

Miami-Dade Aviation Department (MDAD) Real Estate Management Functions

Western Region Airport Property Managers (WRAPM-2024)

Dennys Gonzalez Section Chief Terminal Maintenance

*Former Senior Aviation Property Manager,
Real Estate Management and Development Division*

Carlos Lavista Section Chief Terminal Real Estate Management

Real Estate Management and Development Division



October, 2024





1. Miami International Airport
2. Miami Executive Airport
3. Miami-Opa Locka Executive Airport
4. Miami Homestead General Aviation Airport
5. Dade-Collier Training and Transition Airport

MIA

Miami International



TMB

Miami Executive



OPF

Miami-Opa Locka Executive



X51

Miami Homestead General Aviation



TNT

Dade-Collier Training and Transition



Tracking System Activity... (Sample of Daily Statistics Report)

✓ Thursday, 8/22/2024

Passengers: 146,139
 Passenger Flights: 968
 Cargo Flights: 188
 GA Flights: 41
 Other Flights: 10
Total Flights: 1,207

✓ Thursday, 8/24/2023

Passengers: 135,622
 Passenger Flights: 963
 Cargo Flights: 186
 GA Flights: 56
 Other Flights: 17
Total Flights: 1,222

✓ Change from Last Year

Passengers: **+10,517 (7.75%)**
 Passenger Flights: **+5 (0.52%)**
 Cargo Flights: **+2 (1.08%)**
 GA Flights: **-15 (-26.79%)**
 Other Flights: **-7 (-41.18%)**
Total Flights: -15 (-1.23%)

✓ Passenger Flights Stats for 8/22/2024

International Passengers: 64,880
 Domestic Passengers: 76,834
 Transborder Passengers: 4,425

 International Flights: 401
 Domestic Flights: 533
 Transborder Flights: 34

 Cancelled Arrivals: 16
 Cancelled Departures: 18

Note: Airlines report their field flight activity before gate assignments are approved. Staff feeds information to the Finance Division to be verified (cross-checked) and generate monthly reports.







About MIA...



Leading Economic Engine for Miami-Dade County and the State of Florida.

➤ Year-End Traffic Figures (CY-2023):

- Approx. 53 million passengers
- Approx. 2.75 million tons of cargo
- Total Operations: 461,792 (FAA Tower Data)

➤ Carriers: 96 (U.S. = 35 / International = 61)

➤ Non-Stop Destinations: 169 (69 Domestic / 100 International = 100)

➤ Local Economic Impact: \$32 billion annually, and calculated at \$118 billion when including related business

