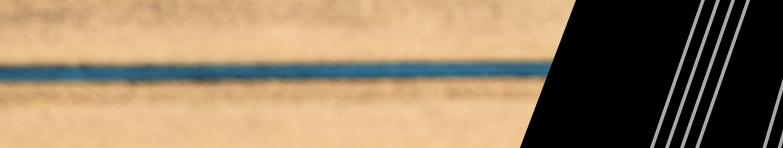


2022
CHARLOTTE DOUGLAS INTERNATIONAL AIRPORT
REPORT OF ACHIEVEMENT



Connections don't just
happen at the terminal.





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.

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Sustainability



LETTER FROM CHIEF EXECUTIVE OFFICER HALEY GENTRY

- **Economic Growth** - Small businesses like Martin Landscaping, Taystee Ice and 22 Street Kitchen were able to expand and reach new customers thanks to partnerships with CLT.

These success stories are chapters within the Airport's story and are highlighted throughout this book. But it doesn't stop there.

CLT is a vital transportation hub in our region, contributing \$32 billion annually to the state's economy and producing 5% of North Carolina's gross domestic product. It's a number we don't take lightly and a number that will only continue to grow.

The 2022 Report of Achievement highlights our construction projects, initiatives, programs and events that validate Charlotte Douglas as a premier airport.

Our job, however, extends beyond the terminal and airfield. We are proud of the positive impacts CLT has made in the Carolinas. Our destination each and every day remains the same – providing a world-class Airport for our region, changing lives for the better as an economic driver and being good stewards within the community we serve.

Chief Executive Officer Haley Gentry

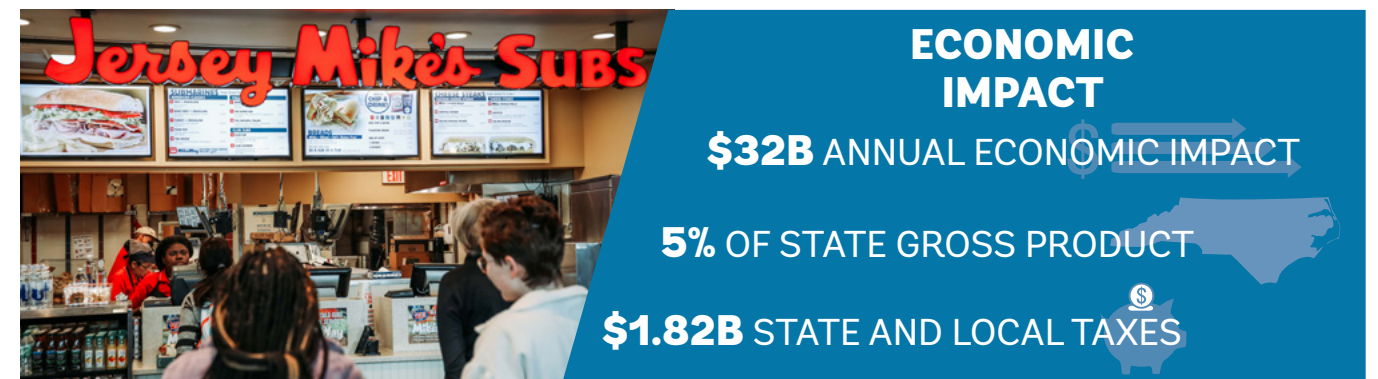
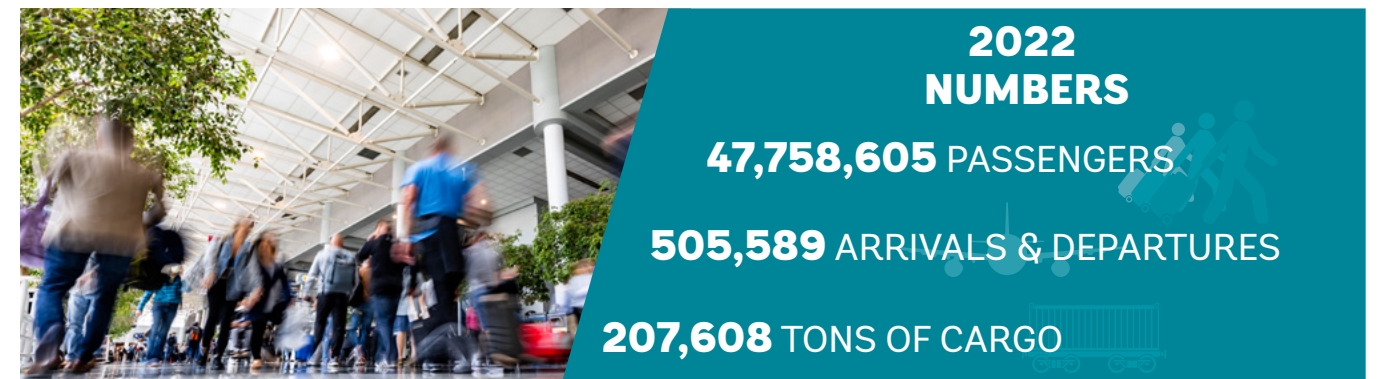
Charlotte Douglas International Airport (CLT) is invested in giving back to the community and 2022 was no exception.

Connecting people, small businesses and local organizations in the Carolinas to a world of possibilities is who we are as an Airport.

Our actions throughout 2022 show – Connections Don't Just Happen at the Terminal.

- **Homeownership** - The CLT Charity Golf Tournament raised more than \$102,000 for Habitat for Humanity, turning Lapri Holmes' dream into a reality as a first-time homeowner.
- **Employment Opportunities** - The Airport's annual Runway 5K and Apprentice Program allowed Adair Pineda and Alex Armata to land jobs at CLT, taking their careers to new heights.
- **Community Outreach** - The Aviation Academy and Airport Community Roundtable were avenues for Nakia Savage to learn more about how the Airport operates. She is now one of CLT's biggest cheerleaders.

BY THE NUMBERS





It was a big year for Charlotte Douglas International Airport in 2022.

Passenger numbers rebounded quicker than most airports. Revenue rose in the double digits. Strong financial ratings were maintained. Air service and concession options increased. CLT’s status as an economic engine of the Carolinas once again was confirmed. Real estate deals secured non-aeronautical revenue for decades to come.

A new Federal Aviation Administration Air Traffic Control Tower opened, improving aircraft operations.

