



2017 REPORT OF ACHIEVEMENT 2017

CHARLOTTE DOUGLAS INTERNATIONAL AIRPORT





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REACHING
NEW HEIGHTS

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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.





Brent Cagle

LETTER FROM THE AVIATION DIRECTOR/CEO

I'M PLEASED TO PRESENT CHARLOTTE DOUGLAS INTERNATIONAL AIRPORT'S (CLT) 2017 REPORT OF ACHIEVEMENT. WITHIN THESE PAGES YOU'LL DISCOVER IT WAS A YEAR OF *REACHING NEW HEIGHTS*.

CLT broke its all-time high passenger record serving 45.9 million flyers in 2017. Destination CLT, the Airport's \$2.5 billion capital improvement plan, forged ahead on time and on budget. And for the first time in CLT's history, all three US rating agencies issued AA ratings to CLT bonds.

These are just a few accomplishments in 2017. Many more are packed into this 40-page report.

While construction has dominated our landscape, the Airport has remained committed to providing passengers a quality traveling experience. Whether originating or connecting through CLT, we want to be the airport of choice for travelers. This requires visionary planning today in order to create a first-class facility for tomorrow.

I'm excited about what the future holds for the Airport. As we say at CLT, "We're building an Airport fit for the queen." Thank you for being a part of our historic growth. Our doors are always open for you to take flight on your next journey.

Sincerely,

Brent Cagle
AVIATION DIRECTOR/CEO
Charlotte Douglas International Airport

CLT BY THE NUMBERS

45,909,899
PASSENGERS

3,305,649
INTERNATIONAL PASSENGERS

6,000
ACRES OF LAND

97 GATES
ABLE TO ACCOMMODATE
102 AIRCRAFT

1.8 MILLION
SQ./FT. TERMINAL

26,500
PARKING SPACES

\$16.2B ANNUAL
ECONOMIC IMPACT

224,410
JOBS SUPPORTED
IN THE REGION

553,812
AIRCRAFT MOVEMENTS

1,400 DAILY
AIRCRAFT MOVEMENTS

191,612
TONS OF CARGO

171
NONSTOP DESTINATIONS

34
INTERNATIONAL
DESTINATIONS

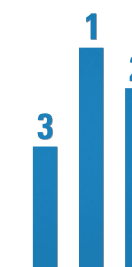
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U.S. TERRITORIES

2017
ACI RANKINGS*

6th IN AIRCRAFT
MOVEMENTS

10th IN TOTAL
PASSENGERS

34th IN TOTAL
CARGO



Source: Airports Council International (ACI) 2017 rankings
*Nationwide
*2017 ACI preliminary rankings

MANAGEMENT HIGHLIGHTS

REACHING AND EXCEEDING GOALS

Charlotte Douglas International Airport (CLT) continues reaching and exceeding new goals year after year. CLT achieved record growth in 2017 serving more than 45.9 million travelers, setting an all-time high passenger record. It's a 3 percent jump from 2016.

Airport officials attribute much of the gain to strong customer demand, continued growth at the hub and growth of the region.

The number of passengers who originate their flight at CLT has been on the rise for the past seven years, amounting to 29 percent of CLT's passenger traffic versus 71 percent of connecting traffic. Aiding that increase, the Airport broke its single-day originating passenger record in June when 34,696 flyers began their trip at CLT.

The momentum continued with passenger enplanements, which was up 3 percent to 22.9 million and international travel rose 6 percent to 3.3 million flyers.

Passengers were able to take advantage of seven new nonstop flights offered at CLT. Riding that uptick, airport operations had a 1.5 percent increase of 553,812 aircraft movements.

As the second busiest Airport on the east coast, CLT offered nonstop service to 171 destinations, including 34 international locations and three US territories, averaging 1,400 daily aircraft movements in 2017.

Cargo activity experienced the biggest upswing thanks to the surge in e-commerce, climbing to 191,612 tons in 2017, a 28 percent increase.

Charlotte Douglas International Airport is a top 10 airport ranking 10th nationwide and 32nd worldwide in passenger traffic, according to the 2017 Airports Council International (ACI) preliminary rankings based on more than 1,000 airports worldwide. CLT also oversees one of the busiest airports in the world, ranking 6th nationwide and 7th worldwide in aircraft movements.

As the second busiest Airport on the east coast, CLT offered nonstop service to 171 destinations, including 34 international locations and three US territories in 2017.



Expanded commercial lanes



Consolidated Rental Car Facility



CLT remains one of the fastest growing airports in the country with a keen eye toward the future. Destination CLT, a \$2.5 billion development plan, kicked off in 2015.

CLT remains one of the fastest growing airports in the country with a keen eye toward the future. Destination CLT, a \$2.5 billion development plan, kicked off in 2015. It includes construction of the elevated roadway, terminal expansions, concourse renovations and a fourth parallel runway to meet growth demand through 2035.

Historically, CLT is revered within the aviation industry as an exceptional value by providing a cost effective and reliable platform for its airline business partners. CLT's \$1.23 net cost per enplaned passenger is among the lowest for large hub airports in the country.

The Airport's geographic location along the east coast is within a two hour flight from more than 60 percent of the nation's population and is also a big draw for airlines.

AIR SERVICE DEVELOPMENT

CLT is home to seven major carriers, 15 regional carriers and two foreign flag carriers.

The Airport is the second largest hub to the world's largest airline, American Airlines, offering 677 daily flights to 156 destinations in 25 countries out of Charlotte. Ninety percent of service at CLT is provided by American.

2017 welcomed seven additional nonstop flights at CLT. American Airlines began nonstop service to Bangor, ME (BGR); Georgetown, Bahamas (GGT); Rapid City, SD (RAP); Shreveport, LA (SHV); Toledo, OH (TOL); Montrose, CO (MTJ) and Tucson, AZ (TUS).

Frontier Airlines launched nonstop service to Cleveland, OH (CLE). Since beginning service at CLT in 2014, the airline has steadily increased its flight schedule. In 2017, Frontier offered daily nonstop flights at CLT to Denver, CO (DEN); Philadelphia, PA (PHL); Orlando, FL (MCO) and Trenton, NJ (TTN).



Nonstop services have increased again in 2017.

FINANCIAL GROWTH

Airport management remains focused on maintaining strong financial metrics and market access.

The organization success of FY 2017, combined with strong increases in terminal, concessions and parking revenues, led to overall revenue of \$217.7 million, exceeding FY 2016 actual results by 5.4 percent.

