** miles daily)
- ↗ **3 hours** to charge from **0 to 100%**
- ↗ **90%** reduction of operating costs vs. diesel operating costs
- ↗ **40%** fewer bus parts than a diesel bus
- ↗ **23 seats** per electric bus

Being a world-class airport involves more than having the latest innovative amenities and modern sleek facilities. It also includes incorporating best practices to ensure a healthier community.

The Aviation Department's Comprehensive Sustainability Plan was adopted in 2020 to do just that. Over the next 20 years, the Airport will use this plan as a guide to adopt new sustainable practices and to become a leader in environmental stewardship.

"Sustainability is more than just a buzzword at CLT," said Energy Sustainability Coordinator Alicia Barone. "It's part of our work culture. We look for every opportunity within our construction projects and daily operations to help reduce the Airport's carbon footprint and minimize our environmental impact."

Developed in collaboration with staff, stakeholders and community members, the Aviation Department's Comprehensive Sustainability Plan is centered around the following areas: waste, health, energy and emissions, water, stormwater and landscape, transportation, community, equity and economic development. Each area is supported by environmental, economic and/or social performance targets and goals.



"This is definitely a gamechanger for the Airport," Barone said. "It provides the necessary framework for tracking and measuring the progress toward our sustainability goals."

The Comprehensive Sustainability Plan reflects the Airport's commitment to helping the City of Charlotte achieve the objectives outlined in its Strategic Energy Action Plan. A target within the plan strives to have the City's vehicle fleet and facilities fueled by 100 percent zero-carbon sources by 2030.

The City is one step closer to achieving that goal with the addition of five electric buses in October to CLT's vehicle fleet. It is just the beginning of what's to come. By 2027, the Airport plans to replace its 70 diesel-powered buses with 50 electric buses.

"We are excited about entering into the next chapter of sustainability for the Airport," said Acting Aviation Director Haley Gentry. "These buses are cleaner, more

Sustainability is more than just a buzzword at CLT... We look for every opportunity within our construction projects and daily operations to help reduce the Airport's carbon footprint and minimize our environmental impact.

Energy Sustainability Coordinator
Alicia Barone

efficient to operate and provide a long-term operational cost savings. It's a big step in the right direction for reducing emissions in the Airport environment."

The five electric buses will result in an annual decrease of about 50,000 gallons of diesel fuel, saving an estimated \$90,000. Due to zero emissions, replacing the Airport's diesel fleet with electric buses will have an annual impact equal to removing 2,900 cars from city streets.

Other electric bus advantages are: 50 percent noise reduction versus a typical city bus, 40 percent less parts than a diesel bus and a 90 percent reduction of operating costs versus diesel buses. Passengers also experience a smoother and quieter ride.

The buses were built by Proterra in Greenville, S.C., its Southeast transportation innovation hub and manufacturing facility. The exterior design features an electrical theme. The vibrant blue wraps

contain polar positive and negative circles, electrical charge markings and CLT's logo on both sides.

The Airport's other sustainability initiatives include: solar panels, energy efficient systems, electric vehicle charging stations, alternative fuel vehicles and recycled building materials.

"The Airport is excited about expanding its sustainability

practices and the impact it will have on our local community," Gentry said. "We see this as an opportunity to become a role model among other airports and businesses on how everyone can work together to help preserve the environment for generations to come."



CLT's Sustainability Targets Over Next 20 Years

Waste

- 75 percent diversion rate from all CLT-controlled operations
- Zero food waste to landfill (back of house)
- 10 percent reduction in total waste volume

Health

- Increase employee participation in health and wellness programs
- Meet or exceed best practice indoor and outdoor air quality standards

Energy & Emissions

- Strive toward 100 percent zero carbon airport-owned buildings
- Strive toward 100 percent zero carbon airport-owned fleet

Water, Stormwater & Landscape

- Reduce water use per passenger by 15 percent
- Capture and treat 50 – 90 percent of stormwater

