



BROWARD COUNTY  
AVIATION DEPARTMENT  
**ANNUAL REPORT**  
**2021**



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Terminal 4

spirit

Caribbean Airlines

Term

spirit

spirit







# Message From Mayor Michael Udine (11/16/2021 – 11/29/2022)



The Fort Lauderdale-Hollywood International Airport (FLL) is more than just a place where people catch a plane or come to pick up someone who is arriving in Broward County. The airport plays an integral role in the community and has a significant impact in most every sector of our economy. The airport employs thousands of people who work for the airlines, in retail, hospitality services, ground transportation, security, baggage handling, construction and numerous related fields. Of course, FLL is vital to tourism, bringing millions of people to our area who in turn stay in local hotels, eat at local restaurants, shop, and take advantage of all of the many things there are to do in Broward County.

Growth at the airport is generally indicative of growth in Broward County. It's not surprising that an independent Federal Aviation Administration forecast shows FLL as having the largest passenger growth rate among large hub airports through 2035! That's why the airport is always a work in progress as we strive to meet the demands of domestic and international travelers. As work continues to finalize a FLL Master Plan, the future may bring a peplemover system around the airport that will eventually connect to an intermodal transportation center. Eventually, all four terminals will be expanded, and a new airport hotel could be built in addition to a new multi-level parking structure.

Looking ahead, FLL will always be driven by customer demand and priorities are focused on good customer service. It's the reason why our airport has become so popular with airlines like Norse Atlantic, Azul, and Frontier offering new and expanded destinations. FLL's future is bright as we strive to welcome and accommodate everyone under the sun!

A handwritten signature in blue ink, appearing to read "Michael Udine". The signature is written in a cursive style and is positioned above a thin vertical line.



# Message From Broward County Administrator Monica Cepero



2021 continued to be a challenge for Broward County and Fort Lauderdale-Hollywood International Airport (FLL) as COVID-19 remained at the forefront of our lives. Despite everything, including our airport experiencing a dramatic downturn in airline passenger service in 2020, FLL was one of the first airports to recover, and by the end of the year, passenger numbers had climbed significantly. FLL and its dedicated employees continued to keep the airport running, working collaboratively with our airline partners, tenants, and federal partners to keep the traveling public safe.

As passenger activity increased and the intensity of the pandemic declined, our airport also saw the re-opening of shops and dining facilities as well as the launch of new food and beverage venues (there are now over 40) and brand-name stores throughout its terminals. We continue to expand and grow and strive to provide a warm, inviting, and unique atmosphere at our airport. To that end, we have expanded the local, national, and international public artwork on display throughout the airport with a new art gallery and a suspended sculpture, "Cirri," in Terminal 2.

With its continued improvements and modernization, FLL not only continues to be the gateway to the Americas and beyond but, I am proud to say, the model "airport of the future."

I look forward to FLL's continued success under the leadership and resilience of CEO/Director of Aviation Mark Gale and the support of our Broward County Board of County Commissioners.

A handwritten signature in blue ink, appearing to be "M. Cepero".



# Message From CEO/Director of Aviation Mark E. Gale



Welcome to our Annual Report 2021, a comprehensive year in review of milestones and accomplishments at Broward County's Fort Lauderdale-Hollywood International Airport (FLL) and North Perry Airport (HWO), our general aviation reliever facility.

In 2021, FLL experienced ongoing travel recovery resulting in the airport serving 28.1 million passengers\*, an increase of 70% from 2020's visitation, when aviation began turning the corner from the peak impacts of the COVID-19 pandemic. Domestic travel drove FLL passenger growth with 23.7 million visitors, up 77% from 2020, while international traffic improved at a slower clip by 38% to 4.3 million travelers. Concurrently, business for Rental Car Center providers rebounded significantly during the year after decreasing dramatically in the early months of COVID-19. Additionally, despite aircraft operations declining 15% year-over-year at HWO due to the pandemic's effects, the airport was still one of Florida's busiest general aviation facilities during the fiscal and calendar year.

Even with COVID-19's ongoing presence, the Broward County Aviation Department (BCAD) and its airport partners stayed on course to complete excellent work in 2021. Examples include the new Delta Sky Club opening in Terminal 2, the debut of Tripadvisor and LEGO stores in Terminals 3 and 4, respectively, and the reopening of several existing concessions after temporary pandemic-related closures. Also, HWO completed a multimillion-dollar upgrade of safety areas on two runways. Other 2021 highlights included the Hidden Disabilities Sunflower Program launch at FLL and BCAD's inaugural job fair to assist staff-challenged airport tenants in recruiting employees.

FLL added two airlines in 2021 – Flair and Avelo – bringing its total roster to 21 carriers, and a few others are planning inaugural flights in 2022, including Western Air and Norse Atlantic Airways. So, with travel activity poised to near pre-pandemic levels in 2022, the horizon looks much brighter for FLL.

A handwritten signature in blue ink that reads "Mark E. Gale".

\*Calendar year



# Broward County Aviation Department Overview



The Broward County Aviation Department (BCAD) operates the Fort Lauderdale-Hollywood International Airport (FLL) and its general aviation facility North Perry Airport (HWO). FLL is a large-hub airport (defined as supporting more than 1 percent of national departing passengers) with commercial airline service since 1953. The airport is one of Broward County's leading economic engines driving business and travel through Greater Fort Lauderdale, one of Florida's most popular regions. In 2021, there were 14,767 employees at FLL. Established in 1929 as Merle Fogg Field, FLL marked its 92nd anniversary in 2021.

Before the COVID-19 pandemic, FLL accounted for 255,386 direct, indirect, and induced jobs, and generated an annual economic impact of \$37.5 billion, according to results of a 2019 Martin Associates independent consultant's review. Meanwhile, HWO generated 1,163 direct and indirect jobs and total business sales of approximately \$119.1 million, a recent Florida Department of Transportation (FDOT) Economic Impact Study showed.

# FLL Airport History

FLL's heritage can be traced back to a nine-hole golf course where 92 years ago, people enjoyed rounds of the game until the facility was converted to a landing strip named after aviation pioneer Merle Fogg. During World War II (WWII), the U.S. Navy took advantage of the strategic location of Merle Fogg Field and transformed it into Naval Air Station Fort Lauderdale. The naval base trained pilots for battle here using Fort Lauderdale beach and the surrounding area as torpedo bombing sites. FLL's storied history began in 1948 when Broward County assumed control of the site. In 1959, the airport was dedicated as Broward County International Airport and later renamed Fort Lauderdale-Hollywood International Airport on October 5, 1963.



Located in the heart of the Gold Coast in South Florida, FLL is 21 miles north of Miami International Airport (MIA) and 42 miles south of Palm Beach International Airport (PBI). This strategic location provides a catchment area of more than six million people. The airport is the epicenter of a thriving global transportation network, and its growth over the past decade has been fueled by a booming cruise market, a growing international population, the addition of new airlines, and expanding route maps of other carriers. Its distinctive location, less than two miles from the county-owned seaport, Port Everglades, makes it the closest airport/seaport connection in the nation. This unique connectivity creates a synergy that Broward County nurtures and cruise passengers value. Additionally, because FLL's fares are lower, cruise travelers often choose the airport as their gateway to PortMiami.



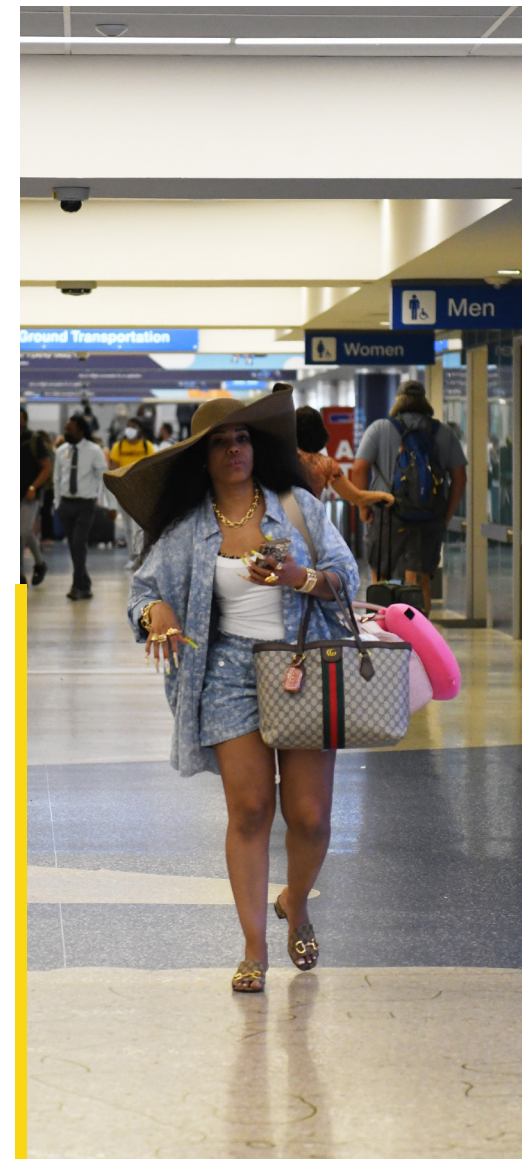


# Year in Review

In Fiscal Year (FY) 2021 (October 1, 2020 through September 30, 2021), passenger traffic at FLL continued to improve over the second quarter of 2020 when travel activity fell to historic lows following the onset of the COVID-19 pandemic. In all, FLL welcomed 25.08 million passengers in FY 2021, marking a 17.5% increase from 21.34 million travelers in FY 2020.

Domestic travelers fueled by wanderlust after prolonged pandemic-induced isolation, and enticed by lower fares, the lure of beaches, warm weather, and outdoor activities, drove the rebound in passenger activity in 2021. FLL welcomed 21,306,636 domestic passengers and 3,777,204 international visitors in the fiscal period. However, international traffic recovered at a slower pace due to ongoing pandemic-related travel restrictions, the uncertainty posed by increasing COVID-19 infections driven by the new variants, and reduced airline service.

During the last quarter of calendar year (CY) 2021, the airport added two new carriers. Canadian low-cost Flair Airlines inaugurated service in October from Ottawa and Toronto to FLL. Meanwhile upstart Avelo Airlines, based in Burbank, Calif., began flying nonstop between New Haven, Conn., and Fort Lauderdale.



# FLL by the Numbers



- FLL carried **25,083,840** passengers, up **17.5%** over FY 2020 according to BCAD financial reports in FY 2021.
- FLL ranked **13th** in total passenger traffic, **9th** in international traffic, **9th** in domestic origin and destination (O&D)\*.
- FLL continued to be the dominant domestic airport in the region and carried **51%** of the domestic O&D passenger traffic in the tri-county area.
- FLL had the lowest average domestic and international fares in the region among large-hub airports.
- FLL was the **8th** fastest-growing large-hub airport in the U.S. in total traffic.
- FLL ranked **4th** in domestic growth and **10th** in international growth.
- During this same timeframe, commercial operations increased by **11%** or **60** additional flights a day.

