

# Massachusetts Port Authority Board Meeting

July 17, 2025



Public Comment

Chair's Comments

CEO Report  
Richard Davey



# **MASSPORT'S 2025 PRIORITIES**

**PLANNING  
& MANAGING  
FOR GROWTH**



**CUSTOMER  
SATISFACTION**



**FINANCIAL  
PERFORMANCE**



**MASSPORT  
AS AN EMPLOYER  
OF CHOICE**



**DOUBLE  
DOWN ON  
FIGHT AGAINST  
CLIMATE CHANGE**



**LEADERSHIP**



**SAFETY & SECURITY**





CUSTOMER  
SATISFACTION

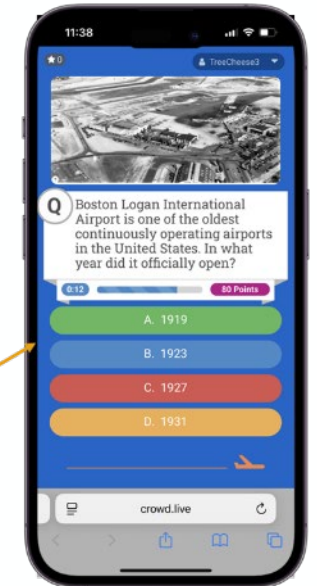
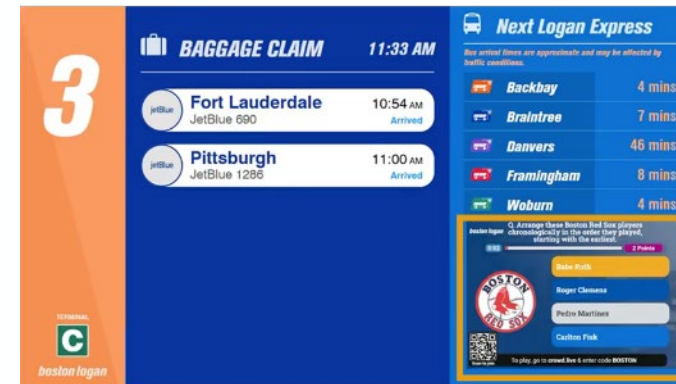
# Live Music & Trivia Take Over Logan Baggage Claim

## Live Music in Terminal B & Terminal C Baggage Claims July & August



## Trivia Game on Terminal Baggage Claim Screens

- Mobile-enabled via QR code; entertains waiting passengers
- Built in-house, saving tens of thousands in costs
- Marketing-led content highlights Boston and Logan fun facts



# Enhancing the Passenger Experience: Digital Signage Upgrades at Logan



CUSTOMER  
SATISFACTION

- **Smarter Wayfinding:** New directional arrows and estimated walk times improve navigation
- **Mobile Gate & Flight Signs:** QR codes allow passengers to display gate information on their phones for dynamic, real-time updates
- **Urgency Indicators:** Displays highlight flights that are boarding soon, in final call, or closing
- **Terminal E Check-in Enhancements:** Airline check-in position displayed on pre-security screens so passengers can quickly locate their airline's ticket counters



A large digital signage display showing a full departure board. The board is titled "DEPARTURES" and "12:45 PM". It lists various destinations, airlines, flight numbers, gates, times, and statuses. The board is color-coded to highlight flights that are boarding soon, in final call, or closing.

DESTINATION	AIRLINE	FLIGHT	GATE	TIME	STATUS
Raleigh/Durham	JetBlue	2283	C34	2:35pm	On Time
Reykjavik	Icelandair	634	E4	12:35pm	Departed
Rochester	American	6060	B16	2:32pm	On Time
Rockland	Cape Air	1855	C27	12:47pm	Now 1:05 PM
Rockland	Cape Air	1857	C27	2:08pm	On Time
San Francisco	JetBlue	233	C16	3:59pm	On Time
San Juan	JetBlue	761	C23	2:05pm	On Time
Savannah	JetBlue	349	C26	2:50pm	On Time
Seattle	JetBlue	397	C36	7:15am	Departed
Seoul - Incheon	Korean	92	E12	12:55pm	On Time
Spanish Point	Cape Air	213	C27	11:53am	Now 1:23 PM
Spanish Point	Cape Air	215	C27	1:50pm	Now 2:06 PM
St Louis	Southwest	1441	B32	1:00pm	Now 1:36 PM
Tokyo - Narita	JAL	7	E11	1:35pm	On Time
Toronto - Pearson	Air Canada	771	B3	12:15pm	Departed
Vancouver	JetBlue	49	C31	4:21pm	On Time
Washington - DCA	American	2110	B14	11:46am	Now 1:01 PM
Washington - DCA	American	4632	B15	3:30pm	On Time
Washington - DCA	JetBlue	855	C31	1:20pm	On Time
Washington - DCA	JetBlue	1355	C23	4:15pm	On Time
Washington - IAD	United	539	B27	2:49pm	On Time
Washington - Palm Beach	JetBlue	2321	C11	2:10pm	Now 2:54 PM



2025 Best New National Brand Concept (ACI-NA Airport Concessions Awards)  
Airport Coffee or Tea Shop of the Year (2025 FAB Awards)



CUSTOMER  
SATISFACTION







# Logan served 44M passengers in FY25, 4% better than forecast

## Logan Passengers (Actual and Forecast)

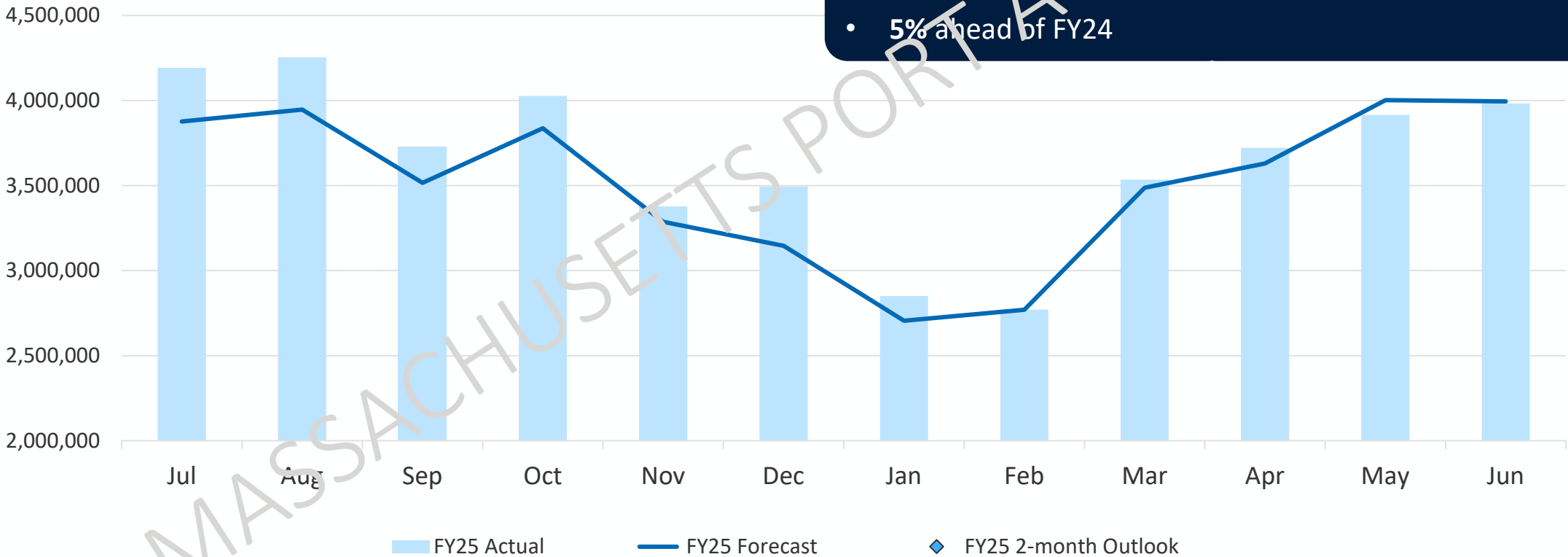
May is preliminary estimate based on incomplete carrier reporting

