



FORT LAUDERALE EXECUTIVE AIRPORT

BUSINESS PLAN

FISCAL YEAR 2016

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EXECUTIVE SUMMARY

Located in Broward County, approximately five miles north of downtown Fort Lauderdale, Fort Lauderdale Executive Airport serves a variety of general aviation activities. With its two intersecting runways, the longest of which is 6,002 feet, the airport can accommodate general aviation and business jet aircraft. The airport's five fixed base operators (FBOs) are ideal for serving local users as well as those visiting the area with services including **fuel, charter, flight training, aircraft maintenance, avionics, and aircraft painting**. Additionally, the Airport has a 24-hour Air Traffic Control Tower, U.S. Customs and Border Protection, Airport Rescue and Fire Fighting (ARFF) facilities and is home to over 900 based aircraft.

The 2014 Florida Department of Transportation Florida Aviation Impact Study reports the **annual economic impact of over \$839 million** from Fort Lauderdale Executive Airport is associated with direct impacts that come from tenants/businesses located at the airport and construction projects that are undertaken by the airport or by on-site businesses. Indirect impacts are associated with spending from visitors who arrive in the area via general aviation aircraft.

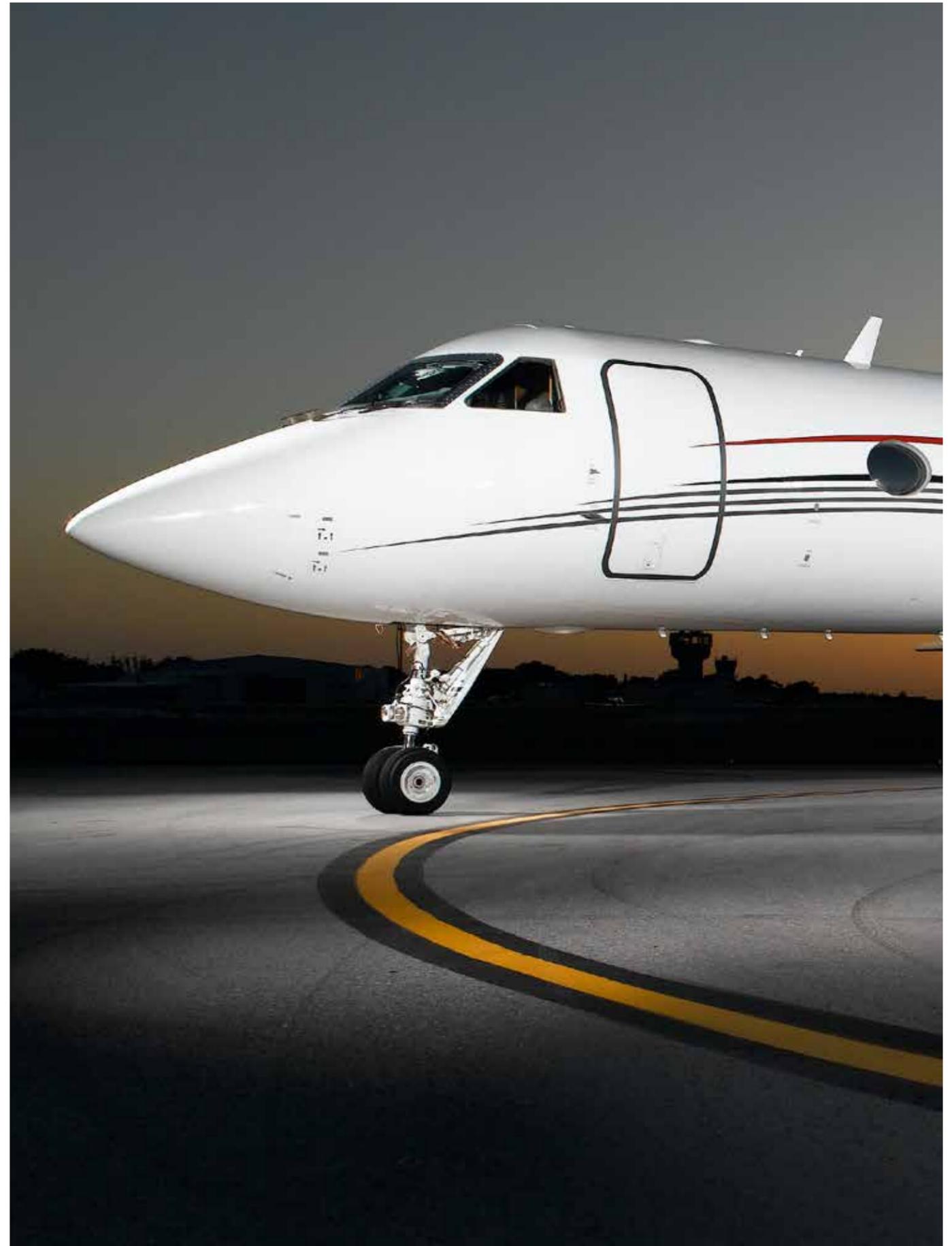
The Airport Division is self-sustaining. Its \$7.8 million dollar annual operating budget utilized **no General Fund dollars for the maintenance, operation, or development of the facility**. Revenues are derived from long-term leases and fees to Airport users.