\*O&D passengers start or end their flights at FLL versus making a connection



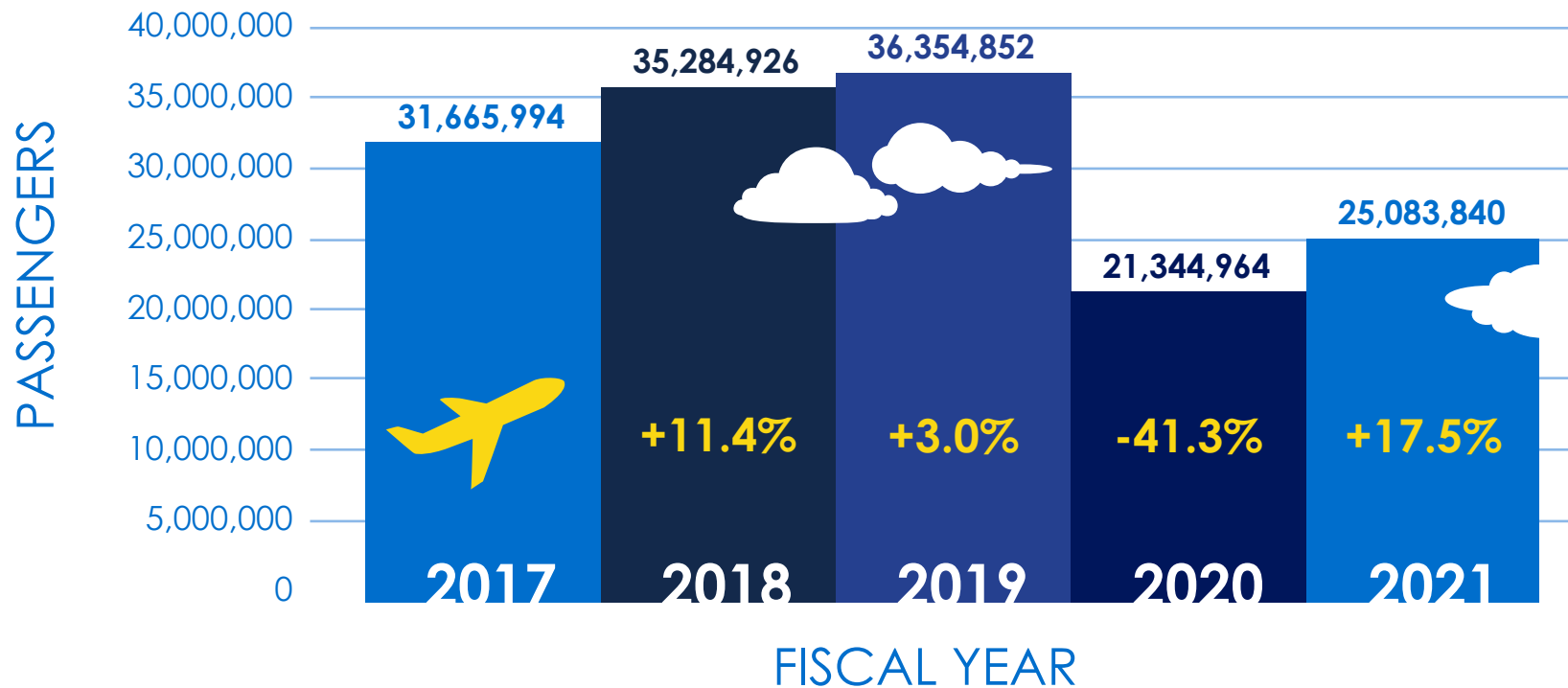
# Larger Planes Equal More Seats

With the arrival of larger narrow-body aircraft, the average seats per departure have increased by 11.8% in the last five fiscal years



# Total Passenger Traffic

Passenger traffic has decreased by 6.5 million passengers over the last five fiscal years; however, traffic has increased by more than 4 million passengers in just the last year.



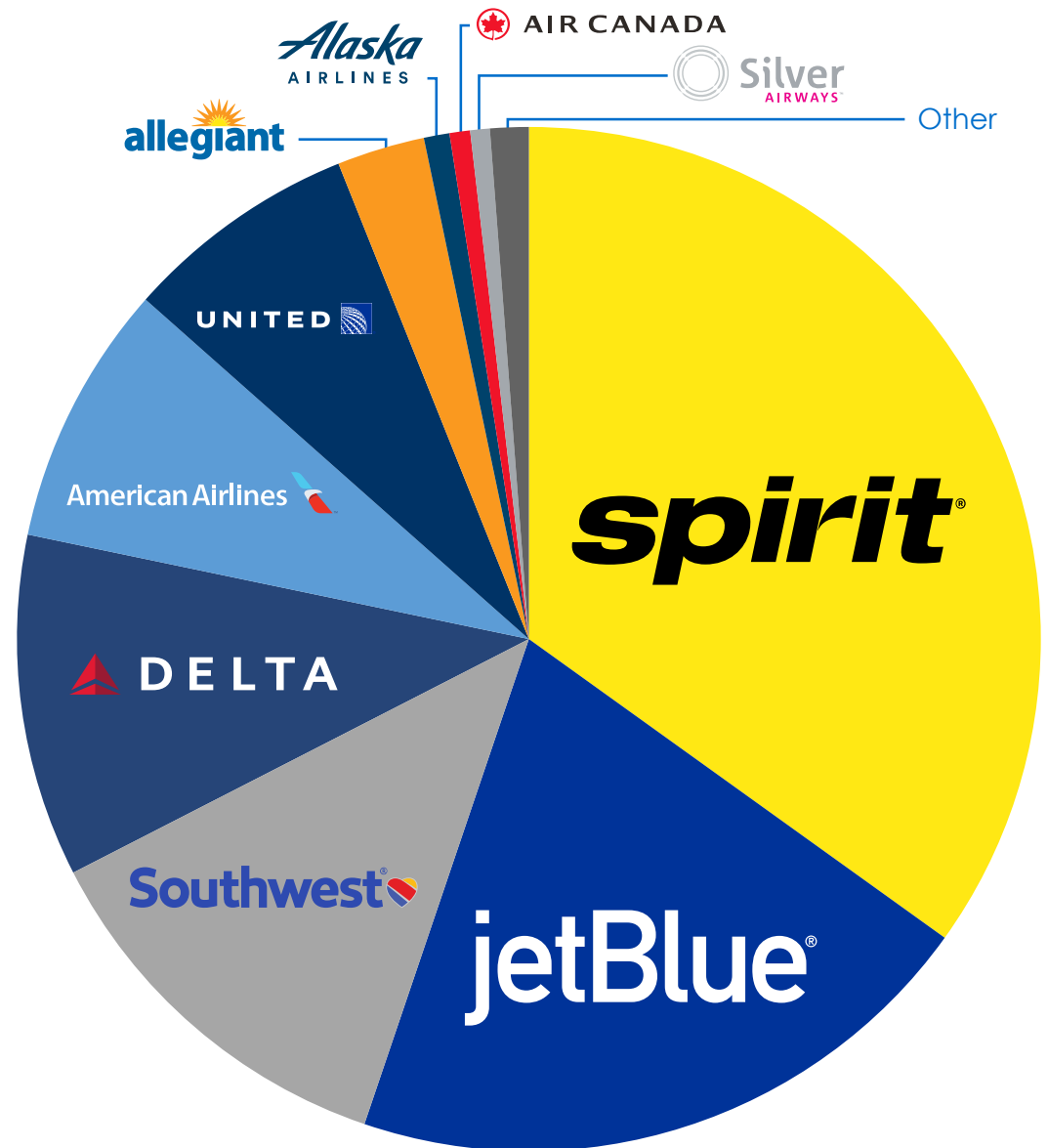


# FLL's Passenger Traffic by Airlines | FY 2021

AIRLINE	DOMESTIC	INTERNATIONAL	GRAND TOTAL
Air Canada	-	154,728	154,728
Air Transat	-	3,718	3,718
Alaska Airlines	202,884	-	202,884
Allegiant Air	696,041	-	696,041
American Airlines	2,038,088	34,489	2,072,577
Avianca Airlines	-	18,228	18,228
Azul Linhas Aereas	-	77,876	77,876
Bahamasair	-	99,660	99,660
Copa Airlines	-	65,817	65,817
Delta Air Lines	2,711,518	75	2,711,593
Endeavor Airlines	11,224	-	11,224
IBC Airways	-	4,027	4,027
JetBlue Airways	3,751,024	1,339,600	5,090,624
Republic Airways	158	-	158
Silver Airways	114,199	48,668	162,867
Southwest Airlines	3,074,444	0	3,074,444
Spirit Airlines	6,831,009	1,926,132	8,757,141
Sun Country Airlines	20,101	-	20,101
United Airlines	1,855,946	-	1,855,946
WestJet	-	4,186	-
<b>GRAND TOTAL</b>	<b>21,306,636</b>	<b>3,777,204</b>	<b>25,083,840</b>

