



CHARLOTTE DOUGLAS INTERNATIONAL AIRPORT

AIRPORT COMMERCIAL DEVELOPMENT STRATEGY

MXD DEVELOPMENT STRATEGISTS • JACOBS • KIMLEY-HORN & ASSOCIATES • LYERLY AGENCY

MARCH 2017

This CLT Airport Commercial Development Strategy guides implementation of the CLT Airport Area Strategic Development Plan (CLT AASDP), which defines a strategy based on economic and real estate market analysis for facilitating private sector development of Airport property not required for aviation use. Central to the strategy is a framework of road improvements that will unlock the real estate potential of Airport properties and support their development while improving the efficiency of infrastructure in the area around the Airport.



Figure 1: Artistic representation of CLT AASDP looking southwest and illustrating the development potential of the Airport Area.

THE CONSULTANT TEAM



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ACRONYMS:

AASDP	Airport Area Strategic Development Plan
ACDS	Airport Commercial Development Strategy
APM	Automated People Mover
CATS	Charlotte Area Transit System
CLT	Charlotte Douglas International Airport
FAR	Floor Area Ratio
MXD	MXD Development Strategists
TOD	Transit Oriented Development

DEFINITIONS:

Airport Connected Development - Commercial development that has an economic relationship with the airport.

Airside - Airport properties with direct access to aircraft taxiways and aprons.

Areas of Influence - Properties around CLT that were analyzed to understand their current and planned land uses and included in the CLT AASDP traffic model.

Aviation Department - The Aviation Department of the City of Charlotte is the operator of the Airport.

Commercial Development - Private sector investment in property improvements and business activities.

Landside - Airport properties without direct access to aircraft taxiways and aprons.

Outside the Fence - Properties located outside of the airport security fence.

Sunrise Industries - Economic activities made possible by technological innovation that are in an early-adoption, high-growth stage of maturity.

Tri-Modal Transportation - Road, air, and railway modes of transportation.

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METHODOLOGY

INTRODUCTION

In October 2015, the City of Charlotte Aviation Department commissioned consultancy **MXD Development Strategists Ltd.** (MXD) to identify, define, and assess a Charlotte Douglas International Airport (CLT) “Airport Area Strategic Development Plan” (AASDP) that will facilitate private sector commercial development of Airport owned properties. This “Airport Commercial Development Strategy” (ACDS) guides implementation of the economic positioning, land use strategy, and transportation and mobility framework defined in the CLT AASDP.

MXD has a global track-record of helping airports and their communities understand the commercial development potential of airport property not required for aviation use. MXD has completed similar assignments in Memphis, Atlanta, and Denver in the United States, in Vancouver, Edmonton, and Halifax in Canada, and around the world in Australia, Hong Kong, South Africa, Oman, and Brazil.

Headquartered in Vancouver, MXD assembled a skilled team with local knowledge and global experience to create the CLT AASDP:

- **Jacobs** — Atlanta-based Jacobs’ Advance Planning Group, Land Use Planning and Development sub-consultant.
- **Kimley-Horn & Associates** — Charlotte-based Transportation, Infrastructure and Engineering sub-consultant.
- **Lyerly Agency** — Charlotte-based Stakeholder Engagement and Communication sub-consultant.

The foundation for the CLT AASDP lies in its strategic Economic Positioning to embrace Target Economic Sectors and facilitate Airport Connected Development. To ensure that it advances the Aviation Department Vision and mission, the CLT AASDP has three primary objectives:

- **Self-Sustaining:** it should generate non-aeronautical revenue that helps fulfill FAA requirements for airport financial self-sufficiency.
- **Land Re-Use:** it should put vacant and underutilized Airport property into productive use.
- **Compatibility:** it should ensure that future development around the airport is appropriate for an airport environment and does not negatively impact aviation.

THE AVIATION DEPARTMENT INTENDS TO IMPLEMENT THE CLT AASDP STRATEGY TO FACILITATE PRIVATE SECTOR DEVELOPMENT ON AIRPORT PROPERTY. CLT WILL UNDERTAKE AERONAUTICAL-RELATED COMMERCIAL DEVELOPMENT AND FACILITATE NON-AERONAUTICAL DEVELOPMENT, AND ALL PROJECTS WILL BE CONSIDERED BY CHARLOTTE CITY COUNCIL WITH PARTNERSHIPS WITH THE PRIVATE SECTOR BEING THE PREFERRED MODEL.

PROCESS

The CLT AASDP utilized two stages of work, illustrated below:

Stage One: Economic & Market Analysis & Initial Airport Area Strategic Development Plan Concept.

The project began with an examination of current conditions and a “Listening Tour” with key government, business, and community stakeholders to learn about the opportunities and issues they see for commercial development at the Airport. The need for transportation improvements emerged as the critical issue for stakeholders. A total of 457 stakeholders representing more than 40 governments, agencies, businesses, groups, and communities were engaged in the CLT AASDP process.

Thorough analysis of the Charlotte economy focused on understanding of the performance of key Economic Clusters that are important to commercial development at airports. A real estate market analysis of Industrial, Office, Retail, and Hotel land uses yielded a market-supported Development Program of what could be built on Airport owned property over the next 20 years.

The Development Program of land uses was allocated onto Airport property not required for aviation use alongside a framework of transportation improvements conceived to support future development and improve city-wide mobility.

Stage Two: Enhanced Detail, Feasibility Analysis & Implementation Action Plan.

The preliminary allocation of the Development Program onto Airport property was tested and refined. Realistic building sizes, including parking, were used to confirm that Development Program’s Industrial, Office, Retail, and Hotel land uses could fit onto Airport property. Initial “Catalytic” development projects that could accelerate development and build momentum were identified.

Traffic modelling and analysis was used to define transportation improvements and ensure that they served Airport development and the broader community. Cost-Revenue analysis was performed and incorporated into the phasing strategy for development to maximize benefit while minimizing investment.

A detailed Implementation Action Plan summarizes the future implementation actions of the phasing strategy and identifies opportunities for catalytic developments.

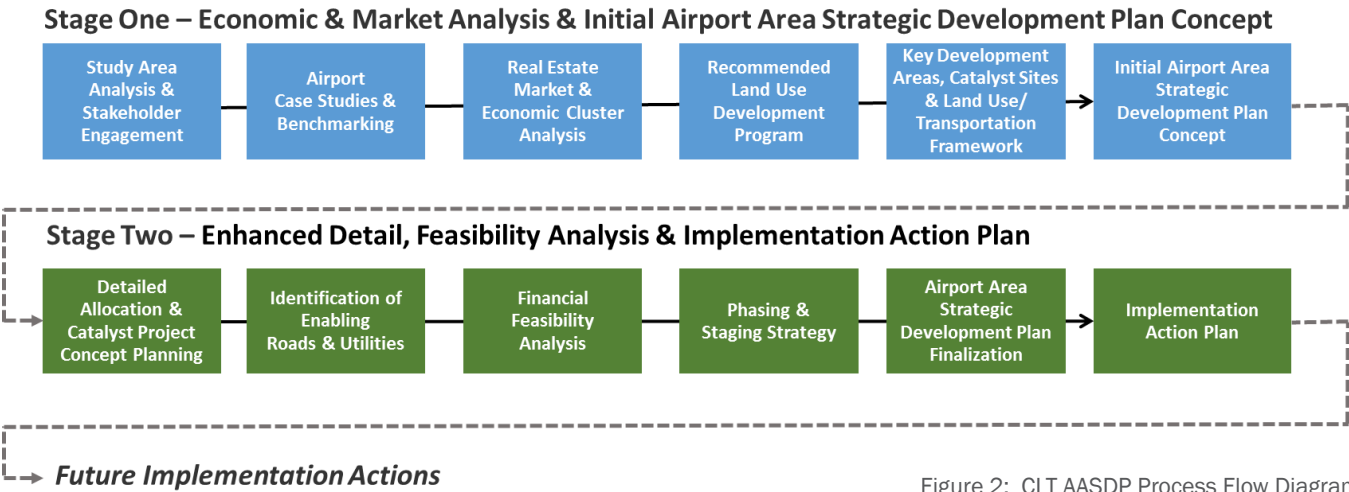
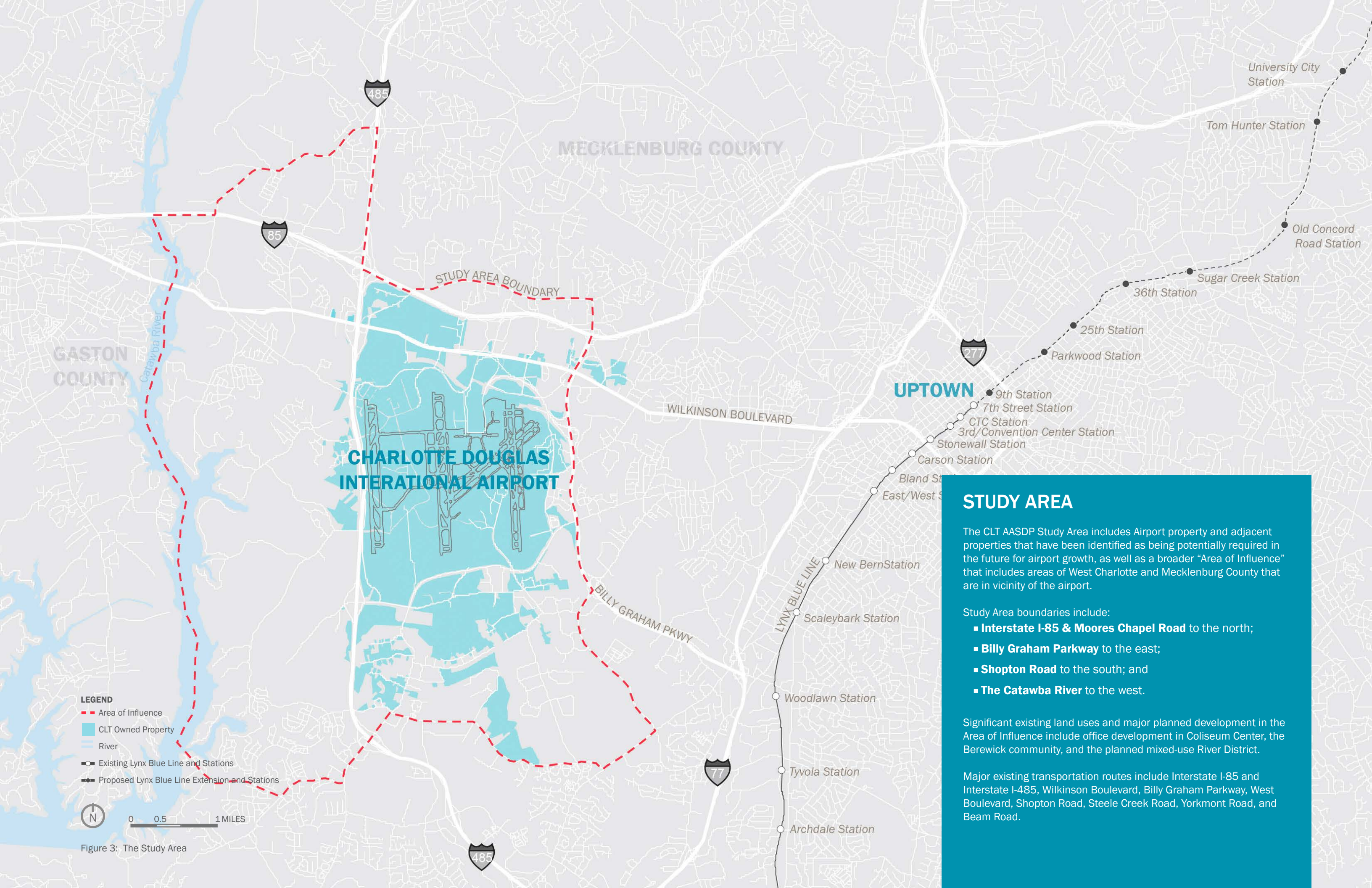


Figure 2: CLT AASDP Process Flow Diagram



CHARLOTTE DOUGLAS INTERATIONAL AIRPORT

UPTOWN

STUDY AREA

The CLT AASDP Study Area includes Airport property and adjacent properties that have been identified as being potentially required in the future for airport growth, as well as a broader “Area of Influence” that includes areas of West Charlotte and Mecklenburg County that are in vicinity of the airport.

Study Area boundaries include:

- **Interstate I-85 & Moores Chapel Road** to the north;
- **Billy Graham Parkway** to the east;
- **Shopton Road** to the south; and
- **The Catawba River** to the west.

Significant existing land uses and major planned development in the Area of Influence include office development in Coliseum Center, the Berewick community, and the planned mixed-use River District.

Major existing transportation routes include Interstate I-85 and Interstate I-485, Wilkinson Boulevard, Billy Graham Parkway, West Boulevard, Shopton Road, Steele Creek Road, Yorkmont Road, and Beam Road.

- LEGEND**
- Area of Influence
 - CLT Owned Property
 - River
 - Existing Lynx Blue Line and Stations
 - Proposed Lynx Blue Line Extension and Stations

0 0.5 1 MILES

Figure 3: The Study Area

AIRPORT CONNECTED DEVELOPMENT

Charlotte businesses rely upon CLT to connect the city to more than 160 destinations across the United States and around the world. This connectivity offers the Charlotte Region a significant competitive advantage that helps attract new businesses, particularly international companies, and supports a high quality of life for employees and their families. In addition to moving people, CLT moves air cargo, including express courier packages, mail, online purchases, and high-value perishables.

As the economy of the Charlotte Region grows, it creates opportunities for growth among businesses that have an economic relationship to CLT. New commercial development that responds to this opportunity is called “Airport Connected Development”. The top right diagram illustrates the relationship between growth of several sectors of the economy, their specific land use and transportation requirements, and the opportunity that is created for new Airport Connected Development.

The bottom right diagram illustrates the relationship of different types of Airport Connected Development and their preferred driving distance to CLT. While companies that directly interact with airplanes must locate airside, many companies do not have this requirement and may choose where to locate.

Facilitating private sector Airport Connected Development at CLT will create new opportunities for economic growth and help drive demand for additional passenger and air cargo service.