Although operating expenses increased to \$187.1 million in FY 2017, net revenue available for debt service remained extremely strong at \$94.4 million, resulting in 5.4x general airport revenue bond debt service coverage.

All three major US rating agencies – Fitch Ratings, Moody's Investors Service and Standard & Poor's Global Ratings –

issued AA ratings to CLT's revenue bonds. It's a first for Charlotte Douglas International Airport.

Only nine other airports in the country at that time held this distinction.

Charlotte Douglas was upgraded to Aa3 by Moody's five years ago, AA- by S&P in October 2017 and AA- by Fitch in May 2017.

Contributing factors to the ratings upgrade include CLT's strong management, debt service and outstanding financial metrics (CLT's cash position, coverage ratios and industry low cost per enplaned passenger). Rating agencies also took note of the Airport's secure position within the American Airlines hub network.

BUILDING FOR DEMAND

REACHING MILESTONES

Destination CLT, the Airport's \$2.5 billion capital investment program, will enhance capacity based on the Airport's growth forecast through 2035.



The Airport is a dynamic environment that continues to grow and expand to meet immediate airline and passenger demand. Destination CLT, the Airport's \$2.5 billion capital investment program, will enhance capacity based on the Airport's growth forecast through 2035.

Launched in fall 2015 with the start of construction for the elevated roadway, Destination CLT entails expanding CLT's elevated terminal curb front, airfield and terminal, while ensuring the Airport maintains sound planning and financial stewardship. Throughout 2017, construction projects within the program reached notable milestones while remaining on budget and on schedule.

CONCOURSE A EXPANSION – PHASE I

Concourse A Expansion – Phase I is the first Destination CLT project scheduled for completion. It opens in summer 2018. The new \$200 million expansion will add nine gates to the current 13 gate concourse. The 229,807-square foot addition will enhance capacity for airlines serving the local market. It also includes construction of the concrete ramp and taxi lanes needed to operate the new gates.

In 2017, exterior work for the expansion was completed with the installation of the roof and windows. Drywall work also began. Special features of the state-of-the-art

expansion will consist of chairs with multiple integrated power outlets, one of the world's largest digital artwork displays and more than 700 window panes that will tint according to sun exposure.

CLT plans to expand Concourse A by eight more gates by 2022.

ELEVATED ROADWAY AND CURB FRONT

The Elevated Roadway and Curb Front is another keystone Destination CLT project that paves the way for future growth.

It will feature a total of 16 lanes to accommodate traffic approaching and exiting the terminal. Eight lanes on Departures/Ticketing level and eight lanes on Arrivals/Baggage Claim level will expedite dropping off and picking up passengers. The original roadway in front of the terminal was built in 1985 with five lanes on each level.

Traffic flow will be reconfigured upon its opening. Commercial vehicles will move to the three inside lanes and personal vehicles to the five outside lanes.

Construction of the Elevated Roadway and Terminal Curb Front reached a milestone in October 2017 when all commercial vehicles (lower level) shifted to the recently constructed lanes near the Hourly Deck, completing Phase I.



Destination CLT

Phase II kicked off in fall 2017 with construction of the three inside lanes that will accommodate commercial vehicles when opened. Completion of the Elevated Roadway and Curb Front is scheduled for 2019.

EAST TERMINAL EXPANSION – PHASE II

That same year in summer 2019, the East Terminal Expansion – Phase II will open to passengers.

East Terminal Expansion – Phase II will add a three-level addition of approximately 51,000-square feet to the D/E Connector. The addition will provide an area for multiple concessions on the Departures/Ticketing level and will double the current number of escalators and elevators.

Steel structure framing for the expansion and concrete pouring on the ticketing level began in 2017.

The addition includes offices, a baggage handling space and a food court containing new concessions and the Airport's first children's play area, third Mother's Room and fourth Pet Relief Area.

TERMINAL RENOVATIONS

Inside CLT's 1.8 million-square foot walls, work is underway to modernize and revamp the terminal. The finished product will unveil a first class experience with upgraded passenger amenities to meet today's and future customer expectations.

Terminal renovations began on Concourse B in September. The makeover consists of new ceiling tiles, carpet in the seating areas, wall panels, upgraded seating with integrated power USB ports and fresh coats of paint.

Terrazzo flooring will be placed in the center walkway of the concourses to better accommodate rolling luggage. HVAC, electrical, fire alarm and sprinkler systems will be upgraded as well.

Concourse B renovations are scheduled for completion at the end of 2018. Crews will begin renovations in Concourse A in September 2018, Concourse C in early 2019, Concourse D in spring 2019 and Concourse E in fall 2019.

Renovations will extend to restrooms on Concourses A, B, C and D. The majority of work occurs overnight to minimize passenger disruptions.

TERMINAL LOBBY EXPANSION

Once the Elevated Roadway and Curb Front opens, crews will begin construction of the Terminal Lobby Expansion.

Design work for the project continued in 2017. The finalized design plan is scheduled for approval in 2018. Construction will begin in 2019 and take three years to complete.



The finished project will reveal an architectural masterpiece with high ceilings and glass canopy covering the roadway.

The expansion will create additional space for security lanes, ticketing, baggage claim areas and passenger circulation in the terminal lobby. The relocation of Queen Charlotte inside the new lobby space will serve as the focal point.

Pedestrian tunnels and sky bridges are also planned, which will allow passengers to walk to and from the terminal and Hourly Deck bypassing Airport traffic.

CONCOURSE E EXPANSION

CLT's longest concourse is in the process of expanding.

Concourse E Expansion – Phase VII will add three gates and create 25,000-square feet of hold room and support space on the north end of the current 42 gate concourse. The Airport's master plan calls for CLT, which now has 97 gates, to expand to 120 gates by 2025.

Ramp improvements, employee breakroom renovations and building gate extensions for E14, E16 and E18 were completed in 2017.

The addition will shelter passengers from the outside elements, expand hold rooms and heighten security and safety with boarding bridge equipped gates. Construction is scheduled for completion in summer 2019.

ADDITIONAL CONSTRUCTION PROJECTS:

Parking Facilities Improvements

As the number of passengers who originate their flight at CLT increases, the demand for Airport parking rises. CLT completed expansion of Long Term Lot 2 in October. The overall expansion added 1,700 spaces to the lot bringing the total number of public parking spaces in Long Term Lot 2 to more than 5,000, and the total number of public

parking spaces at the Airport to 26,500.