Numerous connections also were made outside the terminal that spurred economic vitality and created new job opportunities, proving CLT is a vital part of the local region invested in enriching the lives of residents.

Passenger Traffic Rises to Nearly 48 Million

Charlotte Douglas International Airport served nearly 48 million passengers in 2022, a 10% jump from

43 million in 2021 and only 5% below the record-breaking 50 million in 2019.

International travel grew from 1 million passengers in 2021 to 1.7 million in 2022, a 73% increase.

Business travel rose as well. According to a MarketCast passenger survey, it was at 27% in 2022, up from 21% in 2021.

Cargo saw a 17% climb to 207,608 tons transported through CLT in 2022 versus 178,124 tons in 2021.

Aircraft traffic, however, dipped 3% below 2021 numbers due to airlines focusing on flying larger aircraft in place of smaller planes with fewer seats. CLT recorded 505,589 arrivals and departures combined in 2022 compared to 519,895 in 2021.

CLT Ranks Seventh Busiest Airport Worldwide

CLT is the seventh busiest airport in the U.S. and world in arrivals and departures, according to 2022 Airports Council International rankings.



The Airport is 10th nationwide and 19th worldwide in passenger traffic.

For cargo, Charlotte Douglas ranks 34th in the nation.

Air Service Takes Off

Eight major carriers, 15 regional carriers and three foreign flag carriers call CLT home.

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

Charlotte Douglas is the second largest hub to American Airlines, which offers more than 600 daily flights to 170-plus destinations in over 20 countries from CLT. American provides approximately 90% of air service at the Airport.

More options were made available to passengers in 2022 with the addition to flight schedules.

American Airlines resumed daily, nonstop flights to Mineta San Jose International Airport (SJC) in San Jose, California, on Oct. 6. The airline also began Saturday flights from CLT to Grand Bahama International Airport (FPO) in Freeport, Bahamas on Nov. 5.

Contour added service to Shenandoah Valley Airport (SHD) in Weyers Cave, Virginia, and Greenbrier Valley Airport (LWB) in Lewisburg, West Virginia, on Nov. 1.

During the first week of December, Contour launched flights to North Central West Virginia Airport (CKB) in Clarksburg, West Virginia, and to Barkley Regional Airport (PAH) in West Paducah, Kentucky.

Sun Country Airlines kicked off commercial air service April 13 from CLT to Minneapolis-St. Paul International Airport (MSP) on Mondays and Fridays.

Spirit Airlines introduced daily flights to New York City's LaGuardia Airport (LGA) on Nov. 1 and to Miami International Airport (MIA) on Nov. 7.



Airport Contributes \$32 Billion Yearly to State's Economy

Charlotte Douglas International Airport contributed \$32 billion to the state's economy in 2021, according to a North Carolina Department of Transportation (NCDOT) Division of Aviation report. That's a jump from \$24.6 billion in 2019. It also amounts to 5% of the state's gross domestic product.

Other data reveals CLT created \$1.82 billion in tax revenue, supported 151,575 jobs for N.C. residents and generated \$9.9 billion in personal income.

The report, "North Carolina: The State of Aviation," was released in January and contains data compiled and analyzed for NCDOT by North Carolina State University's Institute for Transportation Research and Education.

CLT alone comprised 44% of the state's economic impact, 49% of tax revenue, 46% of airport jobs and 43% of personal income related to North Carolina's 72 airports.

Charlotte Douglas' Revenues Show Surge from 2021 Numbers

CLT oversaw an operating budget of \$224,890,980 in fiscal year 2023 (July 1, 2022 – June 30, 2023).

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

CLT's \$1.57 net cost per enplaned passenger is among the lowest for large hub airports in the country.

Parking revenues rose approximately 74% to \$87 million in 2022 compared to \$50 million in 2021.

Overall Airport revenues jumped 29% to \$300 million in 2022 from \$231.7 million in 2021.



Connections Don't Just Happen at the Terminal Launches

The Airport's campaign Connections Don't Just Happen at the Terminal launched on Jan. 26 to create awareness about CLT's positive connections in the community.

Every month on Facebook, Twitter, Instagram, LinkedIn and the Airport website, CLT shared the stories of employees, businesses, programs and initiatives that have flourished through their partnerships with CLT.

Over 6 million people were connected to these stories from our website, social media and community engagement work.

Visit cltairport.com/CLTconnects to learn how Connections Don't Just Happen at the Terminal.

AA Credit Ratings Reflect CLT's Strong Financial Metrics

The Airport continues to maintain strong financial ratings as it recovers from the unprecedented effects of the COVID-19 pandemic.

In April, CLT received a rating of Aa3 with a stable outlook from Moody's Investors Service for the Series 2022AB Bonds. That same month Fitch assigned an AA- rating to the Series 2022AB Bonds with a stable outlook.

Both rating agencies cited the Airport's strong financial metrics as a credit strength.

The interest rate CLT pays investors is driven by the credit ratings from Moody's and Fitch. The higher the credit rating, the lower the interest rate and the less money CLT pays back. Charlotte Douglas is one of 10 airports in the country with AA credit ratings, which is the highest an airport can receive. That's thanks in part to CLT's conservative financial stewardship.

When the Airport has low interest rates, those savings are passed on to the airlines. As a result, business conditions are favorable for airlines to conduct and expand business at CLT.

Concessions Give Passengers New Shopping and Dining

Passengers had access to 135 locations to eat and shop inside the terminal, amounting to 136,210 square feet of concession choices in 2022.

HMSHost, CLT's food and beverage concessionaire, and Paradies Lagardère, CLT's retail concessionaire, generated over \$284 million in gross sales, an increase of 28% from 2021 and employed approximately 2,100 workers.

Concessions openings in 2022 were Dunkin' (Atrium), Dunkin' Express (Concourse E), Avanti's Travel@Ease (Baggage Claim, Atrium, Concourse E and Rental Car Facility), Gameway (Concourse E) and Uptown Exchange (Concourse E).

Also debuting in 2022 was The Club CLT, an Airport Dimensions lounge, that began welcoming customers on March 30.

The 4,800-square-foot space, located on Concourse A Expansion, features free Wi-Fi service, comfortable seating, private workspaces, a shower, restrooms, an enclosed family space and great airfield views.

It is the first common-use lounge at CLT, meaning it's not limited to particular airline customers.

Business Diversity Programs Outperform Its Goals

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

The Aviation Department's ACDBE Program works with the Airport's concessionaire HMSHost and Paradies Lagardère to reach yearly goals set by the city and Airport.