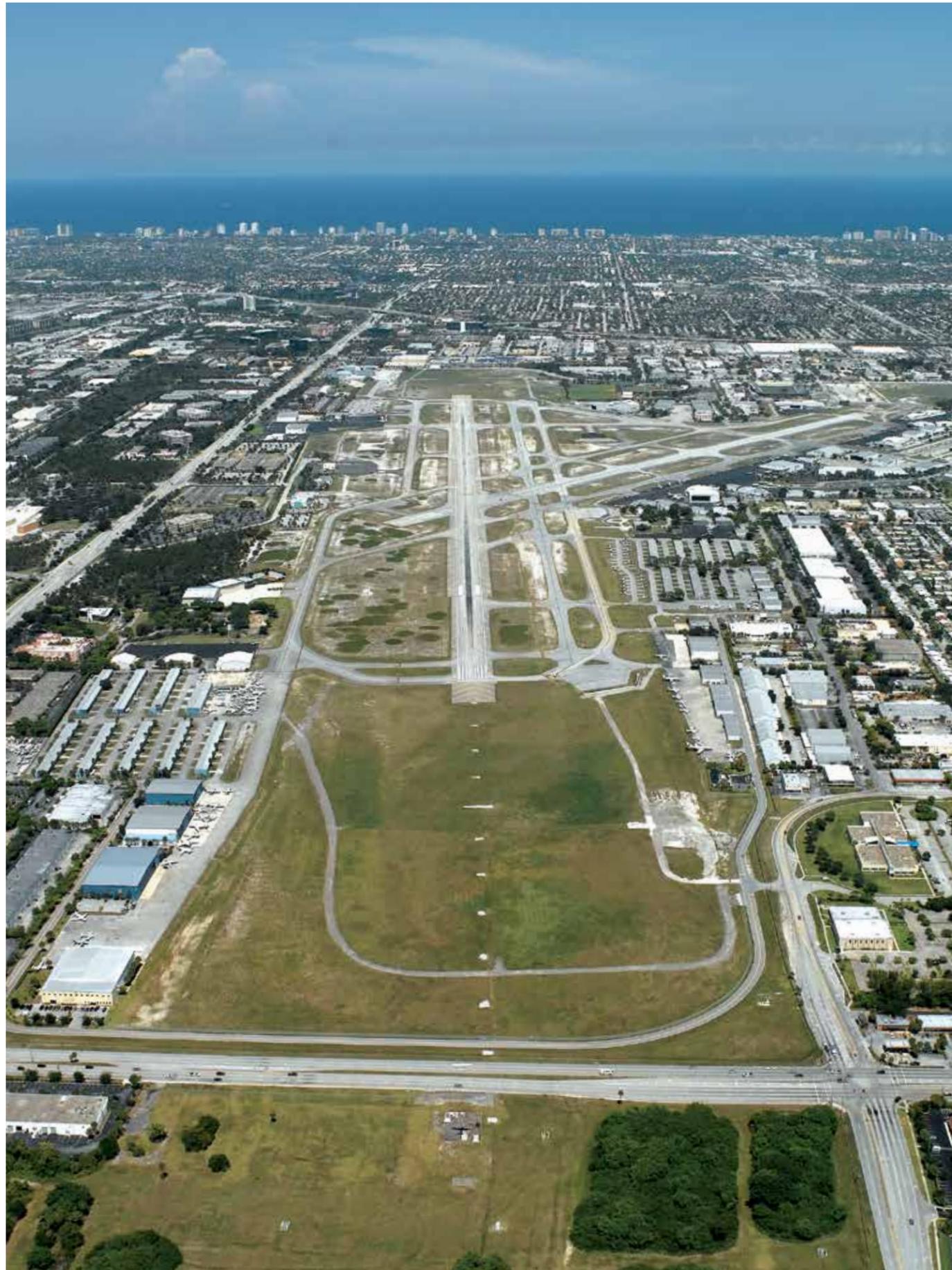
The Airport also owns and operates the John Fuhrer Downtown Helistop (DT1) which is located in the City's Central Business

District just three miles north of Fort Lauderdale-Hollywood International Airport and six miles south of Fort Lauderdale Executive Airport. This unique facility is the only public-use helistop in the State of Florida with Miami International Airport just 25 miles to the south and easily accessible by air.

The Helistop's close proximity to South Florida's international airports, seaports, performing arts centers and world-class restaurants make it a strategic link for corporate travelers and visitors needing fast, efficient transportation. Events such as the International Boat Show and the Tortuga Music Festival are easily accessible from the Helistop. Visitors and travelers will appreciate the Helistop's array of amenities that are available upon request. A fully furnished lobby located just below the elevated platform provides travelers with a comfortable area to conduct business meetings or relax while awaiting their flight. The facility has vehicle parking and convenient access to ground transportation.

In addition to its aviation operations, Fort Lauderdale Executive Airport features local business incentives, Foreign Trade Zone (FTZ) No. 241, a 200-acre Industrial Airpark, which offers more than 1.5 million square feet of prime office, warehouse and manufacturing space. The area is zoned Airport Industrial Park, which allows for offices; light, clean industrial; manufacturing; regional wholesale and industrial distribution centers; and hotels. Major tenants include Kaplan University, Midgard Management Group, Sanford Brown Institute, and Courtyard by Marriott.





AIRPORT DIVISION BUSINESS OVERVIEW

INTRODUCTION

Fort Lauderdale Executive Airport is located in the City of Fort Lauderdale's "Uptown Area" approximately five miles north of downtown. This area has been identified as a growth area due to its proximity to commuter hubs, interstates, and unique employment mix including technology, healthcare and professional services. Fort Lauderdale Executive Airport (FXE) ranks in the top ten busiest general aviation airports in the United States. With a focus on a variety of general aviation activities, FXE averages over 170,000 takeoffs and landings annually, with two intersecting runways, the longest of which is 6,002 feet, allowing the Airport to accommodate a host of general aviation and business jet aircraft. The Airport's five fixed base operators (FBOs): Aero Toy Store, Banyan Air Service, Sano Jet Center, W Aviation, and Word Jet, are ideal for serving local users as well as those visiting the area. Additionally, the Airport has a 24-hour Air Traffic Control Tower, U.S. Customs and Border Protection, Airport Rescue and Fire Fighting (ARFF) facilities and is home to over 900 based aircraft.

FXE plays a crucial role in both the South Florida and National airport systems, serving a variety of private, corporate and government aviation needs. By providing a place for general aviation, which encompasses all flying other than scheduled air carrier service or the military, FXE enhances both safety and efficiency at the region's commercial airports.