# FLL's Top 10 Airlines by Market Share | FY 2021

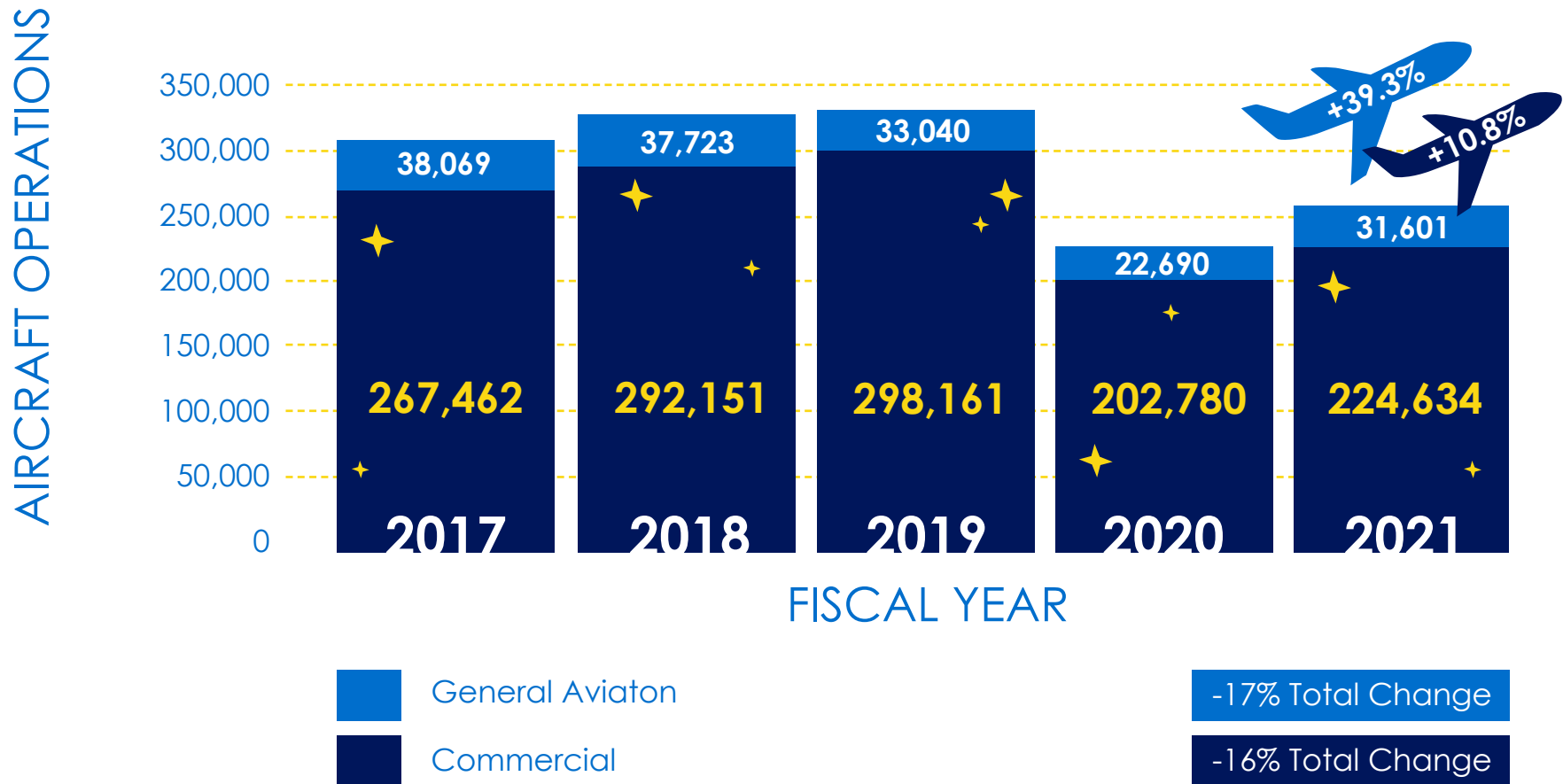
AIRLINE	TOTAL PASSENGERS	% SHARE
Spirit	8,757,141	34.9%
JetBlue	5,090,624	20.3%
Southwest	3,074,444	12.3%
Delta	2,711,593	10.8%
American	2,072,577	8.3%
United	1,855,946	7.4%
Allegiant	696,041	2.8%
Alaska	202,884	0.8%
Silver	162,867	0.6%
Air Canada	154,728	0.6%
Other	304,995	1.2%
<b>GRAND TOTAL</b>	<b>25,083,840</b>	





# Total Aircraft Operations

In the last five years (FY 2017-2021), general aviation aircraft operations have decreased by 17%. During the same period, commercial operations declined by 16%. In FY 2021, aircraft operations significantly improved over FY 2020. General aviation was up 39.3% and commercial operations increased by 10.8%.



# New Service by FLL Airlines | FY 2021

AIRLINE	DESTINATION	DATE
<b>JetBlue</b>	Pittsburgh, PA	October 1, 2020
	Seattle, WA	October 3, 2020
<b>United</b>	New York-LaGuardia, NY	November 6, 2020
	Boston, MA	November 6, 2020
	Cleveland, OH	November 6, 2020
<b>Spirit</b>	Bucaramanga, Colombia	November 18, 2020
	Indianapolis, IN	November 18, 2020
	Barranquilla, Colombia	November 19, 2020
<b>Delta</b>	Los Angeles, CA	November 21, 2020
<b>Alaska</b>	San Diego, CA	November 21, 2020
	Portland, OR	November 22, 2020
<b>Silver</b>	Charleston, SC	November 23, 2020
<b>JetBlue</b>	Portland, OR	December 6, 2020
	Palm Springs, CA	December 17, 2020
	Bozeman, MT	December 19, 2020



# New Service by FLL Airlines | FY 2021

AIRLINE	DESTINATION	DATE
<b>Silver</b>	Columbia, SC	December 17, 2020
<b>Sun Country</b>	Minneapolis, MN	December 17, 2020
<b>Silver</b>	Savannah, GA	April 1, 2021
<b>American</b>	Port Au Prince, Haiti	April 2, 2021
	Los Angeles, CA	April 2, 2021
	Boston, MA	April 2, 2021
	New York-JFK, NY	April 2, 2021
<b>Allegiant</b>	Bangor, ME	May 28, 2021
<b>Spirit</b>	St. Louis, MO	May 27, 2021
	Louisville, KY	May 27, 2021
	Kansas City, MO	June 9, 2021
	Greensboro, NC	June 10, 2021

# FLL's Routes

In FY 2021, FLL had an average of:

**229** daily departures to  
**83** U.S. destinations and  
**46** daily departures to  
**39** international destinations in  
**20** different countries.



# FLL's Top 20 Domestic Markets

ORIGIN & DESTINATION*	ROUND-TRIP PASSENGERS PER DAY	PERCENTAGE OF TOTAL ROUND-TRIP PASSENGERS PER DAY
Newark, NJ	3,377	6.8%
Atlanta, GA	3,107	6.2%
New York-La Guardia, NY	2,403	4.8%
New York-JFK, NY	2,389	4.8%
Chicago-O'Hare, IL	2,126	4.3%
Boston, MA	2,092	4.2%
Detroit, MI	1,992	4.0%
Philadelphia, PA	1,697	3.4%
Baltimore, MD	1,662	3.3%
Los Angeles, CA	1,407	2.8%
Dallas/Fort Worth, TX	1,382	2.8%
Denver, CO	1,358	2.7%
San Juan, PR	1,185	2.4%
Houston-Intercontinental, TX	997	2.0%
Las Vegas, NV	971	1.9%
Nashville, TN	948	1.9%
Cleveland, OH	884	1.8%
Charlotte-Douglas, NC	785	1.6%
Chicago-Midway, IL	777	1.6%
Raleigh/Durham, NC	718	1.4%
<b>TOTAL</b>	<b>49,805</b>	

\*O&D passengers start or end their flights at FLL versus making a connection.



# FLL's Top 20 International Markets

ORIGIN & DESTINATION*	ROUND-TRIP PASSENGERS PER DAY	PERCENTAGE OF TOTAL ROUND-TRIP PASSENGERS PER DAY
Port Au Prince, Haiti	602	8.1%
Santo Domingo, Dominican Republic	537	7.3%
Cancun, Mexico	509	6.9%
Bogota, Colombia	398	5.4%
Medellin, Colombia	344	4.6%
San Jose, Costa Rica	325	4.4%
Nassau, Bahamas	318	4.3%
Kingston, Jamaica	291	3.9%
Guayaquil, Ecuador	251	3.4%
Montego Bay, Jamaica	233	3.1%
Punta Cana, Dominican Republic	232	3.1%
Lima, Peru	221	3.0%
Cartagena, Colombia	219	3.0%
Montreal, Canada	202	2.7%
Guatemala City, Guatemala	183	2.5%
Cali, Colombia	183	2.5%
Toronto, ON, Canada	174	2.3%
San Pedro Sula, Honduras	173	2.3%
Santiago, Dominican Republic	170	2.3%
San Salvador, El Salvador	165	2.2%
<b>TOTAL</b>	<b>7,397</b>	

# Guest Experience

## NEW CONCESSIONS

### More airport food, beverage, and retail venues

During 2021, FLL continued to expand its concessions portfolio, albeit at a slower click amid the pandemic, by opening a handful of new local and national branded dining and shopping locations.

### Opened in 2021

Name	Location
<b>Retail</b>	
Tripadvisor	T3E
CNBC Next Generation	T3F
3Sixty Duty Free & More	T4 (expanded store)
LEGO	T4G West

### Legend

- T1B/C = Terminal 1 B/C Connector
- T1A = Terminal 1 Concourse A
- T1B = Terminal 1 Concourse B
- T1C = Terminal 1 Concourse C
- T2D = Terminal 2 Concourse D
- T3E/FC = Terminal 3 E/F Connector
- T3E = Terminal 3 Concourse E
- T3F = Terminal 3 Concourse F
- T3/4C = Terminal 3/4 Connector
- T4G = Terminal 4 Concourse G



# Guest Experience

## NEW CONCESSIONS (CONT'D)

Coming in 2022

Name	Location
<b>Food &amp; Beverage</b>	
Sergio's Cuban	T1B
Burger King	T1B
Starbucks Coffee	T2D
Umaizushi	T2D
<b>Retail</b>	
Evolve	T2D
3Sixty Duty Free	T2D
Escape Lounge	T3E/FC
Runway	T3E
PGA Tour Fan Shop	T3E
Hip and Humble	T3E
3Sixty Duty Free	T3E
SPANX	T3F
MAC Cosmetics	T3F
Tropical Exchange	T3F
Beaches Travelmart	T4G Central
Dylan's Candy Bar	T4G Central



### Legend

- T1B/C = Terminal 1 B/C Connector
- T1A = Terminal 1 Concourse A
- T1B = Terminal 1 Concourse B
- T1C = Terminal 1 Concourse C
- T2D = Terminal 2 Concourse D
- T3E/FC = Terminal 3 E/F Connector
- T3E = Terminal 3 Concourse E
- T3F = Terminal 3 Concourse F
- T3/4C = Terminal 3/4 Connector
- T4G = Terminal 4 Concourse G















# Guest Experience

## RENTAL CAR CENTER OPERATIONS

In FY 2021, FLL's Rental Car Center (RCC) providers saw increased business demand from FY 2020 as the U.S. leisure travel market continued to recover. The uptick in customer demand was due in part to a shift in how passengers opted to travel from the airport to their final destinations. Industry trends indicated more passengers were booking rental cars with their flights or hotel reservations, preferring to rent a private vehicle instead of using shared or public transportation to decrease their likelihood of exposure to COVID-19. The RCC generated 50% more revenue in FY 2021 versus the previous year due to increased car rental prices and fewer available vehicles to match the soaring demand. During the year, the number of on-site RCC companies declined from 14 to 12, due to industry consolidation and bankruptcies arising from the economic slowdown earlier in the pandemic.



Cars Rented at FLL   FY 2021	
  	345,233
  	273,661
  	258,833
	52,077
	62,542
	45,359
<b>GRAND TOTAL</b>	<b>1,037,705</b>



# Guest Experience



## AIRPORT AMENITIES AND INITIATIVES

### Biometrics

CLEAR, a biometrics identification platform designed to expedite security checkpoint screening, is now available in all four terminals at FLL. In January 2021, the company expanded service into Terminal 4, following rollouts in Terminals 3 and 1 in November and February 2019, respectively. CLEAR first debuted at FLL in Terminal 2 in October of 2018. Members move through a dedicated security checkpoint lane where their identities are instantly validated using iris and facial scan data before progressing to Transportation Security Administration (TSA) screening. Enrollment is open to U.S. citizens and legal residents 18 years and older who sign up online at [Clearme.com](https://clearme.com) or a participating airport such as FLL.