Cell Phone Lot Relocation

Due to construction of the Elevated Roadway and Concourse A Expansion – Phase I, CLT relocated its free Cell Phone Lot adjacent to Long Term Lot 1 in November - in time for the Thanksgiving holiday travel season.

The 150-space lot has one center aisle, making entry and exit easy. The new location allows drivers direct access to the terminal via Josh Birmingham Parkway.

Rental Car Road Closure

To ease traffic congestion, CLT also permanently closed Rental Car Road to the public in November. Only authorized vehicles are given access. Drivers headed to the terminal now use Josh Birmingham Parkway, the Airport's primary entrance roadway.

FAA Air Traffic Control Tower

CLT will soon be home to the second tallest FAA Air Traffic Control Tower in the National Airspace System.

Construction of the new tower and TRACON base building, located on the southside of the airfield, continued throughout 2017. Exterior work is scheduled for completion in 2018. Electronic installation and interior work begins in 2019 with a commissioning date scheduled for 2020. Crews first broke ground on the facility in June 2016.

The 370-foot-tall air traffic control tower will provide the FAA adequate space to operate CLT's expanded airfield and enough height for air traffic controllers to obtain a clear view of the entire airfield. It will stand more than twice the size of the current 150-foot tall tower that was commissioned in 1979. The \$112 million project is funded by the FAA.

ORGANIZATION & MANAGEMENT

REACHING CORE PRINCIPLES

Charlotte Douglas International Airport serves as an enterprise fund. As a self-supporting business, CLT uses no local tax money to pay daily operating costs. Funds come from airport generated revenue, including parking, concessions, landing fees, rental cars, advertising, cargo, fixed base operator and airline rentals.

The Aviation Department is a department within the City of Charlotte comprised of more than 550 part-time and full-time employees who oversee the Airport. In 2017, 112 additional staff members were hired under the guide of CLT's strategic principles.

The strategic leadership team at the department's helm consists of an aviation director/CEO, chief operating officer, chief business and innovation officer, chief financial officer, lead counsel and a team of directors, senior and middle managers.

In 2017, Aviation Department staff oversaw activities related to over 1,000 contract agreements for approximately 425 companies and processed more than 8,000 invoices.

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

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

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

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

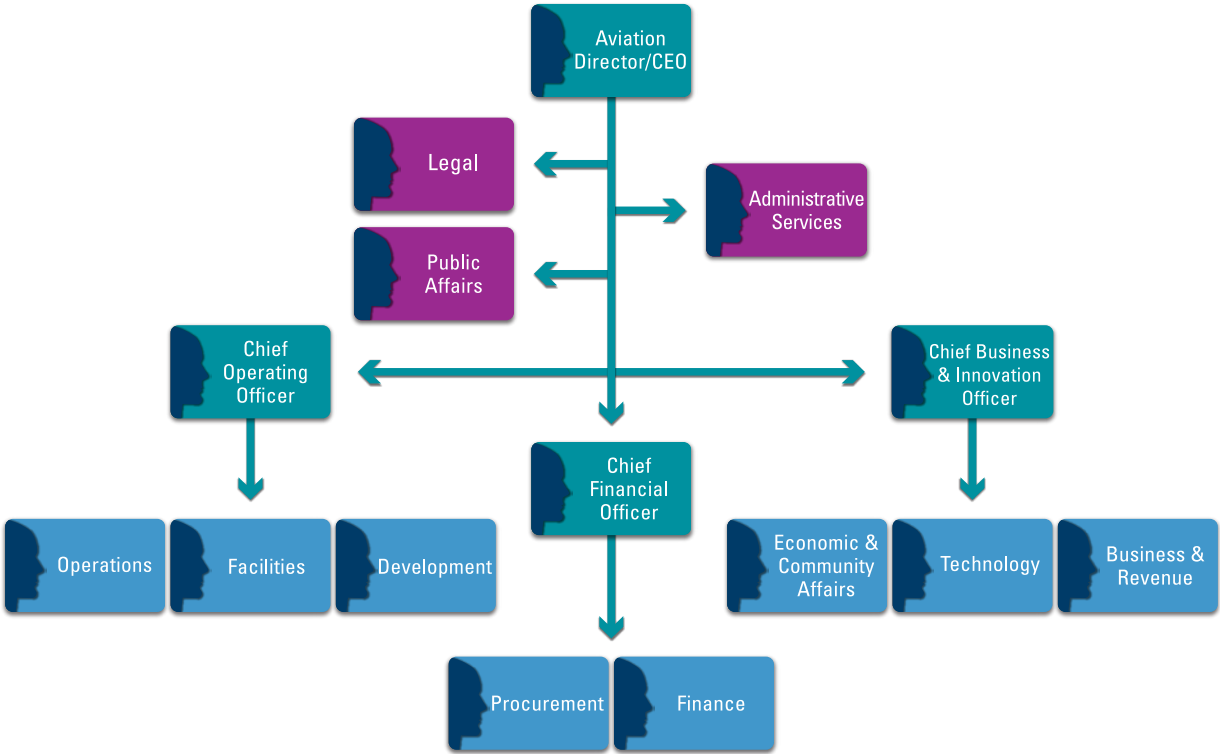
Asset Preservation The Airport will proactively maintain equipment and facilities to safeguard against service disruptions.

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

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

The Aviation Department is a department within the City of Charlotte comprised of more than 550 part-time and full-time employees who oversee the Airport.

CLT ORGANIZATIONAL CHART



ECONOMIC IMPACT

REACHING ACROSS THE REGION

CLT prides itself on being an economic engine of the Carolinas, contributing \$16.2 billion yearly to the local region and supporting 224,410 jobs that generate an \$11.52 billion payroll.

CLT's vision statement incorporates the central theme - creating jobs and enterprise and sustaining a higher quality of life.

PROJECT AMP

Project AMP embodies this premise. Over the next 20 years, the Airport economic initiative is expected to redefine west Charlotte, sparking new development and creating 29,000 jobs.

Project AMP was launched in fall 2015 as the Airport Area Strategic Development Plan to stimulate land development around the Airport. The initiative seeks to create economic and employment opportunities for the local region, while generating non-aviation revenue for the Airport to further its self-sufficiency.

CLT analyzed empty land it owns within a 25-square mile area surrounding the Airport defined by the Catawba River to the west, Billy Graham Parkway to the east, I-85 to the north and Shopton Road to the south.

MXD Development of Vancouver, Canada was hired by the Airport in October 2015 to help identify specific projects and companies that would best utilize the land.