ACDBE terminal concessions (food/beverage and retail) generated over \$70 million of combined revenue in federal fiscal year 2022 (Oct. 1, 2021 to Sept. 30, 2022), up from \$52 million in federal fiscal year 2021 (Oct. 1, 2020 – Sept. 30, 2021).

The Aviation Department also exceeded its overall



"Connections" Support Economy and Social Vitality

Charlotte Douglas International Airport has many programs designed to build community goodwill and support charitable causes.

Read more:





FAA Air Traffic Control Tower

ACDBE goal for rental cars by 1.2% and non-rental cars by 2%. Goals are met through revenue generated and goods and services expenditures with ACDBE firms.

The program serves 21 companies that have multiple concessions inside the terminal and eight companies for goods and services.

Real Estate Deals Provide Non-Aeronautical Revenue

Generating non-aeronautical revenue continued to be a priority in 2022.

CLT signed a lease agreement with Crow Holdings Industrial in February for 49 acres of Airport land near the intersection of Tuckaseegee Road and Wilkinson Boulevard. The deal establishes an annuity to the Airport for 49 years and enables the development of a new distribution center and the creation of new jobs.

Charlotte Douglas agreed to sell 76 acres of land and the Airport-owned historic Steele Creek Presbyterian

Church to Foundry Commercial. The deal is scheduled to close in 2023.

The Airport also signed a lease agreement in December with QuikTrip Inc. for 6.5 acres at the intersection of Todd Road and Wilkinson Boulevard. This land activation was spurred by the 2018 sell of Airport land for the Amazon development on Tuckaseegee Road and will create an amenity for the traveling public.

FAA Transitions to New Air Traffic Control Tower

The Federal Aviation Administration (FAA) transitioned into its new Air Traffic Control Tower on Feb. 22. For passengers, the move means fewer delays due to NextGen technology that improves the on-time performance of departing flights.

The 370-foot-tall tower and radar approach control, located on the airfield's south side, are more than twice the size of the old 150-foot tower that was commissioned in 1979.

The new tower is the second tallest FAA tower in the National Airspace System (NAS), behind the 398-foot tower at Hartsfield-Jackson Atlanta International Airport. At a cost of \$112 million, the new tower provides the FAA adequate space to operate CLT's expanded airfield and enough height for air traffic controllers to have a clear view of the entire airfield.

CLT Celebrates Anniversaries

Aviation Department staff marked the terminal's 40th anniversary and 86 years of commercial aviation in Charlotte on May 2.

The Airport's 325,000-square-foot passenger terminal opened on May 2, 1982, with 25 gates, two concourses and four major airlines. Today, the 1.8 million-square-foot terminal has 114 gates, five concourses and eight major airlines.

CLT began as Charlotte Municipal Airport in 1936. Eastern Air Lines started scheduled passenger service in 1937. In 1982 the name was changed to Charlotte Douglas International Airport in recognition of former Charlotte Mayor Ben Elbert Douglas, Sr., who oversaw the Airport's opening.

To mark the milestones, employees passed out lollipops to passengers in the Atrium on May 2, and CLT's social media platforms showcased terminal highlights throughout the years.

President's Cup Pulls Big Numbers for Wilson Air

The Queen City hosted the 2022 President's Cup Golf Tournament Sept. 18-26, which brought large numbers of passengers through Wilson Air Center - Charlotte, CLT's fixed-base operator (FBO) that manages corporate and private aircraft operations.

During the nine-day event, Wilson Air handled 1,482 aircraft arrivals and departures (754 and 728 respectively), averaging 84 arrivals and 81 departures per day.

For perspective, in September 2019 (pre-pandemic) the FBO averaged 52 daily arrivals/50 departures.

In 2022 Wilson Air oversaw 37,954 arrivals and departures, up 4% from 2021.



Food Trucks Find Opportunity, Connections at CLT

They once were part-time side gigs, but with the help of CLT's Food Truck Program, 22 Street Kitchen and Taystee Ice are now thriving endeavors.

Read more:



Local Businesses
↑
Job Creation
↑
Economic Growth



Terminal Lobby Expansion Canopy



Terminal Lobby Expansion west side

CLT is building for the future. Large crowds have returned and the need for growth is now.

Destination CLT, the Airport's \$4 billion capital investment program, is meeting increasing passenger demand with terminal, airfield and roadway expansions.

Through connections with local companies, Charlotte Douglas is building a modern, state-of-the-art transportation hub and generating a huge economic boost that creates thousands of jobs and allows small businesses to thrive.

Lobby Expansion's West Side Offers Sneak Peek of Future

CLT opened the first phase of the Terminal Lobby Expansion's (TLE) west side on July 27.

The addition is a sneak peek of the TLE's overall new look and features large, picturesque windows, terrazzo flooring throughout, bright blue tiles framing the entrances/exits and architectural-detailed ceilings.

The expansion's west side provides approximately 90,000 square feet of additional circulation space and access to the west subterranean walkway, a traffic-free, covered walking path from the Hourly Deck to the terminal.

Three new art pieces - "Meridian" by Danielle Roney, "Carolina Moon" by Scott Parsons and "Restless Sky" by Catherine Widgery - greet passengers.

The entire lobby expansion will wrap up in 2025. Customer amenities will include modern ticket counters, eight original artworks, charging stations, three large security checkpoints and five pre-security concession spaces.

The \$608 million signature Destination CLT project is transforming the Airport's entrance with 366,000 square feet of new and renovated space, along with a 146,000-square-foot stunning canopy.

Canopy Construction Begins

TLE canopy construction kicked off in September. The Airport closed the upper-level roadway from Sept.



Concourse E Expansion

27 to Oct. 12 to begin the work. During that period, safety fencing and signage directed passengers to the lower level for arrivals and departures.

On Oct. 13 the Airport began closing the upper-level roadway at night to continue construction.

The start of the 146,000-square-foot canopy installation project signaled a milestone in TLE construction. The two-year project consists of removing the current canopy and replacing it with a new, permanent canopy over the Departures/Ticketing roadway.

Concourse E Expansion Opens

The 34,000-square-foot Concourse E Expansion adds one gate to the concourse's north end and relocates nine existing gates for operational efficiency and to prepare for jet bridges. Passengers began using Gates E36-45 on April 13.

Amenities include a Pet Relief Area, Mother's Room, restrooms with touchless fixtures, a family restroom, gate seats with integrated power, terrazzo flooring in

the center walkway to accommodate rolling luggage, LED lighting and new wayfinding signage.

