Massport Marine Terminal
Development Issues And Alternatives Analysis

Executive Summary
December 2002

Massachusetts Port Authority
Business Development and Maritime Departments
Introduction

The Development Issues and Alternatives Analysis for the Massport Marine Terminal (MMT) addresses the future development of this 40-acre site for maritime industrial purposes. Completed jointly in December of 2002 by Massport’s Business Development and Maritime Departments, the study is intended primarily as a tool to assist Massport decision-makers in evaluating various development proposals and making sound infrastructure investment choices. It also provides information about the site to potential tenants and developers interested in subleasing a portion of the MMT from Massport.

The MMT, located on Boston Harbor in South Boston, Massachusetts, is owned by the Economic Development and Industrial Corporation of Boston (EDIC) and is leased to Massport through February 20, 2070 (which includes two 25-year option periods). Figure 1 identifies the MMT site within the South Boston Waterfront.

For much of the last decade, a majority of the MMT has been unavailable to Massport because the Central Artery/Tunnel Project (CA/T) has used it for construction of the Ted Williams Tunnel and soil and equipment storage. The temporary takings under which the CA/T has used the land have or will soon terminate and the entire site will be available for Massport use by 2007.

Although minimally developed at present, the MMT is one of the most valuable maritime industrial development sites in the Port of Boston. Due to its large size, mostly undeveloped condition, and excellent waterside and landside access, the MMT provides a unique opportunity to expand marine industrial activity in the Port of Boston.

The study does not propose, nor will it lead directly to the design and construction of, specific development or infrastructure projects. It is intended to explore key issues and various development scenarios to guide Massport in its planning for the MMT.

The specific objectives of the study include following:

- Identify strategic issues that influence site development;
- Assess market demand for various site uses;
- Compile and assess technical data concerning the site;
- Prepare land use scenarios for the site;
- Assess the feasibility of extending rail to the site; and
- Communicate to other stakeholders the primary development alternatives for the site.

Massport plans to release a Request for Expressions of Interest for the MMT as the next step of the planning and development process. This project phase will identify specific development and use proposals for the site. Massport can then combine the preferred projects into an overall development plan for the MMT. Ultimately, each specific project at the site will undergo an individual process to address design and engineering, financial feasibility and return, and permitting and construction issues.
Figure 1
Project Vicinity and Massport Property
Development Issues and Alternatives Analysis
Summary of Issues and Findings
Massport Marine Terminal
South Boston, MA
Previous Site-Related Studies

Massport, the City of Boston, and others, in recognition of the Port of Boston's importance to the local and state economy, have developed several strategic planning efforts over the past fifteen years. This analysis is intended to advance the work done by previous studies, such as those listed below:

- Massport's Marine Terminal Optimization Program (January 1996);
- The Port of Boston Economic Development Plan, jointly sponsored by Massport and the City of Boston (March 1996);
- The Port of Boston Competitive Task Force Final Report sponsored by Massport (December 1998);
- South Boston Public Realm Plan prepared by the City of Boston (February 1999);
- The Boston Marine Industrial Park Master Plan prepared by the City of Boston (November 1999); and
- The South Boston Transportation Study jointly sponsored by the City of Boston and Massport (July 2000).

These and other planning efforts outlined structural and operational improvements to the Port of Boston to improve the efficiency of its facilities. In addition to strengthening container, cruise, and other maritime operations, these studies recommended the preservation of land to accommodate and attract future maritime industrial activities. The MMT has been consistently identified as the key site in the Port at which to expand cargo, seafood processing, and other maritime industrial operations. Partly as the result of these and other studies, several major infrastructure projects over the past several years have enhanced the value of the MMT as a key maritime industrial development property within the Port. These projects include deepening key portions of the Main Shipping Channels in Boston Harbor, as well as the berths at public and private terminals including the North Jetty, the construction of extensive highway and truck route infrastructure in South Boston as part of the CA/T Project, the preservation of rail access to the South Boston waterfront, and the designation of land on which to build modern seafood processing facilities.

In 2001, Martin Associates analyzed potential markets for non-containerized cargo at several New England ports, including the Port of Boston, in a report entitled "Current and Future Marine Cargo Opportunities for Massachusetts Ports" prepared for the Massachusetts Seaport Advisory Council (November 6, 2001). This study reviewed existing break-bulk and bulk (both dry and liquid bulk) cargoes in New England. Martin identified and interviewed key importers, consignees and exporters with regard to current operations in New England. Both the work by Martin Associates and the Competitive Task Force Report (1998) indicate a market for handling additional bulk cargoes at the Port of Boston.