### FY25

- 43.9 million passengers
- 4% ahead of forecast
- 5% ahead of FY24

### Forecast Summer Demand

- July: 4.29 million
- August: 4.28 million



# May 2025 Financial Results

Financial  
Performance

## Activity Highlights

- Logan served 3.9M passengers
- Conley Terminal processed 13,000 containers
- Revenue was \$7.5M above budget
- Expenses were \$1.4M above budget

## Financial Results

Revenues	\$115M
Expenses	<u>(\$105M)</u>
Contribution	\$10M

*Net contribution will be used to fund the Capital Investment Program including Net Zero initiatives and HOV enhancements*



# Celebrating Pride at Massport



MASSPORT  
AS AN  
EMPLOYER  
OF CHOICE

- **Annual Pride Flag Raising** held June 16 at Logan's Harborwalk
- **Keynote by Alexandria Eberhardt**, MA LGBT Chamber of Commerce
- **LGBTQ-owned vendor** Basil Tree catered the event with 5% of proceeds to support the Transgender Law Center
- **Community Engagement:** Massport also supported East Boston's Pride event at Piers Park on June 6





# Massport Summer Series 2025 programming gaining momentum in the South Boston Waterfront ...



LEADERSHIP

- More free community events this summer
- Extensive marketing including new Instagram channel
- Growing public response and diverse vendor participation

**MASSPORT SUMMER SERIES**

The Massport Summer Series in the South Boston Waterfront is in full swing. Visit the weekly Fish & Farm Market, take in a concert at South Boston Maritime Park, sign up for a fitness class, and save the date for our summer movie night. Scan the QR code for full schedule and location information.

**FISH & FARM MARKET**  
SATURDAYS, 9:30AM-1:30PM

**FITNESS SERIES**  
WEDNESDAYS, 5:30PM-6:30PM  
THURSDAYS, 6:30PM-7:30PM

**SUMMER CONCERTS**  
FRIDAYS, 5:00PM-6:30PM

**MOVIE NIGHT**  
AUGUST 23, 6:00PM-9:30PM

ALL EVENTS ARE FREE!

SPONSORED BY  
**massport**

QUESTIONS? GET IN TOUCH AT [REALESTATE@MASSPORT.COM](mailto:REALESTATE@MASSPORT.COM)



# With expanded promotion of tenant events in East Boston



LEADERSHIP

- Complements the Massport Summer Series in the Seaport
- Builds stronger community ties and supports tenant visibility
- Highlights local businesses like Aloe Natural's new summer menu
- Demonstrates a balanced, portfolio-wide approach to public programming

## MASSPORT SUMMER SERIES 2025 *East Boston Waterfront*

### Tall Ship

- Live Music: see link below for dates
- Taste of Eastie: 7/22
- Exercise Classes: 7/12, 7/19, 7/23, 8/13, 8/24, 8/31
- For a full list of events visit:  
[tallshipboston.com/event-calendar](https://tallshipboston.com/event-calendar)

### Boston Harbor Shipyard & Marina

- Cinemarina: Moana 2
- 7/16

### ICA Watershed

- Watershed Block Party
- 7/19, 8/16

### Downeast Cider

- Finally Sunny Summer Party
- 6/21, 7/19, 8/16
- Pottery Workshop
- 6/22, 7/27, 8/31

### Aloe Natural

- Check out the new summer menu!
- Daily 6am-6pm

QUESTIONS? GET IN TOUCH AT  
[REALESTATE@MASSPORT.COM](mailto:REALESTATE@MASSPORT.COM)

PRESENTED BY



# Massport Subtenants in the Seaport Shine in *Boston Magazine's* 2025 Best of Boston Reviews



LEADERSHIP



BEST CLAM CHOWDER

**Legal Sea Foods**

BEST LOBSTER ROLL, CASUAL

**James Hook & Co.**

BEST WEDDING CATERING

**East Meets West**

BEST PET TREATS

**Polkadog**

BEST LATE-NIGHT KITCHEN

**Mr. H**



Mr. H's bar. / Photo by Josh Jamison



# Massport Visited the Frontlines of Emergency Care: A Behind-the-scenes Look At Boston MedFlight's life-saving operations at Hanscom Field



LEADERSHIP



# Massport Champions Safety During National Safety Month – June 2025



SAFETY &  
SECURITY

- **Weekly Safety Spotlights:** Common workplace hazards
- **Educational Outreach:** Reinforce best practices
- **Employee Involvement:** Standdowns, briefings, & interactive sessions
- **Health & Safety Tools:** Distribution of hydration aids, sun protection, and upgraded PPE



## Week 1 – Emergency Preparedness



### Be Prepared for an Emergency

- Be aware of your surroundings
- Know where to find an AED, a trauma kit and fire extinguisher
- Plan your evacuation route
- In an emergency, call 9-1-1 for help

Let's work together to  
keep everyone safe!



## Week 2 – Heat Safety



### Use caution when exposed to heat

- Check the weather
- Dress appropriately
- Drink plenty of water
- Avoid peak heat
- Watch for heat exhaustion

Let's work together to  
keep everyone safe!



## Week 3 – Slips, Trips and Falls



### Prevent Slips, Trips and Falls

- Keep your work area clean and clear of any trip hazards
- Put the phone down while you walk
- Follow the Fall Protection Guidelines when working at heights
- Report any hazards to your supervisor or manager

Let's work together to  
keep everyone safe!