### Hidden Disabilities Sunflower Program

FLL is now among the U.S. airports offering the Hidden Disabilities Sunflower Program (HDSP) to travelers as part of the airport's growing slate of accessibility-focused amenities. Airports are busy places, and while most people can take the buzz of activity in stride, for passengers with disabilities, visible and not so visible, this may not be as easy. One of FLL's top priorities is to provide amenities and services such as the HDSP to help guests with special needs have a better airport travel experience. The subtle sunflower is a global symbol used to raise awareness about HDSP. Effective December 1, 2021, FLL guests can opt into the voluntary program at no charge and request a lanyard or pin by emailing [contactfll@broward.org](mailto:contactfll@broward.org). To learn more about the HDSP and other FLL programs for travelers with disabilities, visit the Assistance page at [fll.net](https://fll.net)



# Guest Experience

## AIRPORT AMENITIES AND INITIATIVES CONT'D

### COVID-19 Test Site

The testing service began operations in Terminal 3 at FLL in December 2020 as an additional amenity for the traveling public during the pandemic. Since then, the Nomi Health-operated COVID-19 testing site has administered more than 88,350 tests to ticketed passengers.



### Pet-Friendly Bathrooms

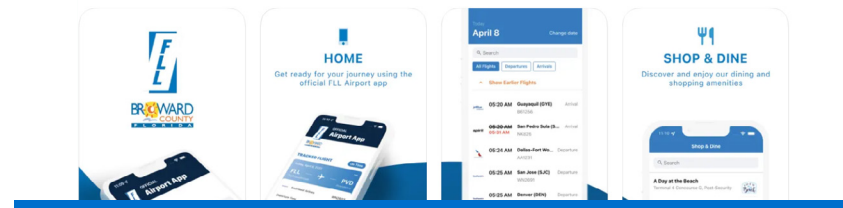
FLL has six indoor Service Animal Relief Areas (SARAs) to serve your traveling canine's bathroom needs. Three new locations were added within the past year, and a seventh is under construction in Terminal 3, Concourse E. The available SARAs are as follows:

- Terminal 1 B/C Connector, Concourse A, U.S. Customs Federal Inspection Station (FIS)
- Terminal 2, Concourse D
- Terminal 3, Concourse F
- Terminal 4, Concourse G

The post-security SARAs feature artificial grass, fire hydrants, drainage systems for sanitation purposes, and cleaning supplies for pet owners. They complement FLL's four pet relief areas located outside on the lower level terminal curbsides. The pet-friendly pit stops give travelers a secured open-air space for their canine companions to walk or take a potty break. Doggie bags and trash receptacles are available, so please remember to clean up after your pets.

### FLL App

FLL began work in 2021 on a new mobile application, which will be available in Android and Apple iOS formats. The new app featuring online ordering for select concessions and other key airport information is expected to launch by summer 2022.





# Guest Experience

## AIRPORT AMENITIES AND INITIATIVES CONT'D

### Airline Lounges

#### Delta Sky Club

The mezzanine-level Delta Sky Club at FLL made its official debut in June 2021 as one of the latest enhancements available to airport guests in Terminal 2 as its multi-year \$153 million modernization project nears completion. The 8,000-plus square-foot Delta Air Lines lounge features floor-to-ceiling windows with spectacular runway views, an art gallery, self-serve food stations, and a bar selection of seasonal, premium cocktails for club members to enjoy. The Club's culinary options include breakfast favorites, regional specialties, soups, salads, sandwiches, quick snacks, and desserts.



#### United Club

United Airlines reopened its United Club at FLL in July, encouraged by growing passenger demand for flights to and from Fort Lauderdale amid the travel recovery in 2021. FLL guests can enjoy the United Club in Terminal 1, Concourse C near Gate C1, by purchasing an annual membership or one-time pass. In 2020, United temporarily closed its FLL location and many others nationwide during the peak of the COVID-19 pandemic. United Clubs offer a range of complimentary amenities, including beverages, light snacks, high-speed Wi-Fi access, reservation assistance, seat assignments, and electronic ticketing.

#### New Lounge Debuting in 2022

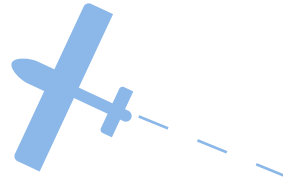
Escape Lounges - The Centurion® Studio Partner at FLL is set to debut in late 2022, in Terminal 3 along the post-security Concourse E-F connector walkway. As a common-use lounge, travelers from any airline or status can enjoy the amenities for a fee. Lounge offerings will include hot and cold chef-curated food, premium alcoholic and non-alcoholic beverages, ample power outlets, high-speed Wi-Fi, up-to-the-second flight information, and access to 7,000+ digital publications in 60+ languages from 120+ countries. Plush and relaxing seating throughout this over 5,000-square-foot lounge will be paired with airfield views and an aesthetic uniquely inspired by South Florida. For more information, visit [EscapeLounges.com](https://www.EscapeLounges.com).



# Guest Experience

## AIRPORT DEVELOPMENT UPDATES

## INNOVATION AND EFFICIENCIES



### Ultraviolet Cleaning Expansion

BCAD, through its partner Schindler, expanded ultraviolet (UV) light sanitizing units to clean escalator handrails in Terminal 3, Terminal 4, and the RCC. The Aviation Department first deployed the UV light cleaning technology in Terminal 2 in the summer of 2020 as part of the airport's "FLly Safer, FLY Smarter, FLY Better" public confidence campaign to provide a safe and clean environment for everyone during the ongoing COVID-19 pandemic. The UV light cleaning systems continuously sanitize the escalator handrails in these areas. The technology complements other deep cleaning measures in FLL's existing virus-fighting playbook, including disinfecting foggers/misters and electrostatic sanitizing machines.



### Scan, Pay & Go Shopping

In March, airport concessionaire Paradies Lagardère introduced the MishiPay Scan, Pay & Go technology at its Univision travel essentials store at FLL as part of a pilot program. Early results showed travelers were embracing the new contactless payment option, Paradies said. With the MishiPay shopping solution, airport travelers simply choose the items they want, scan the barcodes and pay for them using their own mobile devices. There's no need for shoppers to wait in line at a register. The new in-store experience elevates overall customer satisfaction and convenience by enhancing speed of service and reducing interpersonal contact, which supports safety and health protocols, the airport retailer noted. In 2021, Paradies also added self-checkout kiosks at FLL with the opening of two new stores in Terminal 3.

# Guest Experience

## TERMINAL MODERNIZATION

### Terminal 1

The Terminal 1 Modernization Project was completed in November 2019. During the past few years, significant upgrades throughout the terminal have included opening a new \$95 million Concourse B/C Connector and a centralized TSA passenger screening checkpoint. New exit lane security breach control systems were installed in Concourses B and C to allow for fast and safe passage from the secure areas of the terminal to the public side. In addition, more than a dozen new shops and restaurants have opened, including Rocco's Tacos & Tequila Bar, Offerdahl's Off-the-Grill, Jimmy Buffet's Air Margaritaville, Harley-Davidson Motorcycles, and MAC Cosmetics, to name a few.



### Terminal 2

FLL opened all of Terminal 2's newly redesigned dining and shopping venues, modern restrooms, and upgraded gate-area passenger waiting rooms in 2021. In June, BCAD joined Delta to celebrate the opening of the airline's new mezzanine level Sky Club. With the completion of the Concourse D expansion, upgrades and post-security amenities, BCAD is focusing next on the Terminal Connectors Program, which will include a new T2 security checkpoint and more public art opportunities across the airport's terminal campus. This project will build enclosed corridors between Terminals 1, 2, and 3, providing ticketed passengers with seamless post-security access to all four terminals.



### Terminal 3

In 2021, the Terminal 3 program took advantage of the downturn in passenger activity arising from the COVID-19 pandemic to accelerate construction. As such, new concessions, centrally located double-sided restrooms, and charging stations for passenger seating were delivered ahead of schedule. In November, retail concession Tripadvisor opened in Concourse E, a year after Bokamper's Sports Bar & Grill began serving guests traversing the E/F connector. In July, a new central automated dormakaba exit system and escalator staircase to bag claim, began operations and have since successfully reduced ticket lobby congestion by separating arriving and departing passenger traffic. Throughout the year, workers completed shell spaces for four future concessions along the entrance to Concourse E, and four of six new bag claim devices became operational. In the post-security E/F connector walkway, final renovations to existing food and beverage spaces are underway and a new common-use lounge with fantastic views of the airfield is under construction for opening in 2022.





# Guest Experience

## Terminal 4



Construction activities continued in the year on the latest phase of the U.S. Customs FIS expansion project in Terminal 4. These activities included a 10,000 sq. ft. extension of the existing baggage hall, two more bag claim devices, and renovation of 100,000 sq. ft. of existing FIS spaces to create new consolidated Primary and Secondary Processing Areas. In late July, the project reached a milestone with the opening of the new Primary Processing facility, which features several advanced technologies and improved efficiencies, which consolidate CBP's processing functions on a single level creating a "one-stop" process for passengers. Now only one interaction with Customs agents is necessary for most travelers. Additionally, work proceeded on the modernization project's next phase, the North Baggage Hall and Meet & Greet area, for welcoming arriving international passengers after they exit the facility. The completion of the entire project is anticipated by summer 2022.

## Wayfinding Signage

Finishing touches were completed on the airport's wayfinding signage program in 2021, including a new FDOT sign at the intersection of Griffin Road and US-1 to help improve the roadway experience at the southern entrance to FLL. Between 2020 and 2019, the program has installed more than 5,400 signs throughout the FLL roadway and parking garages. An additional phase of this project includes the installation of approximately 300 new interior and exterior signs at the RCC, which began in late 2021 and is scheduled for completion by the end 2022.



# Guest Experience



## FUTURE PROJECTS

### New Credentialing Center

BCAD's credentialing, (aka badging) operations are slated to move into a new centralized home on the fourth floor of Terminal 1 by mid-April 2022. The relocation of the badging operations from the trailers on the south side of the Hibiscus Garage into the terminal will improve the overall efficiency of credentialing services and enhance the user experience.

The new Credentialing Center will serve more than 15,000 credentialed FLL employees and stakeholders, primarily handling the approving, vetting, and adjudicating of airport-issued identification media applications. Additional responsibilities include conducting security and airport employee emergency response trainings, and issuance of other FLL-related identification. The centralized facility will also house the Auditing and Adjudication Section and the U.S. Customs Seals office

Features of the new Credentialing Center will include large waiting and intake/reception areas, a 30-seat testing room with proctor station, conference room, restrooms, and staff break room with kitchenette. BCAD looks forward to serving airport stakeholders in this new location.