Adorning the ceiling are 29 suspended blown glass sculptures made of 5,000 pieces of blown glass by Jonathan Michael Davis of Durham. Lights illuminating the sculptures named "Antinomies" change color every four hours.

Concourse E's expansion also is home to four new concessions: Gameway (gaming stations), Uptown Exchange (news and gifts), Sycamore Brewing (popular Charlotte brewery) and PDQ (chicken tenders, chicken sandwiches and fresh salads).

The \$50 million addition allows CLT to install jet bridges on all Concourse E gates by 2023.

Concourse A Phase II Breaks Ground on 10-Gate Addition

Concourse A Expansion Phase II broke ground on May 16. The 10-gate addition will house Delta Air Lines and three common-use gates when it opens in fall 2024.

The 191,848-square-foot expansion will feature auto-tinting window glass to help control the temperature and sunlight inside, gate seats with integrated power to charge electronic devices, terrazzo flooring in the center walkways and two new art pieces.

Concessions will include a retail store, restaurant and bar. Restrooms will be equipped with modern finishes and water-saving toilets and sinks.

The addition will be wider than CLT's other domestic concourses for an open, spacious feel that is accented by high ceilings and scenic window views. Project cost is approximately \$231 million.

FAA Approves EA for Fourth Parallel Runway

The Environmental Assessment for the 10,000-foot-long fourth parallel runway was approved by the Federal Aviation Administration in March.

Crews began clearing land for the \$1 billion airfield project in December.

It will be built west of Runway 18C/36C and include two end-around taxiways. The groundbreaking will take place in June 2023.

Construction will conclude in mid-summer 2027 with a late fall commissioning that year.

Overlook Temporarily Relocates for Taxiway Construction

The Airport Overlook temporarily relocated Oct. 17 at the corner of Old Dowd Road and Airport Overlook Drive. The previous Overlook on Airport Overlook Drive closed Oct. 3 to make way for taxiway construction.

Charlotte Douglas is planning to build and open a new, permanent Overlook in summer 2024. It will be on Airport property and maintain the airfield, skyline and terminal views aviation enthusiasts have enjoyed for decades. It also will feature modern amenities, paved parking, two playgrounds and an expanded food truck staging area.



"Little Fish in a Big Pond" Makes its Mark at CLT

After planting the seeds to grow a strong relationship years ago, Martin Landscaping is proud to call CLT one of its biggest clients.

Read more:



Local Business
↑
Job Creation
↑
Economic Growth



Runway 5K



CLT Charity Golf Tournament

Connections Don't Just Happen at the Terminal. CLT's community outreach initiatives are proof of that. The Airport connects people, businesses and organizations in our community to a world of possibilities.

For Charlotte and surrounding areas, it's a hub for jobs, opportunities for growth and improved quality of life. CLT helps create and sustain critical connections that are important to the region's economic health and social vitality.

From job fairs to college scholarships to food drives, the Airport is making a difference for the residents of the Carolinas and changing lives for the better.

Golf Tournament Proceeds Help Build Habitat Homes

The 2022 CLT Charity Golf Tournament raised more than \$102,000 for Habitat for Humanity. The money will be used to build houses in the Meadows at Plato Price neighborhood.

Over 140 golfers participated in the annual event at Ballantyne Country Club on May 2. Thirty-two

companies were sponsors, including American Airlines, Aviation Consulting Engineers, HMSHost, Paradies Lagardère, Edison Foard Construction, TYLin International and HNTB.

The tournament was hosted by Airport Community Partnerships (ACP), a group of companies that operate out of, are based in, or have business with Charlotte Douglas International Airport. CLT and its business partners come together through the ACP to make a difference in the community. The Aviation Department provided staff support to the planning committee.

The Meadows at Plato Price is a nine-acre property located off Morris Field Drive less than a mile from the Airport. Over the next three years, 40 new homes will be constructed by Habitat for Humanity staff and volunteers to provide affordable homeownership.

Since it first teed off in 2019, the CLT Charity Golf Tournament has raised nearly \$240,000 for local nonprofit organizations.



Airport Job Fair

Job Fair Draws Big Crowds

The 2022 Airport Job Fair drew 480 attendees to Bojangles Coliseum on April 30. Hundreds of full-and part-time, seasonal and temporary positions were available from entry level to managerial.

The Aviation Department, American Airlines, Piedmont Airlines, Transportation Security Administration, HMSHost, Paradies Lagardère, City of Charlotte Fleet Management and Amex were among the participating employers.

Charlotte Douglas is one of the largest employers in the region, creating 169,390 jobs for North Carolina residents, according to the N.C. Department of Transportation. More than 20,000 people work for the Airport and its business partners.

Runway 5K Helps Open Doors Through College Scholarships

The Airport's 2022 annual Runway 5K raised \$38,810 for Airport Opportunity Scholarships at Central

Piedmont Community College. These funds will allow three local students to attend Central Piedmont for free, covering tuition, books and providing internship opportunities.

The Aviation Department created the scholarships in 2018 to promote careers in aviation and economic opportunities in Charlotte.

The Runway 5K hosted 1,241 participants to CLT's airfield on Oct. 22. The men's and women's winners were Christopher Zuerner with a time of 15:27 and Sara Diaz, who crossed the finish line in 19:18. Both Charlotte residents received American Airlines flight certificates. Omega Sports certificates were handed out to runners who won their age group.

CLT's Runway 5K offers a unique, flat course entirely on the airfield with two miles of runway and a close-up look at aircraft arrivals and departures. Participants also get amazing views of the terminal and Charlotte skyline.

CLT Partners with Edge4Vets

Twenty-six local veterans participated in Edge4Vets' free Zoom career workshop series on Oct. 6 and Oct. 20.

The Airport partnered with Edge4Vets in 2022 to prepare and connect veterans, National Guard, transitioning military service personnel and their spouses to employment opportunities at CLT.

The free career workshop series helps participants translate military strengths and leadership experiences into tools for civilian success. The program includes creating a plan to get hired.

At the conclusion of the workshops, participating veterans spoke to CLT Human Resources representatives about Airport employment opportunities that match their skills.

Aviation Academy Creates Airport Ambassadors

The Aviation Academy graduated its fifth class on March 31. The first session of the year was held virtually while the remaining six sessions were in person.