## Week 4 – Roadway Safety



### Follow the Rules of the Road

- Wear your seatbelt
- Don't drive distracted
- Don't wear headphones
- Slow down in work zones or operational areas
- Observe the speed limit

Let's work together to  
keep everyone safe!





Massport started training a new class of firefighter recruits this month



SAFETY &  
SECURITY



# Massport Fire Rescue and State Police provided support at Boston's 4th of July Festivities on the Esplanade



SAFETY &  
SECURITY





# Honoring James S. Hoyte: A Legacy of Leadership and Service

- **Retired June 26** as Chair of the Massachusetts Port Authority Employees Retirement System (MPAERS) after over a decade of leadership and over 40 years of service to Massport
- **Architect of MPAERS:** Secured legislative approval in 1979; system now supports 2,500+ active and retired employees
- **Financial Leadership:** Under his chairmanship, pension assets grew from \$350M to \$900M; he secured two COLA base increases and a special 5% COVID-era adjustment
- **Distinguished Career:** Held senior roles at Massport, Harvard, Arthur D. Little, and in state government; led the creation of Massport's 1978 Trust Agreement



**Massport extends our heartfelt congratulations and deepest gratitude to Jamie Hoyte for his decades of service, leadership, and legacy**

## I welcomed several former Massport CEOs for a conversation about the Authority's past, present, and future

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Left to right: Alden S. Raine, Craig Coy, Virginia Buckingham, Edward Freni (interim), John Prankevicius (acting), Richard Davey, David Mackey (acting), Lisa Wieland, Thomas Kinton, Thomas Glynn, and Stephen Tocco



Report of the Director of Aviation  
Ed Freni

# TSA Policy Update: Streamlined Checkpoint Security at U.S. Airports

## Key Change:

- Passengers **no longer required to remove shoes** during TSA screenings at all U.S. airports, including Boston Logan, effective **July 8, 2025**

## Background:

- "Shoes-off" policy began in 2006 after a 2001 shoe bombing attempt on a transatlantic flight diverted to Logan
- Policy shift reflects advancements in screening technology and a multi-layered security approach

## Implications:

- Faster security lines
- Improved passenger experience
- TSA is reviewing additional screening requirements (e.g., belts, laptops, liquids)

## Logan Airport passengers celebrate end of 'shoes off' rule

July 9, 2025



Security lines were empty at Logan Airport Wednesday after TSA dropped its rule requiring passengers to remove their footwear before entering security checkpoints.

Jeremy Siegel / GBH News



By Jeremy Siegel

# Logan had a strong finish to FY25 with 4M passengers in June and a new record high of 43.9M for the full fiscal year

Logan Activity  
June 2025

	Month	Prior Year	% Change Over Prior Year	FY2025	FY2024	% Change Over FY2024
Passengers	4.0M	4.0M	0.0%	43.9M	41.8M	4.8%
Aircraft Operations	36.2K	36.8K	-1.5%	416.5K	396.0K	5.2%

# Boston Logan Airport punching well above its weight as a transatlantic gateway

Simple Flying

## America's Most Beautiful European Gateway Airport Is Also Its Most Underrated



By Antonio Di Trapani — Published 20 hours ago

Follow Like Thread 7

“When thinking of major US gateways to Europe, most travelers instinctively think of New York JFK Airport (JFK), Chicago O'Hare International Airport (ORD), or Hartsfield-Jackson Atlanta International Airport (ATL). But nestled on the New England coast lies a gem often overlooked: Boston Logan International Airport (BOS). With its stunning harbor front views, **ever-expanding international reach**, and **redesigned terminals**, Boston Logan is redefining what it means to be a global connector.”

# Worcester Regional Airport ended FY25 down 2% over the prior year

## Monthly Activity

- 15,200 passengers, down 19% over June 2024
- Seats down 6% over June 2024, due to fewer weekly frequencies in the FL markets (MCO/FLL)

## FY25 Activity

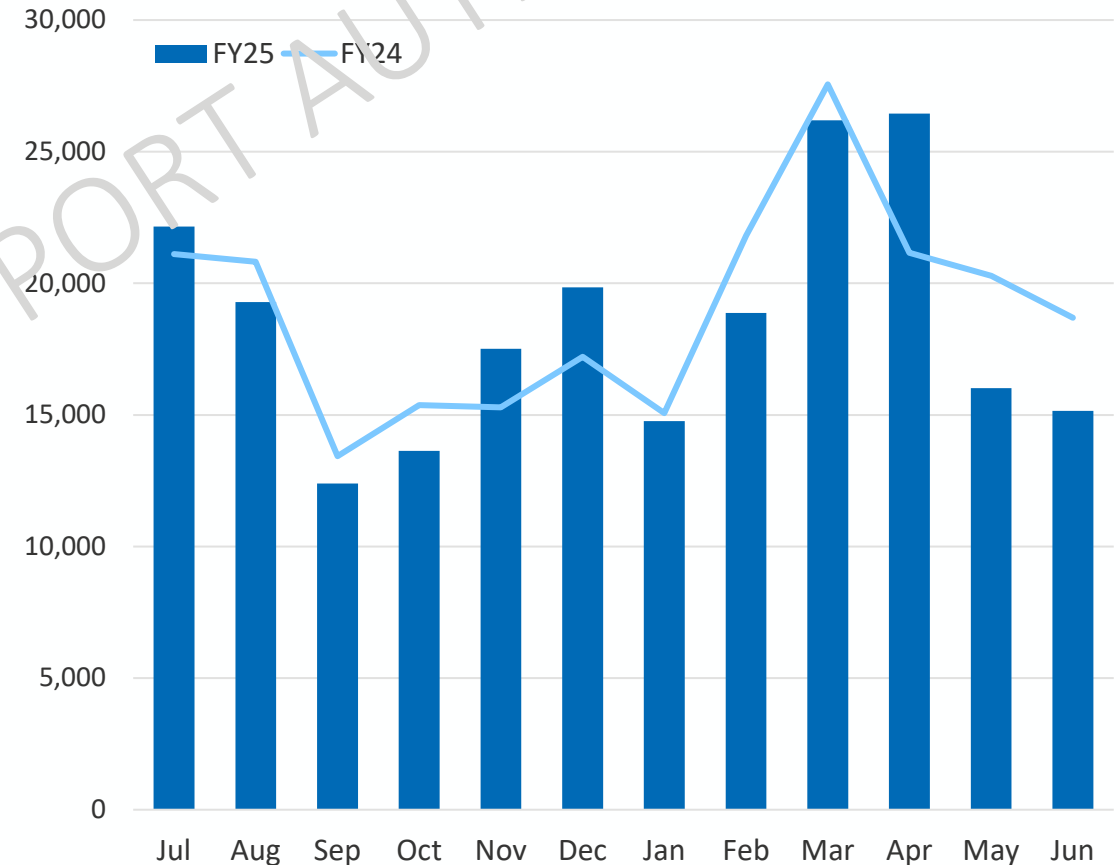
- 222,200, down 2% over FY24

## Increasing Competition from Ultra Low-cost Carriers at Alternative Airports:

- Hartford Bradley - May passengers up 5%
  - Extensive new services from Avelo, Breeze and Frontier
- T.F. Green Providence - March passengers up 15%
  - Breeze added seven nonstops in 2024 and Spirit entered the market in October 2024 with three nonstop destinations