With respect to market demand for uses at the MMT, some of the most current data is that which the Massport Maritime and Business Development Department staff has obtained. This information has consistently identified demand for waterborne cargo handling, seafood processing, and other maritime industrial activity at the site.
Site Context

The MMT site is a large, relatively undeveloped waterfront industrial property that is strategically located adjacent to the Boston Shipping Channel and just minutes from Logan International Airport and the interstate highway system. The site is located within the 160-acre Boston Marine Industrial Park (BMIP), which is a critical city-owned economic development resource (see Figure 2) as well as within the South Boston Designated Port Area (DPA).

The BMIP provides a base for maritime industrial and related activities including an emerging seafood district. Current land uses within the BMIP include a mix of seafood-related uses, cargo and freight operations, ship repair, general manufacturing, vacant or undeveloped land, and the Boston Design Center and some other office and commercial uses. Other maritime industrial activities to east and south of the BMIP include Black Falcon Cruise Terminal and Conley Container Terminal along the Reserved Channel, both of which are owned and operated by Massport. The International Cargo Port Facility, which is located on Massport property but is leased and operated by a private developer, contains warehousing and shipping operations along with some supporting office space. Immediately to the west of the BMIP Massport owns approximately 50 acres of land in the area known as Commonwealth Flats which it is developing into a mixed-use district including office, residential and retail uses.

The MMT is one of several Port facilities owned or operated by the Massachusetts Port Authority (see Figure 3).

Other Massport maritime industrial facilities in South Boston include the Conley Container Terminal on the southern side of the Reserved Channel; the Black Falcon Cruise Terminal and the International Cargo Port – Boston, an intermodal freight facility recently constructed in Buildings 117/118 on the northern side of the Reserved Channel; the Fargo Street Terminal (south of Summer Street); and the seafood processing and commercial fishing activities at the Fish Pier and the emerging seafood district at the MMT. In East Boston, Massport maritime industrial facilities include the East Boston Shipyard. In Charlestown, the Massport maritime industrial facilities include the Boston Autoport (Moran/Mystic Pier 1 automobile import/export terminal), Mystic Piers 48/49/50 dry bulk Terminal, and the Medford Street Terminal (currently shared by Autoport and a construction staging/equipment materials import operation).

In the late 1990s, to improve operational efficiency, Massport consolidated container activities at Conley Terminal, which processes over 100,000 TEUs per year. Massport consolidated auto import/distribution activities at a dedicated Autoport facility at Moran Terminal in Charlestown. In 2000, the Port of Boston processed over 92,000 automobile units. The port handled approximately 16 million tons of bulk cargoes in 2000, including 12.8 million tons of petroleum, 1.8 million tons of liquefied natural gas, 370,000 tons of scrap metal, 570,000 tons of salt, 128,000 tons of cement and 182,000 tons of gypsum. All of the bulk commodities are currently handled at public and private marine terminals along the Boston Inner Harbor, including Chelsea Creek and Mystic River. In addition, Massport also handles substantial amounts of non-containerized marine cargo.
Massport Marine Terminal Area Context (including Boston Marine Industrial Park)

Development Issues and Alternatives Analysis
Summary of Issues and Findings
Massport Marine Terminal
South Boston, MA

Figure 2
Figure 3

Massport Facilities Harborwide

Development Issues and Alternatives Analysis
Summary of Issues and Findings
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South Boston, MA
The Port has experienced significant growth in the cruise ship industry and is considered one of the fastest-growing high-end cruise markets in the country. The Port of Boston served over 250,000 cruise passengers in 2001 compared to 105,000 cruise passengers in 1998.

At the same time, seafood-related uses have been growing in the Port. Based on recommendations in the Port of Boston Economic Development Plan, a new seafood processing district has emerged at the BMIP. The Park has long been home to two prominent seafood dealers, John Nagle & Sons and Stavis Seafood, and more recently, Paul's Lobster. The New Boston Seafood Center opened in 1997, providing 67,000 square feet (sf) of space for seafood companies displaced by the CA/T and MBTA Silver Line Projects. North Coast Seafood recently opened a new 70,000 sf processing facility on Dry Dock Avenue. On the MMT, Pilot Development recently opened the 65,000 sf Harbor Seafood Center under a ground sub-lease to Massport, a multi-tenant seafood processing building, which is fully occupied. Pilot Development also has begun constructing a 75,000 sf facility to house seafood processing and company headquarters functions for Legal Sea Foods (see Figure 3).