As part of the regional approach to meeting passenger demand, designated by the FAA as a reliever airport, FXE serves a vital purpose in reducing congestion and diminishing flight delays at Fort Lauderdale-Hollywood International and other nearby airports. Contributing more than \$839 million in annual economic impact in 2014 to the south Florida economy, FXE creates jobs, promotes business and provides critical general aviation and emergency services. Business travelers and tourists using private, corporate and charter aircraft benefit from the airport's convenient proximity to city business, recreation and entertainment centers.

AIRPORT DIVISION BUSINESS PLAN PURPOSE

This plan's purpose is fourfold:

- It provides a snapshot of the Airport Division's key responsibilities and operations
- It highlights ongoing and planned Airport initiatives for fiscal year 2016
- It identifies proposed action plans, required resources, and support, which is key to the plan's success
- It serves as a roadmap for guiding the Airport Division's decisions and contributions to the City of Fort Lauderdale's stated mission: **"We Are Prosperous."**

VISION, MISSION, AND GOALS



The Fort Lauderdale Executive Airport's Vision is ***"To create the finest General Aviation Airport, Industrial Airpark, Helistop and Foreign-Trade Zone (FTZ) facilities in the nation."***



The Fort Lauderdale Executive Airport's Mission is ***"To attract businesses to the area, help tenants prosper, and benefit the community."***



- To operate, maintain, and improve the Airport and Downtown Helistop in a manner that optimizes safety, security and efficiency.
- Negotiate and administer Airport and Industrial Airpark Leases to maximize revenues to the City and ensure conformance with regulatory requirements.
- Market and promote Executive Airport and Industrial Airpark and the Downtown Helistop and FTZ No. 241 to increase awareness of the City's aviation and non-aviation facilities.
- Serve the aviation needs of the citizens while addressing community and neighborhood issues related to the Airport.

INITIATIVES

The following Airport initiatives have been identified for the FY 2016 budget year:

- Market and promote the City's aviation facilities to attract airport business
- Maximize revenues to ensure self-sustainability
- Provide modern, energy efficient airport amenities
- Implement Urban Land Institute Technical Assistance Panel Report recommendations





RESPONSIBILITIES

The major responsibilities of the Airport Division are:

- Be fiscally responsible
- Be a good neighbor
- Optimize safety and security
- Increase economic development
- Grow responsibly

Executive Airport does not operate in a vacuum. Over its 60-year history, Executive Airport has developed into one of the top general aviation airports in the country. The development of the facility reflects trends in business and leisure activity in the surrounding community and parallels the history and growth of the City of Fort Lauderdale. Executive Airport tenants pay over \$2.2 million in ad valorem taxes each year, 23.5% of which is paid to the City of Fort Lauderdale. The Executive Airport tenants combined made up one of the largest City of Fort Lauderdale taxpayer's in 2014; with City property taxes generating a total of \$91,381, in addition to a \$1,285,308 Payment in Lieu of Taxes (PILOT) to the General Fund.

Executive Airport handles over 170,000 takeoffs and landings per year making it one of the busiest general aviation airports in the United States. The Airport is home to over 900 aircraft, more than any other airport in the Southeastern United States including 282 jets and 26 helicopters and ten percent of all business jet aircraft based in Florida. It is important to note that each based aircraft represents significant capital and operating investments by a local business or individual that has chosen Fort Lauderdale as their home.

AIRPORT BUDGET, LEASE AND GRANT ADMINISTRATION

Federal law requires that all Airport revenues be expended for the Airport's operating expenses and other non-operating expenditures, such as capital development. Federal law and FAA policies also prohibit airport revenue diversion for various uses including, but not limited to, direct or indirect payments other than payments reflecting the value of services and facilities provided to the Airport; and payments in lieu of taxes or other assessments that exceed the value of services provided. A 5-year Capital Improvement Plan has been developed to help the Airport strategically plan projects to ensure the long-term growth, sustainability, and regulatory compliance.

The City has always ensured compliance with all applicable laws and FAA regulations, and grant assurances provided as consideration for receiving grants and has maintained records of direct and indirect charges to the Airport as outlined in OMB Circular A-78 in order to ensure compliance. Compliance has secured the City's ability to pursue Federal and State grants for applicable Airport Improvement Projects and has allowed the Airport Enterprise Fund balance to grow.

During the past 15 years FAA grants to the Airport totaled over \$26 million and the State has awarded over \$5 million, for a total of over \$34 million in projects. These are dollars that could have gone to another community but instead have gone into our local economy, with a significant economic impact to the area. Additionally, the City has been able to accomplish over \$34 million in Airport improvements with only \$2.6 million of Enterprise Fund expenditures.



BUSINESS DEVELOPMENT

The Fort Lauderdale Executive Airport, Industrial Airpark and Uptown Business District are all vibrant and unique areas of the City of Fort Lauderdale. Historically Economic Development has focused on downtown and the beach area. The future of the uptown area with the Executive Airport as an anchor has enormous potential to become a gateway that will connect all areas of the City

Executive Airport Business Development staff identified the City's economic vision as a district with a vibrant business climate that's accessible, user-friendly and welcoming with the primary goals of:

- Attracting and retaining existing businesses and industries by fostering partnerships with local businesses
- Removing barriers to conducting business within the City
- Assisting to make Uptown an attractive place for businesses to locate

Executive Airport staff seeks business opportunities, promotes enhancement of services, and implements initiatives that enhance revenue growth, and encourage joint marketing and promotional opportunities between the Airport, Industrial Airpark, the City, Envision Uptown and area economic development organizations.

On-going efforts working with partners including but not limited to the City (i.e. City Economic Development, Envision Uptown, Greater Fort Lauderdale Alliance and Chamber of Commerce, as well as

industry organizations), for purposes of advancing opportunities for retention, expansion and workforce development.