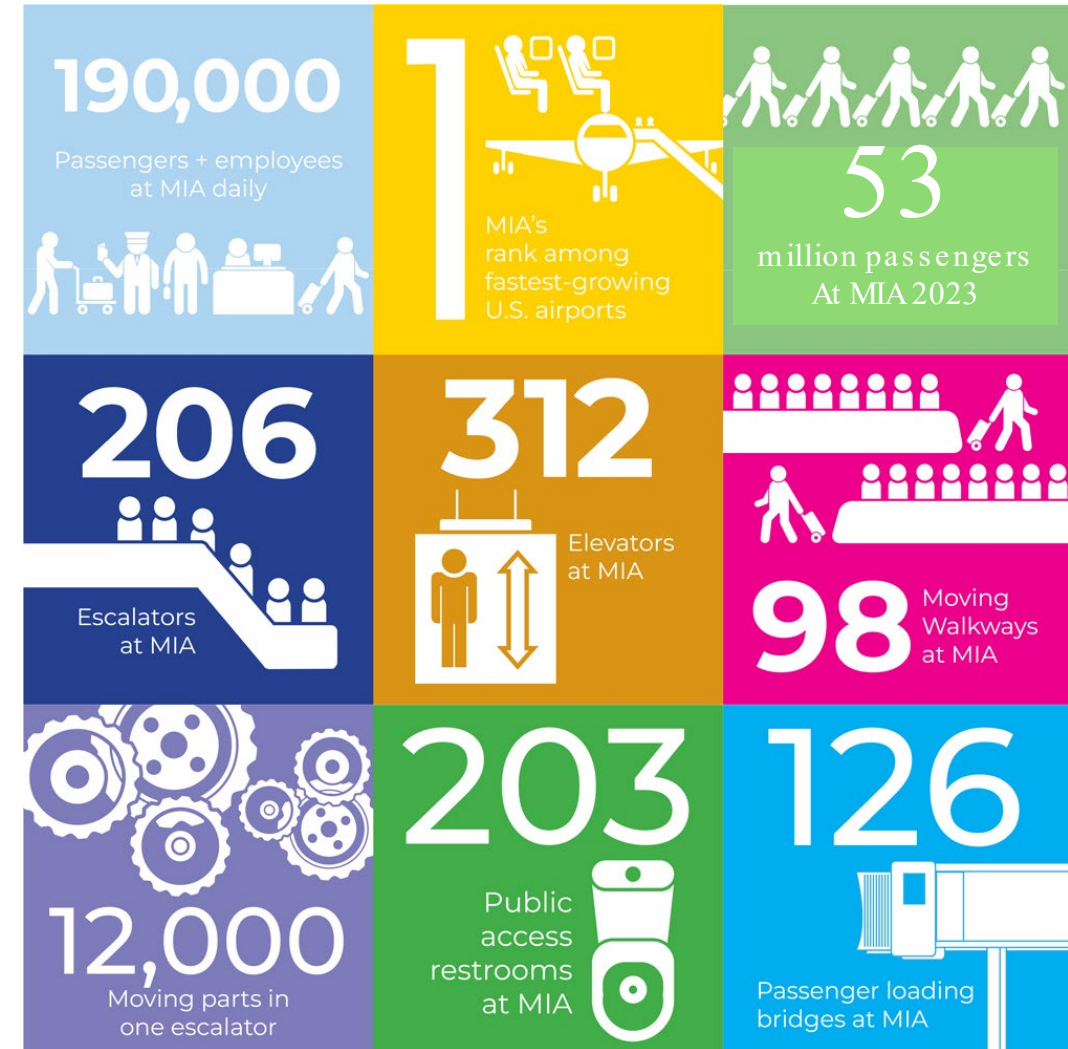
➤ Jobs: Onsite = 35,000, regionally = 275,000 direct and indirect (697,255 with related & induced jobs)

➤ Cargo Sector: imports/exports valued at over \$74 billion in 2023



Ambitious airport-wide modernization project:

- Unprecedented investment of \$7 billion in capital improvements
- \$1.7 billion in maintenance upgrades over the next 10 years
- Paving the way for 2040's traffic projections, calculated at:
 - ✓ 77 million travelers
 - ✓ 4 million tons of cargo