EXAMPLES OF AIRPORT CONNECTED DEVELOPMENT OPPORTUNITIES

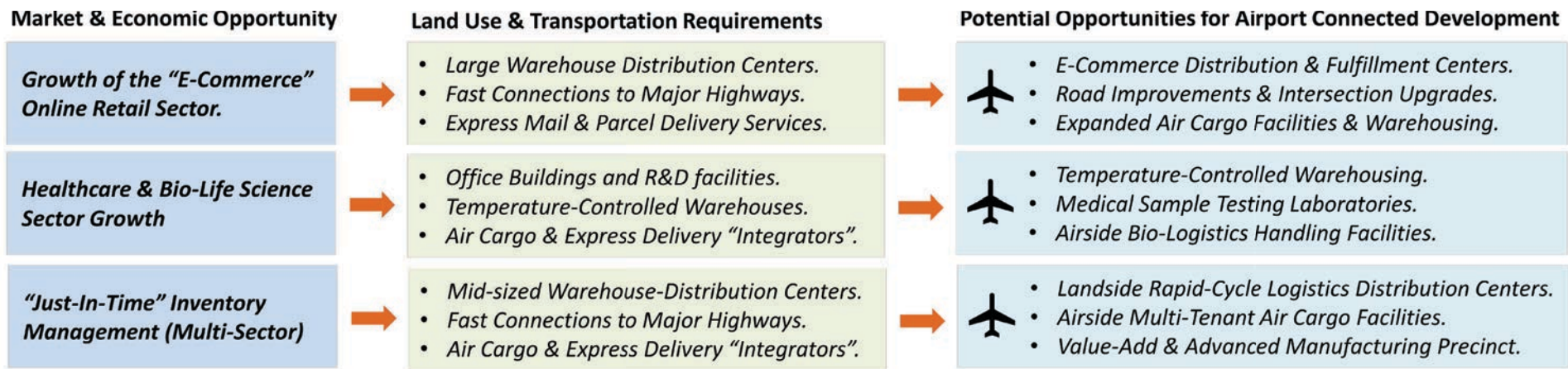


Figure 4: Examples of Airport Connected Development Opportunities

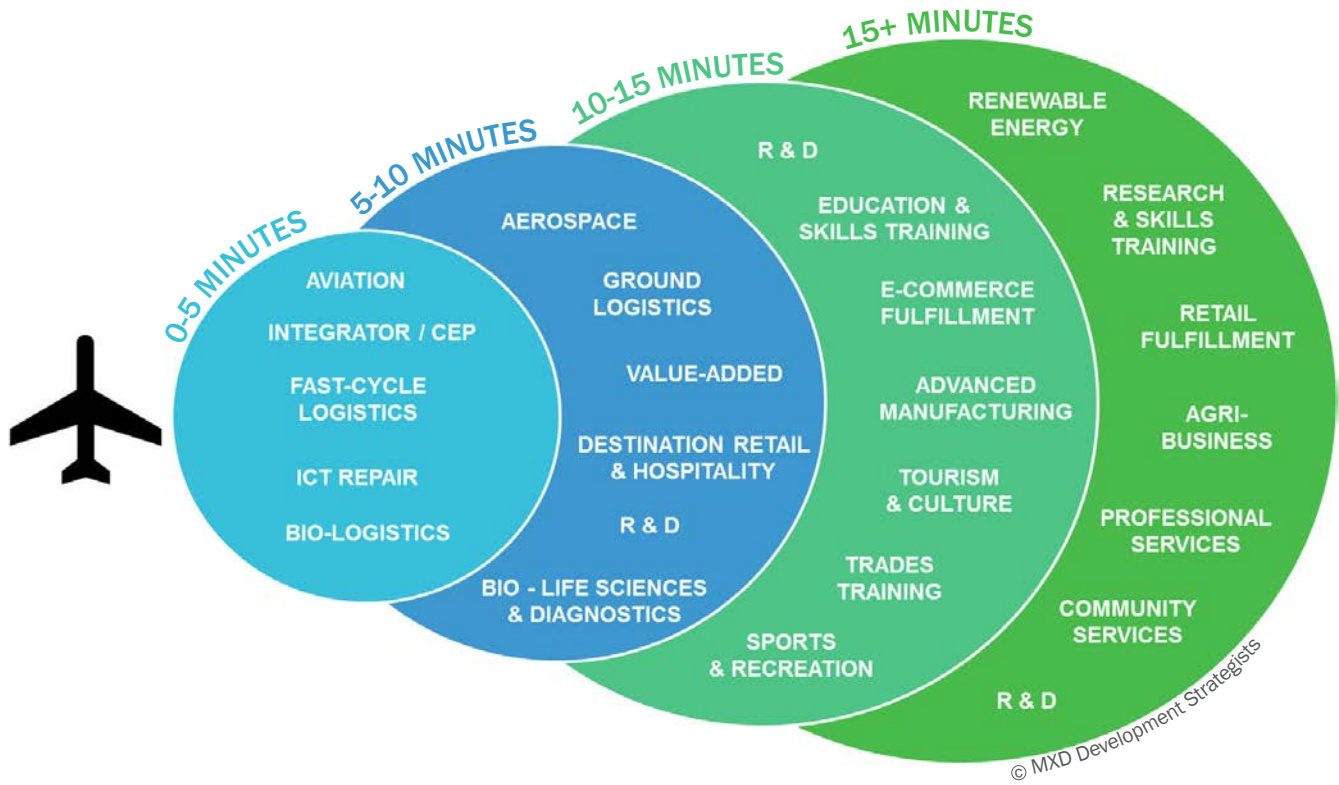


Figure 5: Time-Distance by Economic Sector

EXAMPLES OF AIRPORT CONNECTED DEVELOPMENT

The Airport Connected Development projects illustrated at right show examples of the diversity of current projects that are being undertaken by airports across the United State and Canada.

Most of the illustrated Airport Connected Development projects are commercial developments initiated and built by the private sector. There are also examples of the public sector pursuing Airport Connected Development, notably the British Columbia Institute of Technology Aerospace Campus and the Canada Post Pacific Processing Facility at Vancouver International Airport. The Westin Denver International Airport Hotel & Airport Transit Center is a development initiative undertaken by Denver International Airport Authority to maximize the benefit of integrating a new rapid transit line into the Terminal. The hotel is owned by the airport and run by a hotel operator in a concession agreement.

In addition to these current examples of Airport Connected Development, a wide variety of economic sectors and activities are appropriate for development at an airport, including:

- Aviation, Aerospace & Defense
- Accommodation
- Logistics & Distribution
- Advanced Manufacturing
- Office & Business Park
- Education & Skills Training
- Meetings & Convention
- Convenience Retail
- Destination Retail
- Recreation & Leisure
- Mixed-Use Transit Oriented Development (TOD)

Denver International Airport
DEN



WESTIN DENVER INTERNATIONAL AIRPORT HOTEL & AIRPORT TRANSIT CENTER

- 519-room hotel integrated with the terminal and TOD station.
- 37,500 ft² conference center and retail-activated public plaza.
- 23 mile, 7 station LRT line connecting DEN to Downtown Denver.



PEÑA STATION TRANSIT-ORIENTED DEVELOPMENT

- Master Planned Mixed-Use District next to Denver Int’l Airport.
- Panasonic Division Head Office & Smart City Development.

Dallas-Fort Worth International Airport
DFW



INTERNATIONAL COMMERCE PARK

- 376 acre logistics park with Foreign Trade Zone status; 3,200 jobs.
- Includes “Logistics Center 1”: a 1 million ft² cross-dock facility.

Atlanta Hartsfield Jackson International Airport
ATL



PORSCHE NORTH AMERICA HQ & BRAND EXPERIENCE CENTER

- 27 Acre, \$100M campus on airport property under flight path.
- 1.6 mile track, off-road circuit, museum, 13,000 ft² events center.



GEORGIA INTERNATIONAL CONVENTION CENTER

- 400,000 ft² with 16,000 ft² of exhibit space & 40,000ft² ballroom.
- Anchors hospitality cluster of hotels, offices & Automated People Mover connecting directly to ATL terminal.

Memphis International Airport
MEM



FEDEX COLD CHAIN

- 83,000 ft² Cold Chain Logistics Complex at Memphis Int’l Airport.
- 24/7/365 operation, temperature assurance with telemetry.



FLEXTRONICS MEMPHIS

- Fast-Cycle Logistics – Laptop Computer Repair Depot
- Located adjacent to the airport and near FedEx & UPS integrators.

Vancouver International Airport
YVR



MCARTHURGLEN DESIGNER OUTLET MALL

- 240,000 ft² of Destination Retail opened in Phase One (2015).
- 400,000 ft² & 1,000 jobs at full build-out (2017).



BRITISH COLUMBIA INSTITUTE OF TECHNOLOGY AEROSPACE TECHNOLOGY CAMPUS

- 300,000 ft² campus, includes 90,000 ft² commercial office space.
- 40,000 ft² hangar; 23 aircraft teaching fleet includes a B737-200.



CANADA POST PACIFIC PROCESSING FACILITY

- 700,000 ft² Mail & E-Commerce Fulfillment Hub.
- \$200 million investment & 900+ jobs.

Edmonton International Airport
YEG



OUTLET COLLECTION AT EIA

- 465,000 ft² outlet mall u/c at Edmonton International Airport.
- Ivanhoe Cambridge-Simon Properties Joint Venture.



ROSENEAU TRANSPORT FAST-CYCLE LOGISTICS HUB

- 215,000 ft² logistics facility u/c at Edmonton International Airport.
- Cold-Chain Temperature Control Capabilities; open 24/7/365.

TARGET ECONOMIC CLUSTERS

The CLT AASDP specifically targets the illustrated Economic Clusters, which align with Local, County, and State Economic Development initiatives, and have substantial support from business groups and academics. These Target Clusters also embrace the “Airport Connected Development” approach for stimulating economic growth and defining the land use and development framework.

The Target Clusters represent a range of economic activities that relate to the Airport, benefit from locating in its vicinity, require excellent ground transportation connectivity, and are well-positioned for growth in the Charlotte Region economy.

Growth of the Target Clusters will stimulate the Charlotte Region economy, making to make it competitive and prosperous, particularly for “sunrise industries” in their dynamic growth stage, such as Advanced Additive Manufacturing, Just-in-Time Logistics & Distribution, “Big Data” R&D, and data center computing.

Success of these sectors will create a virtuous cycle for CLT by increasing Origin & Destination passenger and air cargo traffic, thereby driving airline service and route connectivity growth, particularly for long-haul routes to key international business markets.



Figure 6: Recommended CLT AASDP Target Economic Cluster

MARKET-DRIVEN DEVELOPMENT PROGRAM

The CLT AASDP is built upon a Market and Economic Analysis that utilizes industry-standard methodologies to produce the illustrated Development Program and potential absorption by land use asset class for properties owned by the Airport and properties that may required to facilitate flexible growth and expansion in the future.

The Development Program reflects the Airport’s market-supportable share of new development in the City of Charlotte over 20 years, factoring in major announced land development initiatives in the Airport sub-market, including the River District and future phases of Berewick (to the west of CLT), as well as undeveloped land.

The CLT Development Program, illustrated in the table to the right, considers “Low”, “Medium” and “High” economic growth scenarios and utilizes the “Moderate” scenario for allocation of the CLT Development Program across CLT’s various existing properties and areas needed for airport expansion.

The Development Program illustrates the total amount new building space, measured in square feet (SF) or number of hotel rooms (keys), for each type of development are supported by the economic and real estate market analysis. This is known as “gross building area”. The amount of acres (AC) required to accommodate each type of development is illustrated in parenthesis below the gross building area.

The correlation between gross building area and the required number of acres for each type of development is determined by their typical Floor Area Ratio (FAR), which describes the amount of building area divided by the size of the property. Low ratios indicate lower-density forms of development and high ratios indicate higher-density forms of development.

Warehouse Distribution buildings typically have a lower FAR because they take up a relatively small amount of the total property and require large open areas for loading dock parking and manoeuvring room for trucks. Office/Business Park and Accommodation hotel buildings typically have higher FARs because they typically have relatively low open space requirements that are used for landscaping and surface parking or multi-story parking decks. They also feature buildings that have multiple floors and when added up the building area can exceed the total area of the property.

Table 1: Market-Driven Development Program

LAND USE	AIRPORT CONTROLLED SITES POTENTIAL ABSORPTION		
	LOW ECONOMIC GROWTH	MODERATE ECONOMIC GROWTH	HIGH ECONOMIC GROWTH
Warehouse Distribution	4.6 million SF (304 AC)	6.2 million SF (406 AC)	7.7 million SF (507 AC)
Flex Industrial	707,000 SF (46 AC)	942,000 SF (62 AC)	1,178,000 SF (77 AC)
Office/Business Park	1.7 million SF (129 AC)	2.2 million SF (172 AC)	2.8 million SF (215 AC)
Accommodation	769 keys (15 AC)	1,106 keys (21 AC)	1,442 keys (29 AC) + Convention Hotel
Retail	351,000 SF (28 AC)	436,000 SF (33 AC)	543,000 SF (41 AC)
TOTAL (20 Years)	522 AC	694 AC	869 AC

CLT DEVELOPMENT DISTRICTS

The CLT AASDP divides the land at and around CLT into five Development Districts. CLT Airside contains the Airport’s existing air system, terminal, support facilities, and the planned Fourth parallel runway identified in the CLT Airport Layout Plan. As CLT Airside fulfills the core aviation mission of the Airport, and preserving its integrity and flexibility is paramount to the CLT AASDP, it is excluded from calculating available development property.

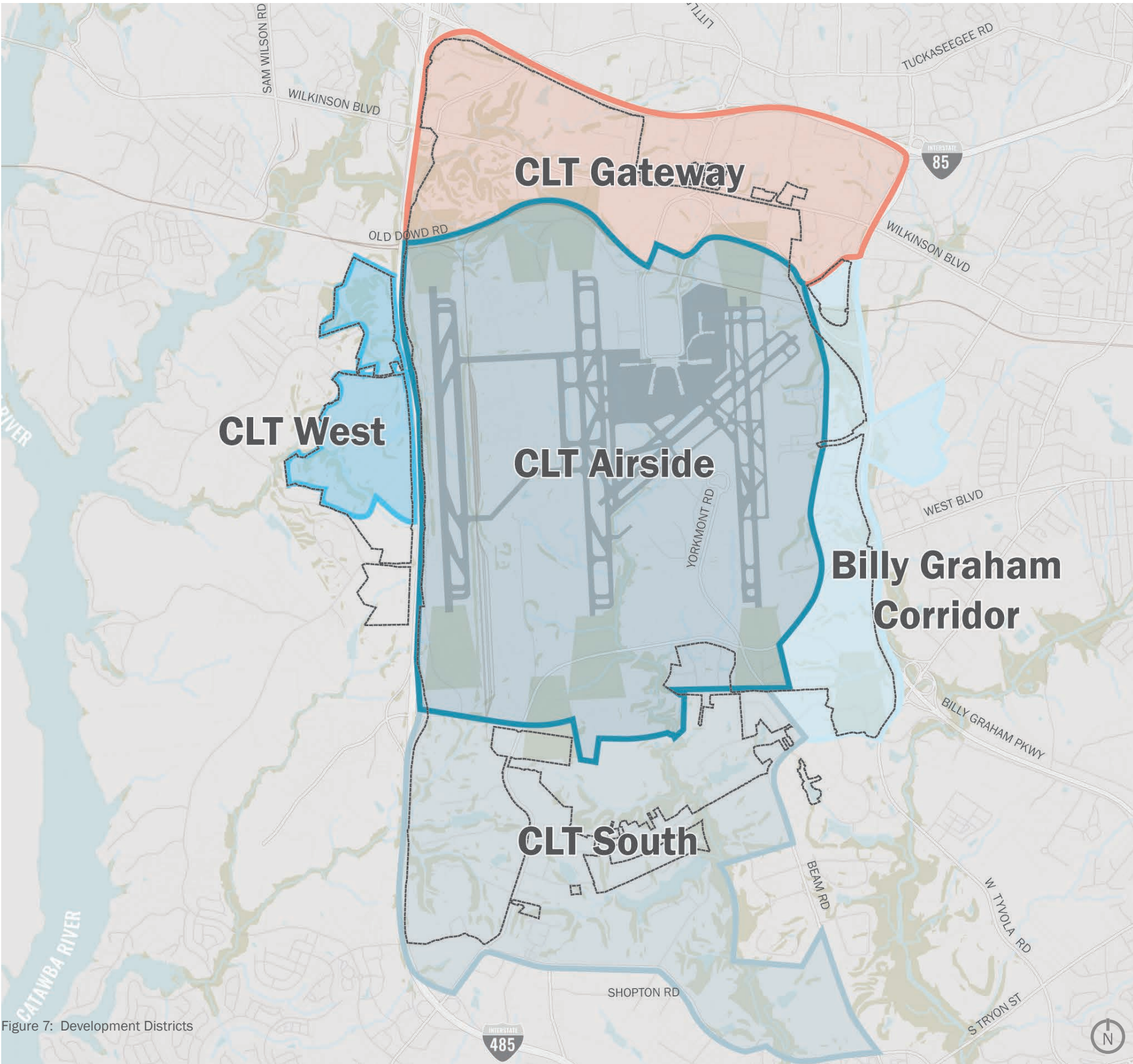
The four core development districts are:

- CLT Gateway
- CLT South
- CLT West
- Billy Graham Corridor

GIS-based analysis was performed to identify the quantity, current condition, and ownership of developable acres in these four development districts. Development constraints, including FAA restrictions, steep slopes, and wet lands, were excluded and ownership was considered to arrive at the amount of developable land available to CLT (illustrated below) on Airport property and properties needed for airport expansion.