Stakeholder involvement played a critical role in developing the plan. Airport staff met with over 450 residents and local stakeholders throughout 2016 to inform and receive feedback about the project.

The Project AMP initiative is designed to attract manufacturing, warehousing, transportation, trucking, distribution, research and development companies to the area, as well as retail and hotels. CLT will seek private developers to build the new facilities and collect rent from the developments that emerge or partner with investors in joint ventures.

The implementation phase of Project AMP kicked off in 2017. Airport officials began the process of rezoning airport property for compatible land use and fielding inquiries from developers and brokers regarding site selections.

Airport officials anticipate construction beginning within two to three years on individual projects.

CONCESSIONS

A main staple of CLT's economic success over the years has been its robust and successful concessions program. In 2017, CLT kicked off one of the most extensive concessions overhaul in Airport history. Several new shops and restaurants opened to passengers.

Overall, CLT offered 123,000 square feet of 111 retail shops and restaurants, adding Chick-fil-A, CNBC Express, Panda Express, Tumi, News 2 U, XpresSpa and a tenth Starbucks.

Together HMSHost, CLT's food and beverage concessionaire, and Paradies Lagardère, CLT's retail concessionaire, generated over \$223 million in gross sales, an increase of 4 percent from 2016 and employed more than 2,300 local residents in 2017, up from 2,200 the previous year.

DBE, ACDBE AND CBI PROGRAMS

The Aviation Department supports three business diversity programs: federally approved and mandated Disadvantaged Business Enterprise (DBE) and Airport Concessions Disadvantaged Business Enterprise (ACDBE), as well as the city's Charlotte Business INclusion (CBI) Program.

The Department's ACDBE Program facilitates successful partnerships with the Airport's master concessionaires - HMSHost and Paradies Lagardère. ACDBE terminal concessions for food, beverage and retail generated over \$44 million of combined revenue in 2017.

A Food Truck Pilot Program also was launched in an effort for local firms to participate with CLT in a non-traditional concessions' setting more conducive to small businesses. Eight firms took part in the pilot program.

In an effort to broaden its base of certified firms for upcoming development projects, CLT hosted five outreach events for small, minority and women owned businesses. These events covered a variety of topics that included, learning about doing business with CLT, upcoming Airport opportunities, certification and networking with CLT staff. The largest event took place in March attracting over 200 attendees.

AIRPORT INFRASTRUCTURE

REACHING TOWARD THE FUTURE

The Airport boasts a 1.8 million square foot terminal with 5 concourses and 97 gates with the ability to accommodate 102 aircraft.

Charlotte Douglas International Airport's yearly 553,812 aircraft movements require safe, secure, efficient and modern facilities for operations to thrive and remain competitive. CLT's advantage remains reaching toward the future to embrace innovative ideas. From construction of the Consolidated Rental Car Facility to the relocation of the Norfolk Southern Intermodal Facility, CLT has been a trailblazer in the aviation industry.

CLT is located approximately seven miles from Charlotte's central business district. It occupies 6,000 acres of land located within the city and is accessible within minutes from Interstate 85, Interstate 77, Interstate 485 and uptown Charlotte.

The Airport boasts a 1.8 million square foot terminal with 5 concourses and 97 gates with the ability to accommodate 102 aircraft. The terminal includes 123,000-square feet of concession space.

CLT provides approximately 26,500 parking spaces comprised of valet, deck and surface lots.

The Hourly Deck, located directly across from the terminal, houses the Consolidated Rental Car Facility (CONRAC) in the bottom three levels, providing the rental car operators approximately 2,900 ready/return and quick-turn-around spaces and a facility for fueling and cleaning operations.

The Airport's airfield has three parallel runways and one crosswind runway with plans to build a fourth parallel runway within 10 years.

WILSON AIR CENTER – CHARLOTTE

CLT's fixed base operator (FBO), Wilson Air Center – Charlotte, has managed private and corporate aircraft for the Airport since February 2005. Transportation requirements of business executives are served by Wilson Air Center, which averaged 80 daily flights in 2017. The facility also oversaw private and corporate aircraft for the PGA Championship, ACC Football Championship and Carolina Panthers home games.

The 50 acres of facilities provide heated hangar space and an executive terminal. Wilson Air Center – Charlotte is home to more than 40 tenants, including six Fortune 500 companies and 64 private aircraft.

In 2017, Wilson Air Center – Charlotte underwent interior and exterior renovations. The FBO terminal and four hangars were painted. The FBO ramp was resurfaced, several pieces of airfield equipment were upgraded and conference room, pilot lounge and quiet room renovations continued.

Wilson Air Center – Charlotte, along with the Wilson Air Center chain, continually rank high in industry surveys.

NORTH CAROLINA AIR NATIONAL GUARD

North Carolina Air National Guard (NCANG) and North Carolina Army Guard (NCAG) have active facilities on Airport property as well. CLT is home to the NCANG's 145th Airlift Wing. History was made in October when U.S. Air Force Chief Master Sgt. Susan Dietz became the first female command chief for the wing that serves approximately 1,250 enlisted members.

Another 2017 milestone transpired in December, the last C-130 assigned to the N.C. Guard departed CLT's runway headed to its new assignment at the 165th Airlift Wing in Savannah, GA. The NCANG is in transition from flying the C-130 Hercules to C-17 Globemaster III aircraft. The first C-17s arrived in April 2018.

NORFOLK SOUTHERN INTERMODAL FACILITY

Norfolk Southern Intermodal Facility on the south side of the Airport demonstrates the integration of transportation modes. Uniquely located between two runways, proximate to two interstate highways (I-85 and I-485) and with close proximity to I-77, it connects air, rail and truck to east coast seaports.

The 200-acre facility is capable of 200,000 annual lifts, transferring containers between truck and trains. Since relocating its facility from uptown Charlotte to the Airport in December 2013, lifts have seen steady growth.

The intermodal yard is projected to create \$7.6 billion in regional economic development and some 7,000 jobs over two decades. Tax revenue impact is estimated at over \$620 million.

**Data provided by Norfolk Southern*

SAFETY & TRAINING



In 2017, Aviation Department staff completed an average of 24 hours of training per employee and were offered 143 scheduled classes covering 56 different topics.

REACHING EMPLOYEES

The Aviation Department is focused on developing a high skilled workforce and providing growth opportunities for its employees.

In 2017, Aviation Department staff completed an average of 24 hours of training per employee and offered 143 scheduled classes covering 56 different topics.