In addition, FXE has 7 vacant properties available for development (see Exhibit A for more detailed property information). Staff is working with national and local real estate companies and economic development organizations to assist in marketing those properties for their highest and best use.

- Parcel B – 10.01 acres
- Parcel C – 10.29 acres
- Parcel D – 11.68 acres
- Parcel 12A – 1.96 acres
- Lots 20, 21 – 5.43 acres
- Parcel 21B – 6.13 acres
- Parcels 23, 23A, 24A – 7.36 acres

IMPROVED LAND USE AND ZONING

The Urban Land Institute (ULI) local district council hosted a Technical Assistance Panel (TAP) in August 2014 to discuss and provide advice on issues relating to driving more growth, including housing, to the Uptown area, a climate resilient area within the City's boundaries. On November 4, 2014 the final report was distributed at Commission Conference with major recommendations including:



- Climate resiliency
- Land use and vision alignment
- Transportation choices
- Healthy walkable places and greenways
- Development and redevelopment
- Employment and innovation
- Implementation tools
- Leveraging resources

ECONOMIC INCENTIVES

The City of Fort Lauderdale offers a host of incentives for area businesses. Some examples of our most utilized incentives are:

- Qualified Target Industry (QTI)
- Foreign Trade Zone
- Workforce Training Grants

Qualified Target Industry Refund (QTI)

Tax refund incentives are available to companies that create high-wage, value-added jobs in targeted industries such as (but not limited to): corporate headquarters, research & development, manufacturing, aviation/aerospace, CleanTech, life sciences, InfoTech, homeland security/defense, financial. Preapproved applicants who create 10 or more jobs, and pay a minimum of 115 percent of Broward County's average wage can be eligible to receive tax refunds from \$3,000 to \$ 5,000 per new Florida full-time equivalent job created.

Foreign Trade Zone (FTZ)

Fort Lauderdale is home to FTZ No. 241, a thriving Foreign Trade Zone that can instantly make companies more competitive with those abroad, generate significant savings, enhance revenue, and free up resources for job growth and business development. FTZ No. 241 offers numerous benefits to a business, including duty deferral or elimination, increased efficiency, and a profitable platform to compete effectively in global and domestic markets.

Workforce Training

Florida Flex is a customer-driven training program designed to assist new value-added businesses and provide existing Florida businesses with the necessary training for expansion. This program is customized, flexible and responsive to individual company needs. **Incumbent Worker Training Program** is a program providing training to currently employed workers to keep Florida's workforce competitive in a global economy and to retain existing business. This program is available to all Florida business that have been in operation for a least one year. **Employed Worker Training Program** goal of this locally funded program through CareerSource Broward is to upgrade the skills of existing employees. The program provides industry – or company specific training for employees, which can be customized to a company's individual objectives for the purpose of advancing their wages and positions.

NOISE ABATEMENT

As part of the Airport's continued commitment to benefit the community, the Airport has deployed a computer based system called the Airport Noise and Operations Monitoring System (ANOMS) to monitor and track noise events around the airport. The system is comprised of 7 noise monitoring stations throughout the Airport's surrounding communities that log noise events and store them in a central database for later reconciliation. In addition to employing a full-time Noise Abatement Officer and a 24-hour Aircraft Noise Reporting line, the Airport has established several best practice procedures to reduce aircraft noise impacts to the community:

- Voluntary restriction of jet aircraft use on Runways 13 and 31
- Voluntary use of jet noise abatement departure and arrival profiles
- Voluntary Runway 27 departures turn right to a heading of 315 degrees, after passing N.W. 31 Avenue
- Prohibition of engine maintenance run-ups between 7 p.m. and 7 a.m.
- Voluntary nighttime preferential runway for departures is Runway 27 for all aircraft, as winds permit
- Voluntary nighttime preferential runway for arrivals is Runway 9 for all aircraft, as winds permit
- I-95 turn - Runway 9 jet departures, heading north or west-bound, are instructed to turn left in order to fly above I-95
- Nighttime I-95 Turn - All Runway 9 jet departures are instructed to turn left between 11 p.m. and 7 a.m., except for emergency aircraft, weather conditions, or operational requirements
- Voluntary restriction of repetitive landing and practice approach operations during nighttime, weekends, and holidays
- All aircraft avoid overflight of residential area 1/2 mile south east of the ATCT
- All runways are noise-sensitive and monitored 24 hours
- Runways 13 and 31 are closed between 10 p.m. and 7 a.m., when Runways 9 and 27 are operational

OPERATIONS AND MAINTENANCE

The unit's primary purpose is to directly support the Executive Airport's business of providing safe, secure, and well maintained facilities, with special emphasis on regulatory requirements. The Airport Operations unit, while managing the day-to-day operations at Executive Airport is composed of two functional units:

- Operations
- Maintenance

These units are staffed by personnel who possess the educational background and core competencies necessary to ensure the safe and efficient operation of the airport, and are capable of handling a myriad of issues that arise on any given day. Issues such as irregular operations, emergency situations, natural threats to the airport, and utility failures can adversely impact not only FXE operations in terms of flight delays, but may also affect the National Airspace System as a whole.