Table 2: Developable Area

DEVELOPMENT DISTRICT METRICS	TOTAL ACRES
Total acres identified	4,914 AC
Acres after screen	3,654 AC
Acres owned by CLT	1,695 AC
Vacant acres owned by CLT	894 AC
Acres considered for ownership by CLT	721 AC
Vacant acres considered for ownership	342 AC
Acres not owned by CLT	1,238 AC
Vacant acres not owned by CLT	124 AC



CLT ECONOMIC POSITIONING

The CLT AASDP is based on the strategic Economic Positioning (deliberate focus on specific economic activities) of CLT property to embrace the Target Economic Clusters and facilitate Airport Connected Development. By adopting this approach, the CLT AASDP defines the Economic Positioning for each of the Development Districts.

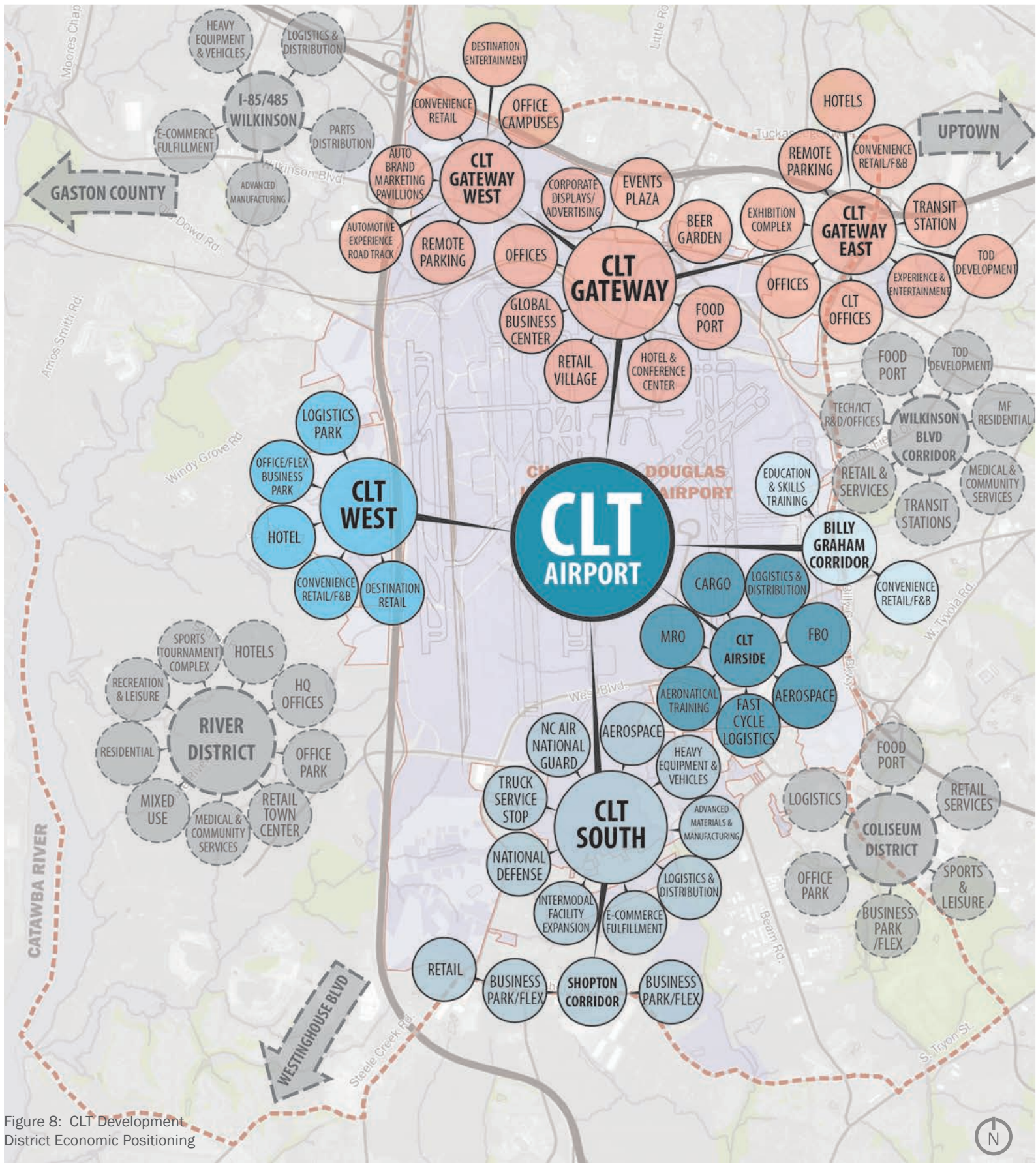
By articulating compatible and complementary land uses, mobility, and development, this strategic Economic Positioning considers and respects the positioning of adjacent Areas of Influence including:

- **Wilkinson Boulevard Corridor:** Retail & Community Services
- **Interstate I-85/I-485/Wilkinson Logistics Area:** Warehouses & Distribution
- **Coliseum District:** Flex Business Park Offices & Retail Services
- **Proposed River District:** New Multi-Use Complete Community

The CLT AASDP also strives to create complementary Economic Positioning with Uptown Charlotte, the Charlotte Region, Mecklenburg County, Gaston County, North Carolina and South Carolina.

The detailed Economic Positioning is illustrated in the adjacent diagram. The positioning for each CLT Development District is generally as follows:

- **CLT Airside:** Aviation & Aerospace
- **CLT Gateway:** Hospitality, Events, Retail Services & Global Business
- **CLT South:** Logistics & Distribution and Intermodal Connectivity
- **CLT West:** Logistics & Flex Business Office Park and Retail
- **Billy Graham Corridor:** Knowledge-Based Education & Skills Training



TRANSPORTATION & MOBILITY FRAMEWORK

The CLT AASDP utilizes traffic modeling and the outcome of extensive consultation to define an optimal series of transportation improvements for CLT. These will unlock the real estate potential of Airport property, facilitate private sector investment, accommodate traffic from planned neighborhood development of Berewick and River District, and serve as the foundation for improved east-west travel in West Charlotte and connectivity to the potential future Catawba Crossing. Major CLT AASDP transportation improvements include:

4TH PARALLEL RUNWAY CONSTRUCTION

To facilitate aviation growth and improve efficiency, the “Destination CLT” capital investment program includes the planned construction of a new 4th Parallel Runway and associated taxiway system between the existing 2nd Parallel Runway (18C-36C) and the Norfolk Southern Intermodal Facility. The new 12,000’ runway will enhance operation of long-haul widebody aircraft at maximum takeoff weight and facilitate potential future ultra long-haul routes to Asia.

NORFOLK SOUTHERN INTERMODAL FACILITY EXPANSION

The Norfolk Southern Intermodal Facility is designed to facilitate incremental expansion beyond its initial annual 200,000 lift capacity through the enlargement of the container storage and sorting areas, additional railway sidings, and expansion south of West Boulevard.

DOUGLAS DRIVE UPGRADE, WEST BOULEVARD CLOSURE & STEELE CREEK/DOUGLAS DRIVE INTERSECTION UPGRADE

West Boulevard will be closed between Steele Creek Road and Piney Top Drive to accommodate the planned 4th Parallel Runway. Further closures of West Boulevard between Yorkmont Road and Billy Graham Parkway may be required to accommodate the future 5th Parallel Runway and associated expansion of aviation development.

To maintain east-west connectivity and improve safety, Douglas Drive will be upgraded to link Steele Creek Drive and Billy Graham Parkway via Beam Road, Yorkmont Road, and West Tyvola Road. NC160 designation to be transferred to Douglas Drive from West Boulevard. The upgraded Douglas Drive/NC160 will also unlock the CLT South Development District for commercial development.

Upgrading the intersection of Steele Creek Drive and Douglas Drive/ NC160 to a high-capacity surface intersection, with the ability for it to be grade-separated in the future, will accommodate traffic relocated from West Boulevard, new traffic from commercial development of Airport property, River District, and Berewick, and east-west traffic from a potential future Catawba Crossing.

UPGRADED INTERSTATE I-485 & WEST BOULEVARD INTERCHANGE

Upgrade Interstate I-485 & West Boulevard interchange to protect Norfolk Southern Intermodal Facility accessibility while accommodating east-west traffic on Steele Creek Drive and Douglas Drive/NC160 and new traffic from the River District. A potential future Catawba Crossing will require further interchange upgrades.

AUTOMATED PEOPLE MOVER (APM)

An Automated People Mover connecting CLT parking decks to the Terminal will eliminate bussing and allow surface parking on Josh Birmingham Parkway to be consolidated beside a new CLT Administration building and mixed-use CLT “Front Door” Office Village at Wilkinson Boulevard and Stafford Drive/Harlee Drive. This will facilitate substantial private sector investment in higher-value commercial development along Josh Birmingham Parkway, including a “CLT Gateway Retail Village & Public Plaza”, “Global Business Center” office complex, and “Business Hotel” developments.

WILKINSON BOULEVARD MASS TRANSIT CORRIDOR

Explore creating a high-capacity Charlotte Area Transit System (CATS) mass transit connection from Uptown Charlotte to CLT along Wilkinson Boulevard (potentially an extension of the planned Silver Line LRT or Gold Line streetcar). Recommended station location at Wilkinson Boulevard and Stafford Drive/Harlee Drive provides Airport connection via future APM and serves a Transit Oriented Development (TOD) node anchored by the CLT “Front Door” Office Village.

Potential future station on Wilkinson Boulevard at Barry Drive would serve a second TOD node anchored by an expanded Global Business Center and Automotive Office Business Park and connect with a potential future spur of the APM. Long-term opportunity for Wilkinson Boulevard Mass Transit corridor to continue into Gaston County.

CLT WEST ARTERIAL ROAD

Create new north-south arterial road to open up CLT West Development District, with connection south to River District. Potentially could replace Wallace Neel Road, allowing it to function as a secure internal road for CLT.

NEW INTERCHANGE AT INTERSTATE I-485 & CLT WEST ARTERIAL ROAD

Create CLT West Arterial Road connection to Interstate I-485 with a new interchange located between Walkers Ferry Road and Dixie River Road, relieving River District traffic on Interstate I-485/West Boulevard interchange. Explore possible connection to potential future Catawba Crossing, spreading traffic along Interstate I-485.

COFFEY CREEK & DUKE ENERGY TRANSMISSION GREENWAYS

Multi-use greenways along Coffey Creek offer recreational amenity to the CLT South Development District and potential connection to the planned future Berewick Regional Park and River District Catawba River amenities via the Duke Energy electrical transmission corridor.

SHOPTON ROAD EXTENSION TO BILLY GRAHAM PARKWAY

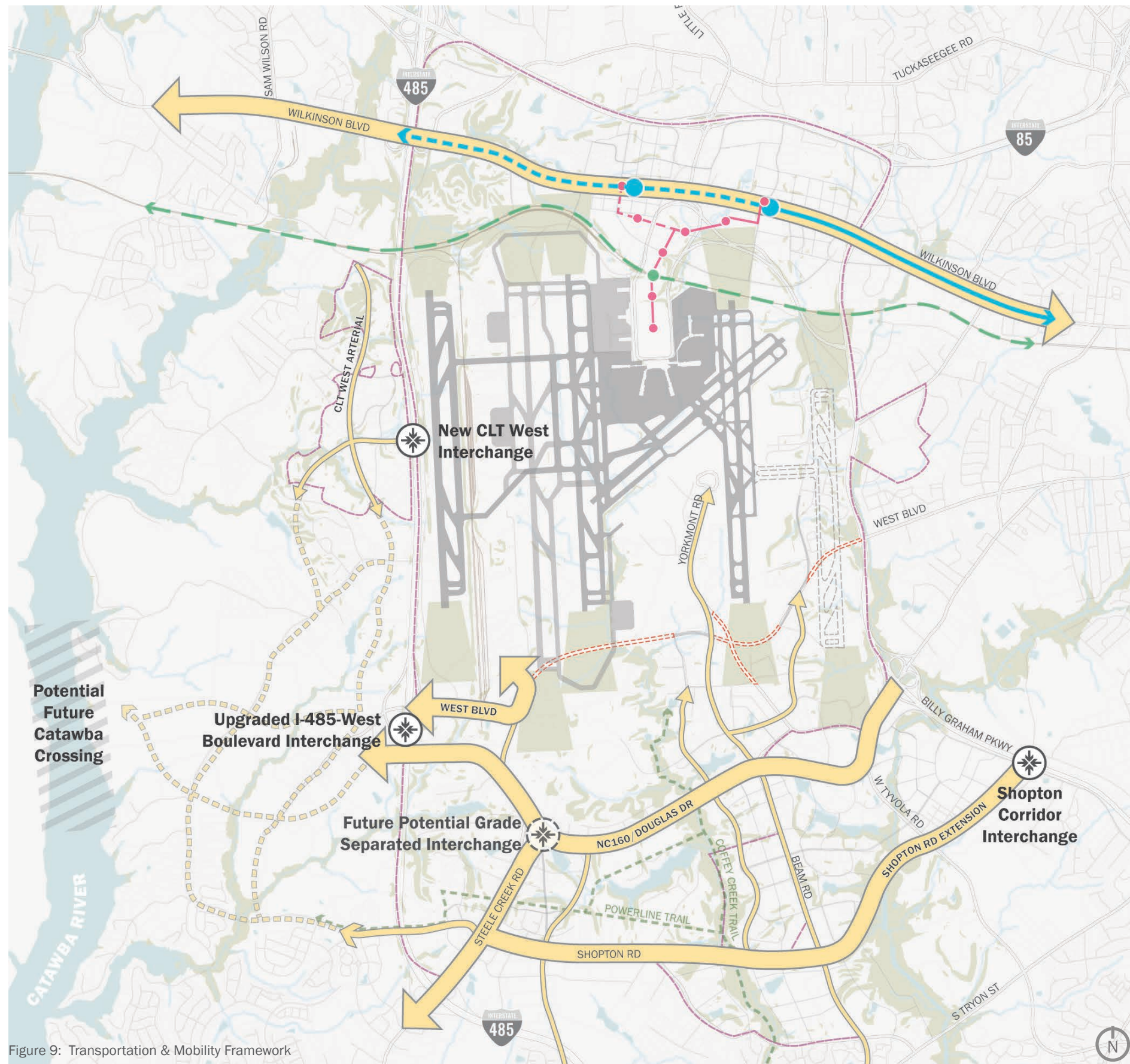
Upgrading and extension of Shopton Road to Beam Road and ultimately Billy Graham Parkway, with possible southern connection to potential future Catawba Crossing, spreading traffic away from the Interstate I-485/ West Boulevard interchange and Douglas Drive/NC160.