The 26 Aviation Academy participants learned how the Airport is managed and operates during each session and toured the airfield, Wilson Air Center and the American Airlines heavy maintenance hangar.

The academy is geared toward community members and public/private sector leaders and has had 114 graduates between 2017 and 2022.

Its goal is to give participants an understanding of how the Airport operates and its importance to the region as an economic engine that creates jobs and supports the economy. In return, participants act as community advocates for the Airport.

Employees Join Forces to Donate 70 Pounds of Food

Seventy pounds of food was collected in November by Aviation staff for Second Harvest Food Bank of Metrolina. Items donated included canned vegetables, soups and meats, boxes of macaroni and cheese, pasta, pancake mix and rice.



Connections Make Homeownership Possible

Lapri Holmes has always dreamed of sitting on the front porch of her brand-new, paid for home and watching her children go off to school.

Read more:



Revitalization
↑
Homeownership
↑
Dream Fulfilled





Advocate
 ↑
 Engagement
 ↑
 Community

Connections don't just happen at the terminal.

cltairport.com/CLTconnects | #CLTconnects

Second Harvest supplies food to a 24-county region of North and South Carolina through a network of over 950 emergency pantries, soup kitchens, homeless shelters and programs for low-income children and seniors.

CLT Welcomes Soldiers Flying Home for Holiday Leave

Approximately 3,000 Fort Jackson, S.C., soldiers departed from CLT Dec. 16-22 for a two-week holiday break. Charlotte Douglas served as a transportation hub for the annual event known as Victory Block.

The overall operation involved flights for approximately 15,000 soldiers who are in basic training or recent basic training graduates. The U.S. Army split travel between CLT, Hartsfield-Jackson Atlanta International Airport (ATL) and Columbia Metropolitan Airport (CAE).

The Aviation Department's Security Operations division coordinated the event. CLT, in partnership with the military, Transportation Security Administration, USO of North Carolina – Charlotte Center, airlines and other airport stakeholders, helped support the Army's mission.

United Way Campaign Gives Back to the Local Community

The Aviation Department raised \$4,605 in October for the 2022 United Way of Central Carolinas campaign. Candygrams, 50/50 and virtual raffles were held to raise money.

The United Way of Central Carolinas serves Anson, Cabarrus, Mecklenburg and Union counties and funds 132 nonprofit agencies.

Christmas Wishes Come True for Ashley Park Students

Christmas wishes came true for 50 Ashley Park Pre-K-8 School students (ages 5 to 14 years old) thanks to the Aviation Department's Spirit Committee who delivered 150 Angel Tree presents on Dec. 15. Aviation staff selected students through the Angel Tree program.

Presents included clothes, tablets, hover boards, arts and craft/science sets, sneakers and even a bed and mattress. Parents picked up the gifts in time to place

under their trees Christmas morning. The Aviation Department has partnered with Ashley Park since 2015.

Community Groups Provide Outreach for CLT

The Airport Neighborhood Committee (ANC) and Airport Community Roundtable (ACR) met regularly throughout 2022.

The ANC provides residents with information on the Airport's current and future plans and receives feedback on how those plans may affect those living nearby. ANC members met bi-monthly in 2022 and worked to revamp the group's mission statement, membership guidelines and applications.

The ACR is a community initiative that provides input into Airport-related noise topics and finds, where possible, practical solutions and recommendations for the FAA.

The ACR met seven times in 2022. During the year, the group refreshed its charter, updated group goals and membership, collaborated with the FAA on recommendations related to reducing noise levels under the downwind leg of the Airport's arrival pattern and served as representatives on the Technical Advisory Committee during Part 150 discussions.

Carolinas Aviation Museum Begins New Chapter

The Carolinas Aviation Museum (CAM) broke ground Sept. 27 on its new 105,000-square-foot facility scheduled to open in 2024.

The museum is being renamed in honor of Capt. Chesley B. "Sully" Sullenberger, who on Jan. 15, 2009, landed U.S. Airways Flight 1549 in the Hudson River after the plane hit a flock of geese and lost engine power over New York City. All 155 people on board survived. The flight became known as the, "Miracle on the Hudson." The actual aircraft was a popular exhibit at the museum before its doors closed in 2019. The plane's new home will be the Sullenberger Aviation Museum.

The three-building campus will include a welcome center, main exhibit hall and a preserved historic hangar complemented by an outdoor plaza with additional historic aircraft and views of CLT's airfield.



Father Knows Best: Helps Son Find Career Path

Adair Pineda's career path all began with a father-son chat. A senior at Harding University High School, he was searching for what to do after graduation.

Read more:



Scholarships
 ↑
 Opportunities
 ↑
 Experience



Connecting with passengers takes on many forms at CLT. Whether it be a friendly smile from an Airport volunteer, encouraging words from a chaplain or face lick from a Canine Crew member, the end goal is to provide a quality passenger experience.

As larger crowds returned to Charlotte Douglas in 2022, the Airport sought to create a welcoming atmosphere through programs and initiatives that gave passengers confidence to fly again. It goes beyond building connections. It's about building relationships.

Face Mask Mandate Lifted for Airports Nationwide

Masks were no longer required at U.S. airports after the Transportation Security Administration withdrew its Security Directive on April 18. That followed a federal judge's ruling striking down the Centers for Disease Control and Prevention's mask mandate.

This leaves the choice whether to wear a mask to passengers, visitors and employees.

Major airlines, including American, Delta, United, Southwest and JetBlue, soon followed by announcing face coverings were no longer mandatory.

Airport passengers and employees had been required to wear face coverings at CLT since a June 26, 2020, face mask order by N.C. Gov. Roy Cooper.

Face coverings remain available at TSA checkpoints, the Airport Information Desk in Ticketing and Visitor Info Center in Baggage Claim.

Charlotte Douglas Receives Cleaning Reaccreditation

Charlotte Douglas International Airport earned STAR Facility Reaccreditation from the Global Biorisk Advisory Council (GBAC) in February. The reaccreditation recognizes CLT has implemented the most stringent protocols for cleaning, disinfection and infectious disease prevention in its facilities.

CLT first received GBAC accreditation in December 2020 by demonstrating compliance with GBAC's 20 core



"Scenes from the Carolinas"



Aira

elements, which ranged from standard operating procedures and risk assessment strategies to personal equipment and emergency preparedness and response measures.

The annual reaccreditation process focused on the Airport's program development over the past year and goals for the upcoming year.