Specialty classes included National Transportation Safety Board Airport Disaster Response and Family Assistance Seminar, Developmental Associates Leadership Training and Incident Command System and Emergency Management.

In November, cardiopulmonary resuscitation (CPR) and automated external defibrillator (AED) classes were provided to employees, resulting in 99 CPR AED certifications.

DISASTER EXERCISE DRILL

The Airport aims to prepare its employees and partners for emergency situations that may arise. CLT hosted its Triennial Part 139 Disaster Exercise in October involving a simulated airplane accident.

The Airport is required by the Federal Aviation Administration (FAA) to conduct a full scale exercise every three years.

Approximately 100 volunteers portrayed passengers involved in the accident experiencing injuries ranging from minor to fatal.

More than 200 emergency responders, including the Charlotte Fire Department, Mecklenburg EMS Agency (Medic), Airport Operations, Airport Security and the Charlotte Mecklenburg Police Department participated in the practice event designed to establish a learning environment.



Disaster Exercise Drill



Apprenticeship Program

EDUCATION

Educational Assistance Program

The Aviation Department believes an investment in CLT employees is an investment in the Airport.

Aviation Department employees are encouraged to take advantage of the Education Assistance Program, which promotes secondary education. The Department spent \$142,146 in 2017 assisting employees with their college tuition. Thirty-three employees participated in the program. Three of those employees earned a degree.

WORKFORCE DEVELOPMENT

Apprenticeship Program

The Aviation Department became the first City of Charlotte department to launch an apprenticeship program in December 2017. The program seeks to create job training opportunities to secure trade positions for the future. It incorporates one of the Airport's six core strategic principles, value employees by promoting development and education.

The apprenticeship program runs two to four years depending on the degree program. Participants receive on-the-job training, mentors to assist with on-the-job knowledge and education covered at full cost.

Summer Internship Program

The Aviation Department employed five Mayor's Youth High School interns and five college interns during the summer of 2017.

Participants worked in various divisions throughout the department. Along with their daily internship work, students took part in Airport tours and bi-weekly meetings with special guest speakers, as well as assigned an exit project to present to Aviation Department staff.

Aviation Department Career Panel

The Aviation Department hosted the first career panel at Queens University in November. Fifty students attended the event to learn more about the Aviation Department, career and internship opportunities.

SAFETY

Safety in the workplace is a top priority at CLT. The Aviation Department received the Silver Safety Award from the North Carolina Commissioner of Labor for 2017 safety data.

Qualifications for the annual safety award include having no fatalities during the calendar year at the site or location for which the award was given and maintaining an incidence rate at least 50 percent below the average for its particular industry group.



Employee Safety Day

Ongoing training efforts resulted in employees absent from work due to a job injury while at work dropping from three in 2016 to one in 2017.

The Aviation Department also held educational and learning programs through ten Snack and Learns that drew more than 150 employees and contractors. Topics ranged from hazard communication to ergonomics.

SAFETY DAY

More than 400 employees and 24 vendors participated in the Aviation Department's third annual Safety Day in August.

The theme "Get Plugged into Safety" challenged employees to keep safety at the forefront of their daily work duties. Staff took part in informational exhibits, 30-minute educational flash classes and tested their safety skills in a driving simulator.

FOD WALK

CLT hosted its annual Foreign Object Debris (FOD) Walk in December for Airport employees.

FOD is any object that does not belong in or near airplanes

and, as a result, can injure airport or airline personnel and damage aircraft.

Approximately 40 Airport employees lined up beside each other across the runway and walked 1.25 miles from the approach of Runway 23 to Taxiway F while picking up debris that is hazard to aircraft.

Operations officers conduct airfield inspections routinely on a daily basis. The walk was an opportunity to educate Airport employees from various divisions about the importance of maintaining a debris-free runway.

CLEAR BAG POLICY

Enforcement of the Airport's Clear Personal Bag Policy began in February.

All employees accessing the secured area from the public or sterile area must use a clear bag for personal belongings. CLT was one of the first Airports in the country to require the use of clear bags.

The Airport's intent is to strengthen security, particularly in the secure and sterile areas, while balancing the need for employees to carry personal items.

PASSENGER EXPERIENCE



The Airport's 71 volunteers in 2017 donated 10,032 hours and made 312,320 customer connections.

REACHING CUSTOMERS

For Charlotte Douglas International Airport, reaching customers means providing passengers a first class experience. Whether it's receiving wayfinding directions from an Airport volunteer or snuggling with a furry Canine Crew member, CLT strives to be the airport of choice for millions of passengers each year.

VOLUNTEER PROGRAM

The CLT Volunteer Program celebrated its twelfth anniversary in May 2017.

The Airport's 71 volunteers welcome passengers, answer questions and provide wayfinding assistance throughout the terminal.

In 2017 volunteers, who range in age from 37 to 81, donated 10,032 hours and made 312,320 customer connections.

The Airport personally thanks and publically acknowledges its active Airport volunteers each year, presenting them with a custom recognition packet that includes a service lapel pin, thank you note and official certificate award.

The program also participates in National Volunteer Week activities, and CLT hosts an annual recognition luncheon for its volunteers that celebrate their positive impact on the customer experience at CLT.

SECOND PET RELIEF AREA

A second post security Pet Relief Area opened on Concourse D in February.

Both are equipped with disposal bags, a trash can, air refresher dispenser and hand sanitizer. Cleaning and maintenance occurs multiple times each day for the popular amenity.

CLT's first Pet Relief Area opened in November 2016 on the A/B Connector (walkway between Concourses A and B). The two areas are temporary until future terminal expansions are completed and permanent locations are identified.

CLT also has an outdoor Pet Relief Area located on Baggage Claim curbside - Zone A.



Pet Relief Area



Canine Crew



Whether it's receiving wayfinding directions from an Airport volunteer or snuggling with a furry Canine Crew member, CLT strives to be the airport of choice for millions of passengers each year.

TLC FROM CLT

The Airport hosted a holiday edition of TLC from CLT throughout the terminal in December 2017.

Twenty-three Aviation Department employees greeted customers with holiday cheer handing out earphones, candy cane sticks and holiday activity booklets to customers.

TLC from CLT began in June 2015 as a show of customer appreciation to thank passengers for choosing CLT.

CANINE CREW

CLT's Canine Crew's 25 dogs and their handlers provide passengers a furry friend to hug during their travels through CLT. The program began in March 2015 as a stress reliever for the flying public to take their mind off the hustle and bustle that comes with traveling and has quickly become a passenger favorite.