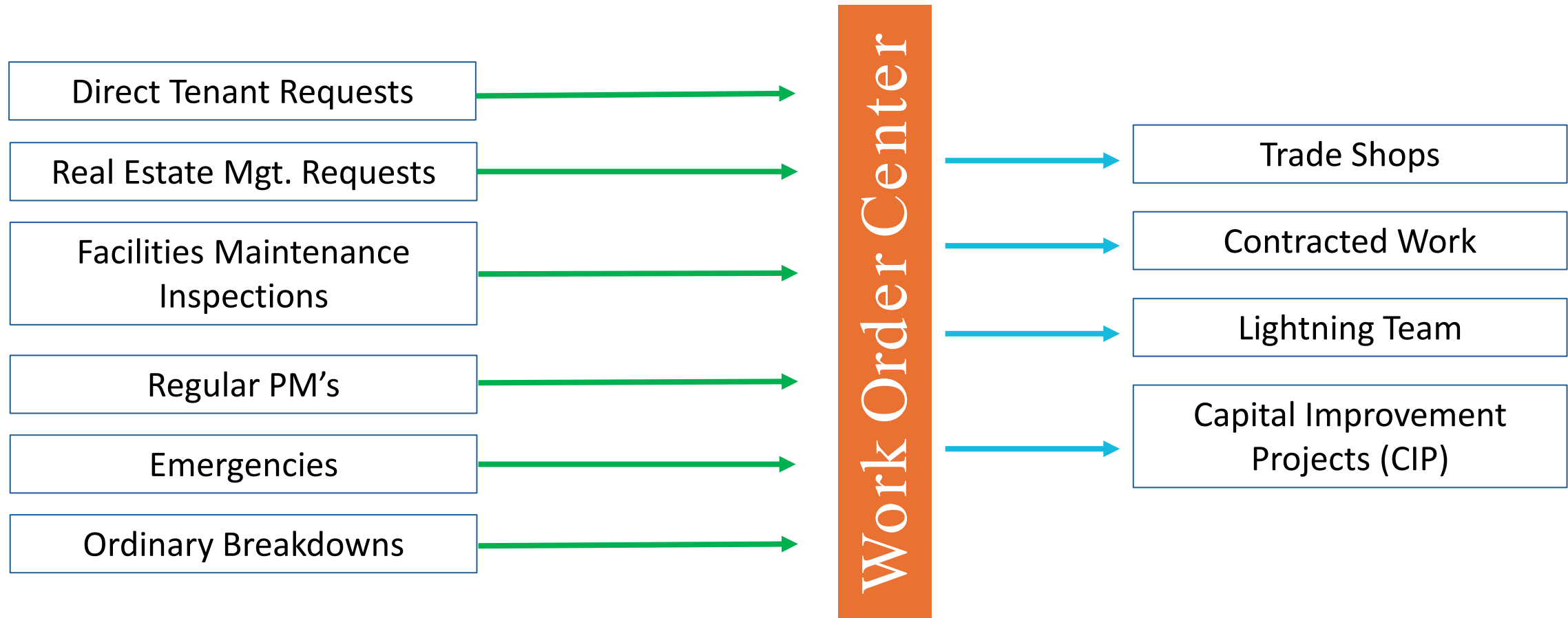


MIA Future Ready

2.41 Minutes Presentation

<https://youtu.be/aW7kK6kzqX0?si=ARro4ky8TYMmS77N>

Airport Facilities Maintenance (FM)





Miami-Dade Aviation Department (MDAD) Real Estate Management (REM)



Lease/Contract Negotiation

Development Lease

Standard Lease (5Yr)

License (short term)

Lease/Contract Administration

Security Deposit

Rental Rates

Modifications

Renewals

Cert. of Insurance

Boots On The Ground

Leasehold Inspections

Enforcement (Ch-25)

Facilitator

Tenant Familiarity

- Fixed Base Operator (FBO)
- Cargo Handler
- Integrator
- Maintenance Repair and Overhaul (MRO)

Customer Service

Project Manager
Tenant Airport Construction (TAC)

Liaison / Frontline

- Airside / Landside
- Security
- Facility Maintenance
- Planning
- Legal

Note: REM revenue was \$185 Million during FY2023 (excludes Concessions, Permits and Parking Ops) / MDAD Total Staff 1,500