Operations ensure compliance with all airfield and airspace-related Federal Aviation Regulations and 150 Series Advisory Circulars (AC) while Maintenance is responsible for maintaining all Airport facilities and equipment, the Airfield lighting system and electrical vault, and turf areas around the Airport's 1,000 acre complex. The Operations core areas cover a large quantity of tasks that are driven by safety and customer service. These primary core areas are:

- **Emergency Response and Incident / Recovery Management** – Manages emergencies, incidents and irregular operations in a very deliberate, meticulous, and decisive manner to minimize operational delays of aircraft and equipment operating at the airport. Personnel must continue to partner with Airport Police, Fire, and Security personnel to conduct regularly scheduled exercises utilizing the Incident Command System.
- **Federal Aviation Regulation (FAR) Part 139 "Best Practice" Compliance** – Conducts daily inspections of the entire airfield and airspace surrounding the airport. In addition, other regular inspections are conducted daily to include special surface inspections, contaminant accumulation, wildlife hazard, construction activities, and foreign object prevention.
- **Airfield Safety Training** – Manages the standardized Airport Driver's Safety Training course for personnel required to drive on the airfield ramps, and roadways; and Airport Movement Area Training for personnel with a valid need to operate on the airport movement areas (runways and taxiways).
- **Construction Coordination** – Coordinates airside construction activities during scheduled construction meetings and performs on-site evaluations of construction activities to ensure compliance with established safety guidelines.
- **Noise Monitoring System** – Oversees a comprehensive noise abatement program that relies on the collaboration between the communities, airport users, and City staff to minimize aircraft noise over residential areas. A vital element of the program is the technologically-advanced Airport Noise and Operations Monitoring System (ANOMS) that Airport staff uses to analyze noise events, conduct informational outreaches, monitor the effectiveness of existing noise reduction measures, and explore the development of new measures.



SUSTAINABILITY

U.S. Customs and Border Protection Facility

Fort Lauderdale Executive Airport recently celebrated the completion of the new U.S. Customs and Border Protection facility. The new 7,800 square foot, state-of-the-art building is well-equipped to meet current volume and future demands, provide travelers with an enhanced level of customer service, and continue to strengthen Executive Airport's position as an international gateway for our region.

The project also reflects Fort Lauderdale's citywide commitment to sustainability by incorporating Leadership in Energy and Environmental Design (LEED) principles to reduce operating costs and energy consumption, while minimizing impacts to the surrounding environment. The building has achieved LEED Silver certification from the U.S. Green Building Council as a result of numerous sustainability features, including effective use of natural day lighting; highly efficient lighting fixtures and controls; ultra-high efficiency mechanical equipment; use of systems to recycle rainwater; solar responsive lighting; native landscaping; and a high performance thermal envelope to minimize energy usage.

Airport Administration Building Renovation

The renovation is for interior and exterior improvements and will include new landscaping, irrigation, carpet, lights, tile, HVAC unit, and plumbing upgrades in order to obtain LEED certification and reduce energy consumption.

Aviation Equipment and Service Facility

When a new Aviation Equipment and Service (AES) facility was planned, there was no question that it would be built according to green building standards. This newly constructed 7,400 square

foot building located on the airport's north side is a stand-out in the aviation industry.

Features that contributed to LEED® certification included: drought-resistant landscaping, rainwater collection, recycling, energy efficiency lighting and use of sustainable building materials. The building achieved all available credits for water efficiency, and 13 out of 15 credits for Indoor Environmental Quality, as well as all available credits for Innovation.

Wildlife Protection

The airport is also home to two of Florida's rare species. Gopher Tortoises are primarily located in a secluded area on the north side of the airport. The area is made up of rare native plants and serves as a shelter and nesting ground for these rare creatures.

The other species is the Burrowing Owl, which has nests scattered throughout the airfield. PVC pipes shaped like "T's" mark their nests so that they are visible to the Airport's maintenance crews and also serve as a place for the owls to perch during the breeding season. In an effort to minimize disruption to the owls, Executive Airport schedules its construction projects so as not to interfere with the owls' breeding or nesting seasons.

Recycled Asphalt

Executive Airport recycles as much material as possible when projects are undertaken. An example would be the re-construction of taxiway Golf on the south east side of the airport. The millings (ground up asphalt) are reused to construct haul roads or maintenance roads around the airfield.

CAPITAL IMPROVEMENT PROJECTS

WESTERN PERIMETER ROAD

(EST. COST: \$1,750,000)

This project is proposed on the current FXE Airport Layout Plan (ALP), and calls for the design and construction of a perimeter loop road system within the secured fence area at the western end of the Airport. The road enhances the safety of the Airport by eliminating unnecessary runway crossings by vehicles and equipment. This project is eligible for 80% grant funding through the Florida Department of Transportation (\$1,400,000 FDOT / \$350,000 FXE).

TAXIWAY FOXTROT PAVEMENT REHABILITATION

(EST. COST: \$6,150,000)

Derived from the 2007 Pavement Management Plan, the Pavement Condition Index (PCI) rating for taxiway Foxtrot warrants pavement replacement. The project will include the design and construction which calls for milling and resurfacing of the entire taxiway Foxtrot pavement area. This project is necessary to extend the useful pavement life and to prevent pavement structural failure. This project is eligible for 90% grant funding from the Federal Aviation Administration (FAA) and 5% grant funding from the Florida Department of Transportation (\$5,535,000 FAA / \$307,500 FDOT / \$307,500 FXE).

TAXIWAY INTERSECTION IMPROVEMENTS

(EST. COST: \$1,212,500)

This project is to provide for the planning, design and construction costs to reconstruct selected taxiway intersections to conform to new Federal Aviation Administration (FAA) standards. The taxiway intersections will be selected based on the criteria within FAA Advisory Circular A/C 150/5300. Taxiway edge lights and junction cans will also need to be relocated to meet the new criteria. The goal of the project is to upgrade taxiway intersections leading directly from the tenant aprons to the runway in order to eliminate the possibility of a runway incursion. This project is eligible for 80% grant funding through the Florida Department of Transportation (\$970,000 FDOT / \$242,500 FXE).

AIRPORT ADMINISTRATION BUILDING RENOVATION

(EST. COST: \$1,000,000)

The renovation is for interior and exterior improvements to include new landscaping and irrigation, carpet, lights, tile, HVAC unit, and plumbing upgrades in order to obtain LEED certification and reduce energy consumption. Additionally a new conference room/office space area will be constructed to provide for additional office space. The existing facility was constructed in 2002. This project is eligible for 80% grant funding through the Florida Department of Transportation (\$800,000 FDOT / \$200,000 FXE).