The Canine Crew has doubled in size within two years. All dogs are registered, professional in-service therapy dogs with at least one year of experience working with the public.

Crew members consist of a wide variety of canines ranging from an 11-pound Pomeranian to a 140-pound Great Dane.

USO

The USO of North Carolina – Charlotte Center is in its eleventh year serving military service members and their families at CLT.

The facility welcomed 131,168 guests in 2017 and averaged 360 visitors daily, establishing it as one of the busiest USO centers in the country.

Community support is prevalent at the facility with contributions from more than 2,000 individual donors, businesses and coporations and a network of 336 volunteers who donated 31,236 hours in 2017.



TLC from CLT

PHOENIX MARKETING SURVEY

Nine out of ten passengers were satisfied with their overall experience at CLT, according to a 2017 survey conducted by Phoenix Marketing International (PMI).

The survey was completed by 1,600 CLT passengers throughout the year.

Results also showed nine out of 10 passengers were satisfied with terminal facilities.

Eight out of ten passengers were pleased with CLT's check-in experience, security checkpoints, getting to the terminal and food and beverage.

Seven out of ten passengers applauded the retail shops, gate area, baggage claim and roadways departing the terminal.

The passenger survey helps CLT identify areas in need of enhancement. The Aviation Department is then able to focus on the lowest performing categories and determine ways to better satisfy the customer.

COMMUNITY RELATIONS

REACHING THE COMMUNITY

The Airport's annual Runway 5K Run has raised more than \$200,000 for local nonprofit agencies.



11th Annual Runway 5K Run

Reaching the community entails more than providing jobs and serving as a transportation hub. It involves fostering strong relationships, investing in residents and making a commitment to improve the community CLT serves.

DISTRICT 3 AIRPORT JOB FAIR

The Airport, along with its tenants, hosted a community job fair in March 2017. The event attracted 855 job seekers and resulted in 250 confirmed/possible hires.

Participating companies included the Aviation Department, American Airlines, Delta Global Services, HMSHost, Paradies Lagardère, TSA, Wilson Air Center – Charlotte and LSG Sky Chefs.

The job fair was held to create awareness in the community about the wide variety of jobs available at the Airport and fill the needs of CLT's tenants to recruit and hire qualified personnel. Employers sought to fill hundreds of open positions. It was the third consecutive year that the Aviation Department has conducted a job fair.

OPERATION EXODUS

Approximately 4,000 soldiers passed through CLT in December 2017 as part of Operation Exodus. The USO

Charlotte Center staff, Airport Operations and several Aviation Department volunteers assisted with the event.

Fifty buses transported troops from Fort Jackson, SC as they headed home for a two week Christmas leave from basic training.

The troops were treated to free breakfast, beverages, snacks and gift packs.

Charlotte Mayor Vi Lyles and U.S. Senator Thom Tillis also were on hand to thank the men and women for their military service.

11TH ANNUAL RUNWAY 5K RUN

The eleventh annual Runway 5K Run attracted nearly 1,200 participants to CLT's airfield in October under sunny skies and cool temperatures.

Overall winner was Bert Rodriguez of Charlotte with a time of 16 minutes and 12 seconds. Christine Witte, also of Charlotte, captured the top female spot crossing the finish line in 18 minutes and 20 seconds.

Since 2007, more than 17,000 registrants have participated in the event, which has raised more than \$200,000 for local nonprofit agencies.



Airport Tours



CLT, along with its tenants, hosted the District 3 Airport Job Fair in March 2017 that attracted 855 job seekers and resulted in 250 confirmed/possible hires.

AVIATION ACADEMY

The Charlotte Chamber of Commerce graduated the first Charlotte Aviation Academy in June. The program was managed by the Charlotte Chamber of Commerce and sponsored by American Airlines and the Aviation Department.

Twenty-five participants – residential neighbors and regional stakeholders – met monthly (January - June) to take part in classroom instruction, field trips and practical exercises.

The Academy seeks to inspire interest in aviation and CLT while empowering academy graduates to contribute public dialogue on future aviation-related issues.

EXPLORERS POST 747

Twenty-six local high school students participated in the Explorers Post 747 Program September 2016 - May 2017. Aviation Department staff has overseen the post for the past 21 years.

The program offers students the chance to learn about career opportunities in the aviation industry through collaborations with partner organizations. Participants were given tours of the airfield, terminal, North Carolina Air National Guard, rental car facility and the American Airlines Crew Training Center.

AIRPORT TOURS

CLT hosted Airport tours for 60 students from Chapman High School, Gaston Commissioners School of Excellence, Northeast Middle School and Harding University High School throughout 2017.

Students received a behind-the-scenes tour of the Old Terminal, the new FAA Tower currently under construction, Charlotte Fire Station 41, the airfield and CLT's Operations Control Room.

The tour program aims to showcase careers in aviation to interested youth at one of the world's busiest airports.



Smart Airports & Regions Conference & Exhibition

AIRPORT ROUNDTABLE COMMITTEE

At the request of the Federal Aviation Administration (FAA), the Aviation Department established the Airport Community Roundtable (ACR) in June to provide neighboring communities a forum to discuss aircraft noise concerns.

This new broad-based community initiative provides input into airport-related noise impacts and finds, where possible, practical solutions and recommendations for the FAA to consider when determining aircraft operating procedures at CLT.

Membership is comprised of representatives from across Charlotte, Mecklenburg County cities and towns, and Mecklenburg, Gaston and York counties.

The FAA has worked with other airports on similar initiatives producing a variety of outcomes including flight routing modifications and alternative runway utilization schedules.

SMART AIRPORTS & REGIONS CONFERENCE & EXHIBITION

The Aviation Department, in partnership with Aviation Media, hosted the Smart Airports & Regions Conference & Exhibition in August at the Sheraton Charlotte Hotel. The event drew aviation leaders from around the world who explored economic development among SMART Airports and the regions they serve.

The conference included a tour of the Airport, panel discussions and a gala evening at the NASCAR Hall of Fame.

22ND ANNUAL YOUTH DAY

CLT's twenty-second Annual Youth Day was attended by a record 102 children (between the ages 5 and 18) in June. Participants received a tour of Fire Station 17, the Carolinas Aviation Museum and the airfield.



SUSTAINABILITY INITIATIVES

In 2017, CLT hosted over 2,300 charging sessions that helped to avert more than 11,000 kg greenhouse emissions.

REACHING FOR SUSTAINABILITY

Charlotte Douglas International Airport is committed to a sustainable future by pursuing fiscally responsible practices that minimize environmental impacts.