### Terminal Connectors

The two new Terminal Connectors between Terminals 1 and 2, and Terminals 2 and 3, will be a game-changer for FLL as all its terminals will be connected post-security, enabling passengers to move freely throughout the secured areas without exiting and re-entering a security checkpoint. In addition, connectivity between the four terminals will increase exposure and access to airport concessions, improve wayfinding, and enhance flexibility in gate utilization to manage future growth. The project's estimated cost is \$149 million and it's targeted for completion in late 2025.

# Guest Experience

## FUTURE PROJECTS

### New Terminal

Terminal 5 will provide additional landside, terminal, and gate capacity to serve the near-term aviation activity demand as established in the recently completed FLL Master Plan Update. This facility is designed to accommodate up to five million annual passengers, providing FLL additional capacity and flexibility to meet demand. In addition, the new terminal will comprise five domestic gates and connect to Terminal 4 with a new multi-level pedestrian bridge, allowing airlines to operate from both terminals through secure connectivity. JetBlue will manage the project, which has an estimated cost of \$306 million, and anticipated completion date of late 2025.

## SAFETY AND SECURITY INITIATIVES

### Pack The Fun, Not The Gun Campaign

Did you know that if caught with a weapon while going through the TSA passenger screening checkpoints, even if you have a concealed weapons permit, your travel plans will be interrupted? Two years ago, BCAD partnered with local and federal law enforcement agencies to remind everyone at FLL that it is illegal to enter a TSA passenger screening checkpoint with a weapon. Airport officials launched the initiative concerned that FLL was routinely among the top 10 U.S. airports for weapons intercepted at TSA checkpoints. The ongoing “Pack the Fun” but “Not The Gun” awareness campaign serves to remind passengers not to bring a weapon to the passenger screening checkpoint. TSA penalties for firearms may cost more than \$10,000, as well as an arrest. If you do travel with a licensed firearm, the federal agency advises it should be unloaded, packed in a special locked container, declared with your airline, and transported as checked luggage.



# Guest Experience

## Continuing Emergency Response Training

### **Drone & Vehicle Borne Explosives Exercise**

The BCAD Security Division conducted its annual Aviation Security (AVSEC) tabletop exercise in August to test FLL's contingency plans and response to an imminent threat concerning possible vehicle-borne explosives. A secondary scenario of this TSA-mandated AVSEC training included a response to an unmanned aerial system (UAS) drone event. The participants, including BCAD, the TSA, Broward Sheriff's Office (BSO), FAA, and United, discussed how FLL would respond to implementing curbside parking restrictions at the terminal building where passengers load and unload. Each entity outlined their responsibilities, procedures and processes, and the communications that would occur to enable the airport to remain operational with minimal impact through a coordinated effort.

### **FEMA Virtual Tabletop Exercise**

In July, BCAD participated in a FEMA Virtual Tabletop Exercise (VTTX) training program involving multiple jurisdictions from across Broward County. The VTTX presented each partner agency with site-specific Vehicle Borne Weapon incidents to test their preparedness, response, and coordination. BCAD Emergency Management facilitated the exercise, which allowed numerous federal, state, and local partners to coordinate successfully in response to a mass casualty incident at FLL.



# Employee Development and Engagement

## TRAINING OVERVIEW

The Aviation Department recognizes that having professionally competent and engaged employees is essential to effective airport operations. Therefore, BCAD's learning and performance initiatives maintain strategic investments in knowledge, engagement, and talent development to achieve individual and organizational goals.

### Airport News and Training Network (ANTN) Digicast

For the ninth consecutive year, the American Association of Airport Executives (AAAE) has recognized FLL with an ANTN Digicast Excellence Award for Airport Training. The award from ANTN, an educational division of the AAAE, signifies that FLL employees have completed a specified amount of airport-specific training using the Digicast web-based system. FLL ranked fifth in 2021 among the participating large-hub U.S. airports with the highest number of employees trained in one year. During the year, FLL employees watched 1,065 training videos.

### Hidden Disabilities Sunflower Program Orientation

In September 2021, the airport commenced employee training on the HDSP using several virtual and recorded video sessions. Employees received an overview of the program, including other participating U.S. airports and its implementation at FLL. In addition, FLL provided details on how guests can participate in the HDSP and guidance on what employees should do if they see travelers wearing the program's identifier, the sunflower



### FLL Cares

FLL Cares is an airport-wide training program focused on the customer service culture of FLL and its employees. It encourages everyone to work towards established standards and to provide superior service. In 2021, BCAD continued its FLL Cares Customer Service – COVID-19 Style Training Program to help employees better understand the “new norm” and guest expectations arising from the evolving pandemic. Approximately 150 airport employees received training on the spinoff program launched in July 2020. The training offered insights and guidelines on the pandemic's impacts on guests and employees, and the necessary adjustments to continue providing a positive FLL experience.

# Employee Development and Engagement

## Broward College Mentoring Program

For 15 years, BCAD has had a mentoring agreement with Broward College, where students studying Aviation Operations Management receive internship opportunities at FLL and HWO airports. During the internships, students shadow personnel in the Airport Development, Operations, Finance, Administration/PIO section, Air Service Development, and Business Divisions, where they learn about the operation and management of FLL and HWO. Over the years, the Aviation Department has hired more than 50 students for various jobs due to this initiative. The program was on hold for several months due to COVID-19 but fortunately resumed in the fall of 2021. BCAD is honored to be part of a mentoring program that positively contributes to the development of future aviation professionals.





# Financial Responsibility

## FINANCIAL STATEMENTS\*

### Financial Highlights for FY 2021

- BCAD's assets and deferred outflows of resources exceeded liabilities and deferred inflows at the close of 2021 by **\$1.8 billion**.
- Total revenue bonds payable were **\$2.6 billion** at September 30, 2021.
- Operating revenues were **\$295.2 million** in FY 2021, which represents a 13.8% decrease over FY 2020, primarily due to a leveling of airline revenues in FY 2020 given the decline in passengers resulting from the COVID-19 pandemic. However, there were significant increases in rental cars, parking, concessions, general aviation and cargo, which combined were up 21.4% compared to FY 2020. Other revenues, such as non-airline terminal rents and other rents, increased 24.8%.
- Operating expenses were **\$159.8 million** in FY 2021, representing a 6.7% decrease over FY 2020. The decrease is mainly due to cost-saving initiatives during the pandemic from contractual services and lower salaries due to increased vacancies and longer periods to fill vacant positions, as well as a \$17.9 million support payment received from Broward County for law enforcement and fire rescue.
- Capital contributions were **\$44.7 million** in FY 2021 and are comprised of amounts received from the FAA, and FDOT.
- BCAD received **\$27 million** in support payments from the FAA to help offset the economic impacts of the COVID-19 pandemic on air travel.
- Net position increased by **\$91 million**, or 5.2%, over FY 2020.

\*For more financial information, visit [fll.n](http://fll.n)



# Financial Responsibility

## INCOME STATEMENT

Fiscal Years Ended September 30 (Thousands of Dollars)

	2021	2020	2019
<b>Operating Revenues</b>	<b>295,201</b>	<b>342,576</b>	<b>306,141</b>
<b>Operating Expenses</b>	<b>159,833</b>	<b>171,342</b>	<b>196,692</b>
Operating Income Before Depreciation	135,368	171,234	109,449
Depreciation	131,779	124,245	126,073
<b>Operating Income</b>	<b>3,589</b>	<b>46,989</b>	<b>(16,624)</b>
Non-Operating Revenues (Expenses)			
Passenger Facility Fees	57,581	38,662	74,868
Interest Income	1,534	20,260	29,584
Interest Expense	(87,353)	(75,093)	(91,991)
Other Non-Operating Revenues (Expenses)	70,983	100,732	(3,647)
<b>Total Non-Operating Revenues (Expenses)</b>	<b>42,745</b>	<b>84,561</b>	<b>8,814</b>
<b>Income Before Capital Contributions &amp; Transfers</b>	<b>46,334</b>	<b>131,550</b>	<b>(7,810)</b>
<b>Capital Contributions</b>	<b>44,694</b>	<b>59,409</b>	<b>54,141</b>
<b>Increase in Net Position</b>	<b>91,028</b>	<b>190,959</b>	<b>46,331</b>

# Financial Responsibility

## SUMMARY OF OPERATING REVENUES

Fiscal Years Ended September 30 (Thousands of Dollars)

	2021	2020	2019
Airline Revenues	136,692	115,116	125,088
Rental Cars	64,252	52,794	65,645
Parking	33,783	28,328	53,228
<b>Concessions</b>			
Food & Beverage	13,658	11,330	21,037
Retail Including Duty Free	9,838	6,856	10,968
All Others	7,918	8,383	12,792
Concession Revenues	31,414	26,569	44,797
Other Revenues	29,060	24,547	21,418
<b>Total Operating Revenues</b>	<b>295,201</b>	<b>247,354</b>	<b>310,176</b>
Airline Deferred Revenue Adjustment	-	95,222	(4,035)
<b>Total Reported Operating Revenues</b>	<b>295,201</b>	<b>342,576</b>	<b>306,141</b>

# Stakeholder Engagement and Partnerships

## SPECIAL EVENTS

### Inaugural Job Fair

BCAD held its first job fair in September at the FLA Live Arena (former BB&T Center) in Sunrise to assist several FLL tenants in recruiting employees. Twenty-four airport employers had over 800 positions to fill. More than 800 job seekers attended the successful event, which received pre-and-post media coverage from seven local TV and newspaper outlets.



### Making Global Connections

The Florida International Trade and Cultural Export (FITCE) conference hosted its sixth edition at the Greater Fort Lauderdale/Broward County Convention Center in Fort Lauderdale. FITCE marked a return to an in-person format after going virtual last year due to the pandemic. The November 17-18 event included seminars on trade and commerce and a World Expo Marketplace, which attracted more than 250 exhibitors and country delegations from 60 nations, organizers said. FLL CEO/Director of Aviation Mark Gale offered welcome remarks and gave an airport update during the opening ceremony. Gale also participated in a panel discussion on doing business in the United States. During the expo, BCAD representatives fielded questions at FLL's booth. Broward County hosted FITCE under the leadership of Commissioner Dale V.C. Holness. The conference provides a unique platform for attendees to interact with government leaders, global trade experts, and delegations, discussing international trade, foreign investment, and cultural issues.



# Stakeholder Engagement and Partnerships

## Patriot Day Ceremony

The Aviation Department returned to an in-person commemoration in 2021 to mark the 20th anniversary of Patriot Day on September 11. More than 100 airport employees and invited stakeholders attended the “FLL Will Never Forget” ceremony inside Terminal 1, lower level, at the permanent 9/11 Memorial.