Massport Development Objectives

Consistent with Massport’s core mission related to developing and operating the Port of Boston, the Massport’s overall development objectives for MMT are as follows:

- Accommodate uses that provide a strategic benefit to the Port of Boston or the Commonwealth, for example by improving the competitive position of Conley Terminal or of New England importers and exporters or by helping meet the Commonwealth’s needs for waterborne commodities;
- Redevelop parcels at the western end of the site to create additional space for seafood processing and other activities benefiting the seafood industry;
- Redevelop the eastern portion of the site as a multi-tenant terminal consisting of various bulk cargo operations, cargo warehousing and other maritime industrial activities;
- Develop essential site infrastructure, such as roads, utilities, parking facilities, marine structures, and possibly rail;
- Maximize use of the North Jetty berth/wharf portion of MMT for transportation of waterborne commodities;
- Maximize overall financial return to Massport; to the extent that Massport invests its own capital, ensure that such investment is structured to adequately control Massport’s risk and ensure an appropriate level of financial return;
- Create economic opportunities for the Commonwealth, either directly through job creation or indirectly by supporting other maritime activities, industries or enterprises; and
- Minimize operational impacts to existing Massport and other nearby maritime industrial activities.

These objectives are presented to guide the analysis and help shape its recommendations as well as to help evaluate future development proposals for the MMT.

Development Opportunities

The MMT is one of the few remaining large tracts of waterfront industrial land in Boston Harbor with deep-water access along the
Main Shipping Channel. The site has excellent connections to the regional highway system and Logan International Airport through the Ted Williams Tunnel (TWT). Given its large size and the limited expansion options for maritime industrial activities within the Port of Boston, the MMT will play a valuable role in expanding marine cargo activity. The location of the site within a growing cluster of seafood businesses also presents an opportunity to strengthen this industry sector and expand its presence on the MMT. Figure 4 summarizes development opportunities at the site.

The CA/T Project and the Boston Harbor Navigation Project have invested billions of dollars in infrastructure projects that directly benefit the MMT through improved landside and waterside access. Massport and the City of Boston have invested more than $60 million in capital improvements to the MMT and its environs over the past twenty years, which has attracted significant private investment in the area. Additional, opportunities exist to improve local vehicular connections by creating new access routes to the site.

**Landside Access.** Landside access serving the MMT is excellent and full build-out of the MMT site has been included in long-term transportation forecasts for South Boston. The site is particularly well served by local truck routes with direct connections to the interstate highway system. While not currently served by rail, there is potential to extend rail to the site from a local track – Track 61 – operated by CSX only blocks from the MMT. Provision of rail service to the site would greatly increase its marketability for large-scale bulk cargo operations.

**Waterside Access.** On the waterside, the MMT contains approximately 3,000 linear feet (lf) of waterfront immediately adjacent to the Shipping Channel with depths ranging from 25 to 40 feet below Mean Low Water (MLW). The eastern portion of the waterfront contains the North Jetty. Although it requires some structural repairs, the North Jetty is well suited for marine cargo use. Key portions of the Inner Harbor were recently dredged to 40 feet below MLW as part of the Boston Harbor Navigation Improvement Project undertaken by Massport and the United States Army Corps of Engineers between 1997 and 2001. This project included the North Jetty berth at the MMT. Given its location seaward of the Ted Williams Tunnel – which limits vessel draft to 40 feet – the North Jetty berth is one of the few berths in the harbor that can accommodate vessels with drafts greater than 40 feet, should it be dredged deeper in the future.

The site also contains 600 linear feet of open waterfront along its western edge. There is no berthing along this edge; however, water depths of approximately 30 feet are adequate to accommodate smaller commercial vessels and construction of berthing facilities are feasible in this location.

**Development Issues**

There are a number of critical planning issues related to the MMT that must be factored into an effective site assessment. Key development issues are summarized below and identified in Figure 5.

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1. Land Use Projections for the Expanded Boston Metropolitan Core 1990-2010 (CA/T Project, December, 1992), and South Boston Truck Access and Circulation Study (April, 1994).