Carolinas Scenery Brightens CLT Entrances

"Scenes from the Carolinas" offers a glimpse of what the Tar Heel and Palmetto states have to offer.

Images of North and South Carolina were installed in early February on construction walls located on the upper and lower-level passenger entrances in Departures/Ticketing and Arrivals/Baggage Claim.

The upper level contains mountain scenery while the panels on the lower-level showcase Carolina beaches.

Locales featured include the Outer Banks, Cape

Hatteras Lighthouse, Beach Head Island, the Blue Ridge Parkway, Chimney Rock and the Great Smokey Mountains Railroad.

The photos help CLT visitors with wayfinding and provide a reference point for where they are in the terminal. The picturesque scenes also make a great selfie backdrop.

Satisfaction Remains High Among Passengers in 2022

Despite passenger growth and ongoing construction challenges, customer satisfaction survey numbers in 2022 remained high. Eight out of 10 travelers were satisfied overall with CLT.

Eight out of 10 travelers also were pleased with the check-in experience, service at the security checkpoint, terminal facilities, gate area, food and beverage, retail services and baggage delivery. Seven out of 10 passengers gave high marks to getting to and from the terminal.

The scores from the 429 people surveyed October to December 2022 were either consistent with or exceeded results from October to December 2019 (pre-COVID-19).

Airport App and Website Add Innovative Features

Charlotte Douglas introduced innovative features on its website and app in 2022 to speedily provide travelers needed information at their fingertips.

CLT assist, an automated chatbot, and bus wait times were placed on the Airport's homepage -cltairport.com. The chatbot helps passengers quickly find answers to their frequently asked questions. The bus wait time tool shares the latest bus departure and average wait time for buses headed to the terminal.

Multilingual support was added to the Airport's website as well, giving passengers access to text in Spanish.

The Airport also updated the iOS and Android app dashboard. The refreshed layout pushes the most unique and used app features to the forefront.

CLT Partners with Aira for On-Demand Visual Assistance

In May, passengers who are blind or have low vision could begin accessing visual interpreting services thanks to a partnership between the Airport and Aira.

With the Aira app, passengers connect with a live Aira agent who will visually interpret their Airport surroundings via the user's smartphone camera, answer questions and help navigate the terminal. While at CLT, travelers have free and unlimited access to the service.

USO Charlotte Serves Military and Their Families

The USO of North Carolina Charlotte Center in 2022 welcomed approximately 111,000 guests and 265 volunteers who contributed 20,000 hours of their time. More than 100 businesses also donated their services that year.

The USO at CLT is in its 16th year of serving military service members and their families.



Canine Crew

Airport Volunteers Elevate Customer Travel Experience

Volunteers help elevate the customer experience.

CLT's Airport Volunteers assisted 106,610 passengers in 2022. The program's 47 volunteers welcomed travelers, answered questions and provided wayfinding assistance throughout the terminal. On average they connected with 172 customers per shift.

The 25 volunteer dogs and handlers who make up the Canine Crew provide stress relief for CLT's millions of passengers each year. The program began in March 2015 and quickly became one of the Airport's most popular customer service programs. Crew members are registered, professional therapy dogs.

The music plays on for CLT's six volunteer piano players who fill the Airport's Atrium with popular songs. The pianists logged more than 1,000 volunteer hours on the Airport's baby grand in 2022.

Airport Chaplains Offer Comfort to Those in Need

The Airport's Interfaith Chapel in 2022 had 1,926 visitors sign its guest book and 1,767 passengers and employees attend Sunday worship services.

That year the chapel's 24 chaplains volunteered 4,822 hours and assisted 375 passengers.

CLT is one of a few airports in the country that provides chapel services. The Chapel, located on the second floor of the Atrium, is open every day from 5 a.m. to midnight.

Airport Art Takes On Modern, Colorful Flair

Complementing the modern aesthetics of the Airport's expansions and renovations, four new artworks were installed in 2022.

"Meridian," a suspended sculpture depicting spiraling movement by Danielle Roney in Ticketing's west

side, contains 569 spheres and 467 LED lights. The personal travel histories of Charlotte-area residents are represented in the dynamic movement of the artwork's integrated lighting. A twin sculpture of "Meridian" will be installed in Ticketing's east end in the next TLE phase.

"Carolina Moon" is a rich, colorful artwork by Scott Parsons that celebrates the musical traditions of North Carolina. It is embedded in terrazzo flooring at the west subterranean walkway entrance.

Wall artwork by Catherine Widgery titled "Restless Sky" enlivens the west subterranean walkway by creating a sense of space, light and air.

Adorning the ceiling of Concourse E Expansion is "Antinomies" - 29 suspended blown glass sculptures comprised of 5,000 pieces of blown glass. Created by Jonathan Michael Davis of Durham, lights illuminating the sculptures change color every four hours.



"Antinomies" on Concourse E Expansion

Airport Art Program Engages, Inspires and Connects Us All

Art is culture and culture connects communities. Art in the Airport connects millions of people beyond catching a flight.

Read more:



Community
↑
Culture
↑
Art



Women in Aviation - Break the Bias Event

Employees are the key to any organization's success. Every year the Aviation Department invests in its staff through education, training and workforce development.

With the tremendous growth of CLT and passenger traffic, employees' contribution to the Airport is immeasurable. Coming out of the COVID-19 pandemic, this proved to be truer than ever before.

The Aviation Department connected team members with resources to help them thrive and created new opportunities for residents to launch their careers.

Onsite and Online Classes Develop Employees

Continuing education plays a big role at CLT. Aviation Department staff completed 13,923 hours of training, averaging 21 hours per employee in 2022.

The Airport offered 189 (in-person/virtual) courses covering 45 topics (including Safety Chats).

Educational Assistance Program Helps Pay for College

The Educational Assistance Program paid more than \$76,000 for employees' tuition in 2022 toward 12 master's degrees, seven undergraduate degrees, numerous executive certifications and 23 associate degrees through the Central Piedmont Community College Associate Partnership Program.

Majors ranged from business administration to aviation management.

Apprenticeship Program Celebrates First Graduates

The Apprenticeship Program celebrated on April 19 its first graduates - Loading Bridge Technician Alex Armata and HVAC Technician Dalton Davis. Participants attend classes at Central Piedmont Community College and must maintain a 2.5 GPA. The program covers tuition and books.



Apprenticeship Graduation

Apprentices have all the benefits of a full-time employee while gaining on-the-job experience.