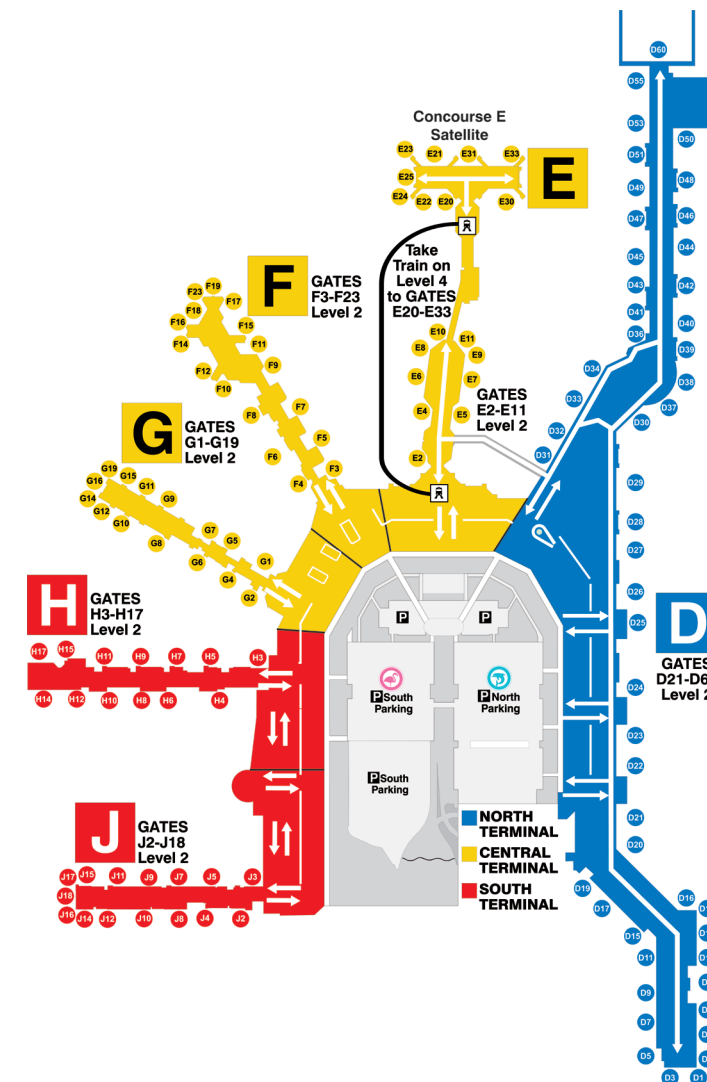
Terminals North /Central /South

- Aircraft Parking Spots: 160 (*includes gates & remote parking*)
- Passenger Loading Bridges (PLB's): 126
 - ❖ Gates Benchmark: TPA 59 / MCO 93 / FLL 66 / PBI 32 / Fort Myers RSW 28

Assets Portfolio

- CUTE Rental (*Common Use Terminal Equipment*)
- VIP Clubs
- Facility Rentals (*ticket counters, support office, baggage service office, storage, etc.*)
- Approximately 90 agreements (*30 North / 60 South*)
- Average Terminal Space Rental Rate \$145 PSF (as of October 2024)

Note: Generated approximately \$90M in FY2023 (excludes Concessions, Permits and Parking Ops)



Categories:

- Duty Free, Food & Beverage, Retail and Services
- Revenue performance tracked at the brand/concept level

Assets Portfolio:

- 400 Operational Spaces + *Support Areas*
- Managed Space: 318,000 sq. ft.
- Occupancy: 94%
- Agreements: 55 (4 PM's administer avg. 11-16 agreements)

Notes:

- Concessions reported gross sales \$558M (\$88M is MDAD share) / FY2023. Revenue sources are Terminal Facility Rental and Opportunity Fees
- Permits Section reported \$43M / FY2023
- Additional sources include Commercial Operations, Rental Car, Parking, Taxi & TNCs, Hospitality (e.g. hotel, wi-fi, wireless, etc.), at approximately \$127M





Revenue Opportunities / Expansion & Renovation

- Renovation of existing hotel within central terminal
- Construction of new hotel between north and central
- New Concourse K (10 gates, inclusive of 3 hardstands)
- Central Terminal renovation
- Concourse D Enhancement (Additional Gates)
- Additional Parking Garage



General Aviation Airports

1. Miami Executive (TMB)
2. Miami-Opa Locka Executive (OPF)
3. Miami Homestead General (X51)
4. Dade-Collier Training and Transition Airport (TNT)

Assets Portfolio

- A. 114 facilities (approximately 45 agreements, including development)
- B. Manage approximately 600 acres of farmland, some of it reserved for future development or reserved for airport Runway Protection Zone (RPZ)
- C. No landing fees
- D. Main sources of income from fuel flowage fees & facility rental

Note: Generated \$17M in FY2023 from Aviation Fuel and Facility Rentals



Miami Executive Airport (TMB)

Formerly Kendall-Tamiami Executive

- Size - 1,380 acres
- Serves primarily business, recreational and private flights
- Reliever to MIA (home to multiple FBO's)
- Onsite Police & Fire Air Rescue operations (*airport and community*)