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2. The project involved dredging the Main Shipping Channels to 40 feet below MLW in portions of the Inner Confluence, Reserved Channel, Mystic River and Chelsea Creek. In addition, Massport dredged most of its deep-water berths, including Berths 11 and 12 at Conley Terminal up to 45 feet to accommodate the deeper draft post-Panamax vessels.
Limited Slip Dimension

Proposed Legal Site Plan

Development Issues

Figure 5
Development Issues and Alternatives Analysis
Summary of Issues and Findings
Massport Marine Terminal
South Boston, MA
Near-Term Site Availability. Although Massport controls some parcels on the MMT today, key portions of the site – and more than one half of the overall site acreage – is currently occupied by the CA/T Project under temporary easements. The schedule under which the MMT is returned to Massport by the CA/T Project will have a great impact on the pace and nature of build-out at the site. Currently, all parcels are scheduled to be returned to Massport by 2004, except one small parcel along Fid Kennedy Avenue.

Limited Site Infrastructure. Much of the site as it exists today is unimproved from an infrastructure standpoint. New road and utility systems on the site will be required to attract and support more intensive cargo use. Basic infrastructure to support seafood processing has been constructed along Seafood Way, which has the capacity to serve development of parcels at the western end of the site. One of the challenges in developing the site will be phasing infrastructure construction in a manner that attracts and serves new development, yet spreads infrastructure costs among multiple parties and over a suitable timeframe.

Airport-Related Height Limits. Logan Airport airspace restrictions will limit the potential for berth expansion at the North Jetty. Structure height restrictions associated with Logan Airport operations limit the height of any structure, either on land or water, across the MMT. Maximum height limits at the existing berth at the North Jetty (approximately 160’ above mean sea level) are sufficiently high that they are not likely to limit shipping activity at the berth. To the west of the North Jetty, however, the height restrictions range from 110 feet to 120 feet above MSL. This restriction on the height of vessels and land-side structures in this area will limit the extent to which it can be used to expand berth capacity at the site since larger cargo vessels often exceed these heights.

Berth Access. The North Jetty berth is perhaps the most valuable asset at the MMT. This hardened-edge berth with deep-water access allows the site to accommodate a wide range of vessels carrying bulk cargoes. Planning for maritime industrial development at the MMT must seek to utilize the North Jetty to maximum advantage. This will likely require the berth to be used for multiple cargoes and possibly by more than one site tenant. The structural condition of the North Jetty has been repeatedly assessed and it has been determined that the facility needs to be repaired – at an estimated cost of approximately $2.57 million – to accommodate regular and heavy cargo use.

The site narrows to the east, which constrains the land area around the North Jetty berth; therefore, careful allocation of land uses in this area must be undertaken to ensure efficient use of the limited access. It would be beneficial for Massport to coordinate with EDIC regarding the use of additional land near the berth – beyond the Massport leasehold – to ease operations in this critical area.

Extending Rail to the Site. Extending rail to the MMT will increase the site’s marketability, particularly for bulk cargo operations, although it is not essential for all bulk cargo uses. This study and others before it have found that extending rail to the MMT is feasible from a technical standpoint. Track 61 can be physically extended along Tide Street to the site and on-site spurs can effectively access the North Jetty, in particular, and other portions of the site as well. The estimated cost of constructing this project is high at roughly $2 million. Key challenges facing its implementation include
performing cost/benefit analysis, determining when sufficient industry demand exists to warrant building it, and procuring funding from a variety of sources.

Achieving a Balance of Land Uses. The site lies within a Designated Port Area (DPA), therefore, in general, land uses at the MMT must be maritime industrial in nature. Furthermore, Massport’s lease with EDIC for the use of the MMT places similar restrictions on allowed land uses. In the late 1990s, Massport’s Board of Directors designated 10 acres at the western end of the site for seafood industry use, and projects already are open and/or under construction in this area. Demand exists for additional seafood industry space. The remainder of the site is well suited for both bulk cargo and cargo warehousing operations, and there is a need for additional space for both of these use categories in the Port of Boston. Planning for the site must strike a balance between these uses, allowing sufficient land area and deep-water frontage to effectively utilize the North Jetty for bulk cargoes and also creating parcels and infrastructure on the site that supports seafood processing, cargo warehousing, and other uses that require good site access and on-site circulation.

Parking Supply / Demand. Depending on the nature of the eventual build-out at the MMT, parking demand is estimated to range from approximately 380 to 580 spaces for employees and visitors associated with on-site businesses. Ideally, adequate on-site parking will be provided in the future to meet demand; however, surface parking lots – likely the most feasible solution – will consume developable land. Off-site parking facilities are available nearby the site for a fee, should they be necessary at full build. Parking supply at the MMT is limited to a maximum of 427 on-site spaces under the South Boston Parking Freeze. This regulatory restriction has the potential to limit maritime industrial development and its impact should be evaluated in connection with future development plans.