Two decades later, the reminder to “Never Forget” the thousands of innocent lives lost on that fateful day continues to resonate for those who work in aviation and understand the global impact of 9/11 on our industry. A commemorative coin and video featuring employees and aviation stakeholders reflecting on 9/11 were elements of this milestone Patriot Day tribute.

FLL's permanent 9/11 Memorial displays artifacts from the attacks in New York City. The objects include a fragment of the World Trade Center's South Tower and a helmet of a New York firefighter who took part in the recovery efforts

The program speakers included Broward County Mayor Steve Geller, FLL CEO/Director of Aviation Mark Gale, TSA Federal Security Director Jason Martin, CBP Acting Port Director Stephen Balog, and Broward County Sheriff Gregory Tony. Other Broward County government officials in attendance were Vice Mayor Michael Udine and Commissioners Lamar Fisher and Dale V.C. Holness.

Since dedicating and unveiling FLL's permanent 9/11 Memorial on September 11, 2016, BCAD has hosted an in-person ceremony or virtual commemoration each year in remembrance of the lives lost in the series of coordinated terrorist attacks on America on September 11, 2001.



# Stakeholder Engagement and Partnerships

## Menorah Lighting

FLL joined the Chabad of Dania Beach on November 28, to celebrate Chanukah with a Menorah lighting ceremony in Terminal 1. Rabbi Eli Eckstein of the Dania Chabad organized the Menorah lighting event to bring the joy of Chanukah to airport guests during the challenging times. It was the first time the Chabad partnered with FLL to host the event. The rabbi lit the first candle on a nine-foot electric Menorah on display inside the terminal during the ceremony that celebrates Jewish tradition and culture. Chanukah, also known as the "Festival of Lights," is an eight-day Jewish holiday with nightly Menorah lightings, prayers, dreidel games, and fried foods. Two Menorahs from the Chabad of Dania Beach were on temporary display at FLL for the holiday season. On the last day of the festival, Broward County Mayor Michael Udine greeted the rabbi at one of the Chabad's Menorahs at FLL.



## PUBLIC ART AT FLL

BCAD, through the Broward County Cultural Division's Public Art & Design Program (PAD), continues to bring new cultural amenities to its facilities that enhance the airport experience and highlight the local cultural and natural environments.

## Elevating Public Art

*Cirri*, a new large-scale aluminum and painted steel suspended sculpture by artist Patrick Marold, was installed in Terminal 2's new passenger holdroom area in May 2021. The artwork, referencing cirrus clouds, is a composition of layered lines drawn into the volume of the architecture augmenting the public's perception of scale and dimension. The artwork's three layers nest within each other, activating a moiré effect that enhances the viewer's movement and visual experience from below.



# Stakeholder Engagement and Partnerships

## Rainbow's End Expanded

The widening of Terminal 3's ticketing area and Concourse E to accommodate more concessions allowed for the expansion of *Rainbow's End*, the terrazzo artwork that covers the departures level of the entire terminal. The design is inspired by the vastness, beauty, and complexity of the environments of South Florida. The uniqueness of this ecotone is defined by the flow of water, from freshwater to saltwater, by the Everglades biome to the west, and the Atlantic Ocean to the east. The artists represented this environmental diversity with imagery of the ocean, tide pools, marshes, beaches, the Everglades, and the sky.

## Public Art Map & Guide

The Public Art at FLL Map & Guide serves as a guided tour of a captivating collection of over 60 artworks that creatively reflect the spirit and energy of South Florida and FLL's commitment to the cultural arts. On display in FLL's terminals are art exhibits, mosaic and terrazzo floors, paintings, photographs, sculptures, video, light, and sound artworks created by local, national, and internationally acclaimed artists.



## ART EXHIBITS

### New Art Gallery Debuts

BCAD, in partnership with the Broward Cultural Division, unveiled the Terminal 2 Art Gallery and its inaugural exhibition titled *Through New Eyes* by local artist Nava Lundy in December. The nationally recognized artist is best known for her series of large-scale paintings of *Muses*. Located post-security, the new art gallery is dedicated to displaying and promoting the work of artists from Broward, Miami-Dade, and Palm Beach counties, and offering airport visitors an insight into the region's identity, arts, and culture. The gallery and its exhibitions enhance the FLL experience for travelers by offering a stimulating cultural experience while providing artists an opportunity to show their artwork to thousands of people. Exhibits will rotate biannually.

### Employee Art Exhibitions

The fifth and sixth installments of FLL's employee art exhibition, *I Bet You Didn't Know (IBYDK)*, were featured in the walkway connector between Terminals 3 and 4. The exhibits included acrylic, watercolor, oil paintings, wood and clay sculptures, collages, photographs, jewelry, musical compositions, poetry, digital videos, and mixed-media installations. *IBYDK* is another collaborative effort between FLL and the Cultural Division's PAD Program.



# Stakeholder Engagement and Partnerships

The rotating employee art exhibit provides a biannual opportunity for FLL employees to showcase their creativity to FLL visitors and colleagues. Since its debut in August 2018, *IBYDK* has been an inspiration for many employee artists and a welcome amenity to airport visitors. As a local traveler recently stated, “The exhibit gave me a glimpse into employees’ talents and really reminded me that the beauty of travel is being able to connect and see the world from different lenses, much like the photos and art featured. I hope you never get rid of the exhibit and hopefully expand it to other parts of the airport. Thank you for adding some happiness to my travel today.”

## COMMUNITY ENGAGEMENT

### Service Dog Trainees Visit

It was a teachable and doggone adorable moment in late June when a group of 10 Canine Companions working dogs and service pups in training visited FLL with their owners and handlers to get familiar with airport sights and sounds. The familiarization tour in Terminal 1 included security screening, elevator rides, and visits to pet relief and service animal areas. “We all really felt it was a very beneficial outing for our working dogs and future service dogs,” said Canine Companions organizer Sheryl Scheer. “Everyone was so welcoming and helpful. We hope to be able to do this again.”



### Airport Volunteers Return

After more than a year's hiatus due to the pandemic, FLL welcomed back its Volunteer Airport Ambassadors and AmbassaDogs in July. The volunteers, who help create an enhanced FLL guest experience, are back assisting travelers at information booths or roaming the terminals and RCC, providing aid where needed.

### Runway in the Sky

In October, BCAD joined Southwest and the nonprofit No Limits Foundation Inc. Everyone Has Purpose to host the “Runway in the Sky” fashion and talent showcase for the second time at FLL, pre-security in Terminal 1. During the event, 14 models of varying ages and disabilities walked the catwalk in vibrant, colorful outfits, specialty-designed t-shirts, and evening apparel as the audience of family members, FLL passengers, and employees applauded them.



# Stakeholder Engagement and Partnerships

Other program activities included stirring song performances and impromptu dances to inspiring DJ music. The show's theme of empowerment focuses on raising awareness of individuals with special needs. Organizer and No Limits Founder Letitia "Tia Frost" Frostrand is a Southwest customer service representative who drew inspiration for the event from her son, John, diagnosed with autism at age three. The keynote speaker was Broward County Commissioner Dr. Barbara Sharief. FLL first hosted the "Runway in the Sky" in June 2019

## Public School Partnership

BCAD partners with Broward County Public Schools (BCPS) each year to host two main events:

- **Autism in Flight (AIF):** A trip to the airport can be an intimidating experience for anyone. For children with autism and their families, it can be downright frightening. The program first got underway on May 15, 2013, after a parent, Timothy Arnwine, brought his concerns to Commissioner Dr. Sharief and Broward School Board member Patricia Good. AIF is a partnership between BCAD, BCPS, JetBlue, TSA, and BSO. The program marked its seventh year in 2019 but has been on hold for two years due to the COVID-19 pandemic. FLL hopes to welcome students back in 2022 for this simulated travel experience that helps to make flying less stressful and more relaxed



- **Winter Festival of Music (WFM):**

WFM returned to FLL in early December after a hiatus in 2020 due to COVID-19. The 33rd musical showcase featured Broward County elementary, middle, and high school students in various performances over a week. The 2021 entertainment included band and choir performances pre-security in Terminal 1 (lower level) and the RCC. Additionally, roaming carolers serenaded travelers waiting for flight throughout the post-security concourses in Terminals 1, 3, and 4.

# Stakeholder Engagement and Partnerships

## **ADA Access Committee**

FLL's ADA Access Committee celebrated its 12th anniversary in June 2021. The Committee, comprised of persons with disabilities and disability advocates, holds quarterly reviews to ensure FLL is accessible in all areas to everyone. Those areas include shuttles/trams, restaurants, retail stores, restrooms, and security checkpoints. In the fourth quarter of 2021, the group resumed duties after its activities were suspended in February 2020 due to COVID-19.

## **Attraction at FLL**

Naval Air Station Fort Lauderdale (NASFL) was built on the site of what was then called Merle Fogg Field in 1942. It was part of the national defense program and served as one of 257 air stations across the U.S. during WWII. It was one of a few specialty training schools for the American torpedo bomber (TBM/TBF Avenger) aircraft. NASFL had a significant impact on the growth and economy of South Florida during the lean war years. Thanks to the efforts of the late Allan McElhiney, a piece of the air station's history was preserved. McElhiney founded the NAS Fort Lauderdale Historical Association and Museum and convinced Broward County leaders to relocate and preserve Building 8, which would later become today's museum. McElhiney, who served in WWII and Korea, felt it was important to preserve Navy and FLL history. The Link Trainer Building 8 once housed six to eight Link Trainer flight simulators, a critical pilot training aid during WWII. More than 500,000 U.S. pilots received training on the Link simulators, many of them at NASFL. One of the most famous and, at the time, youngest was the late U.S. President, George H.W. Bush. He lived at NASFL as a 19-year-old Ensign, where he received torpedo/bomber pilot training. Today, Building 8 is the only remaining structure on the naval base property that once housed a complex of more than 200 buildings.

Over the decades, the museum has become a popular attraction for aviation and military enthusiasts and currently is:

- Listed on the National Register of Historic Places
- A Florida Heritage Site
- Home of Flight 19 and the annual remembrance event (Flight 19's aircraft and crew disappeared on December 5, 1945, without a trace, to become one of the great aviation mysteries)
- The site of an award-winning sustainable butterfly garden with a Flight 19 memoria



# Stakeholder Engagement and Partnerships

Exhibits include a recreated soldier's barracks, Flight 19 history, uniforms, flight gear, medals, insignia, ship plaques, original naval paintings, cartoons, lithographs, and a photo collection of more than 10,000 images.