Miami-Opa Locka Executive Airport (OPF)

Largest of the GA's

- Size – 1,880 acres
- Handles a variety of private, pleasure and business flights
- Reliever to MIA (home to three FBO's)
- Onsite Police & Fire Air Rescue operations (*airport and community*).
- *US Coastguard Air Operation located within OPF serving both US east and west coasts.*



Miami Homestead General Aviation Airport (X51)

Non-towered

- Size – 796 acres
- Mainly recreational e.g. paramotor, glider activity (Miami Gliders Flight School), and Skydive Miami
- One Fixed Base Operator (FBO) with two facilities



Dade-Collier Training and Transition Airport (TNT)

- Size – 24,960 acres
- Envisioned in 1968 as the “Everglades Jetport”, a large airport with six runways, connected to both central Miami and the Gulf of Mexico by an expressway and monorail line
- The project was abandoned. Land was retained by MDAD
Primarily used for pilot training (touch-and-go)





Tenants/Categories

- Training/Education, Fixed Base Operators (FBO), Office Buildings, Maintenance, Repair and Overhaul (MRO), Cargo Handlers, Cargo Integrators, Cargo Airlines, Developers, Local/Federal Agencies, Internal Staff, Vacant Land, Building Grounds, etc.

Assets Portfolio

- Managed Space: 10M Sq. Ft.
- 80+ buildings
- Vacant Parcels: 8M Sq. Ft.
- Number of Agreements: 220 (*Property Managers administer an average of 35-40 agreements*)
- *Land Rental \$3.25 PSF + Pavement Class (as of Oct 2024)*
- *Space rental rate is building-specific, depending on location and use*

Note: Non-Terminal (field) REM generated \$80M in FY2023





Digital Building Directories Go-Live (West Cargo Facilities):

- Digitalization of paper-based building tenant directories.
- Buildings equipped with a robust network of digital monitors (*building tenant directories, cargo-flight information, and other on-demand messages*).
- Data-management from a centralized remote point.
- Saves time and money, avoids installation of printed material.
- Increased customer/tenant satisfaction.
- Branded with MIA/MDC logo and contact information to REM.
- Potentially a revenue-generating source through marketing.



Re-Branding West Cargo Area:

- NT-REM suggested re-branding initiatives to add the MIA/MDC logo in public areas.
- Goal: “West Cargo Area” tied to MIA’s branding scheme. Many tenant’s employees and visitors ignore the fact that these facilities are part of the greater MIA Airport Campus.
- Great illustration of inner-collaboration between REM, external stakeholders (airport tenants), MDAD Facilities (Signage) and MDAD Marketing (Creative Services).





REM and Development Projects...