At the end of the program, they graduate with an associate's degree, North Carolina registered apprentice license and full-time position.

Career and Training Academy Opens Door to Employment

The Career and Training Academy at CLT graduated nine students on Jan. 11. The academy provides technical, trade, customer service and soft skill lessons to Aviation Department employees.

Participants worked in various divisions throughout the department and received 26 weeks of training.

Internships Offer Local Students Work Experience

On-the-job work experience was gained by 10 college students in 2022 thanks to CLT's Internship Program. They were immersed in the daily duties of aviation work

groups, including Facilities, Risk, Safety and Health, Development and Operations.

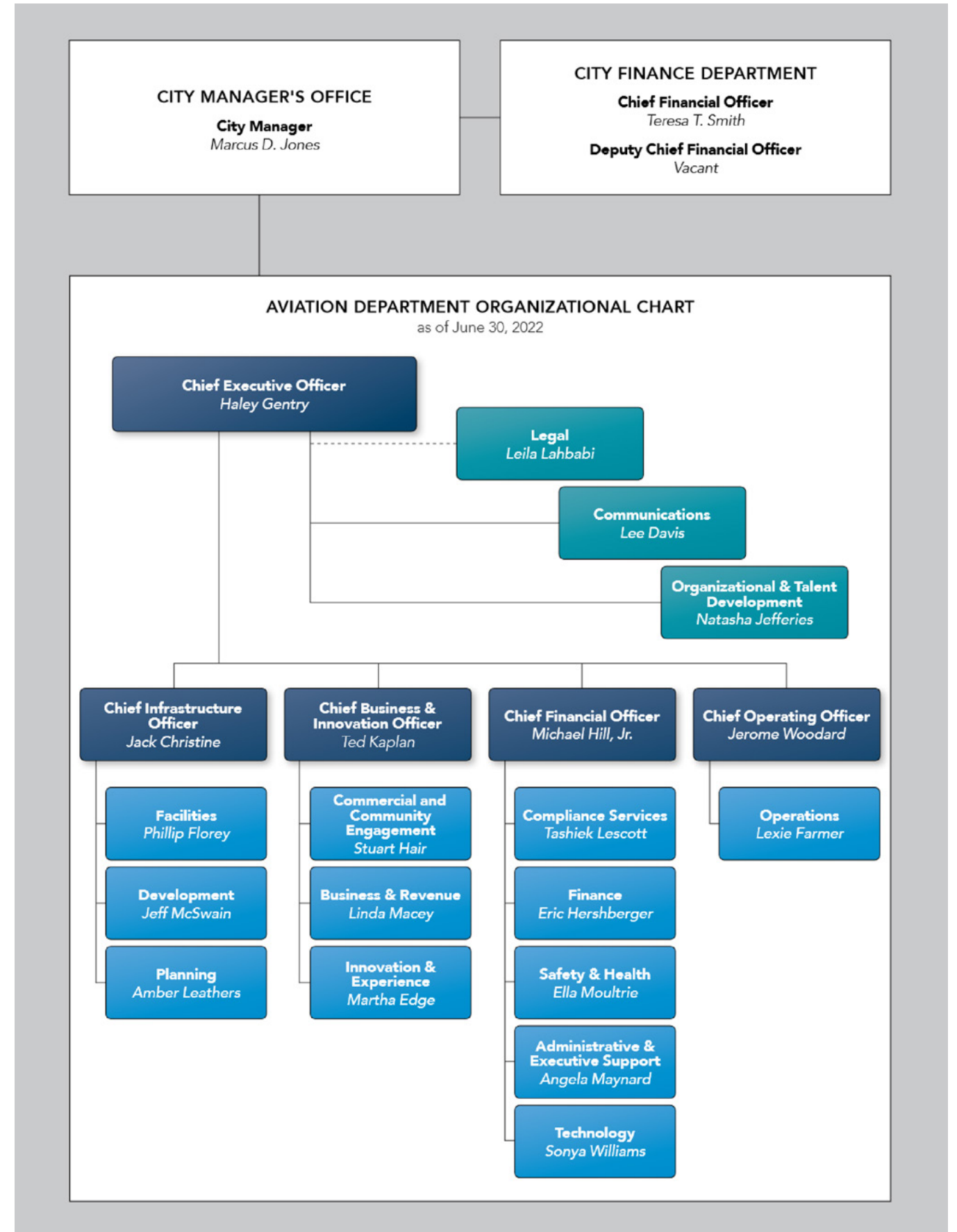
The Airport initiative is an opportunity for high school, undergraduate and graduate students to receive paid on-the-job work experience.

Retirees Return for CLT Visit

The Aviation Department hosted 30 retirees at the CLT Center on Nov. 9 with a combined 317 years of service from 1974 to 2022.

The event began in Eagle Conference Room with breakfast, a slideshow of old pictures and CLT updates from the Executive Leadership Team. Afterward, retirees toured the airfield. As a parting gift, they received CLT swag.

This is the first year the Aviation Department has held a retiree event. The overall goal is to provide retirees, who are strong CLT advocates, with the latest Airport news to share with their family, friends and community.





Passport to Summer Fun

Summer Fun Event Celebrates Employees

Passport to Summer Fun on June 15 was a show of thanks and appreciation for Aviation Department employees' hard work over the past 2 1/2 years during the COVID-19 pandemic.

Day and nighttime staff attended the carnival themed event with games, food, raffles and prizes. Approximately 450 employees participated in the daytime and nighttime festivities. Activities included a dunk tank, corn hole, a golf challenge, hula hooping and a flight simulator.

Spirit Committee Boosts Morale

The Spirit Committee held events throughout 2022 to help strengthen employee camaraderie.

Sports trivia in March brought out the competitive side of colleagues. To celebrate the end of summer in September, staff was treated to Italian Ice from Taystee Ice.

A food drive to benefit the Harvest Center of Charlotte in October collected canned goods for residents dealing with homelessness, poverty and unemployment.

Creativity took centerstage in October for the annual Halloween costume contest.

Approximately 150 Angel Tree presents were delivered in December for 50 Ashley Park Pre-K-8 students.

Women in Aviation Empowers Members

Women in Aviation (WIA) touted empowerment in 2022. Professional headshots were provided to WIA members on International Women's Day in March.

An event titled "Break the Bias" brought Airport employees together in July to discuss operational/technical roles for women in aviation, and a virtual demonstration focusing on improving public speaking was presented in September.