Outdoor artifacts include:

- WWII torpedoes from a submarine
- TBM/TBF Avenger, an anti-aircraft gun
- Anti-submarine "Hedgehog" bomb





# Stakeholder Engagement and Partnerships

## AWARDS, RECOGNITION, AND ACCOLADES

### Prestigious Industry Award

In October, Airport Experience News (AXN) announced the selection of FLL CEO/Director of Aviation Mark Gale as its 2021 Director of the Year (DOY) in the Large Airports Division. Gale was one of three U.S. airport directors selected by AXN for its annual signature awards. AXN featured Gale and the DOY award recipients in the small and medium airport categories in its November/December magazine issue. The awardees will be honored by AXN during its Airport Experience Conference scheduled for February 27- March 2, 2022, in Orlando, FL. Headquartered in Boca Raton, FL, AXN is an aviation industry resource and event organizer that provides in-depth coverage and analysis of the airport and air travel industries through its print magazine, website, digital, and conference channels.



### Excellence in Concrete Paving Award

The North Runway Rehabilitation Project at FLL received industry recognition as an outstanding undertaking from the American Concrete Pavement Association (ACPA) in December. The project won a silver Annual Excellence in Concrete Paving Award in the Commercial Service Airports category during ACPA's 58th Annual Meeting in Huntington Beach, Calif. According to ACPA, the honor celebrates "award-winning" pavement projects from around the country. BCAD partnered with Kimley-Horn and Boh Bros. Construction on the North Runway's massive reconstruction paving component. Founded in 1963, the ACPA is the world's largest trade association that exclusively represents the interests of those involved in designing, constructing, and preserving concrete pavements.



### Engineering Excellence Award

The North Runway Rehabilitation Project won yet another industry award in 2021 following the completion of the massive \$95 million enhancement initiative in early 2020. The American Council of Engineering Companies of Florida (ACEC-FL) named Kimley-Horn, the project's engineer of record, a 2021 "Excellence Honor Award" recipient in the transportation category.

# Stakeholder Engagement and Partnerships

## National Association of Counties (NACo)

BCAD received three NACo awards in 2021 for its “FLY Safer, FLY Smarter, FLY Better” and “Pack the Fun, Not the Gun” (page 33) campaigns and the In Flight public art mural on the North Runway’s jet blast deflector. The respective winning categories were Community and Economic Development, Criminal Justice and Public Safety, and Arts, Culture and Historic Preservation.

## ACI-NA MarComCX Awards

The Public Art at FLL Map & Guide (page 42) was a finalist in the Airports Council International-North America (ACI-NA) Marketing, Communications and Customer Experience Awards in the Print Communications category in October. The publication was created to inform and guide passengers through FLL’s dynamic public art collection.



# Stakeholder Engagement and Partnerships

## ENVIRONMENTAL INITIATIVES

Environmental initiatives implemented over the past few years continue to provide economic and conservation benefits to the Aviation Department. The fuel-efficient fleet of BCAD electric vehicles (EVs) offers ongoing gas savings, emissions reductions, and an effective mode of transportation for staff. EV charging stations in the Hibiscus Garage are seeing consistent use by passengers. Fuel and time efficiencies for passengers include the Pay-on-Foot program, Parking Wayfinding lights that enable expedited parking and payment, SunPass, Tri-Rail, and Ride-Sharing services. Additionally, environmental resiliency and sustainability improvements are being included in new construction and upgrade projects. These projects include installing more efficient LED bulbs for lighting parking garages and public areas, upgraded chillers, and low-flow plumbing fixtures.

Irrigation improvements along the Greenbelt park have reduced the amount of potable water used by 15 million gallons per year. This ongoing efficiency results from eliminating drinking water for irrigation and using a nearby stormwater lake as the source. Broward County has committed to an agreement with Florida Power & Light (FPL) to provide municipal power from clean solar energy as part of the Broward/FPL Initiative – Solar Together. This project ensures that 100% of the power supplied to Broward County Departments is offset by FPL-owned solar panels.





# Stakeholder Engagement and Partnerships

## NOISE MITIGATION PROGRAM

### Residential Sound Insulation Program

As of December 2021, BCAD completed 1,244 properties, representing 100% of the eligible homes. The average unit construction cost was \$62,908. Meanwhile, the entire program was \$117 million.

### Sales Assistance & Conveyance and Release (CAR) Program

As of December 2021, BCAD completed 621 closings (100% of the eligible owners). The average CAR offer was \$54,716, while the cost for the entire program was \$47 million.





# Planning

## **AIRPORT DEVELOPMENT MASTER PLAN**

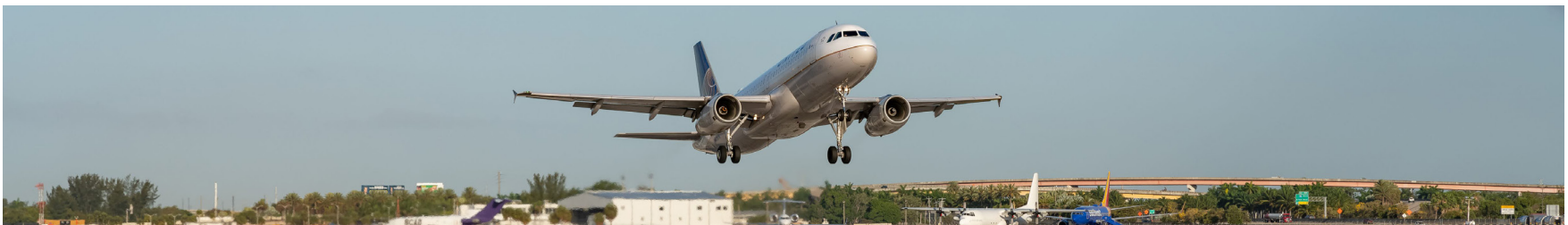
An airport's Master Plan is a comprehensive study that provides a roadmap for fulfilling its short-, mid-, and long-term needs to ensure the facility is positioned to serve the future aviation needs of Broward County.

### **Master Plan Update – FLL**

The Aviation Department received approval for the Master Plan Update (MPU) from the FAA and FDOT in early 2021. Currently, BCAD is in the final stages of validating and refining the MPU, factoring in the impacts that the COVID-19 pandemic has had on the aviation industry. As part of the validation process, the air carrier activity demand was reviewed to determine the rate of recovery that FLL is likely to experience in terms of passenger enplanements and aircraft operations. Validating and establishing 20-year demand levels enables BCAD to make informed decisions for capital project implementation that is necessary to support short-, mid-, and long-term demands. The Capital Improvement Plan, financial analyses, and associated implementation schedule refinements for all Phase 1 development projects were completed in December 2021. Expansion associated with Phase 1 is required to support growth of FLL to 47 million annual passengers. The next steps involve a discussion with the Broward County Board of County Commissioners in the near future.

### **Part 150 Noise Study**

BCAD is in the final phase of the Part 150 Noise and Land Use Compatibility Study, which includes the project's closeout for the FAA grant and finalizing the Noise Compatibility Plan (NCP) Report. In April 2021, the Aviation Department held a formal Public Hearing for the Draft NCP Report to solicit feedback and comments from the community and stakeholders on the study's recommendations. BCAD included all comments and associated responses in the Final NCP Report submitted to the FAA in December 2021. A Part 150 Study is a voluntary process that airports can undertake to address aircraft noise concerns. This Study includes creating Noise Exposure Maps (NEMs) and an NCP. For more information, visit [fllpart150.com](http://fllpart150.com).



# Planning

## South Central Florida Metroplex

In August, the FAA implemented its Metroplex procedures for the Fort Lauderdale area pursuant to the Final Environmental Assessment and Record of Decision issued by the federal agency in October 2020. The Metroplex is part of the FAA's plan to modernize air traffic procedures to enhance safety and efficiency for several airports in the southern half of Florida, including FLL.



# Planning

## NEW DEVELOPMENT AT FLL

### Bell

The new 31,000 sq. ft. Bell customer service facility at FLL marked a year in operations in summer 2021. The service center at 1750 SW 34th St. in Fort Lauderdale provides a full range of service solutions for current production commercial aircraft, including complex maintenance, repair, and overhaul services. Bell officials say domestic and international customers benefit from its highly skilled staff of service engineers and maintenance technicians. The facility features a 21,000 sq. ft. hangar, offices, maintenance shops, storage, and a large dedicated ramp area. Bell officially took occupancy of the new service center in August 2020. Airside Fort Lauderdale began construction in February 2019 on the approximately \$8 million service facility for its tenant Bell, a Texas-based manufacturer of helicopters, related spare parts, and services.





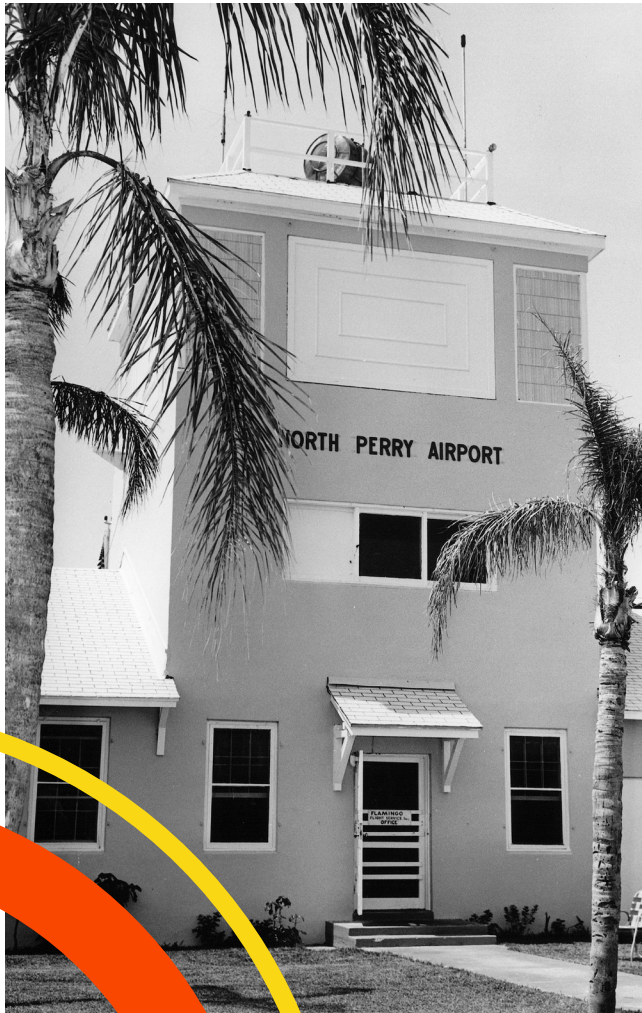
An aerial photograph of the North Perry Airport in Broward County, Florida. The image shows the airport's runways, taxiways, and various terminal buildings. In the foreground, there are parking lots filled with cars, a playground, and some trees. The sky is blue with scattered white clouds. A white banner with a logo and text is overlaid on the center of the image. The logo features a stylized sun with rays and a blue wave-like shape below it. The text reads "NORTH PERRY AIRPORT" in large blue letters, with "BROWARD COUNTY, FLORIDA" in smaller white letters on a blue background below it. A yellow dashed line is visible in the top left corner, and a yellow curved shape is in the bottom right corner.