EAST

MIA
MIC

MIA
Terminals

SOUTH

MIA
West Cargo

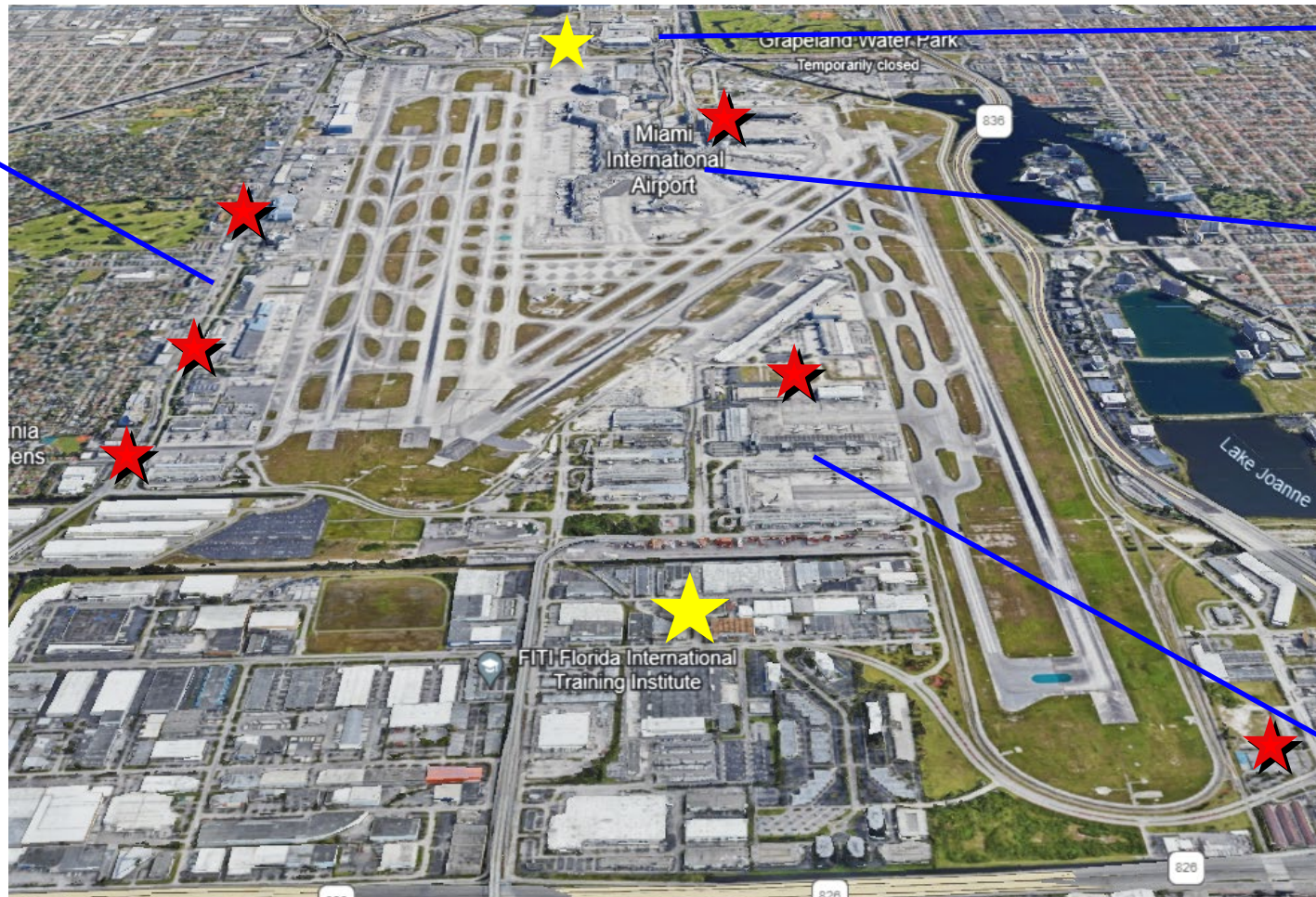
WEST

NORTH

MIA
36-Street Corridor
North Perimeter
MRO's
FBO
FedEx/UPS
USDA

Active
Re-Development

Active
Acquisition Area
(long-term growth)



MIA FedEx Hub Expansion

- Completed December 2021
- \$72.2 M Construction Cost
- 138,000 SF Expansion – Doubling of existing facility (282,000 SF)
- 2 New B777 Positions



VIP Terminal / Bldg. 874 / Former Pan Am HQ

- RFP Process valued at \$15M.
- Building 874, former Pan Am Headquarters at MIA and designated “historical site” by the Historical Preservation Board will soon be home to new VIP Terminal. Project designed and managed by Private Suite (PS).

Note: PS launched the country’s first private terminal for commercial travel at Los Angeles International Airport (LAX) in 2017.



MDAD will receive fair market value land rent plus a shared-revenue from the operational income.

Vertically Integrated Cargo Community (VICC)

- This \$400M investment is a flexible and vertically integrated Air-Cargo platform that maximizes MIA's utilization of its available real estate.
- Will create additional aircraft ramp that will support current and future cargo capacity demands:
 - Building Size: Approx 1.4 M SF (4 stories high)
 - Truck Docks: Up to 196
 - Cargo Capacity: Up to 2M tons/year, increasing MIA's total annual capacity to at least 4.5M tons/year of air freight (to meet 2040 cargo projection).
 - Vehicular Parking Garage: 1,000 spaces
 - 10 Aircraft hardstands with hydrant fueling capability



2 Minute Presentation:

<https://youtu.be/oyzHSj8XdQI?si=tudWHBX6zj6Wi5oH>

MDAD will receive fair market value land rent plus a shared-revenue from the operational income. This is a 40-Yr land lease agreement.

