



AVIATION FY 2027 BUDGET

Budget, Governance and Intergovernmental Relations Committee

April 6, 2026

CITY OF CHARLOTTE DEPARTMENT

1

CLT FAST FACTS

ABOUT CLT AIRPORT

TERMINAL OPENED
MAY 2, 1982

123
GATES

1,800
DAILY ARRIVALS & DEPARTURES

118,000 DAILY PASSENGERS

100+ CONCESSIONS

25,000 PARKING SPACES

3 TOTAL RUNWAYS

6,000 ACRES OF LAND

2.4M Sq. Ft. TERMINAL WITH 5 CONCOURSES

NUMBERS & RANKINGS

53,574,392
PASSENGERS

574,193 ARRIVALS & DEPARTURES



205,770 TONS OF CARGO



2024 ACI RANKINGS*

6th IN ARRIVALS & * DEPARTURES

7th IN TOTAL ** PASSENGERS

* Worldwide ACI rankings
** Nationwide ACI rankings

ECONOMIC IMPACT

\$40B ANNUAL ECONOMIC IMPACT

5% OF STATE GROSS PRODUCT



\$2.1B STATE & LOCAL TAXES

Source: NC Department of Transportation Division of Aviation

AIRLINES

194 NONSTOP DESTINATIONS

44 INTERNATIONAL DESTINATIONS

3 US TERRITORIES

7 DOMESTIC AIRLINES

4 FOREIGN FLAG AIRLINES



2

EXCEPTIONAL SERVICE EVERY DAY!

TEAM CHARLOTTE

WHAT WE STRIVE FOR

Our Vision

**Connected,
Safe, Empowered
with Opportunity
for All**

WHO WE ARE

Our Mission

**Committed
To Exceptional
Service Every Day**

GUIDING PRINCIPLES

Our Values

**Collaborative,
Inclusive,
Trustworthy,
Reliable,
Forward-Thinking**

CITY of CHARLOTTE | **TEAM CHARLOTTE** | VISION, MISSION & VALUES

3

VISION:
CLT WILL BE THE HUB OF CHOICE WITH INNOVATIVE EXPERIENCES AND SUPERIOR FACILITIES.

MISSION:
CLT CONNECTS THE WORLD BY VALUING PEOPLE, PARTNERSHIPS, AND PRODUCTIVITY.

STRATEGIC PRINCIPLES

- CUSTOMER EXPERIENCE
- EMPLOYEE SUCCESS
- SAFETY & SECURITY
- STRATEGIC GROWTH
- POSITIVE PARTNERSHIPS
- ASSET PRESERVATION

CLT

4



FY2021	FY2022	FY2023	FY2024	FY2025	FY2026 Projection	FY27 Projected
33,318,069	46,139,931	51,000,186	57,436,761	56,272,566	52,823,878	52,885,442

5

FY 2027 BUDGET SUMMARY



Total Operating Expenses
348.8 M



Total Operating Revenues
560.7 M



Net Operating Revenues
211.9 M



6



STRATEGIC PRINCIPLES

SAFETY AND SECURITY
 MAINTAIN A STRONG SAFETY AND SECURITY CULTURE THAT PROTECTS PEOPLE AND PROPERTY.

Additional Police and ARFF services, funding for irregular operations, technology investments in radio security systems and federally required aviation worker screening