NEW INTERCHANGE AT BILLY GRAHAM PARKWAY & SHOPTON ROAD

Upgrade initial surface intersection of Shopton Road and Billy Graham Parkway to a full interchange, further attracting east-west commuter traffic from potential future Catawaba Crossing to bypass Interstate I-485/West Boulevard interchange and Douglas Drive/NC160.

AMTRAK AND/OR HIGH SPEED RAIL CLT AIRPORT STATION

Consider establishing a potential future passenger rail station serving CLT with connection to Terminal via APM.



Legend

- Key Corridors
- Potential Light Rail Corridor (LRT) to Uptown
- Potential LRT Extension
- Potential Automated People Mover (APM)
- Potential APM Extension
- Potential Commuter Rail Line
- Roadway to be removed
- Project Boundary
- Trail
- ✱ Interchange

Figure 9: Transportation & Mobility Framework

OVERALL DEVELOPMENT STRATEGY

STRATEGIC POSITIONING

The CLT AASDP supports the core aviation mission of the Airport and its planned air system expansion of new runways and a southern expansion of aviation development. Airport-compatible land uses are strategically located to maximize the opportunity for new Airport Connected Development and attract Target Economic Clusters.

CLT possesses a unique “Tri-Modal” transportation system composed of excellent road and highway connections, airport service, and the Norfolk Southern Intermodal Facility. These make CLT property uniquely positioned to attract businesses in a wide variety of Economic Clusters to its four Development Districts.

CLT GATEWAY

CLT Gateway repositions the “Front Door” to and from CLT as a mixed-use urban district containing Retail, Office, Food & Beverage, Hospitality, and Destination Entertainment land uses. It serves Airport passengers and employees, as well as neighboring communities and the broader Charlotte Region.

CLT Gateway will catalyze growth, economic diversification, and investment along Wilkinson Boulevard and help justify a transformative CATS Wilkinson Boulevard Mass Transit Corridor linking Uptown to CLT.

The CLT Airport Terminal would be seamlessly linked to these vibrant retail, office, and hospitality hubs, the Wilkinson Boulevard Mass Transit Corridor, and CLT parking decks by an Automated People Mover (APM) transportation system.

CLT SOUTH

CLT South creates a unique Airport Enterprise Logistics and Distribution district that harnesses CLT’s three modes of transportation (Air, Road, and Rail) to attract manufacturers, distributors, and specialized supply chain companies in the Aviation, Automotive, and Retail Fulfillment sectors.

Business Park Offices and advanced Data Center Warehousing compliment Coliseum Center and strengthen the West Charlotte Office & IT sub-market.

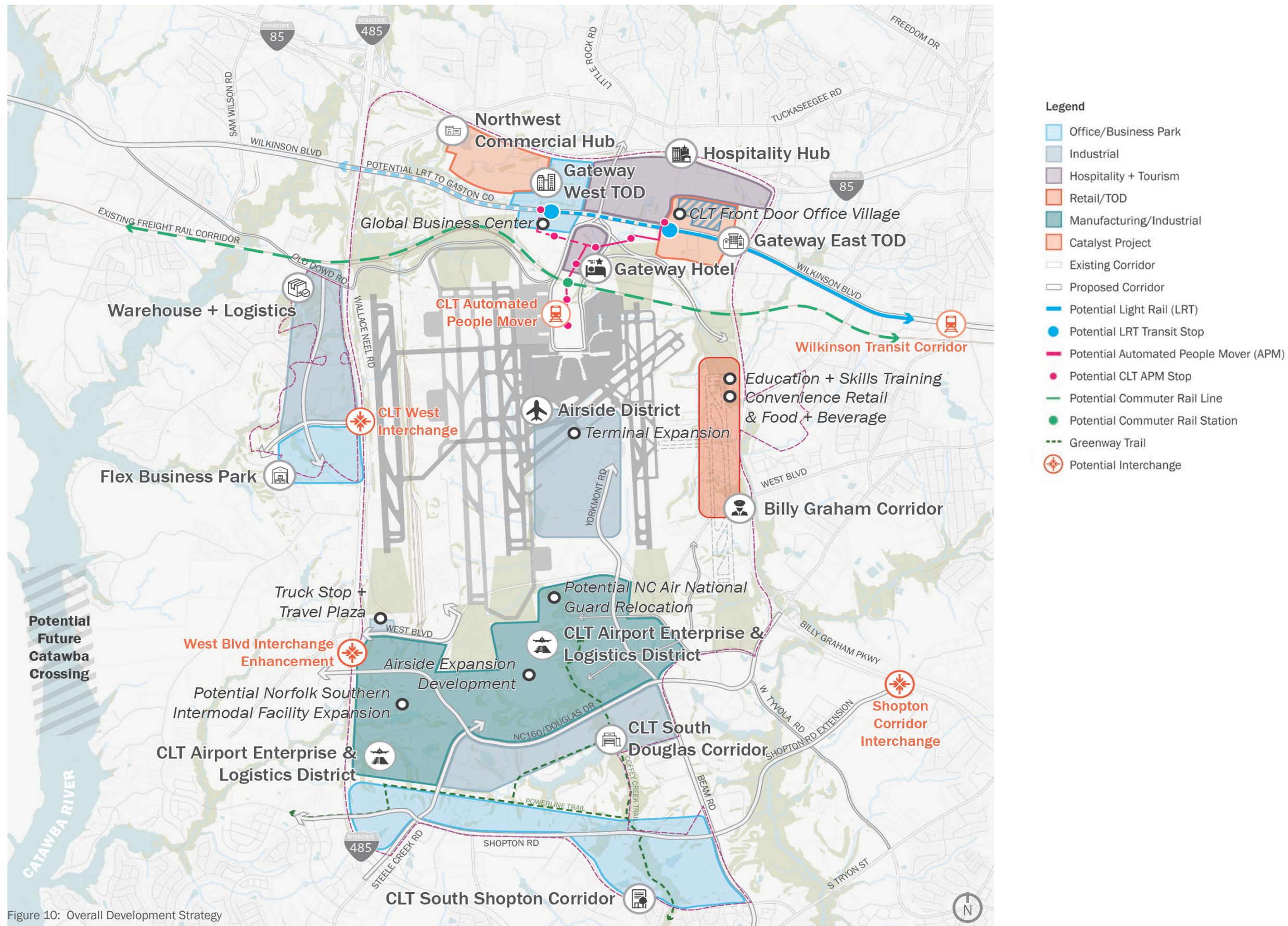
CLT South improves the east-west flow of traffic south of the Airport by upgrading the Interstate I-485/West Boulevard interchange and relocating West Boulevard south to an upgraded Douglas Drive, separating commuter traffic from Norfolk Southern Intermodal Facility trucks.

CLT WEST

CLT West complements River District with Business Park Office and entrepreneurial Flex Light Industrial land uses to the south, and Logistics and Distribution to the north along a new arterial road paralleling Interstate I-485 that connects with a new interchange between Walkers Ferry Road and Dixie River Road. Compatible Convenience Retail, Select Service Hotel Accommodation, and potential future Destination Retail would utilize the new transportation improvements, which would also benefit River District and relieve congestion on the Interstate I-485/West Boulevard interchange.

BILLY GRAHAM CORRIDOR

Billy Graham Corridor supports the Education & Skills Training and Workforce & Community Development already thriving at the Central Piedmont Community College Harris Campus, Goodwill “Levine” Opportunity Center, and Renaissance West Community Initiative. Convenience Retail and Food & Beverage respond to community need while Flex Light Industrial and various short-term commercial uses put land required for the future 5th Parallel Runway into productive interim use.



CLT possesses a unique “Tri-Modal” transportation system composed of excellent airport service, road and highway connections, and the Norfolk Southern Intermodal Facility.

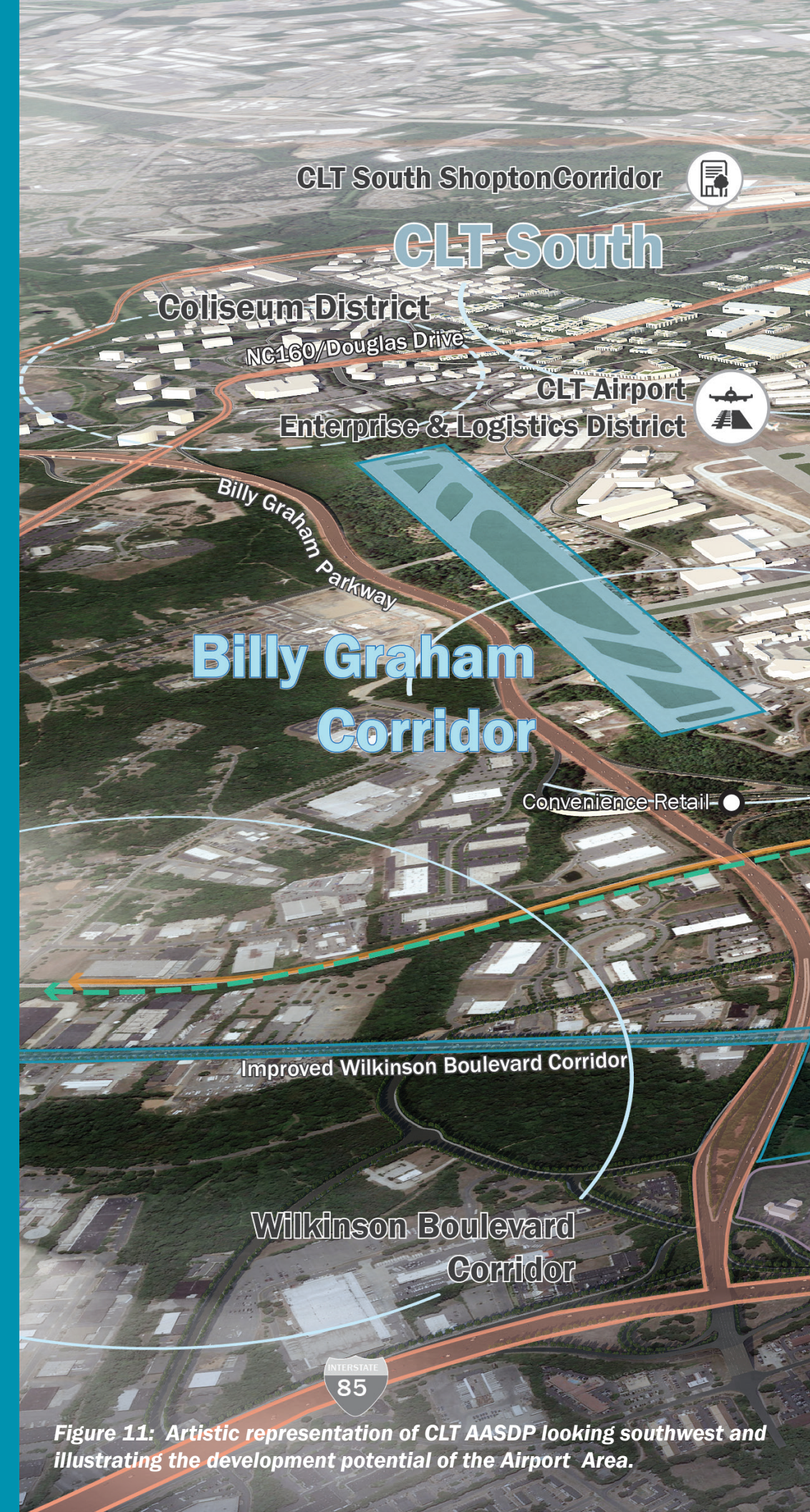
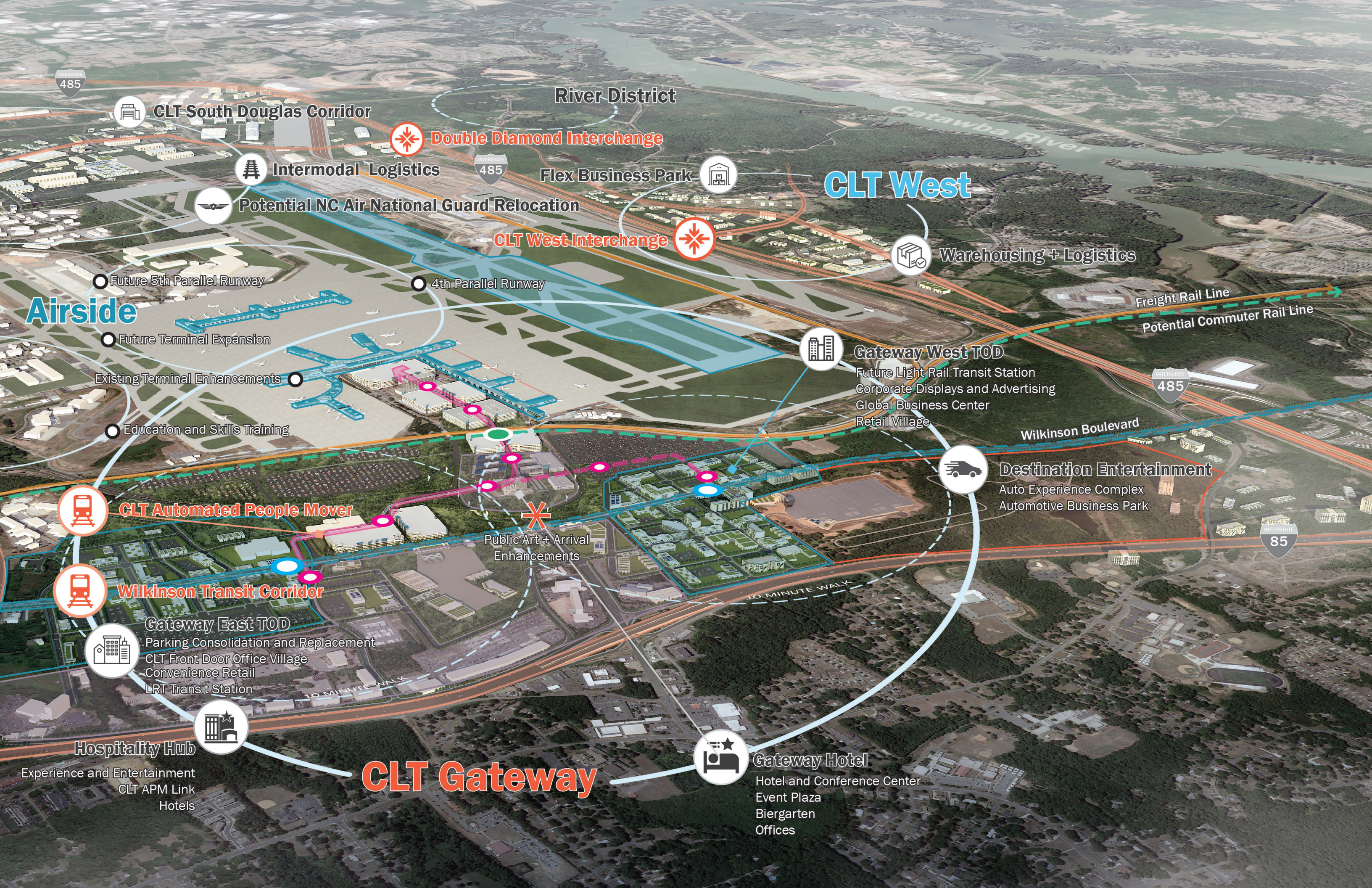


Figure 11: Artistic representation of CLT AASDP looking southwest and illustrating the development potential of the Airport Area.