Worcester Regional Airport Passengers





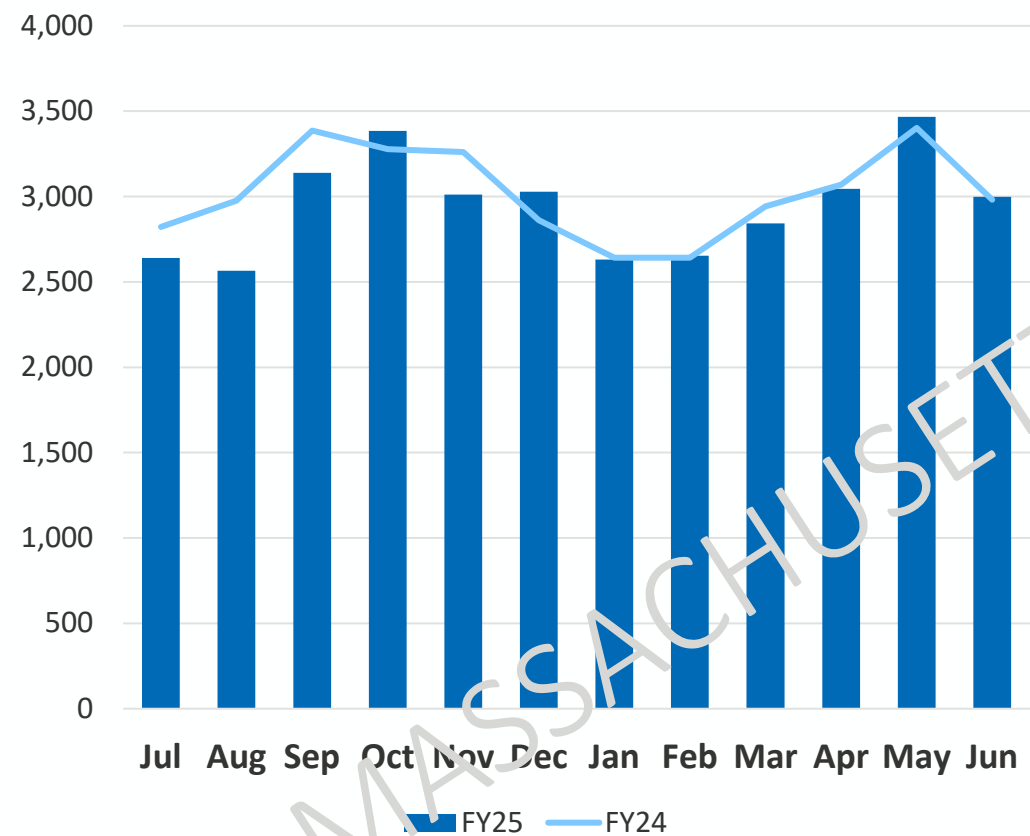
**American Airlines launched the Worcester-Philadelphia service on July 5**

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# Hanscom Field finished FY25 with 112K operations, down 8% over FY24

Hanscom Field  
Jet Operations



## Month Activity:

- **3,000 jet operations**, up slightly (+0.6%) over June 2024
- **10,200 total operations**, down 10% over June 2024

## FY 25 Activity:

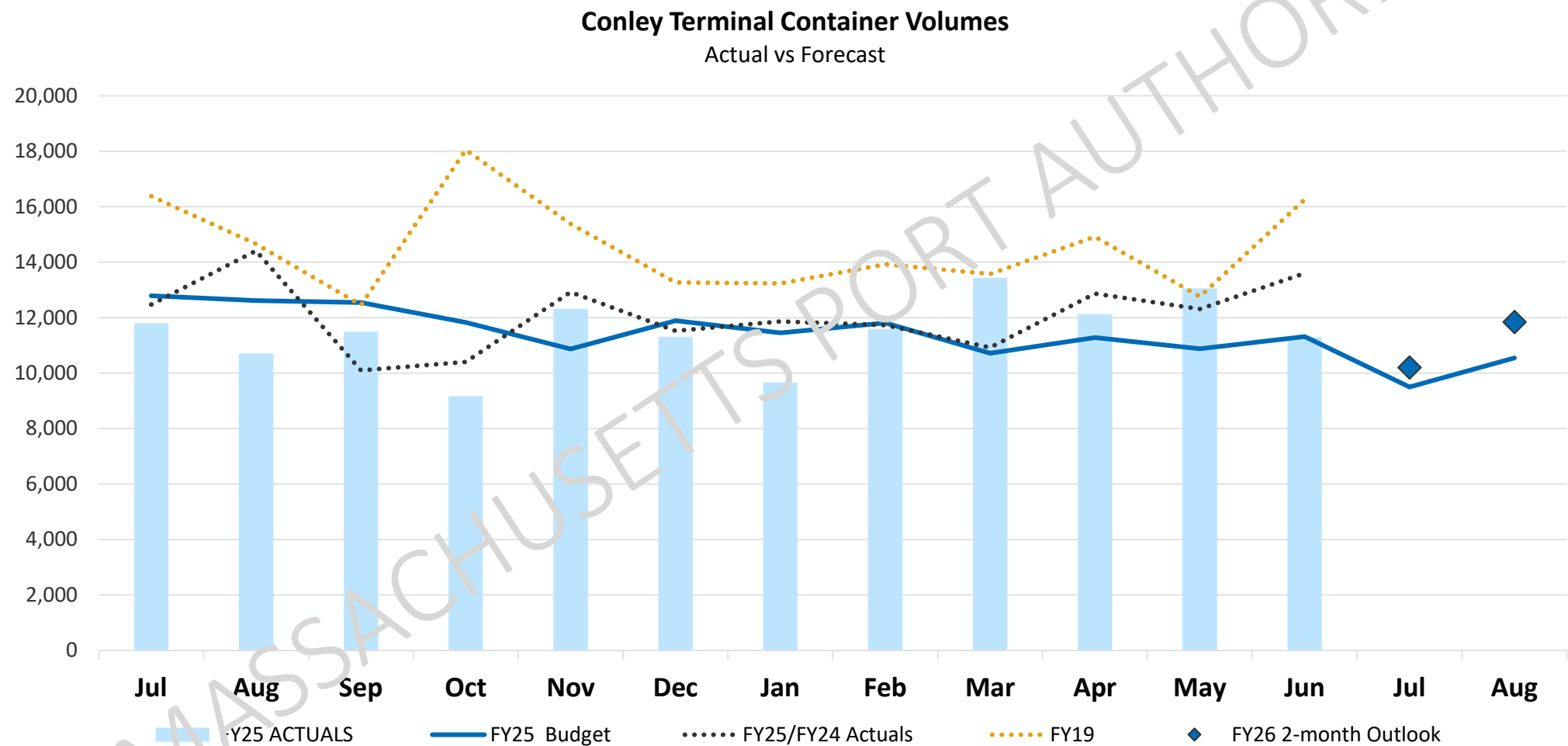
- **25,400 jet operations**, down by 850 flights, or 2%, as private charter flights normalize after COVID bump
- **112,300 total operations**, down by 9,100 operations, or 8%, due mainly to declines in small single-engine piston flights