CONCRETE AND ASPHALT RECYCLING

Throughout 2017, CLT continued the recycling of crushed concrete and asphalt during Airport construction. CLT recycled and reused 30,000 tons of concrete in 2017.

Currently, the Airport is storing 90,000 tons of concrete and asphalt removed for construction of Concourse A Expansion – Phase I. Charlotte Douglas has plans to reuse it for future Airport roadways, taxiways and airfield maintenance projects.

SMART WASTE AND RECYCLING STATIONS

In May, more than 60 smart waste and recycling stations were installed throughout the Atrium and on each concourse. The trash cans are WiFi accessible and solar-enabled. The latest technology alerts staff when the cans are nearing capacity and allows the cans to be solar-powered whenever possible.

FOOD DONATIONS

HMSHost, CLT’s food and beverage concessionaire, donated 700 to 1,000 pounds of food daily to local food banks throughout 2017. A little more than a pound equals one meal.

Once food reaches its 24-hour shelf life, HMSHost will not sell it. The food, however, is wholesome for two, three, four days after that timeframe. Instead of throwing it away and generating several pounds of food waste to the local landfill, HMSHost donates it. Donated items include dairy, deli, bakery and produce.

WATER BOTTLE FILLING STATIONS

CLT’s water bottle filling stations were retrofitted on top of CLT’s existing water fountains and have the ability to keep track of how many water bottles have been filled. The sensory-operated devices enable passengers to place their plastic water bottles underneath a faucet for a quick refill, eliminating the need to toss empty water bottles in the recycling bin or trash. In 2017, over one million water bottles were filled and subsequently saved from landfills. If these unrecycled plastic bottles were placed end to end, they would stretch an estimated 170 miles; the distance between Charlotte, NC and Myrtle Beach, SC.

ELECTRIC VEHICLE CHARGING STATIONS

Charlotte Douglas International Airport provided 17 electric vehicle charging stations for passenger, employee and fleet use, as the public demand for electric vehicles continues to rise. The charging stations are located in Business Valet I, Wilson Air Center and the Hourly Deck. In 2017, CLT hosted over 2,300 charging sessions that helped to avert over 11,000 kg greenhouse emissions. That’s like planting 800 tree seedlings and letting them grow for 10 years. The units are free to paying customers using the Airport’s Business Valet or Curbside Valet services.

SOLAR POWER

The Airport’s investment in renewable energy is another example of CLT’s commitment to the environment. In December 2010, CLT partnered with Duke Energy to install a 235 KW rooftop Solar Photovoltaic (PV) system on top of the CLT Center. During daylight hours, the solar panels generate power, which feed into the electrical grid operated by Duke Energy. CLT, in exchange, receives payment from Duke Energy for the power generated by the solar panels. The rooftop solar panels generated enough power in 2017 to supply 43 homes’ electricity use for one year.

The Airport’s Fire Station #41 has a 100 KW ground-mounted PV system that is tied directly to the facility. The solar-generated power is used by the facility and helps to reduce overall energy consumption costs as well as offset greenhouse gas emissions.

STORM DRAIN MARKING PROGRAM

The Aviation Department, along with American Airlines, participated in Mecklenburg County’s Storm Drain Marking Program in April. Storm drain markings, which read “This Drain Is Only for Rain. Do Not Dump – Drains to Creek,” help discourage the dumping of polluting substances (i.e., paint, oil, food waste) into storm drains and educate the public about preventing storm water pollution. Approximately 25 drains were marked during CLT’s April partnership with American Airlines, and Airport staff marked an additional 100 storm drains throughout the year.

ACCOLADES & ACCOMPLISHMENTS

REACHING ABOVE & BEYOND



Charlotte Douglas ranked third in Official Airline Guide's (OAG) Megahubs U.S. Index 2017 top 25 most connected airports in the country for domestic services.



CLT routinely scores high on passenger surveys.

Airport staff strives daily to provide passengers a pleasurable and safe traveling experience. It often requires reaching above and beyond the norm. CLT's focus on excellence earned the Airport several awards and honors in 2017.

OAG MEGAHUBS U.S. INDEX

Charlotte Douglas ranked third in *Official Airline Guide's (OAG) Megahubs U.S. Index 2017*, which listed the top 25 most connected airports in the country for domestic services.

In the OAG index, connectivity is measured on the highest ratio of scheduled domestic connections to the number of destinations served. This allows a passenger flying from CLT multiple opportunities to fly to numerous destinations.

N.C. DEPARTMENT OF LABOR SILVER AWARD

Charlotte Douglas received the NC Department of Labor Silver Award in April. Qualifications for the annual safety

award include having zero fatalities during the calendar year at the site or location for which the award was given and maintaining an incidence rate at least 50 percent below the average for its particular industry group.

SOUTHEASTERN CHAPTER OF THE AAAE - PROJECT OF THE YEAR

The Aviation Department's Taxiway C Rehab Project was awarded Project of the Year by the Southeastern Chapter of the American Association of Airport Executives (AAAE) in April.

The Portland Cement Concrete (PCC) taxiway pavement was originally constructed in 1994 and was rapidly failing. This created a concern for both Foreign Object Debris (FOD) and pavement life.

The 72-day, \$8.8 million project included removal and replacement of the existing PCC and asphalt shoulder pavement, installation of new LED taxiway edge lights and installation of light bases for future taxiway centerline lights.

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J.D. POWER - 2017 NORTH AMERICA AIRPORT SATISFACTION STUDY

CLT tied for sixth with Minneapolis St. Paul in the J.D. Power 2017 North America Airport Satisfaction Study among 18 mega airports (airports serving 32 million or more passengers a year).

The survey was based on seven factors: airport accessibility (getting to the airport / leaving the airport), check-in/ baggage check, security check, concessions, terminal facilities, baggage claim and immigration/Customs.

CLT scored 762 points based on a 1,000 point scale, ranking in the top percentage of mega airports.

J.D. POWER’S AIRPORT STUDY

Passenger satisfaction at Charlotte Douglas ranks in the higher half of the nation’s largest 31 airports, according to J.D. Power’s 2016 North American Airport Satisfaction Study.

Charlotte Douglas came in at No. 11, scoring 734 out of 1,000 points among large size airports. The national average for large airports was 724 points.

CLT’s satisfaction score tied with Denver International Airport. The study measures travelers’ satisfaction with airports on the check-in and baggage check process, security screening, shopping, terminal facilities and baggage claim.