Phytosanitary & Cold Chain Processing (Fumigation Facility)

Project to be designed, constructed, operated, secured, maintained, and funded by a private developer to be selected via Request for Proposals (RFP)

Project funding:

- Federal grant approximately \$34M
From the Port Infrastructure Development Program (PIDP)
- Port Miami contribution \$9 M
- Developer funding \$TBD
- MDAD to reimburse land contamination remediation costs (if any)



Note: MDAD will receive fair market value land rent plus a shared-revenue from the operational income.

Bombardier Aircraft Service Center (Opa Locka)

- This is a Bombardier Maintenance Facility (\$100M)
- Approximately 31.93 acres land lease:
 - Includes approx. 5.71 acres hangar and offices
 - Parking lot with 226 parking spaces
 - 11.52-acre support apron area
 - A 300,000-square-foot facility sufficient to house Bombardier's premier fleet of planes (e.g. Learjet, Challenger and Global aircrafts)
 - Facility will offer maintenance on the different aircraft, some of which can hold up to 20 passengers
- Miami-Dade County awarded \$5 million toward construction cost (Economic Development Fund) as it is estimated to bring more than 300 jobs with an average salary of \$70,000/year
- The project originally began at Fort Lauderdale-Hollywood International Airport (FLL); however, the owner later moved the project to OPF



Embassair FBO (Opa-locka)

- \$50 million investment / 30-Yr. land lease.
- A 25,000-sq-ft terminal with highest levels of security and discretion.

Features:

- Four private boarding lounges with direct access to the ramp.
- Covered garage with access to the lounges and ramp.
- Atrium lobby with a 28-foot-high ceiling.
- Dining lounge.
- Snooze rooms with individual bathrooms, full beds, and television.
- Crew gym, flight-planning areas, and conference rooms.



- 60,000 sq ft of adjoining hangar space capable of accommodating the latest ultra-long-range business jets and nearly three acres of ramp space.

Reliance Aviation at Miami Executive (TMB)

- Cost \$14.75M / 35 Yr. land lease.
- New FBO Terminal Facility, Fuel Farm and Offices.
- Two 25,000 sq. ft. aircraft storage hangars.
- Project started, currently in the due diligence phase.



International Flight Center at Miami Executive (TMB)

International Flight Center FBO (IFC) – West Project

- Two 30,000 sq. ft. storage hangars, office building and new terminal.
- Installing 3 new 20,000-gallon Jet A fuel tanks.
- Cost \$22M / 35 Yr. land lease.

International Flight Center (IFC) – East

- Developed one (additional) 30,000 sq. ft. maintenance hangar

Note: (3) Hangars were built and (2) old hangars were demolished. Terminal facility and fuel farm pending completion (Sept 2024).



Miami Intermodal Center (MIC)



MIA Terminals connect to the MIC through the MIA Automated People Mover (APM).

Visitors enjoy a central transfer point to Metrobus, Metrorail, Tri-Rail, Amtrak, Rental Cars, Greyhound, Free Trolleys, Tour Buses, Taxi Cabs, amongst other means of transportation (*e.g. possible future site for eVtol*).



MIC Facility is linked to the Rental Car Center (RCC) and home to an array of mass-transit systems that complement airport-city connectivity.

MDAD Vision and Mission

❖ Vision:

To grow from a recognized hemispheric hub to a global airport of choice that offers customers a world-class experience and an expanded route network with direct passenger and cargo access to all world regions.

❖ Mission:

To provide a modern, safe, and efficient world-class international gateway that delivers best in class customer service, significant economic benefits to our community and rewarding professional development opportunities to our employees.



Airport Modernization Program (Video):

MIA: <https://youtu.be/izE1CywLD7g?si=xJE9Otko6O871SWk>



Thank you ...