Airside

- Future 5th Parallel Runway
- Future Terminal Expansion
- Existing Terminal Enhancements
- Education and Skills Training
- CLT South Douglas Corridor
- Intermodal Logistics
- Potential NC Air National Guard Relocation
- 4th Parallel Runway

CLT West

- Double Diamond Interchange
- Flex Business Park
- CLT West Interchange
- Warehousing + Logistics
- Freight Rail Line
- Potential Commuter Rail Line
- Gateway West TOD
 - Future Light Rail Transit Station
 - Corporate Displays and Advertising
 - Global Business Center
 - Retail Village

CLT Gateway

- CLT Automated People Mover
- Wilkinson Transit Corridor
- Gateway East TOD
 - Parking Consolidation and Replacement
 - CLT Front Door Office Village
 - Convenience Retail
 - LRT Transit Station
- Hospitality Hub
 - Experience and Entertainment
 - CLT APM Link
 - Hotels
- Public Art + Arrival Enhancements
- 10 MINUTE WALK
- Gateway Hotel
 - Hotel and Conference Center
 - Event Plaza
 - Biergarten
 - Offices

Destination Entertainment

- Auto Experience Complex
- Automotive Business Park

PHASING STRATEGY

STRATEGIC DEVELOPMENT PHASING

The CLT AASDP strategically harmonizes the proposed roll-out of enabling roads and transportation projects with Economic and Commercial Land Development initiatives.

The CLT AASDP also recognizes existing foundational “phasing anchors”, including the Terminal Area “Destination CLT” Capital Improvement Program and Norfolk Southern Intermodal Facility.

Enabling Roads and Transportation projects play an important role in the Phasing Strategy to respond to immediate issues including addressing congestion on West Boulevard, and planning for the proposed development of the adjacent River District.

The efficient, economic and sustainable provision of Infrastructure Services and Utilities is also considered by the CLT AASDP Phasing Strategy, including connections and improvements to existing trunk Services and Utilities, and opportunities for incorporating green and renewable energy alternatives.

The Phasing Strategy also responds to the Market and Economic Growth Forecasts, to ensure that new development at CLT is responsive to regional trends, as well as Airport Development trends, while establishing a foundation for investment by Private Sector development interests and target business sectors.

Additionally, the CLT AASDP Phasing Strategy respects and responds to the timing of CLT Airside System improvements, including the addition of new runways and their adjacent protected areas and opportunity areas.

PHASING OF CLT DISTRICTS

The CLT AASDP stages new land uses, development, enabling roads and transportation initiatives, and Catalyst Projects over three time horizons as follows and illustrated in the adjacent diagram:

Phase 1: Years 1 through 10

Phase 2: Years 10 through 20

Phase 3: Years 20+

The Phasing of CLT’s Districts is generally as follows:

CLT GATEWAY

CLT Gateway Center: Years 1 to 10

CLT Gateway East: Years 5 to 20+

CLT Gateway West: Years 10 to 20

CLT SOUTH

CLT Airport Enterprise & Logistics District: Years 1 to 20

CLT South Douglas Corridor: Years 5 to 20+

CLT South Shopton Corridor: Years 10 to 20+

CLT WEST

CLT West North: Years 10 to 20+

CLT West South: Years 10 to 20+

BILLY GRAHAM CORRIDOR

Billy Graham Corridor Interim Uses: Years 1 to 20+

(Prior to future 5th Parallel Runway)

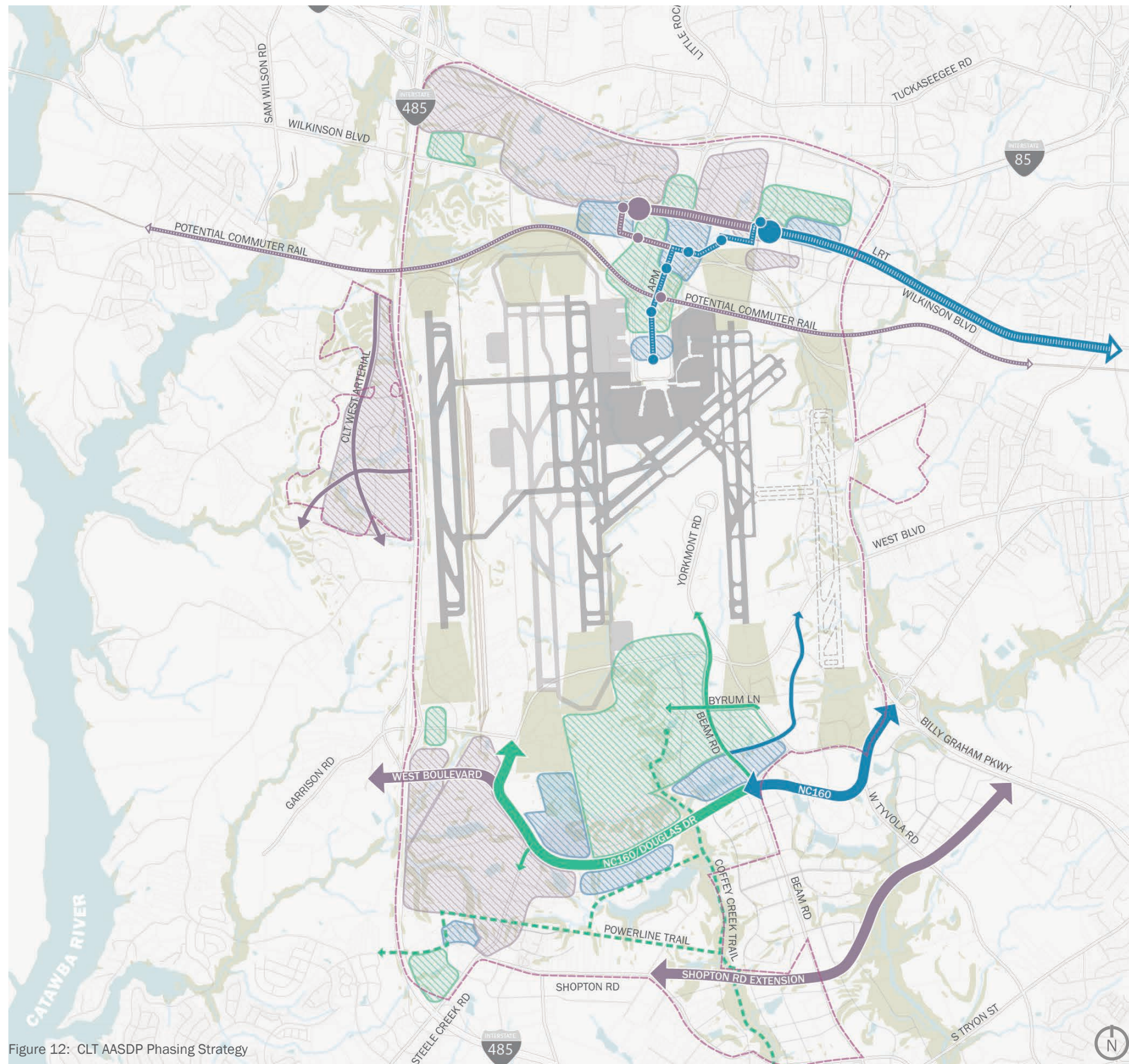


Figure 12: CLT AASDP Phasing Strategy

CLT GATEWAY

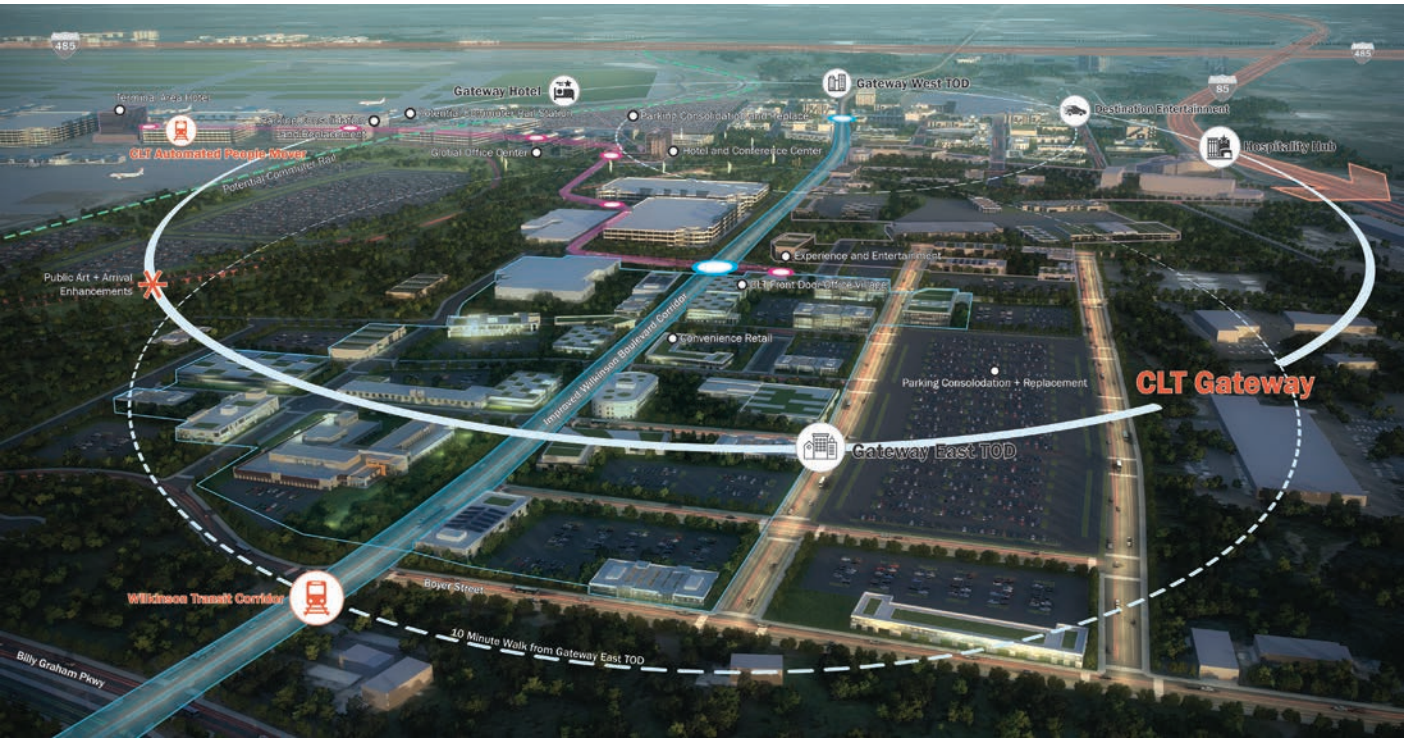


Figure 13: Artistic representation of CLT Gateway Development District, looking west along Wilkinson Boulevard.



Figure 14: Artistic representation of CLT Gateway Development District, looking southwest over Josh Birmingham Parkway.

STRATEGIC POSITIONING

CLT Gateway is the “Front Door” to and from CLT, establishing the first and last impression of the region.

With direct access between CLT with Interstates I-85 and I-485, as well as Wilkinson Boulevard, CLT Gateway will be the convergence point connecting the Airport to Charlotte, the Region and various mobility and transit alternatives, including potential Mass Transit along the Wilkinson Corridor.

Wilkinson Boulevard is designated as a “Growth Corridor” in the “City’s Centers, Corridors, and Wedges Growth Framework Plan (2010)”, and CLT provides a considerable anchor for employment and redevelopment along this corridor.

Currently, the corridor includes a mix of auto-oriented land uses, and vacant and underutilized land that over time has the potential to transition into a more walkable, urban, pedestrian friendly, and transit supportive area.

TARGET ECONOMIC SECTORS & USES

Recognizing the opportunity to enhance the CLT Gateway as a focal point for business, tourism, employment, amenities and mobility, Target Economic Sectors and Uses that drive the development of CLT Gateway include:

- Hotels, Tourism & Hospitality
- Exhibition & Events
- Retail, Dining & Entertainment
- Business Center, Offices & ICT
- R & D, Education & Skills Training

Collectively, these sectors and uses would establish the “Front Door” between CLT and Charlotte.

CATALYST PROJECTS & DEVELOPMENT AREAS

Catalyst Projects and Development Areas to stimulate and accelerate evolution of CLT Gateway include:

- Front Door Hospitality, Retail & Airport Office Village
- Airport Terminal Area Hotel & Meeting Center
- Retail, Dining & Entertainment Village
- Craft Brewery Beer Garden & “Food Port”
- Events & Advertising Plaza
- Global Business Center & Office Campus
- Hospitality Hub complimenting existing hotels
- Automotive Experience Destination Entertainment, potentially with Test Track similar to Porsche Experience Center at Atlanta Hartsfield-Jackson International Airport

SUB-DISTRICTS & TIMING

- CLT Gateway Center: Years 1 to 10
- CLT Gateway East: Years 5 to 20+
- CLT Gateway West: Years 10 to 20+

DEVELOPMENT PROGRAM FOR CLT PROPERTY

- Retail: 330,000 Sq. Ft.
- Hotels: 950 Keys
- Offices: 925,000 Sq. Ft.
- TOD Area: 150+ Acres

ENABLING ACTIONS & CONNECTIVITY

- Relocation and consolidation of portions of CLT Surface Parking to optimize Parking revenues and open-up Strategic Development Sites.
- Acquisition of School District properties north of Wilkinson Boulevard to accommodate Employee and Remote Airport Parking, and potential redevelopment.
- Re-location of CLT Administration & Operations Center to the north side of Wilkinson Boulevard into a state-of-the-art Office and Meeting Complex.
- Acquisition and redevelopment of Duke Energy property.
- Incorporation of Automated People Mover (APM) mobility system connecting CLT Main Terminal with Parking, Hotels, CLT Gateway Center and future Mass Transit along Wilkinson Boulevard Corridor.
- Development of CLT Gateway Center Front Door Village on APM connecting CLT with future Mass Transit.