Transportation

- Increase alternative transportation and ride share to 50 percent of trips
- Adopt best practice targets for electric vehicle charging infrastructure

Community, Equity & Economic Development

- 100 percent of Aviation Department employees to go through diversity and sustainability training
- Annual employee volunteer hours and participation in outreach programs
- Annual hours staff education/ career development training

Enhancing the Passenger Experience

Charlotte Douglas Introduces New Features to Make Parking Easier

Online booking was introduced in early November for Curbside Valet, the Hourly Deck, Long Term Lot 1 and Daily Deck West. To use, customers visit cltairport.com and select the "Book Parking" icon in the middle of the homepage to complete the four-step process.

The Airport also launched its new parking revenue control system in fall 2020 to enhance customer services and improve operational capability to CLT's parking program. The benefits include license plate recognition enabling a paperless parking experience, real-time parking availability and additional payment options for all major credit cards and mobile payment apps, such as Google Pay and Apple Pay.

CLT transitioned to cashierless parking operations with no face-to-face contact in late 2020 as well. Drivers make payment by credit card, through online booking or by using one of CLT's pay-on-foot machines, located in the Hourly and Daily Decks.

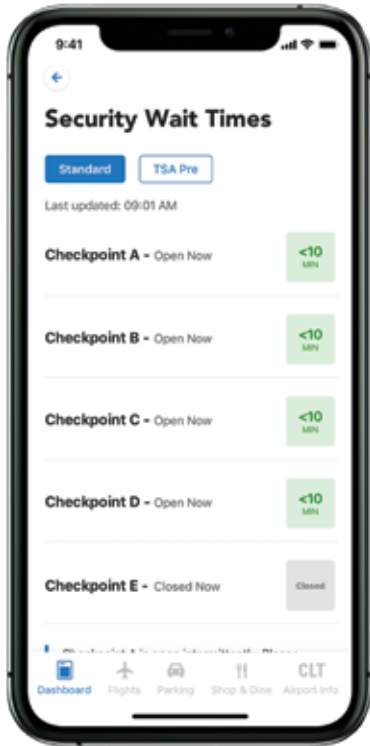


Airport Makes Security Wait Times Available on CLT's Website and App

Estimated security checkpoint wait times were made available to passengers in October via CLT's website and app. The Airport partnered with CrowdVision to provide the user-friendly amenity to flyers.

The technology uses state-of-the-art Light Detection and Ranging (LIDAR) sensors that measure the reflection of light to gauge security wait times.

CrowdVision is a pioneer in visual analytics, working with airports and airlines worldwide, including Chicago O'Hare International Airport, Delta Air Lines, London's Heathrow Airport and Narita International Airport in Japan.



New Concessions Give Travelers More Choices

New dining and shopping options were added in 2020 to elevate the passenger experience.

Paradies Lagardère, CLT's retail concessionaire, opened Spanx (shapewear and fashion apparel), Runway (athletic, casual and leisure wear) on the D/E Connector and Gameday Couture (sports apparel) on the A/B Connector.

For cocktails before the flight, CLT's food and beverage concessionaire HMSHost premiered

The Taproom and Uptown Mini Bar on Concourse A and The Broken Spoke on Concourse A Expansion.

AMEX Centurion Lounge Opens

American Express Centurion Lounge debuted to American Express black card holders in February 2020 above The Plaza on the Concourse D/E Connector.

The lounge is more than 13,000 square feet and features a bar with custom cocktails, food from Chef Joe Kindred, vast seating options with power outlets, shower suites, family rooms, dedicated workspaces and high-speed Wi-Fi.

CLT Local Campaign Displays Carolina Pride

The Airport launched the CLT Local campaign in December. The initiative features a teal and white seal to bring attention to North and South Carolina products and businesses at CLT.

Passengers can look for the CLT Local seal at Airport businesses, on wayfinding signage throughout the Airport and on CLT's website and app.