Report of the Director of Maritime  
Lauren Gleason



# Conley Terminal finished FY25 with 137K containers, within 2% of budget despite container shipping challenges



# Maritime continues to monitor continually evolving announcements related to global tariffs, impacting Conley Terminal customers

## The New York Times

### *Rising Inflation Underscores Risks in Trump's New Tariff Threats*

New data showing price increases last month could foreshadow even higher costs if the president imposes steep tariffs on Aug. 1.

Listen to this article · 8:08 min [Learn more](#) [Share full article](#) [Share](#) [Bookmark](#)



Prices rose noticeably on appliances, clothing and furniture, products that are all heavily exposed to the president's taxes on imports from Canada, China and other major trading partners. David Paul Morris/Bloomberg

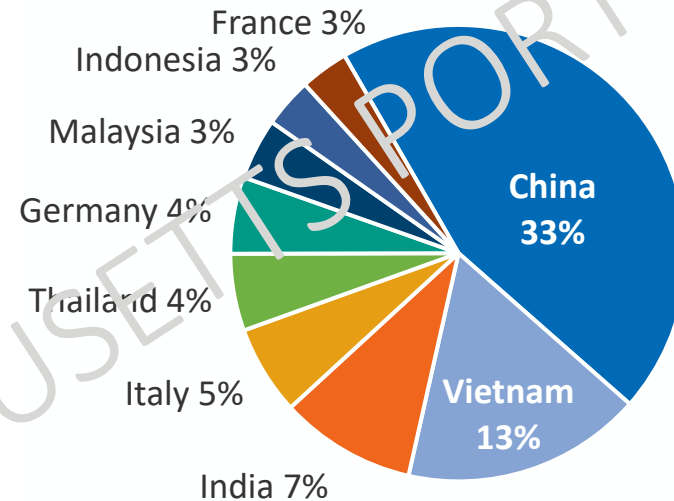


By **Tony Romm** and **Colby Smith**

Tony Romm reported from Washington, and Colby Smith from New York.

July 15, 2025  
[Leer en español](#)

Conley Imports + Exports  
FY25



- Governments are negotiating with the U.S. to finalize tariffs before August 1 as retailers continue to assess all options on inventory management
- Latest Announcements:
  - European Union - 30%
  - Indonesia - 19%
  - Vietnam - 20%
  - South Korea - 25%
  - Japan - 25%

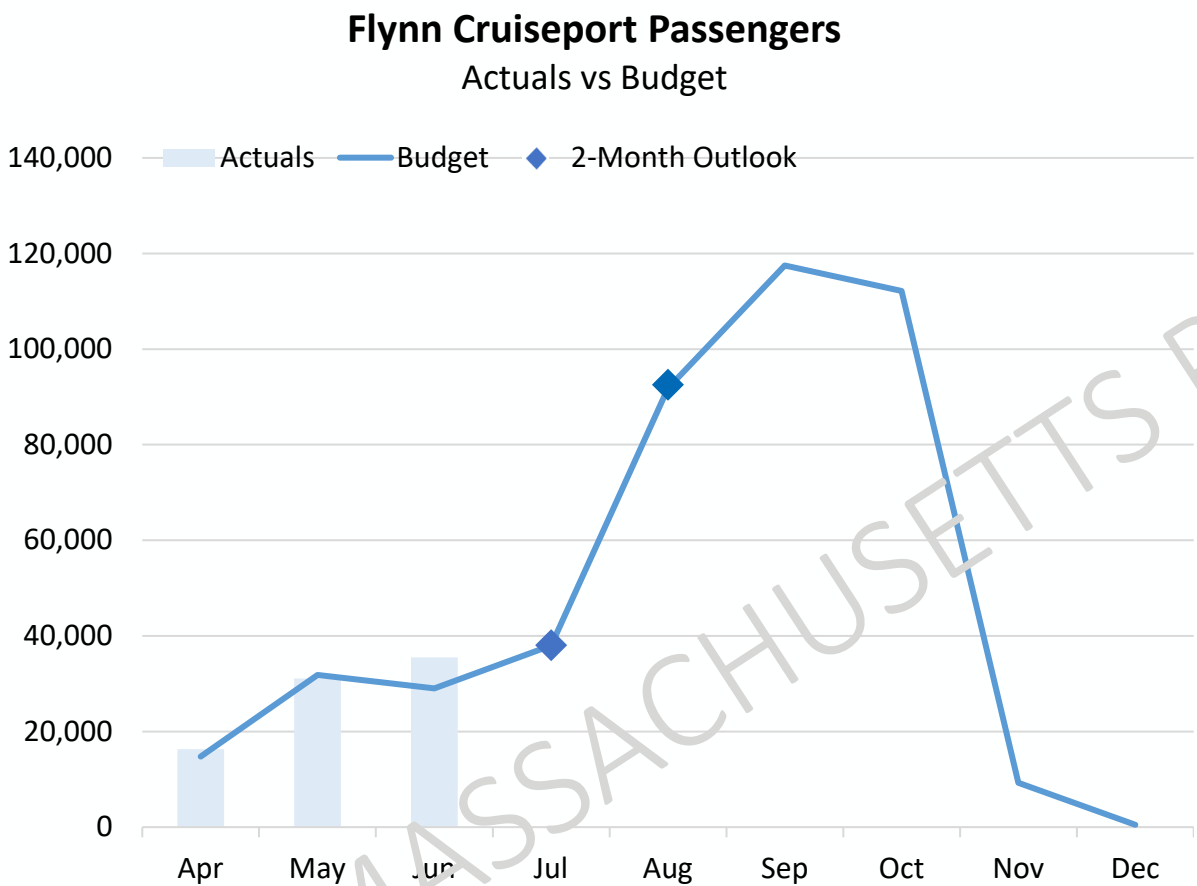
# Massport Leadership attended the Boston Propeller Club Maritime Day luncheon to honor City Councilor Ed Flynn as Person of the Year