Summary of Findings

Market Demand. Market information indicates that demand exists for the MMT site for seafood-related, bulk cargo, cargo warehousing, and transportation related uses. The seafood processing space, salt and cement storage, and cargo warehousing are in particularly high demand due to limited opportunities elsewhere in the Port. Massport intends to issue a Request for Expressions of Interest to the maritime community to identify specific development demand for the site. The sooner the CA/T Project returns the full site to Massport, the sooner Massport can solidify its plans for the MMT. It is important for Massport to resist slippage in the schedule for the return of these parcels.

Essential Infrastructure Improvements. In its current condition, the MMT is mostly devoid of a system of on-site roadways or major utilities and portions of the marine infrastructure require repair. Modern infrastructure is required at the site to support more intensive maritime industrial use. Specifically, the hardened edge of the North Jetty is used today for occasional berthing or off-loading, but it is in need of stabilization and other structural improvements to allow it to accommodate design loads. Off-site, several of the key access routes may need to be upgraded to provide efficient trucking connections between the MMT and nearby truck routes. In addition to these essential priority projects, the need for a number of potential projects will be driven by market demand for specific industrial activities.
The following list of potential infrastructure projects – both on and off-site – are grouped in terms of their level of priority. Once specific development proposals have been identified for the site, Massport will negotiate a phasing and cost-sharing approach with the tenant/operator, and in some cases the BRA/EDIC, for funding the capital projects identified below.

**Short-term/Essential Projects**

- Extend a basic street grid internal to the site to allow adequate circulation to support seafood processing activity and other future site uses;
- Extend utility trunk lines from Fid Kennedy Avenue onto the MMT;
- Improve Fid Kennedy Avenue to accommodate increased vehicular flow and truck queuing, create effective intersections with cross-streets, and provide safe public access;
- Improve the two right-of-way access routes through New Boston Seafood site to provide secondary connections between Northern Avenue to the south and Fid Kennedy Avenue and the MMT to the north (desirable to create system of secondary or back-up traffic routes in addition to Tide Street); and
- Repair the North Jetty wharf structure to allow it to support design loads – and possibly heavier loads necessary to support allow expanded cargo activities.

**Long-term/Development-Dependent Projects**

- Dredge additional deep-water berth and extend the North Jetty hardened edge to the west to accommodate additional shipping activity (this project is limited by Logan Airport airspace restrictions and will depend on the specific type of shipping activity proposed in this area);
- Depending on the possible location of a fish auction at the MMT, construct a wharf structure along the western edge of the site in the slip adjacent to Dry Dock 4 to accommodate fishing fleet activity associated with the emerging seafood processing district;
- Depending on the adequate market demand for rail service, extend Track 61 to the MMT;
- Depending on demand for rail-supported cargo activity at the site, construct rail sidings linked to a potential extension of Track 61 to the site to serve on-site industrial; and
- Upgrade road surface, striping, and signals on Tide Street to improve its function as the significant access/egress route between the MMT and local destinations and the regional highway system (essential in conjunction with extension of rail service to the site).

**Long-term/Other**

- Extend Fid Kennedy to the west to join Northern Avenue and the Massport Haul Road (potentially desirable to create more direct connection to major trucking routes serving the district); and
• Extend sidewalks and Harborwalk signs and lighting along portions of Fid Kennedy Avenue to connect portions of Harborwalk on Wharf 8 with those on Tide Street (desirable for reasons of public safety to segregate pedestrian activity from trucking activity).

A phased capital improvement strategy that matches capital investments to development proposals is likely to be the most effective strategy for building out the site. This type of approach should identify certain early investments such as the basic site access improvements to the primary and secondary roadway system, as well as longer-term undertakings such as berth improvements and extending rail to the site. These latter projects, given their considerable cost, will necessarily involve the coordinated support of Massport, prospective tenants, EDIC, and others.

**Development Scenarios.** This study evaluated two potential land use scenarios for the site: one that prioritizes cargo warehouse uses and one that prioritizes bulk cargo uses. Both scenarios illustrated that the site is sufficiently large to accommodate bulk cargo and cargo warehouse activities, as well as meeting the commitment to allow the seafood industry to expand on the western end of the site.