Community Outreach

Career & Training Academy Graduates Gain Valuable Experience and Full-time Positions

Twelve Career & Training Academy graduates became full-time Aviation Department employees in 2020. The City of Charlotte launched the six-month program in 2019 to offer members of the community

a chance to learn entry-level jobs along with soft skills in preparation for future job opportunities. Each trainee received 26 weeks of paid training (technical, administrative and soft skills). Upon completion of the academy, participants received a certificate and job offer from the Airport.

Virtual Job Fair Connects Residents with Airport Employment Opportunities

Full-time, part-time, seasonal and temporary positions were offered in late September during the Aviation Department's first virtual job fair. Job seekers were invited to meet online with representatives from various companies based at CLT including Paradies Lagardère and small and/or minority-owned companies Denard Enterprises, Whitman-May Enterprises, FDY Inc. and Geathers Enterprises. Airport neighbors Renaissance West Community Initiative assisted with the virtual event.

CLT Serves as Gateway to RNC

The Republican National Convention (RNC) went off without a hitch in late August with many modifications because of the pandemic.

CLT welcomed approximately 360 delegates to the Queen City, which at the time was the largest sanctioned event in Charlotte since COVID-19 restrictions were put in place. The RNC featured visits from President Donald Trump and Vice President Mike Pence. Aviation Department staff greeted delegates and provided directions and other needs throughout the event.



Employees Help Neighbors in Need

Aviation Department employees found ways to serve the community in 2020, even while dealing with the pandemic's effects. In September, Aviation partnered with the Charlotte-Mecklenburg Police Department on a canned and non-perishable food drive for Second Harvest Food Bank.

At the same time, Aviation employees donated new and gently-used recreation items for kids in the nearby Renaissance West and Little Rock communities.

For Christmas, the department's Spirit Committee, with assistance from Logistics, wrapped and delivered presents for 55 Ashley Park PreK-8 School students. Aviation staff has donated gifts to the school since 2016.



CLT Donates Mural and Glider to Local School

The mural "Innovation to Exploration ... 100 Years of Aviation," and the Wright Brothers Glider, both on display in the Departures/Ticketing lobby since 2003, now have a new home.

The 30-panel, 4 feet by 8 feet mural was commissioned by the Aviation Department and created by local artist Amy Bearden and the glider, which was owned by the Carolinas Aviation Museum, have been donated to West Cabarrus High School.

The school offers an aviation-focused curriculum in its Academy of Aviation and Aerospace program. In early June, the mural and glider were taken down and presented to school representatives.

Both pieces were removed to allow for Terminal Lobby Expansion construction.

ACR Submits Noise Recommendations to FAA

The Airport Community Roundtable, a group created to provide input on Airport-related noise impacts, submitted a slate of recommendations in July to the Federal Aviation Administration for consideration.

The recommendations seek to reduce the airplane noise effect on the population resulting from recurring overflights of aircraft arriving and departing the Airport.



CLT Welcomes Fort Jackson Soldiers

CLT welcomed more than 5,500 soldiers from Fort Jackson, S.C., December 17- 22 for Operation Exodus. The basic training troops were headed home for the holidays. Airport Operations helped facilitate the annual event, which was spread over several days due to COVID-19. Soldiers were treated to food, drinks and gratitude gifts compliments of CLT's concessionaires.



Aviation Department Surpasses United Way Campaign Goal By Raising Nearly \$10,000

The Aviation Department raised \$9,876.56 in November for the United Way of Central Carolinas, surpassing the department's goal of \$9,000.

The United Way of Central Carolinas assists residents in a five-county service region by providing flexible funding to more than 100 nonprofits working year-round to meet the needs of the community.

Employee Affairs

Women in Aviation Empowers Coworkers

Women in Aviation (WIA) hosted Navigating Aviation, a virtual interview series in August featuring women within the Aviation Department. The series explored how women thrive in a demanding and traditionally male-dominated industry such as aviation.

At a time when most were either working from their home or socially distanced on CLT facilities, the series brought employees together for in-depth conversations about the industry, their professional relationships and their careers.