AIRFIELD ELECTRICAL VAULT IMPROVEMENTS

(EST. COST: \$580,000)

This project is for the rehabilitation of the Airports electrical/emergency generator vault based on an evaluation report prepared by the Airport's General Aviation Consultant. The last major upgrade to the electrical/generator vault was completed in 2001. Since then there have been upgrades in regulator/transformer equipment that can reduce the operating and maintenance costs for the airport and increase energy efficiency by replacing the existing equipment. The project is eligible for 80% grant funding through the Florida Department of Transportation (\$464,000 FDOT / \$116,000 FXE).

ENVIRONMENTAL AND SUSTAINABLE MANAGEMENT SYSTEM

(EST. COST: \$141,000)

This project is to develop an Environmental and Sustainable Management System (ESMS) for the Airport fence line. ESMS is a set of management processes and procedures that allow an organization to analyze control and reduce the environmental impact of its activities, projects and services and operate with greater efficiency and control. The end result will consist of the development of a full set of processes and procedures to respond to and to prevent environmental mishaps and will prepare the Airport for an International Organization for Standardization (ISO 14001) certification. (\$141,000 FXE).





AIRPORT DIVISION SWOT ANALYSIS

The Airport Division regularly conducts a critical self-assessment of the External and Internal Factors it considers to have an impact on the successful accomplishment of its stated goals. Further analysis of these factors helps to shape the strategy and identify initiatives the Airport Division selects to pursue in achieving its goals. Regular review and evaluation of performance will guide future decisions related to each strategy and initiative.

A SWOT analysis begins with identification of an organization's strengths, weaknesses, opportunities, and threats. Strengths and weaknesses are internally focused. Opportunities and threats are externally focused on the environment and outside factors that influence the organization. The Airport Manager, in collaboration with the Airport staff and TAM senior leaders, has identified key factors for each respective category as follows:

STRENGTHS

- Highly motivated, results oriented, well-educated, technically experienced Airport staff.
- 5 Fixed Base Operators (FBO)
- 24 hour Air Traffic Control tower
- Downtown Helistop
(only public-use Helistop in the State of Florida)
- U.S. Customs facility open 8:00 a.m. to midnight
- Fort Lauderdale Police Department Substation
- 24 hour Aircraft Rescue and Fire Fighting
- Foreign Trade Zone 241
- 200-Acre Industrial Airpark
- 2 Million square feet Office-Warehouse-Light Manufacturing
- 900 acre airfield
- 150 aviation tenants
- 447 hangars

WEAKNESSES

- Regulatory compliance
- Limited areas for development
- Zoning restrictions
- Runway length

OPPORTUNITIES

- Deploying technological advancements to improve Airport efficiencies
- Exploring new avenues to generate non-aviation revenue
- Promotion of Airport business incentives and Foreign-Trade Zone 241
- Develop an Environmental and Sustainability Management System
- Update Airport Master Plan

THREATS

- Rising fuel costs
- Unstable economy
- Airport lease structures
- Rising cost for intergovernmental services
- Public perception

Fast Forward Fort Lauderdale, Our City Our Vision 2035 is a Vision Plan, the heart of which is our Vision Statement. Our vision statement is an inspirational view of the future and what our community wants to become. It is a fusion of the collective values and aspirations that have been expressed by a diverse cross-section of our neighbors over a multi-year citywide initiative. Six themes make up the community vision.



WE ARE CONNECTED.

We move seamlessly and easily through a safe transportation system where the pedestrian is first.



WE ARE READY.

We are a resilient and safe coastal community.



WE ARE COMMUNITY.

We are a neighborhood of neighborhoods.



WE ARE HERE.

We are an urban center and a vacationland in the heart of South Florida.



WE ARE PROSPEROUS.

We are a subtropical City, an urban laboratory for education and business.