The ranges of potential land use on the MMT under the two tested scenarios is as follows:

- **Bulk Cargo Scenario (see Figure 6)** – 15 to 20 acres of bulk cargo and 8 to 14 acres of seafood processing and cargo warehousing; and
- **Cargo Warehouse Scenarios (see Figure 7)** – 8.5 acres of bulk cargo and 18 acres of seafood processing and cargo warehousing.

Both scenarios show that it is possible to create fairly large parcels on the site to satisfy the needs of large-scale bulk cargo processing and cargo warehouse operations. It should be noted that neither scenario represents a rigid land use plan. As build-out of the site proceeds, it is expected that some flexibility regarding parcelization and land use allocations will occur in response to specific market demand for various marine industrial uses.

Under both scenarios, a relatively small percentage of the site is dedicated to parking. The number of on-site parking spaces will vary depending on the density of on-site development. It is important to note that between the two scenarios tested it appears more likely that build-out with a concentration of bulk cargo uses would be able to accommodate all MMT parking demand on the site itself. Under a cargo warehouse intensive build-out scenario, which requires more parking for employees and visitors, the ability to efficiently accommodate parking on the site would likely be exceeded. Since creating additional parking on site will reduce developable land area, effective solutions to help reduce and meet parking demand include increased use of the new MBTA Silver Line and other public transit service and to park overflow vehicles off-site in the EDIC garage nearby.

Executive Summary
Implementation Actions

Development of the MMT will occur over several years as the site becomes available to Massport and based on market demand. Long-term, Massport will execute leases and establish close working relationships with developers and operators of maritime industrial facilities. Together, we will invest in improving site infrastructure and maximizing the efficient use of the site. In the short-term, Massport must address and/or monitor a number of actions related to site development in order to be able to respond to market opportunities and to maintain a flexible approach to long-term development. These priority actions are summarized below.

Obtain Site Area. Development of the MMT is hampered by the continued use of much of the site by the CA/T Project. The MHD temporary takings at the site have been extended several times in the past. Currently, takings for several parcels at the site have expired and official extensions have not yet been negotiated for CA/T Project use. Massport must insist that MHD consolidate CA/T Project operations at the site and return as much of the property as possible to Massport as soon as possible. It is equally important for Massport to obtain firm commitments from MHD for the return of the remainder of the site. This will permit Massport to engage maritime businesses with more certainty.

Issue an RFI/P for Site Development. This document shows that a variety of potential uses are appropriate and may have market support; therefore, Massport should prepare and issue a Request for Expressions of Interest (RFI) or a Request for Proposals (RFP) for maritime industrial projects at the site. Issuing this document will allow Massport to solicit interest from developers and the port community for maritime industrial projects at the MMT. Initially, this input will be valuable for more specifically gauging the level of market demand for different land uses considered in this study, and it will allow Massport to move to the next phase of planning for the MMT redevelopment. Eventually, it will lead to increased maritime activity at the site and investment in essential site infrastructure.

Coordinate with the BRA/EDIC. Massport should maintain regular communication with EDIC and BRA staff during infrastructure planning and consideration of development alternatives. In particular, begin discussing two key issues: 1) using the area to the south of the North Jetty beyond Massport’s leasehold to expand operational access to the berth, and 2) solidifying access and making roadway improvements to the two right-of-ways between Northern Avenue and Fid Kennedy Avenue across the New Boston Seafood site. In addition, Massport should work with EDIC staff to further refine plans and joint advocacy for the potential rail extension, use of parking in the EDIC garage, and other mutually beneficial infrastructure improvements such as utility upgrades.

Conduct Project Outreach. One of the important purposes of this study is to document the land use and infrastructure opportunities and limitations presented by the MMT to Massport so that they can be communicated to the appropriate stakeholders. Massport should brief interested parties concerning the study’s land use scenarios and infrastructure recommendations. Concerned parties should be briefed regarding specific development proposals, in addition to initiating the necessary design review and permitting processes.

Undertake Short-term Lease Negotiations. In any interim leases or other agreements into which Massport enters, it is important for
Massport to preserve its flexibility for the efficient long-term use of the MMT – once it regains control of the entire site. Short-term lease commitments should not preclude important long-term infrastructure needs at the site. Although Massport should actively pursue redevelopment of the portions of the site that it controls today, some flexibility may needed to allow for efficient marine industrial operations and to provide corridors for effective land-side and waterside access systems, such as roads, rail, and berths when the site is developed more completely in the future.