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- **Approximately 150** maritime professionals and Port of Boston stakeholders attended
- The Propeller Club honored **Boston City Councilor Edward Flynn as Person of the Year**, a dedicated advocate for both the Port of Boston and Massport
- Maritime Day is celebrated globally, commemorating the first transoceanic voyage by a steamship, the SS Savannah, which departed from Savannah, Georgia, on May 22, 1819
- The day honors the contributions of the U.S. Merchant Marine and the broader maritime industry

# In June, Flynn Cruiseport Boston welcomed 12 vessels and over 35,000 guests



- FY25 ended with 465K passengers
  - 22% higher than FY24
  - 5% higher than budget

**2025 Cruise Ship Schedule**

Months	Home Ports	Ports-of-Call	Total
April-June	15	11	26
July-September	37	37	74
October-December	19	33	52
Total	71	81	152



## Fourth of July festivities light up the Port of Boston



- **USS Donald Cook** - A guided missile destroyer, docked at Flynn Cruiseport (July 2-7) as part of the Boston Harborfest celebration. The ship opened its decks to the public on July 3, offering a rare opportunity to tour the vessel
- **Cunard's *Queen Mary 2*** - Arrived on July 4 for her 10th visit to Flynn Cruiseport Boston with more than 2,500 passengers just in time to experience Boston's world-class Independence Day festivities
- **Norwegian *Jewel*** - Arrived on July 4, making her 13th round-trip sailing of the season from Boston to Bermuda. Her presence added even more energy to the bustling port, as thousands of passengers joined in the city's Independence Day celebrations



# Holland America will operate a special roundtrip cruise from Boston aboard *Zuiderdam* on July 4, 2026, in celebration of America's 250th anniversary

## SeatradeCruiseNews

### HAL's Boston roundtrip to ring in America's 250th anniversary

The 2026 cruise will visit historically significant ports and arrive in New York to see the 'Sail 4th 250' tall ships.



Anne Kalosh, Editor, Seatrade Cruise News & Senior Associate Editor, Seatrade  
Cruise Review  
July 5, 2025

2 Min Read



Zuiderdam will operate the 'America's 250th Celebration: Stars & Stripes Voyage' PHOTO: HOLLAND AMERICA LINE

- Holland America Line's ***Zuiderdam*** will embark July 4 next year from Boston on a cruise commemorating the 250th anniversary of the United States
- The **seven-day voyage** includes stops in Saint John, New Brunswick; an overnight in New York City; and a special call in Norfolk, Virginia
- Guests will witness the grand finale of New York's "**Sail 4th 250**" celebration, featuring the world's largest gathering of tall ships and naval vessels
- **Holland America** ranks among the top 3 cruise lines at Flynn Cruiseport and is projected to **welcome over 64,000 passengers in 2025**

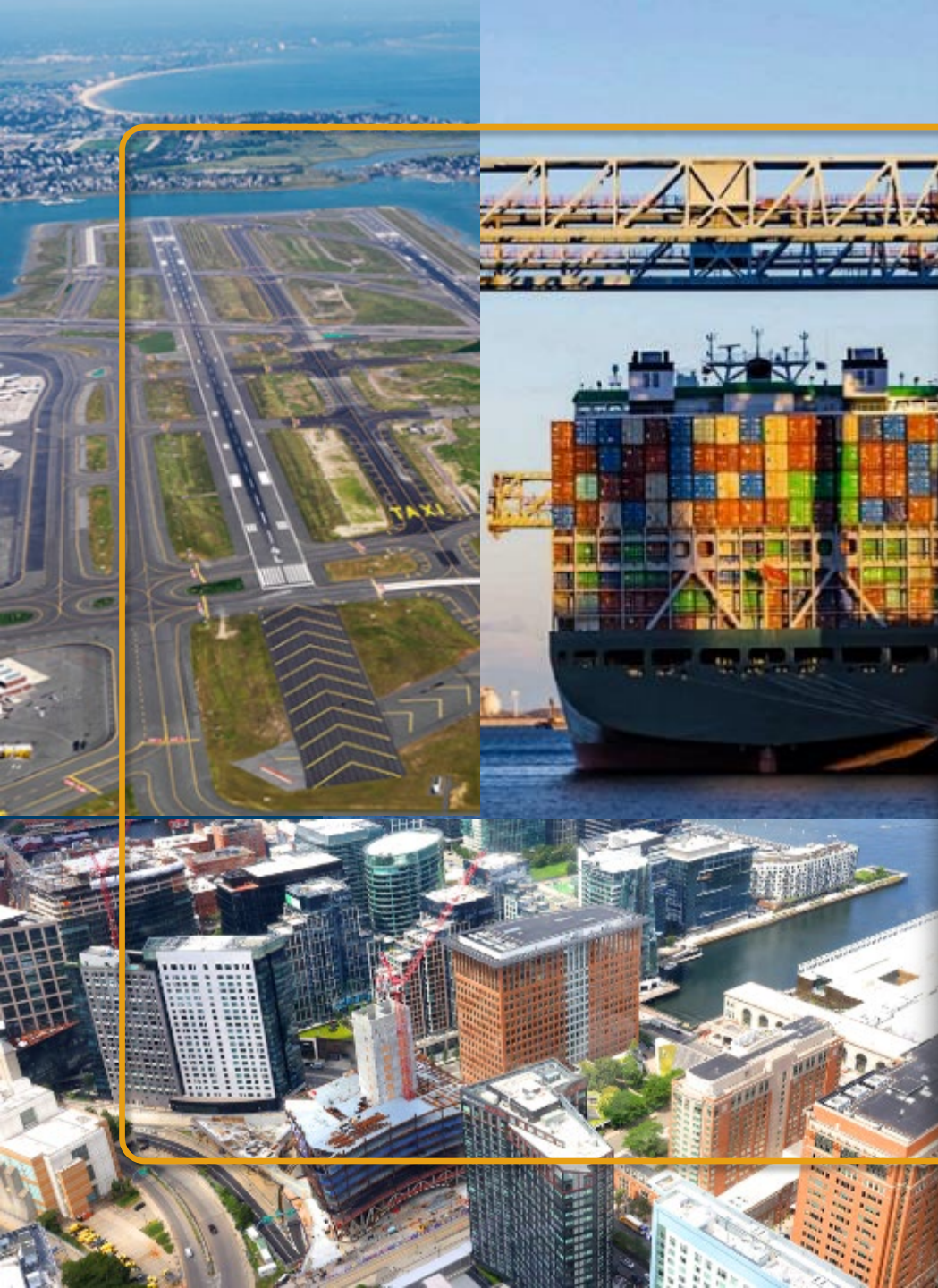
## Strategic Plan

# Massport Strategic Plan

Board of Directors

July 17, 2025





## AGENDA

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- Introductions and kicking off Massport's strategic plan: Core needs & themes *(5 mins)*