7

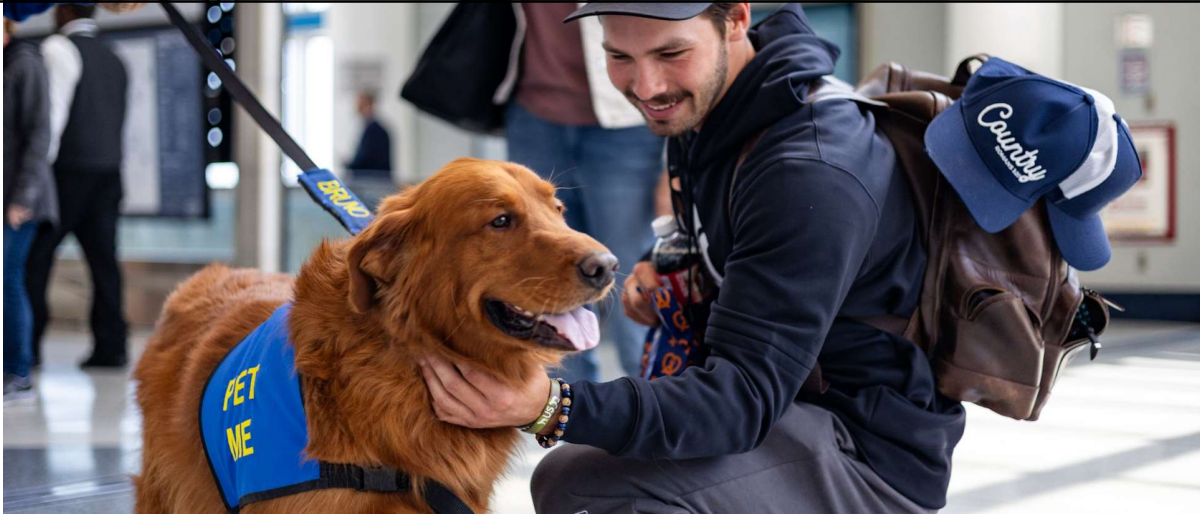


STRATEGIC PRINCIPLES

EMPLOYEE SUCCESS
 PROMOTE A DIVERSE AND INCLUSIVE WORKPLACE THAT VALUES AUTHENTICITY, BELONGING, AND TEAMWORK.

Recruitment and retention, employee professional development, workforce development, succession planning, aviation industry certification classes, leadership coaching, apprenticeships, internships and additional HR support staff.

8



STRATEGIC PRINCIPLES

CUSTOMER EXPERIENCE

DELIVER A SUPERIOR TRAVEL EXPERIENCE ANCHORED BY INNOVATION AND CREATIVE SOLUTIONS.

Combining public parking staffing contracts, enhanced terminal technologies and amenities, and new customer initiatives program

9



STRATEGIC PRINCIPLES

STRATEGIC GROWTH

MAINTAIN GLOBAL COMPETITIVENESS THROUGH DEMAND DRIVEN, ECONOMICALLY CONSCIOUS DEVELOPMENT.

Expansion of facilities and inflationary cost increases including enhancements to common use equipment staffing agreements, and online parking management software.

10



STRATEGIC PRINCIPLES

POSITIVE PARTNERSHIPS

SAFEGUARD BUSINESS AND COMMUNITY RELATIONSHIPS BY PRACTICING INTEGRITY, TRANSPARENCY, AND FISCAL RESPONSIBILITY.

Strong business community demand is expected to increase Fixed Based Operator (FBO) development and revenue growth. This also funds increases to the City's Cost Allocation Plan (CAP), ERP licenses, and performance-based incentive payments to vendors.

11



STRATEGIC PRINCIPLES

ASSET PRESERVATION

MINIMIZE SERVICE DISRUPTIONS AND IMPROVE RELIABILITY THROUGH PROACTIVE STRATEGIES.

Funding to support utility rate increases, elevator and escalator maintenance, vehicle parts, waste hauling, and window washing. These investments provide passengers, employees, and tenants a safe, clean, and reliable place to travel and work.

12

Workforce Development Program Highlights



Alex Armada - Apprentice



Career Training Academy Graduates



Adair Pineda - Opportunity Scholar

13



WINGS FOR ALL AND SUNFLOWER PROGRAM

We've joined The Sunflower



14

Aviation Academy



15

Investing in the Small Business Community

Charlotte Business Inclusion (CBI)

GOAL 13.1%

MWSBE SPEND: \$27M

MWSBE UTILIZATION:
16%

Disadvantaged Business Enterprise (DBE)