The group held a donation drive for Safe Alliance in November, collecting around 100 items for those affected by domestic violence.

WIA provides networking, education, mentoring and scholarship opportunities for women and men in aviation careers. The 143 members meet bi-monthly.

2022 Strategic Principles

Aviation management utilizes six core Strategic Principles to manage and run the world's 7th busiest airport for landings and departures: Safety and Security, Customer Focus, Strategic Growth, Asset Preservation, Value Employees and Strong Partnerships.

Safety and Security emphasizes devising safety practices to reduce the likelihood of harm or loss to people and property.

Customer Focus centers around providing a superior travel experience, one that blends southern hospitality with ease and efficiency of movement.

Strategic Growth, also known as demand-driven growth, ensures facility development is targeted for continued growth and global competitiveness.

Asset Preservation includes proactively maintaining equipment and facilities to safeguard against service disruptions, as well as pursuing technology to expand Airport capabilities and business vitality.

Value Employees focuses on promoting development, education and training, accountability and ownership, competitive compensation and quality working conditions for the Airport's employees.

Strong Partnerships involves fostering a financially self-sustaining and cost-competitive environment with our business partners built on trust and integrity. This principle also applies to the Airport's relationship with the community, assuring the community that the Airport will act in a responsible way providing information, seeking engagement and mutually beneficial solutions.



Alex Armata Connects Education, Career as First Apprenticeship Graduate

For Alex Armata, moving to Charlotte from his native Massachusetts connected him to new worlds in ways he never expected.

Read more:



Employment
↑
Opportunity
↑
Education



Carolina Public Sector Star Recertification Ceremony

Safety and security for passengers and employees is a top priority at CLT. By having a proactive approach with drills, exercises, trainings, workshops and planning, CLT is taking the necessary steps to prevent any threats or dangerous situations that may arise.

The buy-in is connecting all the essential elements – passengers and employees – to create a safe and secure Airport for everyone.

Aviation Department Earns Carolina Star Recertification

The Aviation Department’s Facilities division received Carolina Public Sector Star recertification from the N.C. Department of Labor on Oct. 26. N.C. Commissioner of Labor Josh Dobson was at Charlotte Douglas to make the official announcement.

The Carolina Public Sector Star program recognizes and honors local and state agencies for their leadership in occupational safety and health.

Facilities first received Star certification in 2019. The Aviation Department’s other divisions also have received Star recertification.

The Carolina Star celebration kicked off Safety Week that included Safety Day and Safety Night on Oct. 17 centering around the theme “Next Level Safety.” The events had over 30 vendors and 150 participants.

Chats Stress Work Safety

Risk, Safety & Health hosted monthly safety chats for Aviation Department staff and contractors. Over 450 employees participated virtually in the daytime and twilight sessions that covered topics ranging from hazard communications to ergonomics.

The chats give employees the opportunity to learn helpful tips about remaining safe while at work.

Work Groups Take Home Gold

Two Aviation Department work groups were recognized by the N.C. Department of Labor for their 2022 safety initiatives.



Safety Day



Triennial Part 139 Disaster Exercise

Administration received its fifth Gold Award for outstanding work in accident prevention. Facilities earned its first Gold Award for outstanding safety and health efforts.

To qualify for an annual safety award, companies/ organizations must have no fatalities during the calendar year and have maintained an incidence rate at least 50% below the average for its industry group.

Triennial Exercise Tests Emergency Response

The Triennial Part 139 Disaster Exercise on Oct. 8 tested emergency protocols and procedures at CLT. Charlotte Douglas is required by the Federal Aviation Administration to conduct a full-scale exercise every three years.

The exercise scenario involved an Airbus A319 crashing during landing with 110 people onboard. Onsite that day were approximately 100 volunteers portraying injured passengers and more than 100 emergency responders.

The Airport Emergency Operations Center also was

activated and staffed with over 40 personnel from the Aviation Department and multiple agencies.

A dozen evaluators were in attendance to assess the overall drill and performance of the responders. The Airport reviewed feedback from the evaluation team, responders and victim volunteers to make any needed improvements to its emergency plan.

Staff Prepares for Triennial

CLT Airport Emergency Management in August hosted a full-day workshop and tabletop exercise in preparation for the Triennial Exercise in October.

Six divisions of Airport Operations (Airside, Landside, Security, Terminal, AOC and Emergency Management) along with CLT leadership, Facilities, Chaplaincy, American Airlines, FAA, TSA, FBI, American Red Cross and public safety partners Medic, police and fire participated.

The exercise allows participants to work through multiple scenarios of an aviation accident and test and coordinate emergency response efforts.

Airport Completes Safety Implementation Plan

The Airport completed the Safety Management System (SMS) Implementation Plan in September. This is the first phase of the FAA's requirement to institute a SMS program at all required commercial- service airports.

Proactively CLT completed the project's first phase before the FAA finalized the SMS rule in April 2023. The Airport will request bids to complete the second phase of the project, which includes submitting a draft SMS plan by the April 2025 deadline.

New System Enhances Credentialing Process

The Airport enhanced its customer experience in the Credentialing office by offering QLess to employees needing to schedule an appointment for their security badge.

QLess is an appointment scheduling and queue management platform.

This new system allows for increased flexibility with badge appointment scheduling, enhanced record organization and integration with other Airport-owned software.

CLT Touts Successful Part 139 Inspection

Each year, the FAA and Transportation Security Administration perform extensive audits and inspections on the Airport's Airfield Safety and Security work groups. In February and the week of May 1, the FAA Airports Division and local TSA were onsite to review records, inspect airfield components, conduct security tests and perform other inspections.

Overall, there were improvements from the previous year's inspection results and opportunities for enhancements identified will be implemented.



Solar Panels on CLT Center's Roof

2022 Sustainability Highlights

- **10** electric buses driven over **350,000** miles
- **17** electric vehicle charging stations on CLT property
- **90** operational smart waste and recycling stations
- **30%** of CLT's collected waste recycled and diverted from landfills
- **185,620** pounds of used cooking oil/grease (95% goes toward renewable diesel production)
- **18.50** tons of food waste composted (offsite)
- **34,650** tons of concrete crushed and stockpiled
Roughly **10,000** tons have been reused on construction and maintenance projects.
- Solar panels on CLT Center's roof generate enough electricity to power **34** homes for one year.



A Healthier Community Begins with Innovative Sustainability

Sustainability is not just about protecting the environment at Charlotte Douglas International Airport.

Read more:







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