In early March, WIA also collected 170 items to donate to Dress for Success Charlotte during International Women's Week.



See. Say. Do. Initiative Launches

Aviation Department's Safety and Health division kicked off the See. Say. Do. initiative in January aimed at reminding Airport employees if they see a safety issue, they are expected to tell an appropriate person and make sure something gets done to rectify the problem.

The first "safety push" focused on Foreign Object Debris (FOD) and housekeeping. FOD on the airfield can cause injury or delays, damage aircraft and result in safety violations.

The safety push included FOD and housekeeping training for all Airport employees and a FOD walk that collected 1,000 pounds of debris.

The Aviation Department's See. Say. Do. initiative is part of CLT's multi-layered safety strategy.

CLT Thanks Volunteers in Drive-by Celebration

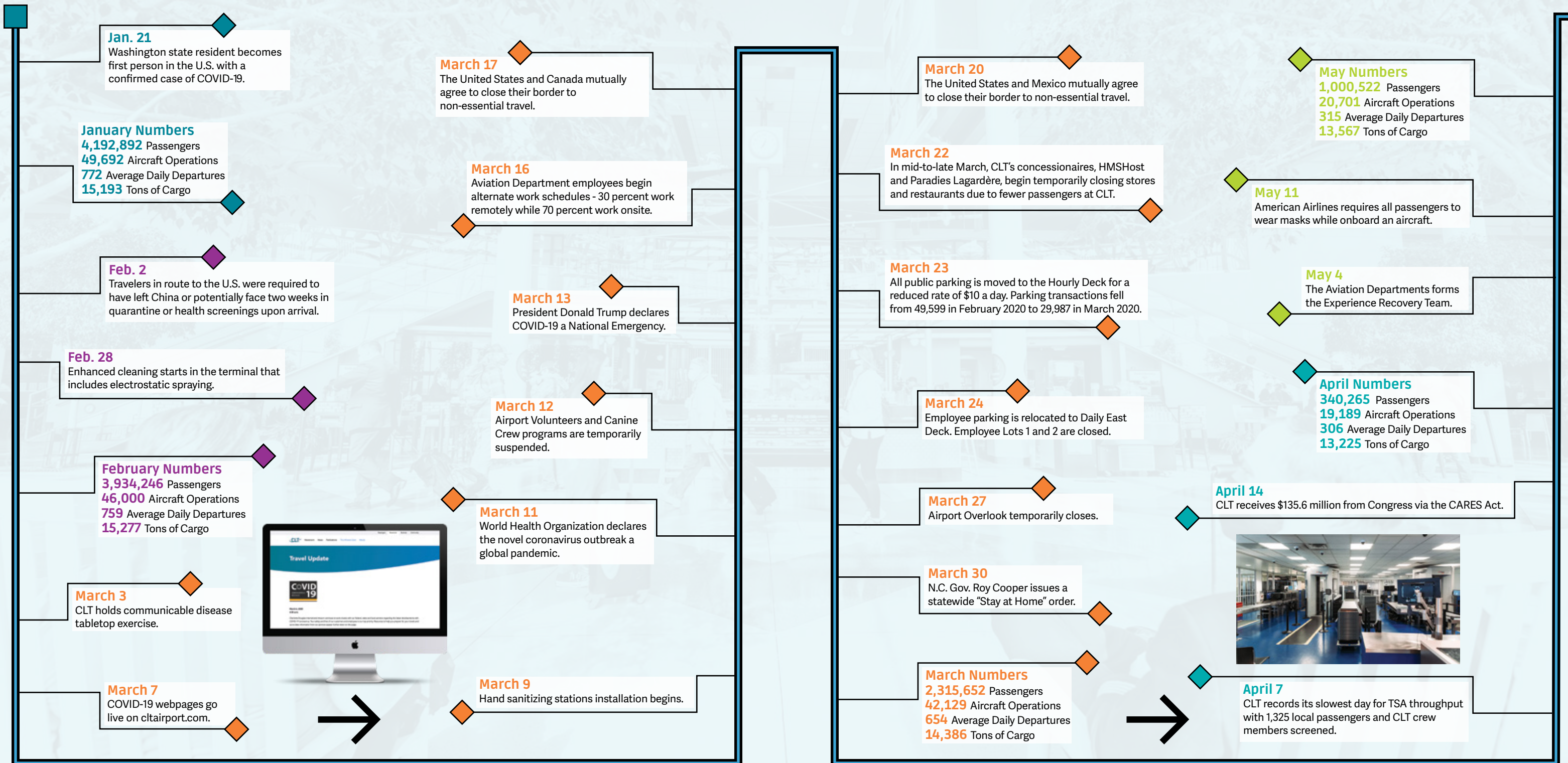
The Aviation Department recognized the 15th anniversary of CLT's Volunteer Program in August with a drive-by celebration in front of the Express Deck (formerly Business Valet Deck). The event was attended by 50 of CLT's 65 volunteers.