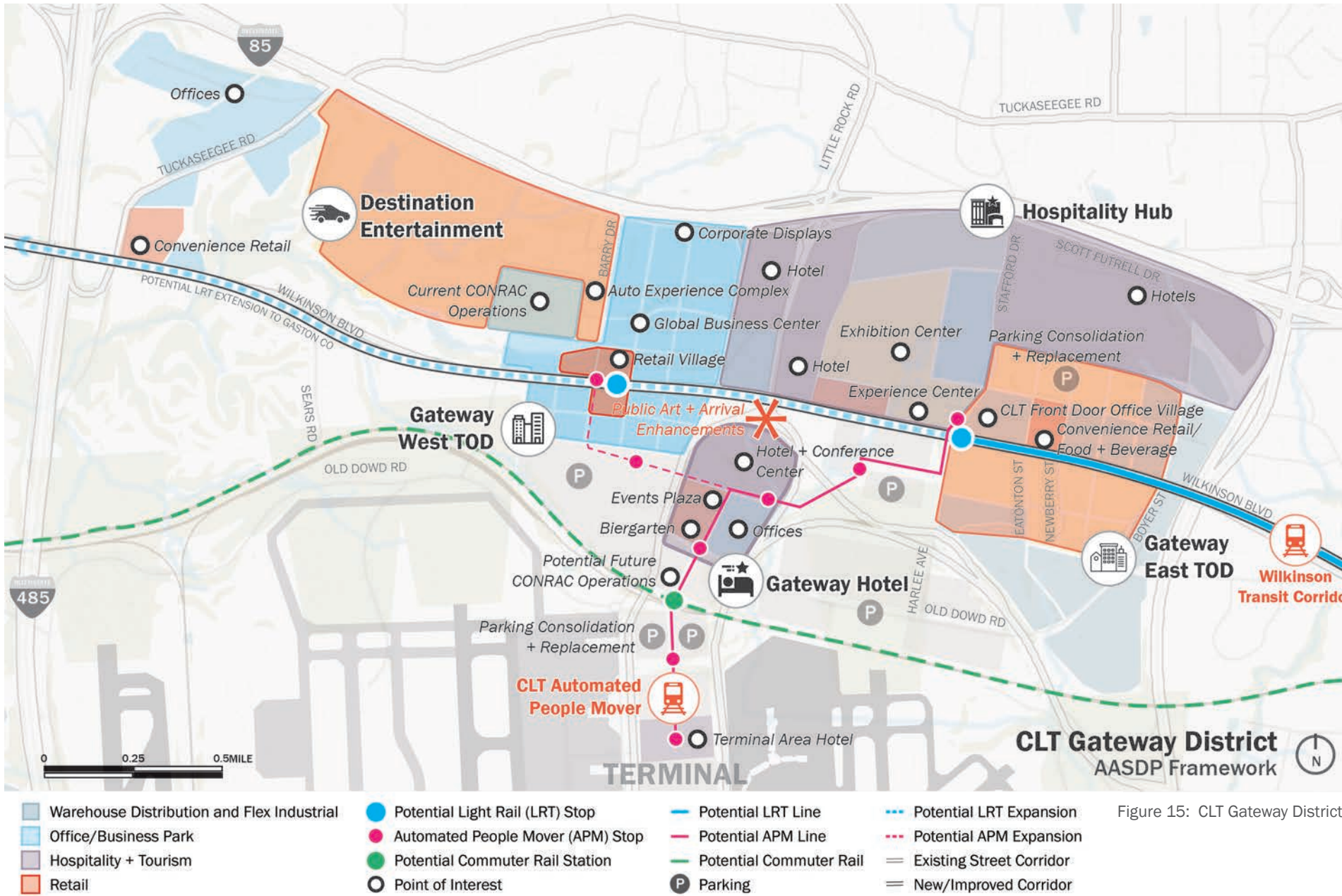


Figure 15: CLT Gateway District

PRIMARY GUIDING DEVELOPMENT TYPOLOGIES

TERMINAL HOTEL	FRONT DOOR VILLAGE	GLOBAL BUSINESS CENTER	DESTINATION ENTRAINMENT
400 Rooms 2 to 5 Acres 2.0 FAR	Mixed Retail, Entertainment, Dining & Events 10 to 20 Acres 1.0 to 2.5 FAR	Innovation Campus & FTZ 10 to 20 Acres 1.5 to 2.0 FAR	Auto Experience Center & Track, Business Park 30 to 50 Acres 0.3 to 1.0 FAR

CLT SOUTH

STRATEGIC POSITIONING

CLT South is the airport’s Logistics and Distribution Hub, anchored by the Norfolk Southern Intermodal Facility. This facility is one of few in North America that is located at an airport, thereby stimulating significant economic and employment opportunities across multiple Economic Clusters.

It is essential the important role of CLT and the Norfolk Southern Intermodal Facility be preserved and have the ability to grow and prosper. Together, they function as an incredible vessel for implementing the full capabilities of Foreign Trade Zone 57, as well as to be a catalyst for attracting and growing downstream business activity. Accordingly, a large portion of CLT South is designated as an “Airport Enterprise & Logistics District”, to facilitate this growth.

CLT South benefits from direct access to Interstate I-485, by way of the West Boulevard Interchange, which serves a key role for facilitating seamless and safe flow of Commercial Truck traffic. However, the current configuration and congestion of West Boulevard is impeding this flow as well as the safety for people using West Boulevard to pass from east-to-west south of CLT airport.

Furthermore, to enhance Airport competitiveness and support air service growth, CLT’s planned runway system expansion will require acquisition of specific areas in proximity to these runways, as well as those affected by constraints governing compatible land uses.

TRANSPORTATION & MOBILITY STRATEGY

With input from key stakeholders (including the Developers of the River District, Norfolk Southern, American Airlines, Charlotte Department of Transportation, Charlotte Planning Department and major property owners), the CLT South Mobility Strategy establishes an enabling roads and infrastructure framework, which relocates West Boulevard traffic to two enhanced and complete east-west corridors along Douglas Drive and Shopton Road. Douglas Drive would take the re-designation from West Boulevard as the new NC160 State Route.

Additionally, a potential new overpass connecting this road system to the proposed River District Development would help to differentiate the Douglas Drive commercial truck traffic from the Shopton Road residential commuter through traffic.

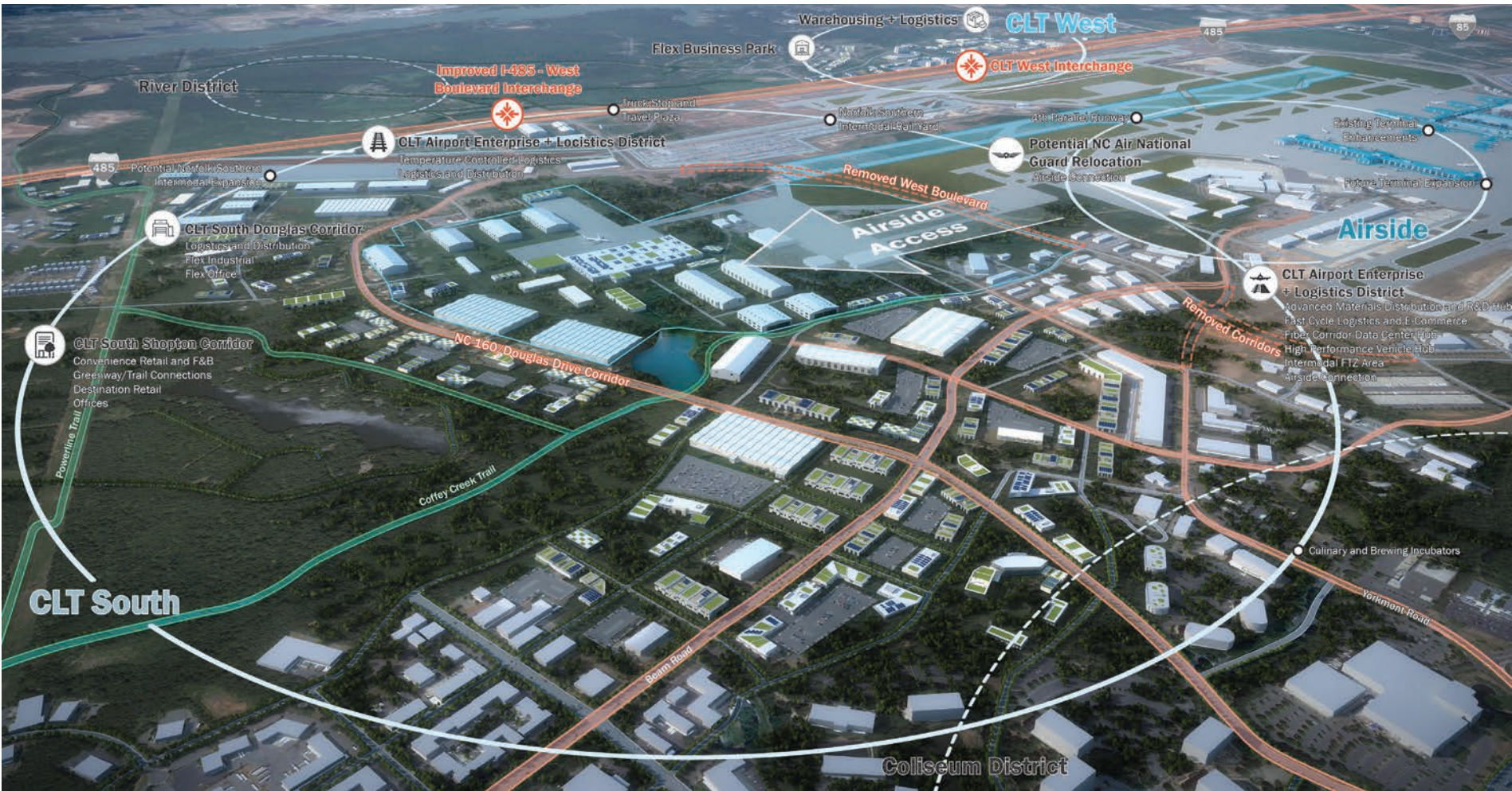


Figure 16: Artistic representation of CLT South Development District, looking northwest over Beam Road.

CLT South’s Mobility Strategy also considers flexibility to plug into the larger transportation network to maintain flow along Interstates I-485 and I-85, as well as with a potential future Catawba Crossing connecting with Gaston County. It also provides direction for connecting the Douglas Drive and Shopton Road Corridors with Billy Graham Parkway, facilitating infill and redevelopment in the Coliseum Area.

TARGET ECONOMIC SECTORS & USES

The emphasis of CLT South is to facilitate a seamless Logistics and Distribution Gateway that has the flexibility to grow and anchor regional economic activity. Target Economic Sectors and Uses that drive the development of CLT South include:

- Aerospace
- Logistics & Distribution
- Advanced, Specialized & Value Added Manufacturing
- Specialized Materials & Equipment
- Perishables & Agribusiness
- Retail & E-Commerce Distribution

SUB-DISTRICTS & TIMING

- CLT Airport Enterprise & Logistics District: Years 1 to 20
- CLT South Douglas Corridor: Years 5 to 20+
- CLT South Shopton Corridor: Years 10 to 20+

DEVELOPMENT PROGRAM FOR CLT PROPERTY

- Logistics & Distribution: 5,400,000 Sq. Ft.
- Office/Business Park: 1,100,000 Sq. Ft.
- Flex Business Park: 650,000 Sq. Ft.
- Service Retail: 92,500 Sq. Ft.

CATALYST PROJECTS & DEVELOPMENT AREAS

Catalyst Projects and Development Areas to stimulate and accelerate evolution of CLT South include:

- CLT Airport Enterprise & Logistics District
- Douglas Drive Corridor and enhancements to Steele Creek Road and I-485/West Boulevard
- NC National Air Guard relocation
- Fast Cycle Logistics Hub
- Temperature Controlled Logistics Facilities
- Advanced Manufacturing/Specialized Materials R&D Hub
- Data Centers & Communications Fiber Ring
- Truck Fueling Stop & Travel Plaza Service Center
- Food Port Cluster

ENABLING ACTIONS & CONNECTIVITY

- Assembly of properties to accommodate the Douglas Drive Corridor enhancement and to facilitate growth and flexibility of the CLT Airport runway system and Norfolk Southern Intermodal Facility.
- Construction of the new Douglas Drive Corridor and enhanced Steele Creek Road as NC160.
- Enhancements to the West Boulevard Interchange and creation of a new overpass connecting CLT South with the River District.
- Establishing CLT’s Air-to-Ground interface (south of the existing and planned runway system) together with current and future Norfolk Southern Intermodal Facilities as an “Airport Enterprise & Logistics District”, incorporating Foreign Trade Zone 57.