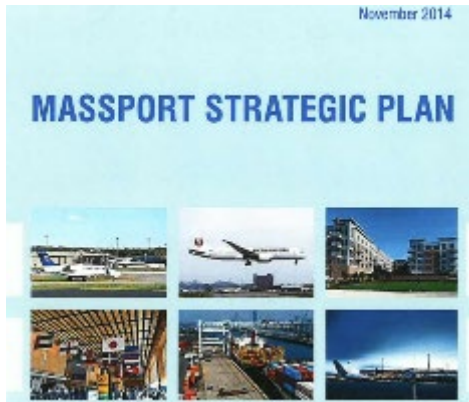
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- Review of initial takeaways, themes & implications by line of business *(60 mins)*

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- Key questions and next steps *(25 mins)*

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# Context on Massport strategic planning work

## Why are we here?



- Existing strategic plan is 10+ years old
- The world has changed: global shifts, industry trends, technological advancements

## What are we doing?



- Understand the **baseline**
- Co-create the **vision**
- Evaluate future **scenarios**
- Develop robust **strategy**

## How are we doing it?



**BCG**



mercator

**HNTB**

**CBRE**

**BA**

**MARINE TIGER**  
TECHNOLOGIES  
Business Solutions for Transportation



## Guiding principles for this effort balance immediate needs and long-term success



### True to our Values

**Safe and secure**

A catalyst for **economic development**

**A leader in customer satisfaction**

**An employer of choice**  
in the Commonwealth



### Ambitious

**Looking towards 10+ year horizon**

Mindful of **trends** and **shifting landscape**  
(global, regional, and local)

Meet our **Net Zero** goals



### Collaborative

**Engaging Massport's** diverse internal & external **stakeholders** to align on a shared **future vision**

Considering the needs of our **surrounding communities** and the **environment**



### Balanced

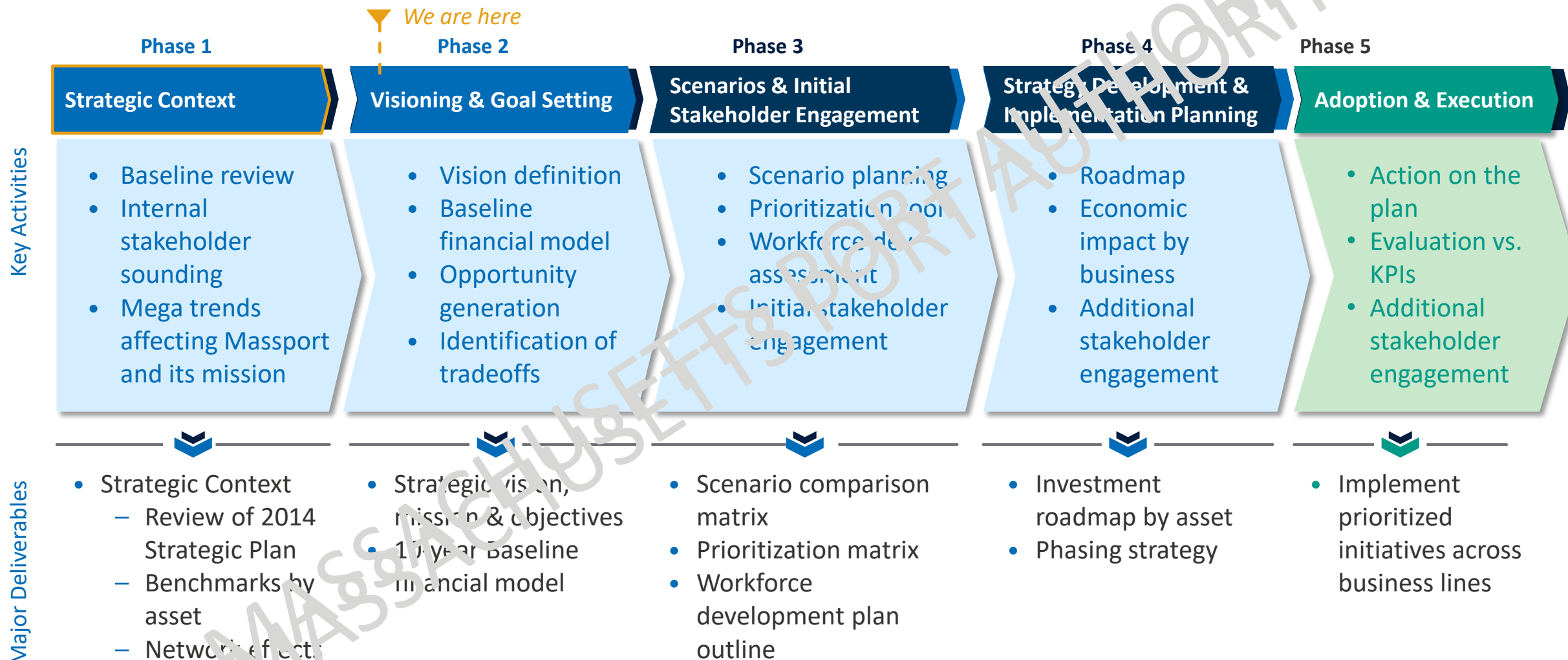
Incorporating **long- and short-term** horizons

Determining the right **investments in physical and digital infrastructure**





# Summary of project workplan and where we are today





# Massport's facilities are essential for trade, commerce, tourism, and economic growth in the City, Commonwealth, and New England



## Aviation

- Logan Airport (BOS)
- Hanscom Field (BED)
- Worcester Airport (ORH)



## Maritime

- Conley Terminal
- Flynn Cruiseport
- Seafood Cluster



## Real Estate

- South Boston
- East Boston
- Charlestown

### Massport's three business lines have significant impacts on the region:

- Generate over \$22B of economic impact and 107,000+ jobs
- Lead regionally in sustainability with significant Net-Zero commitments
- Connect regional trade to the rest of the world



# The Commonwealth's economy is diverse, and Boston is a desirable destination for residence, travel, and study, creating demand for the movement of people & goods



**Commonwealth's economic strength:** Diverse economy, anchored by healthcare, education, science, and professional services

- **Top tier economic performance:** State with second-highest GDP per capita
- **Innovation hub:** MA has highest concentration of life sciences companies & second-highest concentration of high-tech companies in the U.S.