# NORTH PERRY AIRPORT

BROWARD COUNTY, FLORIDA



# North Perry Airport History



HWO, the general aviation reliever airport to FLL, is located in Pembroke Pines, Fla.

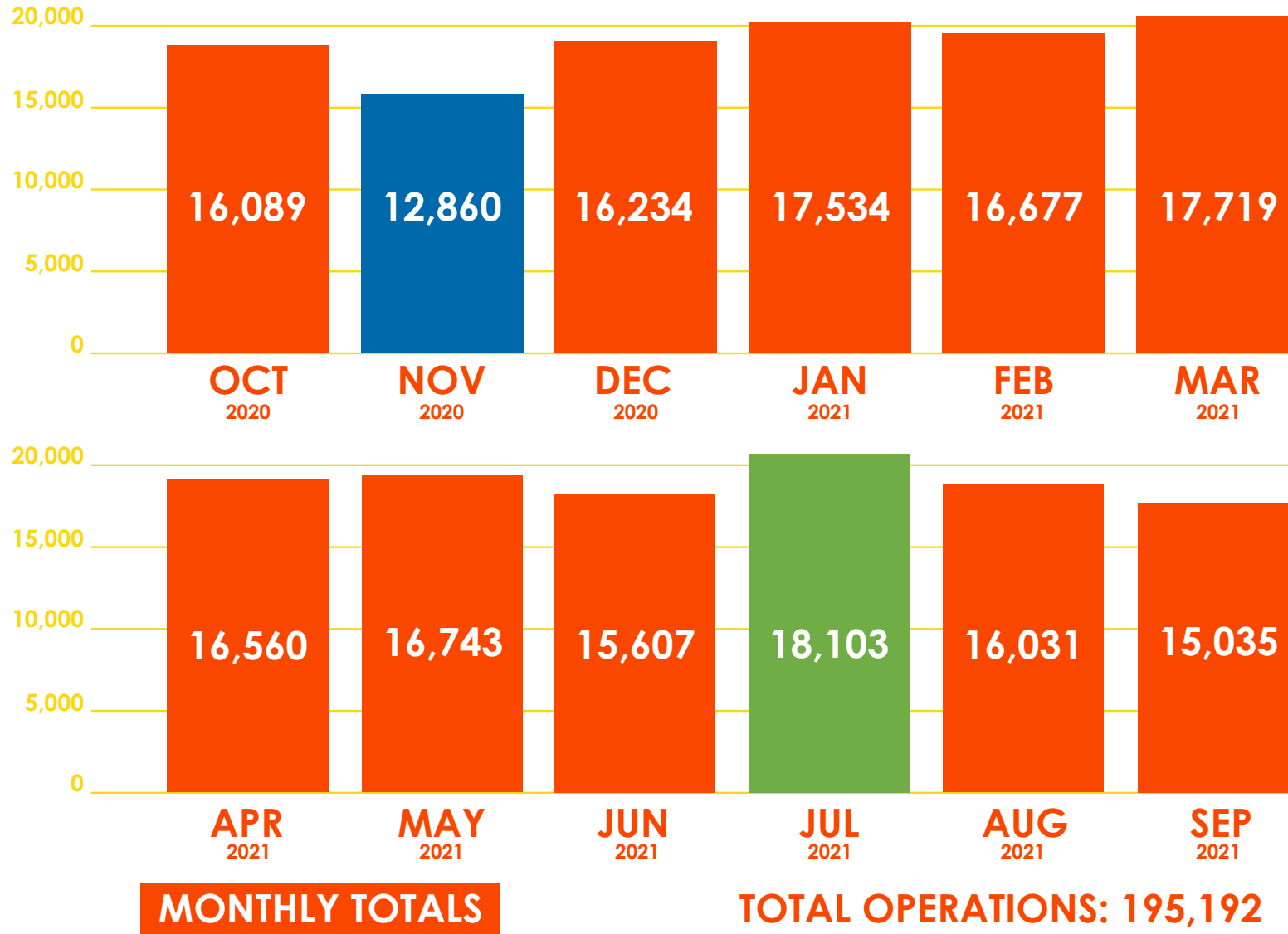
South Florida pioneer Henry D. Perry originally owned the land where the airport is located. Perry was a dairy farmer and, like many other South Florida farmers during WWII, he was petitioned in 1943 by the U.S. Navy to sell his property for the training of servicemen. The Navy paid Perry \$25,276 for the one square mile of land and built HWO in 1943. The airport was designed as a satellite training field in connection with Miami Naval Air Station. The runways were built in a wagon wheel configuration for training during all types of wind conditions. Broward County acquired HWO in 1957.

Since its inception, the airport facility has grown to encompass 185 T-hangars, four fixed base operators (FBOs), and an Air Traffic Control Tower (ATCT). Today, HWO serves a niche market of flight training, helicopter tours, aerial advertising, and light-aircraft activity.

In FY 2021, there were 195,192 aircraft operations at HWO versus 230,189 in FY 2020 due to the impacts of the COVID-19 pandemic. HWO was among the busiest general aviation airports in Florida in FY 2021 and CY 2021.

The airport has finalized a \$2 million safety enhancement project to Runways 10R-28L and 1L-19R.

# HWO Traffic Count | FY 2021





# HWO by the Numbers | FY 2021

**3rd** Busiest Contract Tower

**5th** Busiest Airport in Florida

**919** Peak Operations - November 16

**542** Average Daily Operations

**195,192** Total Operations FY 2021

**7** Days Below 100 Operations

**0** Slowest Operations - November 8



# Guest Experience

## SAFETY AND COMPLIANCE

### Airfield Safety Record

For 21 straight years, HWO has achieved a “zero discrepancies” or no issues rating in annual airport inspections from the FDOT. The examination, required to maintain the airport’s operating license, involves a review of the primary surfaces and safety areas for all runways to ensure they are clear of hazards and meet state regulations. The site inspection generally includes airfield markings/signs, runway/taxiway lights, safety areas, aircraft approach slopes, wildlife control, and Foreign Object Debris.

### Runway Safety Area Upgrades

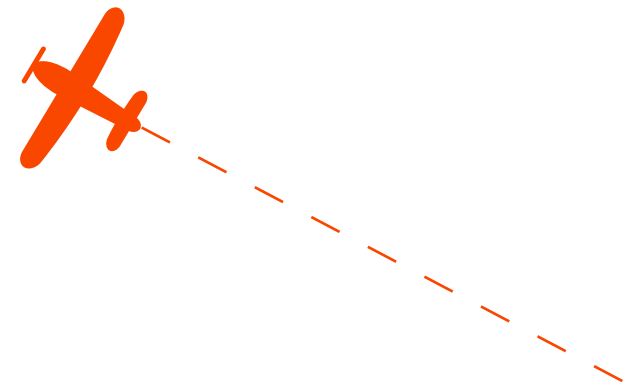
In December 2021, HWO completed safety area upgrades to its primary east-west runway 10R-28L to help mitigate and reduce the possibility of unauthorized runway incursions on the airfield. As part of this project, the airport extended 10R-28L and two parallel taxiways L and M to the west, to shorten Runway 1L-19R. This runway/taxiway extension eliminated the existing alignment where both runways ended in an intersection, which had the potential to result in pilot confusion and miscommunication. Additionally, the project included the construction of a new north-south taxiway west of 1L-19R and a new hold pad for aircraft to perform run-up operations prior to taking off. A new connection was built from the Mosquito Control building to Runway 1L in compliance with current FAA design standards, and the old direct route demolished. Other significant upgrades included new LED airfield lighting, guidance signs, and pavement markings



## CAPITAL IMPROVEMENT PROJECT

### Dual Taxilane Access to Taxiway L

This HWO project involved designing and building a parallel dual taxilane to access the airfield via Taxiway L from the tenant leasehold. Previously, aircraft could only access the tenant ramp or taxiway from a single taxilane, which could cause delays when two aircraft were at either end. The new taxilane provides an alternate route for aircraft to maneuver, which in turn helps to minimize delays and improve tenant operations.



# Stakeholder Engagement and Partnerships

## COMMUNITY ENGAGEMENT

### Florida Aero Club Membership Soars

The North Perry Chapter of the Florida Aero Club (FAC) has been a staple of the HWO/Pembroke Pines general aviation community for many years. Each year, these aviation enthusiasts strive to organize or participate in local events to spread their love and knowledge of general aviation to the next generation of aviators. In November 2021, the North Perry FAC welcomed the Young Eagles Rally to HWO for some plane fun. During the event, the young aviation fans had an opportunity to fly in an aircraft for the first time or sit with a professional pilot behind the airplane controls. Other activities featured flight schools, aviation associations, and aircraft displays for photos and exploration. More than 200 people attended the rally, where 40 flights with fledgling aviators took off. Due to events like these, the millennial wing of the North Perry FAC has seen notable increases in its membership. Chapters of the statewide organization created in 1954 continue its mission to promote aviation, private flying, and flight safety among aviation enthusiasts of varying levels and backgrounds.

### North Perry Advisory Committee

The North Perry Airport Community Advisory Committee was created in 2019 to advise BCAD about community interests and issues concerning HWO.





# Planning



## Master Plan Update - HWO

BCAD completed its latest update to the HWO Master Plan in 2021. The general aviation facility's Airport Layout Plan (ALP) was approved by the FAA in late January 2021. The ALP was first submitted to the federal agency for review and approval in November 2019 following an Open House Workshop held earlier that year in May to provide updates to the neighboring community and receive feedback from area residents. The MPU will serve as a 20-year strategic roadmap that provides for the future development of North Perry's aviation related needs (for example, hangars, aircraft apron parking, and other support functions) while protecting certain land parcels for community-compatible, non-aeronautical development.



## FUTURE DEVELOPMENT AT HWO

### LaDim Aviation

LaDim's new \$3 million aircraft storage facility on the west side of HWO is poised for completion in spring 2022. The complex, which will include 40,000 sq. ft. of T-hangar space and tie-down parking, represents the first aeronautical development on HWO's western end. When operational, the facility is expected to meet growing demand for these aviation services in South Florida. Construction began shortly after the project broke ground in December 2021. Broward County and LaDim brokered a long-term lease agreement for the new facility two years earlier.



### Diversified Aviation

Diversified Aviation has broken ground on a \$4 million expansion project on HWO's southern side, which is comprised of two new buildings with eight hangars and offices. The project's anticipated completion date is March 2022.

# Contact Info



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500 copies of this public document were promulgated at a gross cost of \$4,958.00 or \$9.916 per copy to inform residents about Aviation Department services.



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