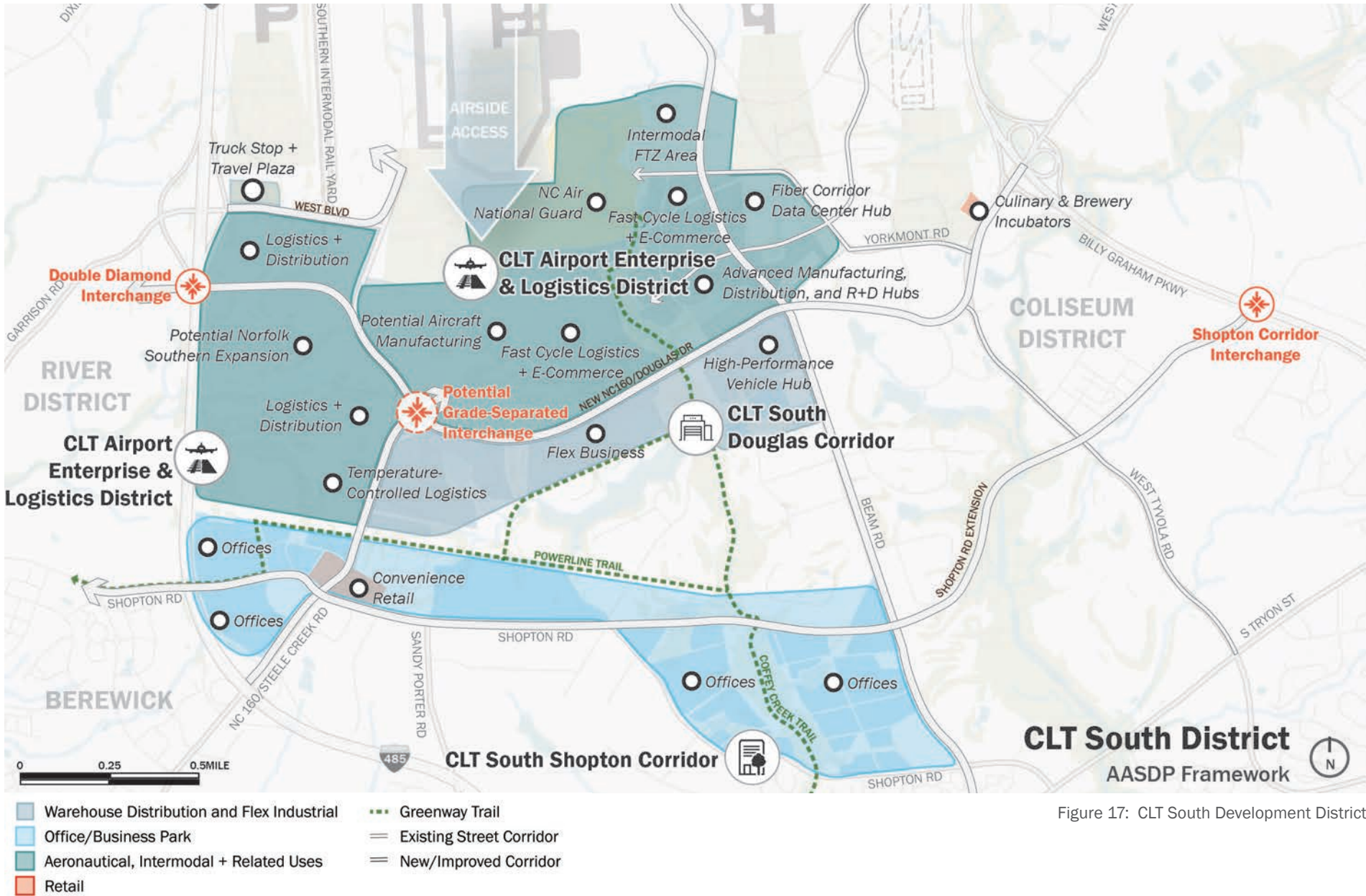


Figure 17: CLT South Development District

PRIMARY GUIDING DEVELOPMENT TYPOLOGIES

AEROSPACE & INTERMODAL	LOGISTICS & DISTRIBUTION	FLEX BUSINESS PARK	CONVENIENCE RETAIL
Maneuvering Staging Areas 500+ Acres Up to 0.5 FAR for Buildings	Warehouses Single & Multi Tenant 10 to 20 Acres Up to 0.5 FAR	Innovation Hybrid Office & Light Distribution 1 to 50 Acres Up to 0.5 FAR	Food Port, Restaurants & Retail Services 1 to 10 Acres Up to 0.3 FAR

CLT WEST

STRATEGIC POSITIONING

CLT West is separated from the Airport runway system by Interstate I-485, and includes a contiguous tract of land with incredible exposure and access potential with Interstate I-485.

CLT West is also adjacent to the proposed “River District” development, which will comprise a new multi-use community involving Office Business Park, Retail and Residential uses.

Accordingly, the future potential mobility system of CLT West and the River District has been designed to facilitate flow through the area and to provide multiple opportunities for accessing Interstate I-485, as well as crossing Interstate I-485 to connect with the CLT South and CLT Gateway areas.

Currently, CLT West includes a mix of low density, vacant and underutilized land that has the potential to transition into a walkable, urban, pedestrian friendly, and transit supportive area.

CLT West optimizes exposure and potential access to Interstate I-485, while facilitating a compatible transition of uses between the River District with points north towards Wilkinson Boulevard and Interstate I-85, and provides flexibility to connect to a potential future Catawba Crossing to Gaston County.

TARGET ECONOMIC SECTORS & USES

- With such incredible ground transportation exposure, visibility and access, CLT West represents an opportunity for landside development opportunities and the following Target Economic Sectors:
- Logistics & Distribution
- Flex Business Park & Office
- Highway Commercial
- Select Service Hotel



Figure 18: Artistic representation of CLT West Development District, looking east over Interstate I-485 by Dixie River Road.

CATALYST PROJECTS & DEVELOPMENT AREAS

Catalyst Projects and Development Areas to stimulate and accelerate evolution of CLT West include:

- Future New Interchange with Interstate I-485
- CLT West Northern Logistics & Distribution area
- CLT West Southern Business Park Flex Area
- CLT West Highway Commercial Node

SUB-DISTRICTS & TIMING

- CLT West North: Years 10 to 20+
- CLT West South: Years 10 to 20+

DEVELOPMENT PROGRAM

- Logistics & Distribution: 900,000 Sq. Ft.
- Flex Business Park & Office: 380,000 Sq. Ft.
- Retail (prior to I-485 interchange): 13,500 Sq. Ft.
- Hotel: 160 Keys

ENABLING ACTIONS & CONNECTIVITY

- Creation of a north-south CLT West Arterial Road to facilitate Commercial Truck Traffic through the CLT West area, and to connect with the CLT South and CLT Gateway areas.
- Creation of a future new interchange with Interstate I-485 to provide a traffic relief valve for the River District Development, as well as to establish a connecting point to a potential future Catawba Crossing between Charlotte and Gaston County, as an alternative to relieve traffic loading on Interstate I-85.
- Creation of initial phases of an East-West Connector Road from Interstate I-485 through CLT West preserving opportunity for future connectivity with the River District and a potential future Catawba Crossing.
- Development of a Highway Commercial Node at the convergence of Interstate I-485 with the future road connecting to a potential Catawba Crossing.
- Explore potential opportunities for joint venture development and/or land disposition for strategic sites.

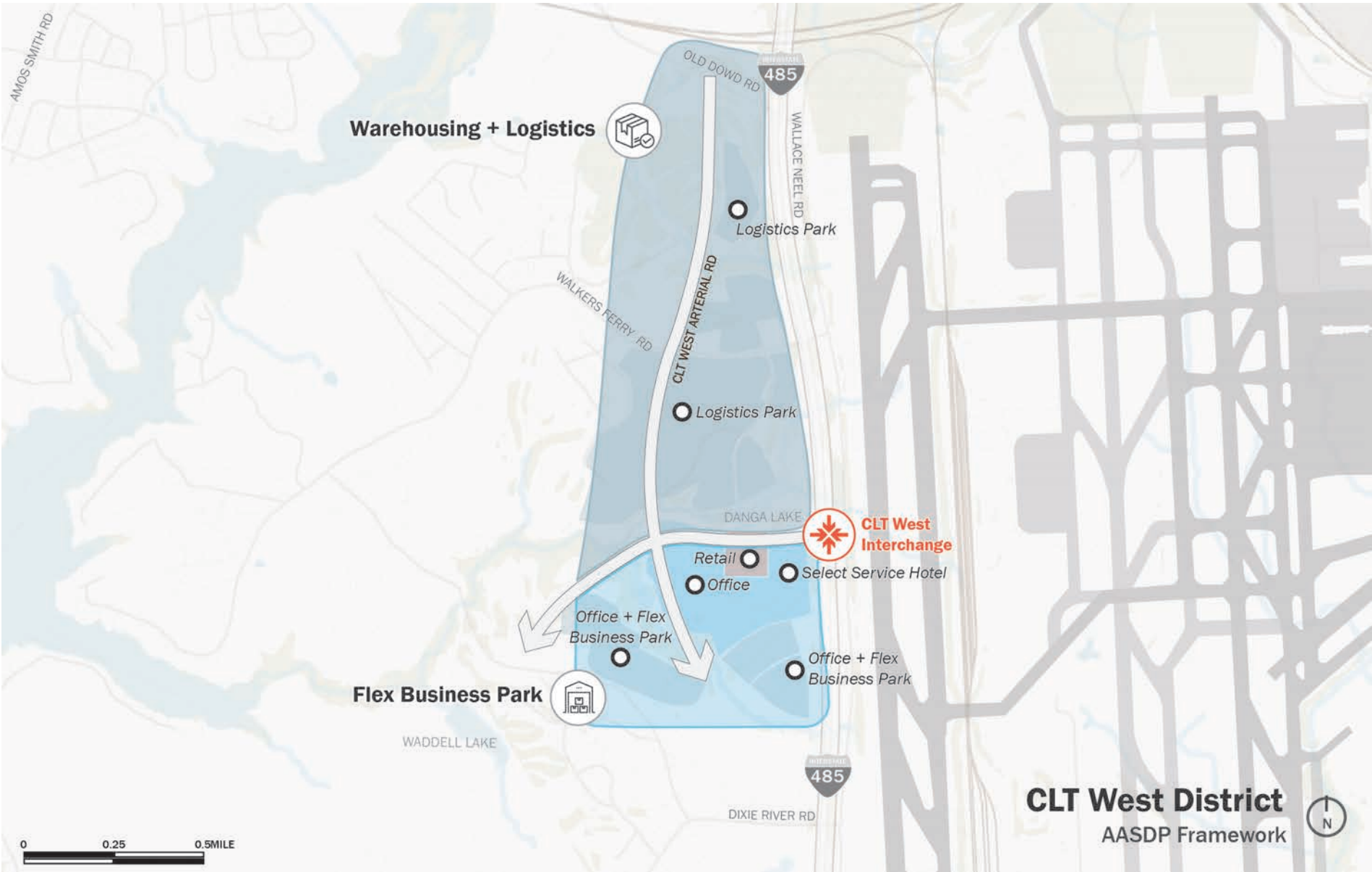



Figure 19: CLT West District

PRIMARY GUIDING DEVELOPMENT TYPOLOGIES

LOGISTICS & DISTRIBUTION

Warehouses
Single Tenant & Multi Tenant
5 to 50 Acres
Up to 0.5 FAR



FLEX BUSINESS & OFFICE PARK

Innovation Flex Office/Business Park
2 to 10 Acres
Up to 1.0 FAR



BUSINESS HOTEL

Select Service Hotel
1 to 3 Acres
Up to 1.5 FAR



HIGHWAY COMMERCIAL

Highway Commercial Retail
30 to 50 Acres
Up to 0.5 FAR



BILLY GRAHAM CORRIDOR

STRATEGIC POSITIONING

Billy Graham Corridor is the education, skills training, and community development hub for CLT.

Currently, the Central Piedmont Community College Harris Campus, Goodwill “Levine” Opportunity Center, and Renaissance West Community Initiative all serve the community. An aviation technical campus could broaden the educational options and be created through the interim re-use of CLT facilities prior to building a future 5th parallel runway.

With direct access to Billy Graham Parkway, Josh Birmingham Parkway, West Boulevard, and the Morris Field Drive connection to Wilkinson Boulevard, the Billy Graham Corridor is strategically connected to serve CLT and West Charlotte, and benefit from improved transit and active transportation facilities.

TARGET ECONOMIC SECTORS & USES

Recognizing the opportunity to enhance the Workforce Education and Skills Training offering for CLT and West Charlotte, Target Economic Sectors and Uses that drive Airport compatible development of the Billy Graham Corridor include:

- Education & Skills Training
- Aviation
- Convenience Retail
- F&B Restaurant
- Flex Industrial

Collectively, these sectors and uses would expand the Community Development connection between CLT and Charlotte.

CATALYST PROJECTS & DEVELOPMENT AREAS

Catalyst Projects and Development Areas to stimulate and accelerate evolution of Billy Graham Corridor include:

- Aviation Technical Campus
- Workforce Education & Skills Training
(Adjacent Area of Influence properties.)
- Community Support
(Adjacent Area of Influence properties.)



Figure 20: Billy Graham Corridor Development District, looking north over Billy Graham Parkway.

SUB-DISTRICTS & TIMING

- Billy Graham Corridor Interim Uses: Years 1 to 20+ (Prior to future 5th Parallel Runway)
- CLT West South: Years 10 to 20+

DEVELOPMENT PROGRAM

- Convenience Retail: 15,000 Sq. Ft.
- Flex Industrial: 35,000 Sq. Ft. (Interim uses prior to future 5th Parallel Runway, subject to refinement of runway footprint)

ENABLING ACTIONS & CONNECTIVITY

- Confirm time-frame for future 5th parallel runway. Finalize runway location, security fence position and FAA constraints, and evaluate site grading requirements.
- Utilizing updated CLT Airport Layout Plan, re-evaluate developable parcels and duration of occupancy for CLT property in the Billy Graham Corridor.
- Tender Convenience retail-gas station for prime site at Billy Graham Parkway and Morris Field Drive.
- Repurpose North Carolina Air National Guard base into Aviation Technical Skills Training campus as an interim use prior to construction of future 5th Parallel Runway.
- Coordinate with Charlotte Area Transit System to create “Airport Circulator” bus connecting CLT Development Districts to future mass transit on Wilkinson Boulevard.
- Create alternative transportation facilities on corridor.



Figure 21: Billy Graham Corridor

PRIMARY GUIDING DEVELOPMENT TYPOLOGIES

EDUCATION & SKILLS TRAINING	AVIATION TECHNICAL CAMPUS	CONVENIENCE RETAIL & GAS	FLEX INDUSTRIAL
Classrooms, Teaching Labs, Workshops 3 to 10 Acres 0.5-1.25 FAR	Hangar and Classrooms 4 to 10 Acres 0.3 to 0.75 FAR	Gas Station, F&B, Retail. 0.5 to 2.5 Acres 0.2 to 0.5 FAR	Combined Office & Warehouse. 3 to 10 Acres 0.3 to 0.5 FAR

CATALYST PROJECTS

PRIMARY CATALYST PROJECTS & AREAS

In order to activate the CLT AASDP, the Development Strategy identifies a variety of “Catalyst Projects” and “Development Areas”. These Catalyst Projects act as anchor magnets to attract related up-and-down-stream businesses and sectors, accelerating economic growth.