The Volunteer Program was placed on hiatus in March 2020 because of the pandemic and the annual luncheon to recognize their accomplishments was cancelled. The drive-through celebration was an alternative way to connect and show thanks.



COVID-19 TIMELINE

The Path to Resiliency



COVID-19 TIMELINE

The Path to Resiliency

June 1

To assist concessionaires that experienced declining revenue over the past four months, Charlotte City Council approves recommendations by the Airport Economic Recovery Task Force to provide rent relief and terminal services at no cost.

June 4

Protective shields installation begins at cashier booths and ticket counters.

June 4

Saint Lucia is one of the first Caribbean islands to begin a phased reopening, welcoming back Americans.

June 11

CLT kicks off the distribution of 2.4 million masks to Airport employees and other N.C. and S.C. airports.

June 26

N.C. Gov. Roy Cooper issues an executive order requiring the wearing of face masks in all public spaces, which includes CLT.

June Numbers

1,568,426 Passengers
22,789 Aircraft Operations
355 Average Daily Departures
13,698 Tons of Cargo

July Numbers

1,994,457 Passengers
30,374 Aircraft Operations
468 Average Daily Departures
14,469 Tons of Cargo

July 31

MERV-13 installation kicks off.



July 1

Keep it Rockin' information campaign is launched.

July 1

The European Union reopens to non-essential travel, permitting entry to visitors from 14 countries. The United States, however, was not included on that list. Other popular destinations resumed tourism in July, including Bermuda, Egypt, French Polynesia, the Maldives and Turks and Caicos.

August 5

Protective screens installed in TSA checkpoint queue lines.

August Numbers

2,115,261 Passengers
32,927 Aircraft Operations
505 Average Daily Departures
14,543 Tons of Cargo

September Numbers

2,358,775 Passengers
32,253 Aircraft Operations
512 Average Daily Departures
15,340 Tons of Cargo

Oct. 31

Bipolar ionization unit installation begins throughout terminal.

October Numbers

2,768,190 Passengers
34,559 Aircraft Operations
527 Average Daily Departures
16,058 Tons of Cargo

CLT Ends 2020 with

27,205,082 Passengers
397,983 Aircraft Operations
174,913 Tons of Cargo

December Numbers

2,327,488 Passengers
34,725 Aircraft Operations
535 Average Daily Departures
15,132 Tons of Cargo

Dec. 27

TSA screens 18,914 local passengers and crew members – the most since the pandemic began.

Dec. 2

CLT receives GBAC certification. CLT was the first airport in the Carolinas to earn GBAC accreditation for its cleaning and infectious disease protocols.

November Numbers

2,288,971 Passengers
32,645 Aircraft Operations
519 Average Daily Departures
14,025 Tons of Cargo

Nov. 12

CLT's new parking revenue control system is introduced, allowing contactless payment.





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SUITES
THE TRAVELER'S RET