CHARLOTTE BUSINESS JOURNAL’S IMPACT AWARD

The Airport received the IMPACT Award at the annual Charlotte Business Journal (CBJ) International Impact Awards in September.

The award highlights individuals and companies focused on international trade that bring valuable investments, partnerships, jobs and offices to the region.

CERTIFICATE OF ACHIEVEMENT FOR EXCELLENCE IN FINANCIAL REPORTING

The Government Financial Officers Association (GFOA) awarded the Certificate of Achievement for Excellence in Financial Reporting to Charlotte Douglas International Airport for its Comprehensive Financial Report for Fiscal Year 2016.

The Certificate of Achievement is the highest form of recognition in the area of governmental accounting and financial reporting.

It was the first time the Airport had undertaken the rigorous process of pursuing the award.



20th Anniversary of iconic rocking chairs

PGA CHAMPIONSHIP

The Airport welcomed players, officials and spectators for the 99th PGA Championship at Quail Hollow Club in August.

Welcome messages were placed throughout the terminal to greet attendees and players. Extra staff was on hand to assist with wayfinding. The 99th PGA Championship was Charlotte’s first-ever golf major.

More than 200,000 golf enthusiasts attended the tournament.

20TH ANNIVERSARY OF ICONIC ROCKING CHAIRS

In October, CLT celebrated the 20th anniversary of rocking chairs in the terminal. The Airport’s white wooden rocker became popular in 1997, during a photography exhibit at CLT entitled “Porchsitting, A Charlotte Regional Family Album.” Since that time, several other airports have followed CLT’s lead and added the popular southern staple to their terminal.

Rockers were placed in the Airport’s tree lined Atrium to accompany the exhibit and to add to the style and comfort of a traditional “southern porch.” The rockers transformed the Airport’s busy Atrium from a fast-paced hub into a

tree-lined avenue with a front porch becoming an instant success with passengers.

When it came time to remove the rockers, the decision was made to keep them due to passengers expressing their love of rockers.

Today, CLT has more than 100 rocking chairs (supplied by Troutman Chair Co.in Troutman, NC) located throughout the terminal.

VIRAL DANCING VIDEO

Passenger Mahshid Mazooji created a self-made video of her dancing with other passengers and Airport tenant employees in CLT’s terminal to Lionel Richie’s classic song “All Night Long (All Night)” after missing her flight in September.

The video, posted to her YouTube account, has received over one million views with 12,000 likes.

The video has appeared on *Good Morning America*, *Fox News* and *Inside Edition* and was even featured in *Der Spiegel*, Germany’s national newspaper.

TENANT ACCOLADES

REACHING HIGH STANDARDS

CLT tenants have a long history of raising the bar. They contribute to the community, as well as set and reach high standards within the aviation industry. Their commitment to excellence and serving local residents has earned them several accolades.

AMERICAN AIRLINES

American was named "Cargo Airline of the Year" for third year in a row by *Air Cargo News*. The Cargo Airline of the Year awards are regarded as one of the most prestigious honors in the air cargo industry and recognizes carriers that have provided an outstanding customer experience based on the voting results of more than 20,000 supply chain professionals. It was the third year in a row that American received the award.

American Airlines was selected by *Corporate Responsibility Magazine* in 2017 – Most Responsible Companies Ranked by Industry Sector. This list serves to help readers establish that their supply chain is comprised of the most responsible, sustainable and transparent companies-creating shared value when strategic opportunities arise.

IATA (International Air Transport Association) awarded American Platinum Level Certification, which recognizes American's ability to track bags at key points in a customer's journey. American and Delta are the only two carriers worldwide that have been recognized with this honor.

American was recognized by the National Gay & Lesbian Chamber of Commerce as Best of the Best Corporations for Inclusion. Recipients were selected based on a completion of a detailed survey of the organization's inclusive programs.

AMERICAN AIRLINES – CHARLOTTE HUB

American Airlines donated a total of \$844,697 to local organizations and charities in 2017, including a \$15K sponsorship supporting the Community Building Initiative.

Dec Lee, VP of CLT Hub Operations, was named one of the Top Ten Movers/Shakers by *Charlotte Business Journal* in 2017.

American Airlines' team members participated in the Cam Newton Foundation Celebrity Kickball Tournament and Hoops for Heroes 5 on 5 basketball tournament in partnership with the Charlotte Hornets and Veterans Bridge Home.

American Airlines' CLT Team celebrated winning the coveted Champions Cup, which recognizes the hub that had the best operational performance in overall metrics for the year.

WILSON AIR CENTER

Wilson Air Center – Charlotte was ranked the country's ninth best fixed base operator (FBO) by the 2017 Pro Pilot PRASE Survey.

Wilson has managed CLT's fixed base operations, which handles private and corporate aircraft, since February 2005 and has consistently ranked as a top FBO in the nation.

Wilson Air Center was voted overall the best small FBO chain for the tenth time in the survey. Wilson also has FBO operations in Memphis, Chattanooga and Houston airports, which all ranked in the survey's top 15.

DELTA AIR LINES

The Delta Charlotte Team held its first Wings for Autism event in April. Wings for Autism is an airport rehearsal event for children on the autism spectrum and their families.

Families went through the entire airport experience, from check-in at the Delta counter, where they received their boarding passes, going through TSA security screening, waiting at the gate to boarding the plane. The pilot taxied the plane out, thoughtfully explaining what was happening along the way.

LUFTHANSA

Lufthansa was the main sponsor for the GACC South (German American Chamber of Commerce) for Charlotte and Atlanta.

The airline was also a sponsor for CLT's Runway 5K Run.

Lufthansa boats its biggest CLT accolade over the last 14 years has been serving as the only European carrier at CLT.

JETBLUE

In 2017, JetBlue donated to the following organizations: Ketia For Kids, Foundation, Inc., Tisch Research Center of NY, Cystic Fibrosis Foundation, Greater Charlotte SPCA, Isabella Santos Foundation, Ronald McDonald House Charities of the Carolinas, Teen Health Connection, Union Academy Foundation and Upstate Family Resource Center.

Wilson Air Center – Charlotte was ranked the country's ninth best fixed base operator (FBO) by the 2017 Pro Pilot PRASE Survey.

Photography Credit: Patrick Schneider,
Chris O'Malley, Tadej Bernik and
Rob McKenzie.



REPORT OF ACHIEVEMENT

CHARLOTTE DOUGLAS INTERNATIONAL AIRPORT

2017



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