Catalyst Projects are defined as being either:

- Specific Site Development Projects
- Specific Economic Sector Initiatives
- Enabling Transportation & Mobility Projects
- Strategic Development Areas

The full spectrum of recommended Catalyst Projects appears in the “CLT AASDP Technical Report”. Primary Catalyst Projects are illustrated in the following table, and include:

CLT GATEWAY

- Front Door Hospitality, Retail & Airport Office Village
- Airport Terminal Area Hotel & Meeting Center
- Retail, Dining & Entertainment Village
- Craft Brewery Beer Garden & “Food Port”
- Events & Advertising Plaza
- Global Business Center & Office Campus
- Hospitality Hub complimenting existing hotels
- Auto-Sector Business Park & Destination Entertainment

CLT SOUTH

- CLT Airport Enterprise & Logistics District
- Douglas Drive Corridor and Enhancements to Steele Creek Road and I-485/West Boulevard
- NC National Air Guard Relocation
- Fast Cycle Logistics Hub
- Temperature Controlled Logistics Facilities
- Advanced Manufacturing/Specialized Materials R&D Hub
- Data Centers & Communications Fiber Ring
- Truck Fueling Stop & Retail Service Plaza

	Project	Description	Precedent
	CLT Gateway Airport “Front Door” Office Village	<ul style="list-style-type: none">•Future home to consolidated CLT Airport Administration & CLT Terminal-based office users.•Phased development of attractive modern office buildings to attract aviation-related businesses plus national and regional headquarters for international businesses.	<p>DFW (Dallas): DFW Airport HQ Office</p> <p>AMS (Schipol): World Trade Ctr.</p> <p>LAX (L.A): Century Blvd.</p>
	CLT Gateway Terminal Area Hotel	<ul style="list-style-type: none">•Mid-Tier & Business Class Hotel for visitors to Charlotte region.•Supports existing and growing Charlotte Exhibition & Conference Facilities.•Connected to Airport, parking decks, and future APM infrastructure.	<p>DFW (Dallas): Grand Hyatt</p> <p>YVR (Vancouver): Fairmont Hotel</p> <p>ATL (Atlanta): Marriott Hotel</p>
	CLT Gateway Retail Village & Events Plaza	<ul style="list-style-type: none">•Retail heart to CLT Gateway with retail, services, and amenities for CLT passengers, employees, and area businesses & residents.•Easy Terminal access by future Automated People Mover (APM).•Lively ‘CLT Public Events Plaza’ surrounded by retail, services, offices and parking.	<p>MUC (Munich): Munich Airport Plaza & “Municon” Hotel-Conference Complex</p> <p>AMS (Schipol): Schipol Plaza</p>
	Fast-Cycle Logistics & E-Commerce Fulfillment Hub	<ul style="list-style-type: none">• Modern warehousing and value-add manufacturing facilities catering to the “rapid-cycle” logistics sector and further leveraging FTZ #57.• E-Commerce fulfillment and “quick turn-around” business activities, like electronics repair, leverage air-to-ground interface.• Supports Advanced Manufacturing in Automotive & Aerospace.	<p>MEM (Memphis): Flextronics</p> <p>SDF/UPS (Louisville): World Port</p> <p>YEG (Edmonton): Rosenau Transport Hub</p>
	Temperature-Controlled Logistics Hub	<ul style="list-style-type: none">• Temperature-controlled warehousing and rapid-cycle logistics for perishable goods export/import.• Focused on medical testing and pharmaceutical, agribusiness, live seafood, composite materials, and chemicals.• Associated with FoodPorts & Agribusiness Start-Up Incubators.	<p>MEM (Memphis): Fed Ex Cold Chain</p> <p>SIN (Singapore): Air Logistics Park</p> <p>YHZ (Halifax): Clearwater Seafood</p>

CLT WEST

- Future New Interchange with Interstate I-485
- CLT West Northern Logistics & Distribution Area
- CLT West Southern Business Park Flex Area
- CLT West Highway Commercial Node

DEVELOPMENT ACTION PLAN

To act upon the market opportunity for Airport Connected Commercial Development on Airport property and further justify investment in Airport Area transportation improvements, the CLT AASDP prioritizes the various Catalyst Projects and Development Districts into the dimension of time (illustrated at right, with timing indicating when the initiative would begin, versus when it would be completed) and strategically rolls out of these initiatives over three phases, including:

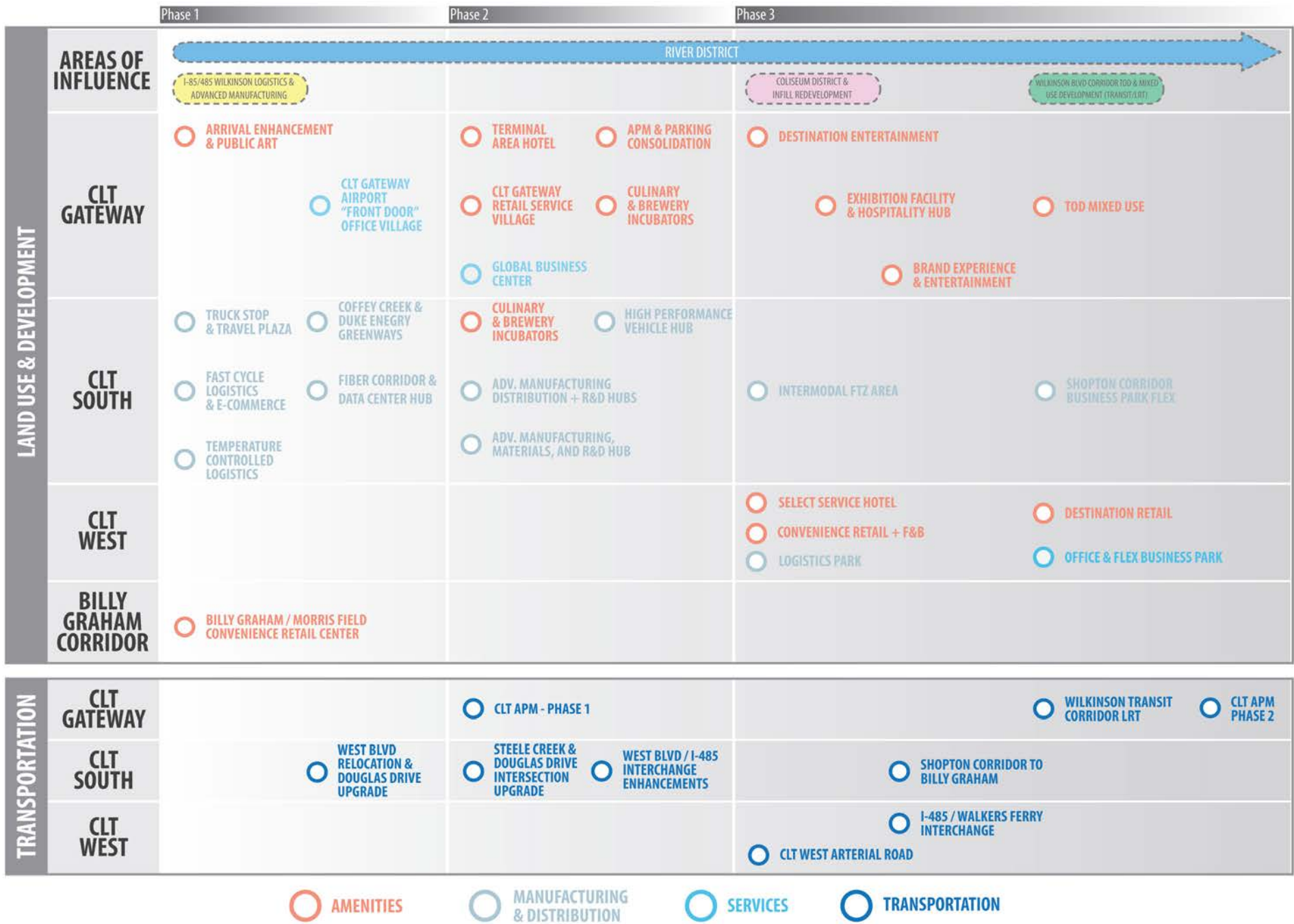
- Phase 1: Years 1 to 10
- Phase 2: Years 11 to 20
- Phase 3: Years 20+

The comprehensive Development Action Plan presented in the “CLT AASDP Technical Report” organizes the various planning and implementation actions for each CLT District by Land Use & Development or Transportation initiative.

For each CLT District, and the major Catalyst Projects and Development Areas, the Development Action Plan also schedules the timing of strategic actions including:

- Property Assembly
- Site Preparation
- Planning & Design
- Approvals & Entitlements
- Marketing
- Property Offering
- Construction

Table 2: Development Action Plan



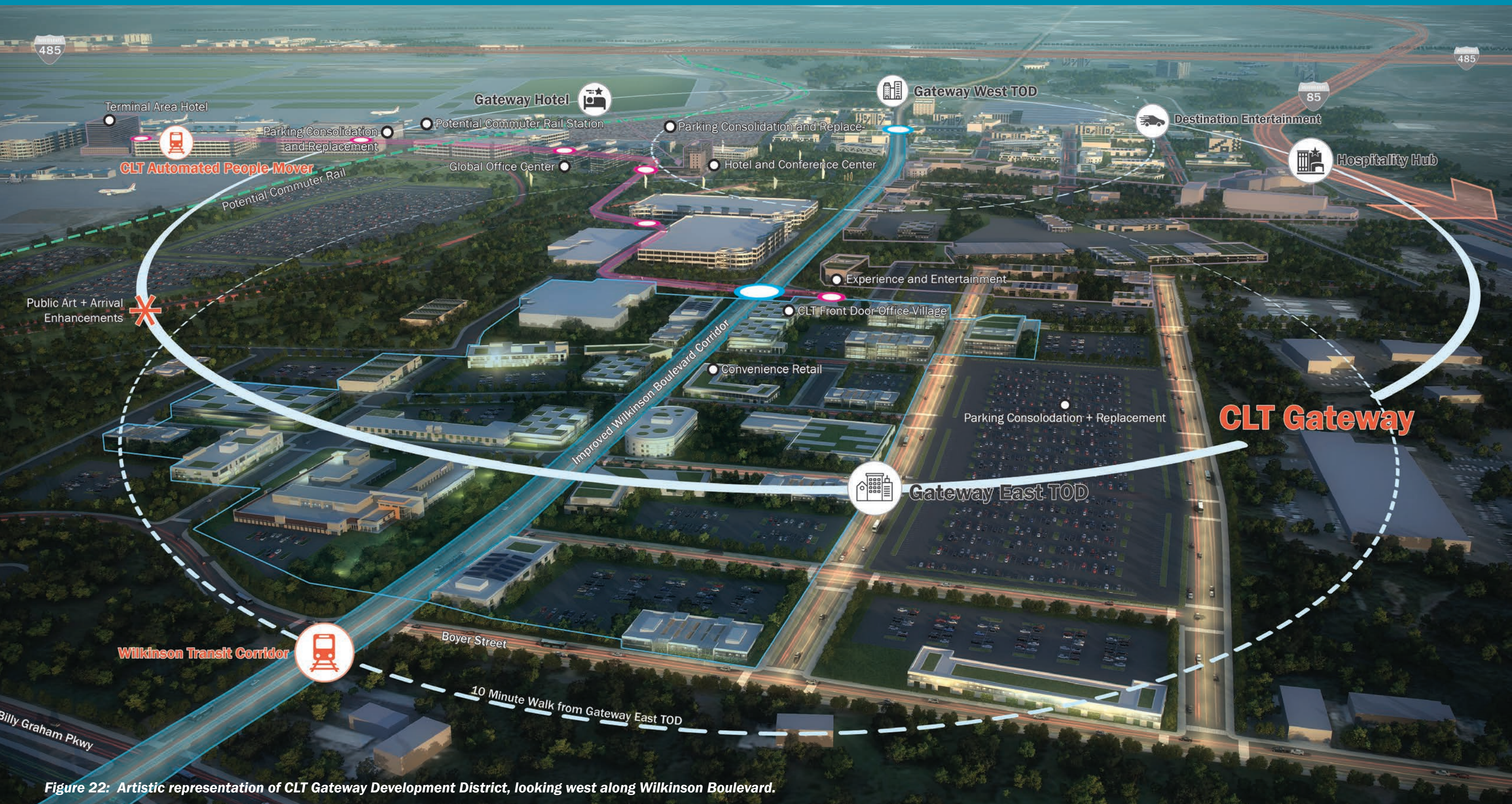


Figure 22: Artistic representation of CLT Gateway Development District, looking west along Wilkinson Boulevard.



Figure 23: Artistic representation of CLT Gateway Development District, looking southwest over Josh Birmingham Parkway.

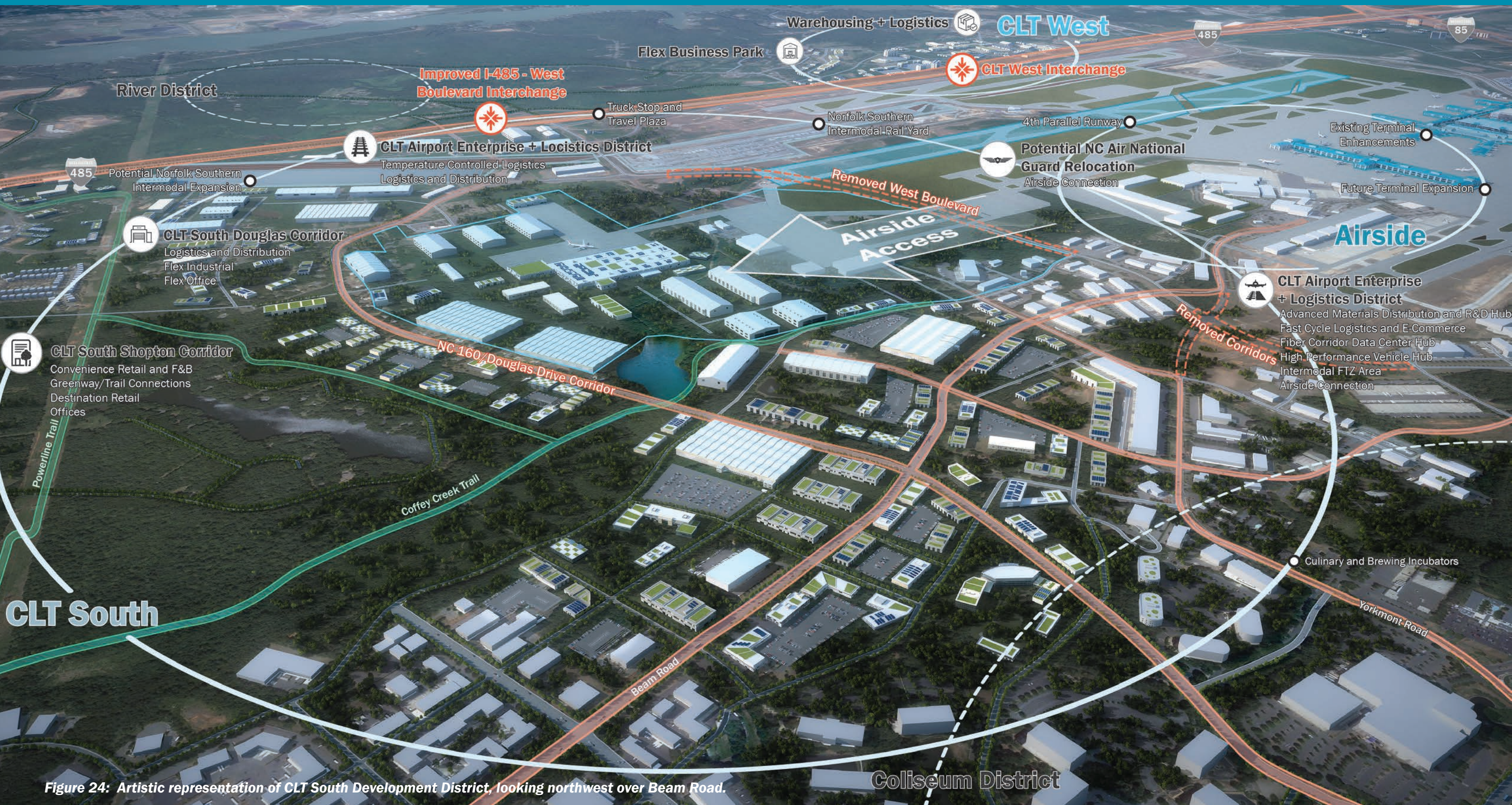


Figure 24: Artistic representation of CLT South Development District, looking northwest over Beam Road.

To ensure that it advances the Aviation Department Vision and mission, the CLT AASDP has three primary objectives:

- **Self-Sustaining:** it should generate non-aeronautical revenue that helps fulfill FAA requirements for airport financial self-sufficiency.
- **Land Re-Use:** it should put vacant and underutilized Airport property into productive use.
- **Compatibility:** it should ensure that future development around the airport is appropriate for an airport environment and does not negatively impact aviation.



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