DBE SPEND: \$47.5M

DBE UTILIZATION:
17.4%



16

A Champion of Economic Prosperity

Providing Partnerships and Fair Opportunities to the Community



ACDBE
Airport Concessions
Disadvantaged Business
Enterprise

HMS HOST
ACDBE Revenue: \$77.6M
ACDBE Utilization: 30%

PARADIES
ACDBE Revenue: \$38M
ACDBE Utilization: 36%



17

FY 2027 Budget Detail

	FY 2025	FY 2026	FY 2027	Change
	Actual	Adopted Budget	Proposed Budget	FY 2026 to FY2027
Personnel	105,282,500	115,629,606	126,662,336	11,032,730
Operating	151,272,327	187,204,479	190,375,989	3,171,510
Capital	98,886	78,000	88,000	10,000
City Services	33,178,613	37,367,752	39,475,303	2,107,551
Department Chargeouts	(6,761,826)	(7,148,096)	(7,716,300)	(568,204)
Total Expenditures	283,070,500	333,131,741	348,885,327	15,753,586
Revenues	500,769,166	547,890,050	560,738,779	12,848,729
Total FTEs	907	954	975	21



18

R&C Summary

"Included Operating Budget"	FY26 Bud to FY27				
	FY2025 Actual	FY2026 Budget	FY2026 Estimate	FY2027 Budget	Bud Change
Airline Revenues	\$182,815,461	\$210,560,620	\$204,621,724	\$222,408,209	5.6%
Non-Airline Revenues	\$262,411,251	\$281,428,198	\$273,168,843	\$274,809,999	-2.4%
Total Operating Revenues	\$445,226,712	\$491,988,818	\$477,790,567	\$497,218,207	1.1%
Total Operating Expenses	\$237,989,400	\$262,167,790	\$258,806,125	\$273,953,636	4.5%
Net Operating Revenues	\$207,237,313	\$229,821,028	\$218,984,442	\$223,264,572	-2.9%
Enplanements	28,067,273	29,452,341	26,411,939	26,442,721	-10.2%
Landing Fee	\$2.09	\$2.23	\$2.48	\$2.73	22.6%
Terminal Rental Rate	\$94.57	\$99.61	\$100.04	\$106.44	6.9%
All Airline CPE	\$3.58	\$3.85	\$4.43	\$5.06	31.6%
Airline Profit Share	\$54,593,546	\$59,197,444	\$55,949,835	\$54,166,326	-8.5%
Net Airline Payments	\$128,221,915	\$151,363,176	\$148,671,889	\$168,241,882	11.2%



19

Cost Per Enplaned Passenger



Sources: FAA Form 127, City of Charlotte (CLT), and Series 2025AB ROAC (ATL).
 *CLT is estimated FY2027 all airline CPE



20



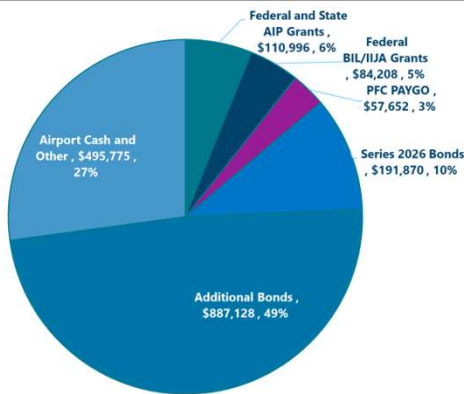
Capital Budget Overview

21

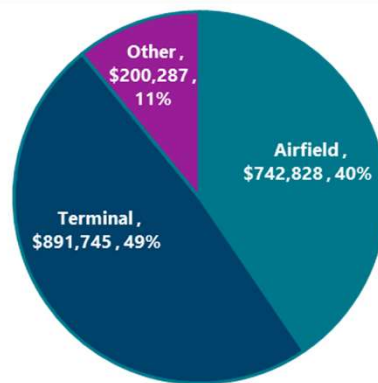
2027-2031 Capital Improvement Program

- **\$1.83 billion funding requirement** for the capital program
- Funding plan has a relatively low reliance on GARB funding, focusing instead on optimizing PAYGO funding sources
 - ✓ Will maintain CLT's low debt burden and airline CPE after CIP implementation

CIP Funding Sources (\$'s in millions)



CIP Uses (\$'s in millions)



22



Questions?



23



24