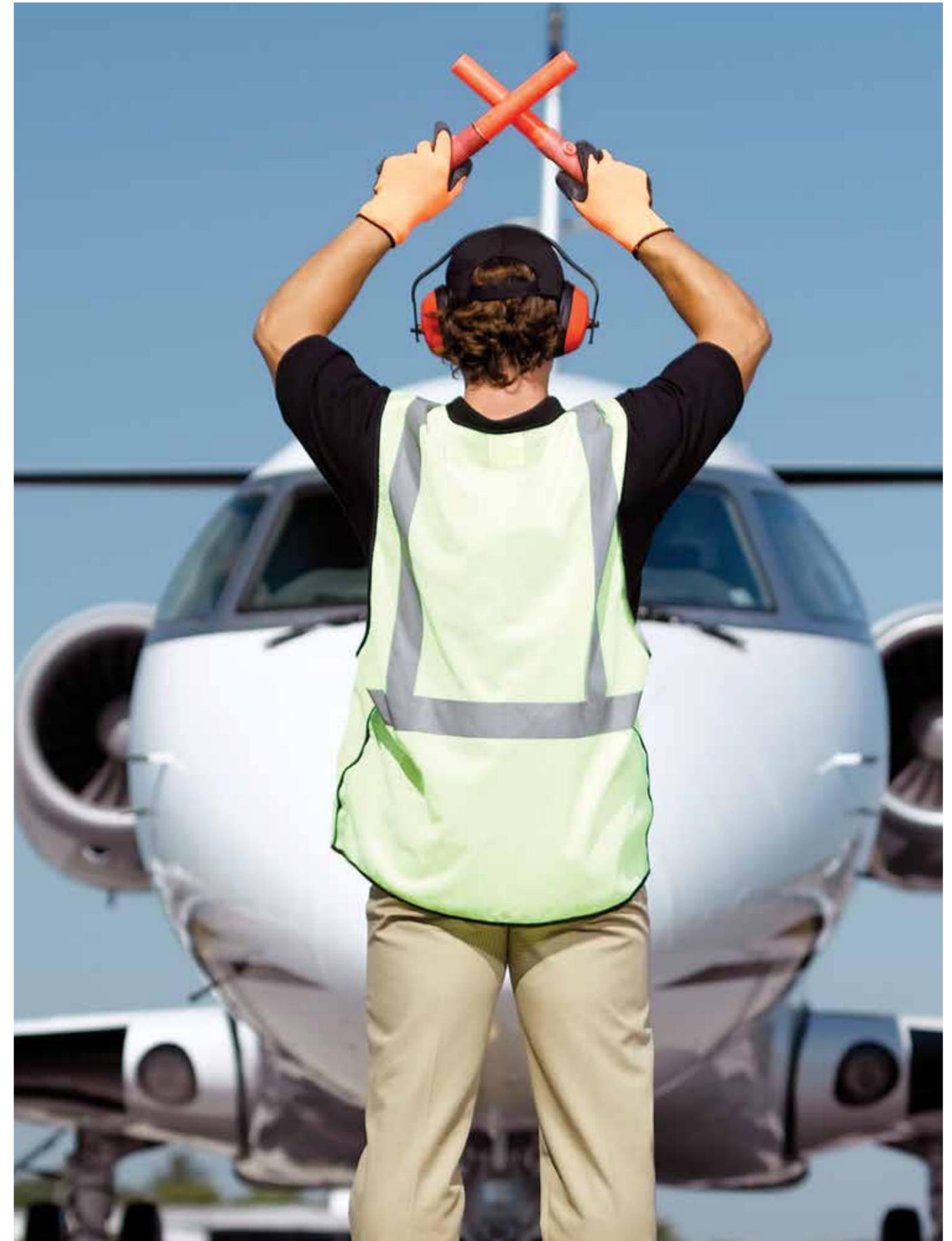


WE ARE UNITED.

We are a strong and vibrant kaleidoscope of multi-generational cultures, ethnicities, and community partners.

We are Fort Lauderdale, a community of choice.

We are the City you never want to leave.



INTRODUCTION

The global air system connects international travelers through a worldwide network of airports that are vital as economic catalysts for growth in a region. The international aviation community leads efforts to develop airport infrastructures in an environmentally and socially sustainable manner. It strives to improve the standard of living by increasing social and cultural benefits, and strategically enhances safety and security of air navigation to conform to global standards. As the world becomes more connected, the importance of airports being in a strong position of supporting and developing international economic opportunities are key for future sustainability.

Today, as a reliever airport for Fort Lauderdale-Hollywood International Airport, Executive Airport is an important component of the National Plan of Integrated Airport Systems and the Florida Aviation System Plan. Both federal and state governments recognize its importance as part of the transportation system. The National Air Transportation Association identifies Fort Lauderdale Executive Airport as one of "America's 100 Most Needed Airports" based on its significance to the industry.

Florida's system of commercial service and general aviation airports are important to businesses throughout the state. Protecting and investing in airports throughout Florida will support the aviation industry and the economic benefits described in this plan. With continued support, Florida's dynamic aviation system will continue to provide a significant economic return in the years to come.

Fort Lauderdale Executive Airport is one of three business units that make up the Transportation and Mobility (TAM) Department of the City of Fort Lauderdale. To coincide with the City of Fort Lauderdale's Strategic Priorities, the Airport Division has developed a Strategic Plan outlining its strategic priorities and the initiatives for those priorities.

STRATEGIC PRIORITIES

The strategic priorities identified by TAM leadership have been adopted by the Airport Manager as crucial to accomplishing the mission and vision of the Executive Airport.

- Deliver best-in-class regional general aviation airport amenities and services to domestic and international stakeholders
- Ensure sound fiscal management

MARKETING PLAN

FXE staff will seek business opportunities, promote enhancement of services, promote and implement initiatives that enhance revenue growth, and encourage joint marketing and promotional opportunities between the Airport, the City, Envision Uptown and area economic development organizations.

- Develop advertising that reflects current brand and target industries
- Build strong relationships with local and statewide economic development project managers, site selection consultants and local, regional and national real estate brokers
- Promote the City of Fort Lauderdale and FXE to targeted industries through participation in industry specific tradeshows, conferences and events, (such as: NBAA, FAC, HeliExpo, International Economic Development Conference, National Foreign-Trade Zone, Florida International Trade and Cultural Expo etc.)
- Proactively engage and build meaningful relationships with existing industries for the purpose of business attraction, retention and growth through business outreach
- Continue to educate the area through customized communication efforts, speaking engagements and meetings with economic development authorities, organizations, chambers and businesses

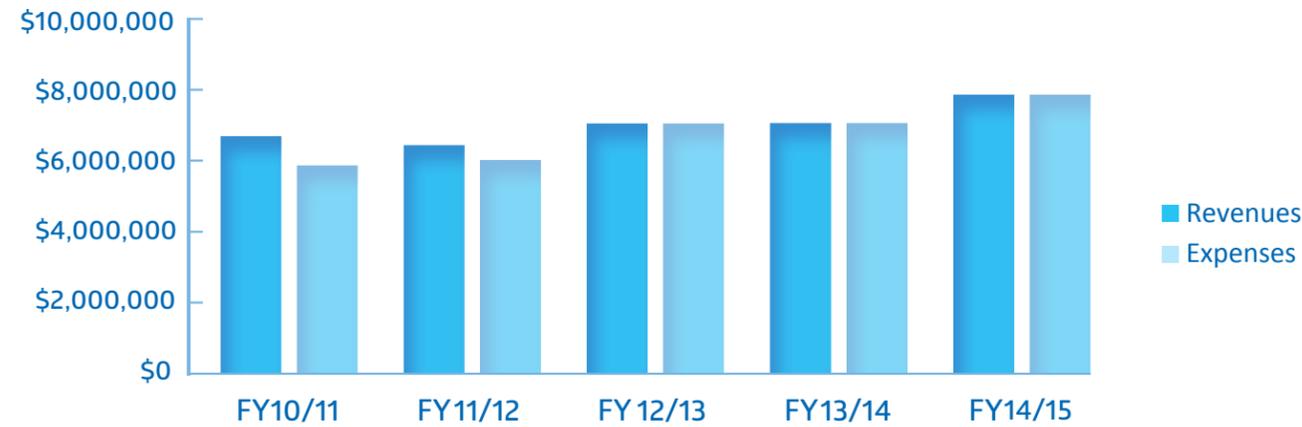
DYNAMIC WAYFINDING

Signage in an airport environment serves many different purposes, such as tenant business information, wayfinding, identifying amenities, marketing, and paid advertising. An efficient signage program maximizes the dissemination of information to customers in a manner and time appropriate for that customer. FXE seeks to install an interactive wayfinding kiosk at the Airport Administration Building as well as large screen dynamic displays at key locations around the airport campus.





AIRPORT DIVISION OPERATING BUDGET



AIRPORT DIVISION OUTLOOK

3 Years

- Taxiway Foxtrot Rehabilitation
- South Perimeter Loop Road
- Runway 27 and 13-31 Bypass Taxiways
- Taxiway Echo Rehabilitation
- Gopher Tortoise Relocation
- Replace New Holland Tractor
- Add Airport Operations Aide
- Parcel 9 Developed

5 Years

- Acute Angle Taxiway Kilo
- Relocation of Taxiway Golf
- Mid-field Taxiway Extension and Run-up Area
- Acute Angle Taxiways November and Delta
- Design and Construct Taxiway Extension
- Replace Airfield Fiber Optic Loop
- Parcels B, C, D Developed
- Fully execute 5-year CIP

AIRPORT DIVISION ORGANIZATIONAL CHART

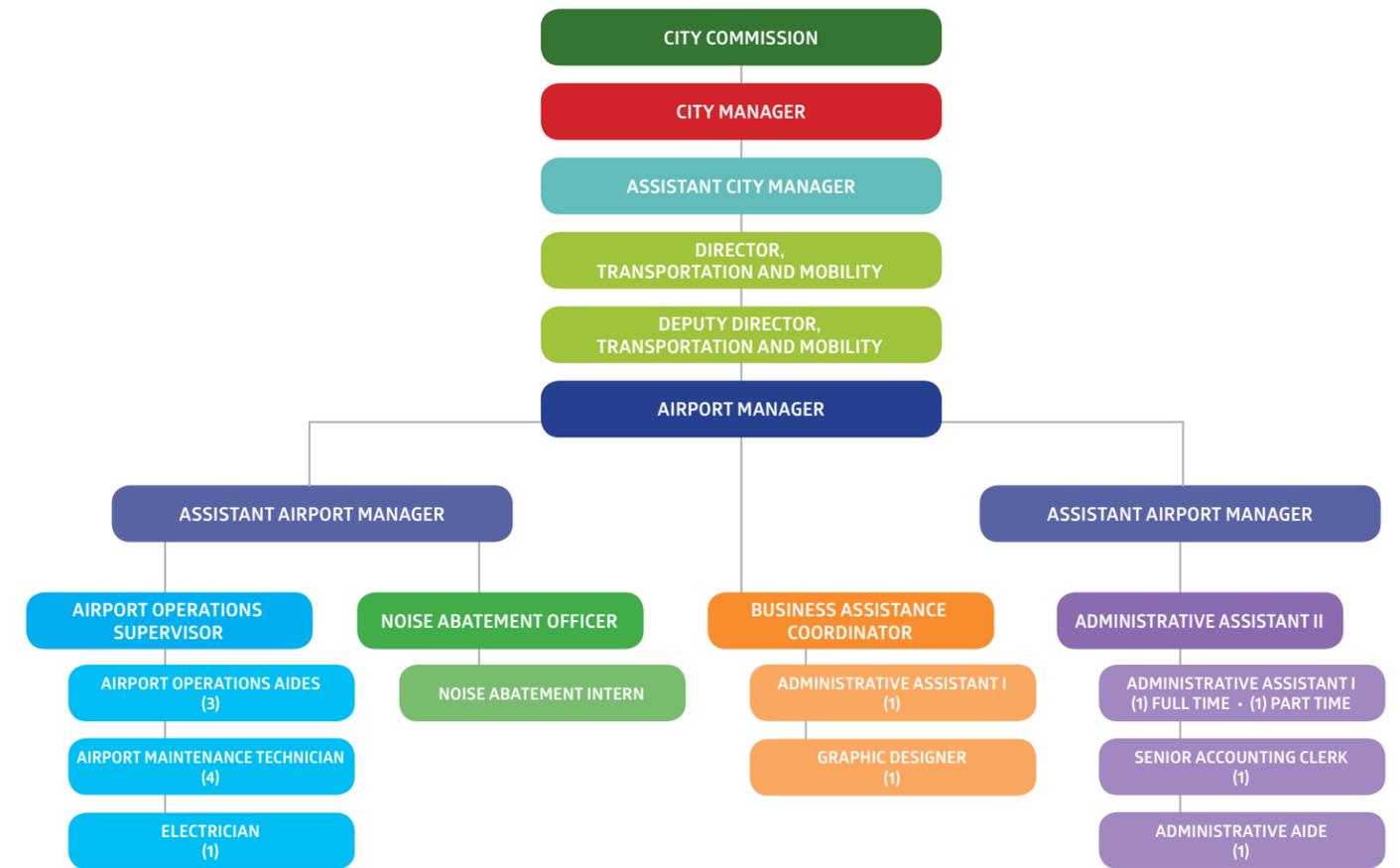


EXHIBIT A



Parcel B – 10.01 acres



Parcel D – 11.68 acres



Parcel C – 10.29 acres



Parcel 12A – 1.96 acres



Lots 20, 21 – 5.43 acres



Parcels 23, 23A, 24A – 7.36 acres



Parcel 21B – 6.13 acres



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