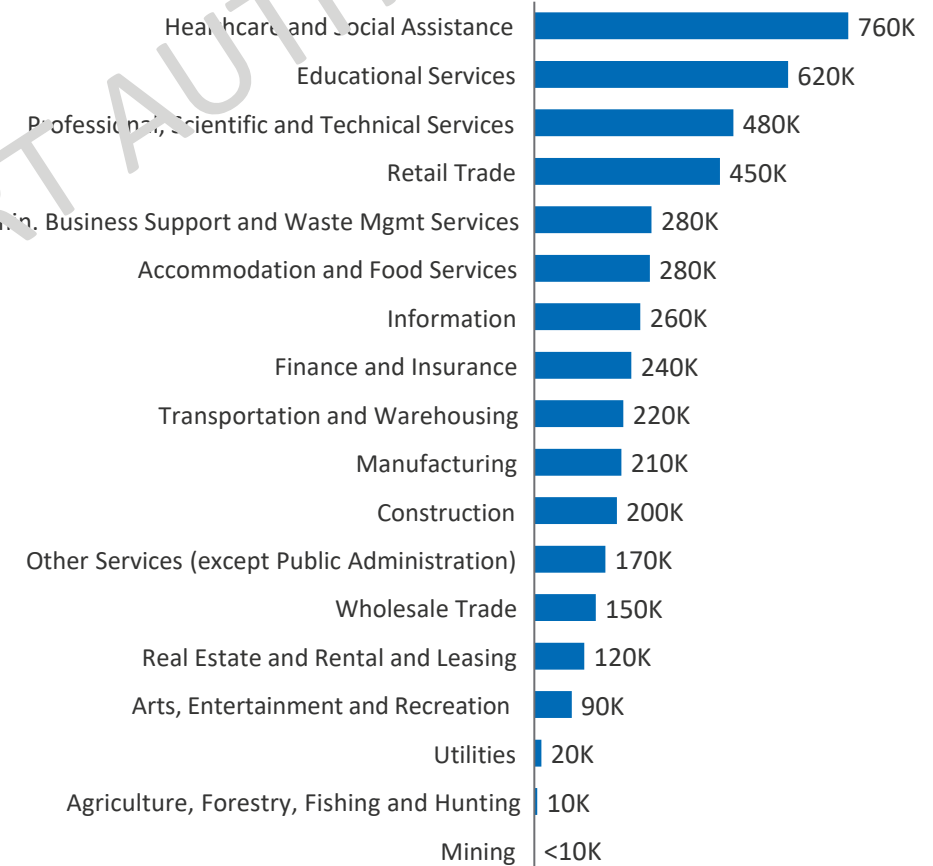


**Desirable city & state:** Boston scores highly as a livable city (>90 out of 100 on Economist Intelligence's 2024 livability index), with strong healthcare & education, and MA named best state to live in (WalletHub, 2024)



**Higher education hub:** Home to a significant number and some of the nation's most preeminent colleges and research universities promoting economic growth & domestic/international affiliated travel

Massachusetts 2024 Employment by Sector



Note: MA 2024 employment figures are rounded to nearest 10,000.

Source: IBISWorld 2024 employment data; U.S. Bureau of Economic Analysis (BEA); Vintage Population U.S. Census data; WalletHub 2024 Best States to Live In; Economist Intelligence Unit Global Liveability Index 2024; MA Fortune 500 Companies Ranked by Revenue, BOS Market Analysis Report; Massport Strategy & Business Planning



# Massport has advanced 2014 Strategic Plan goals, despite COVID disruptions, laying a strong foundation for continued responsibly managed growth



## Aviation

- ✓ Exceeded annual passenger volume projections at BOS; added and expanded new infrastructure and initiatives (terminal/landside, international gates, online parking & raised cap, Piers Park 2, Noise Abatement/Residential Sound Insulation Program)
- ✓ Maintained Hanscom focus on general aviation, opened new Atlantic Aviation hangar
- ✓ Reached 229K passengers at Worcester; opened Rectrix general aviation terminal & hangar, significant mainline carrier presence



## Maritime

- ✓ Created dedicated freight corridor and buffer park in South Boston
- ✓ Completed Boston Harbor Deepening project
- ✓ Fully upgraded Colley to be "big ship ready"



## Real estate

- ✓ South Boston Seafood cluster is one of only four large-scale seafood hubs in the country
- ✓ Advanced city development in East & South Boston (e.g., 10 World Trade)
- ✓ South Boston Waterfront Transportation Center completed
- ✓ Community Engagement Programs (Parks, Open Space, Public Realm)
- ✓ Omni Hotel: example of the Massport model



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# Aviation





# Aviation Performance vs. 2014 Strategic Plan | Logan, Hanscom, & Worcester have executed on key initiatives and managed growth over last decade

Asset	Key recommendations & goals in 2014 Strategic Plan	Progress since 2014
<b>Logan (BOS)</b>	<ul style="list-style-type: none"> <li>Projection of 35 million annual passengers served by 2022</li> <li>Emphasis on terminal and landside initiatives               <ul style="list-style-type: none"> <li>Additional international gates</li> <li>More connected terminal complex</li> <li>Expanded transit &amp; shared ride offerings</li> <li>Improvements to terminal curbs</li> <li>Parking management initiatives</li> </ul> </li> </ul>	<b>Exceeded projections</b> <ul style="list-style-type: none"> <li>36 million passengers in 2022, exceeding original 2022 planning projection despite pandemic (42.5 million 2019)</li> <li>4 additional Terminal E gates opened in 2023</li> <li>Post-security Terminal B &amp; C connector added in 2022</li> <li>Record Logan Express ridership in CY24</li> <li>Online parking reservations implemented</li> </ul>
<b>Hanscom (BED)</b>	<ul style="list-style-type: none"> <li>Recommended that "strategic mission for Hanscom Field" will remain unchanged"</li> <li>Hanscom "will continue to serve as the premier corporate and business aviation facility for the Boston and New England region, and will also remain important as a commercial / general aviation facility"</li> </ul>	<b>Maintained status as planned</b> <ul style="list-style-type: none"> <li>122K flight operations in FY2024, similar to previous years</li> <li>Focus has remained on general aviation</li> <li>Atlantic Aviation opened a new corporate hangar in 2024</li> <li>Jet Aviation new hangar, Signature investments</li> </ul>
<b>Worcester (ORH)</b>	<ul style="list-style-type: none"> <li>Planned investment of \$100M in infrastructure &amp; marketing</li> <li>Potential noted for 100K annual passengers and seven daily nonstop flights</li> <li>Construction of new first-class facility by Rectrix, a premier fixed-based operator, to increase corporate &amp; general aviation activity</li> </ul>	<b>Experienced passenger growth</b> <ul style="list-style-type: none"> <li>Commercial traffic returning to airport</li> <li>229K CY2024 passengers, compared to 2014 hope of 500K</li> <li>Rectrix (acquired by Atlantic Aviation) opened a general aviation terminal &amp; hangar in late 2015</li> <li>JetBlue, Delta, &amp; American presence</li> </ul>



# Aviation Revenues | Driven by heavy capital investment, even when adjusted for inflation, Aviation revenues have grown over last decade, with largest impacts from Concessions and Rentals

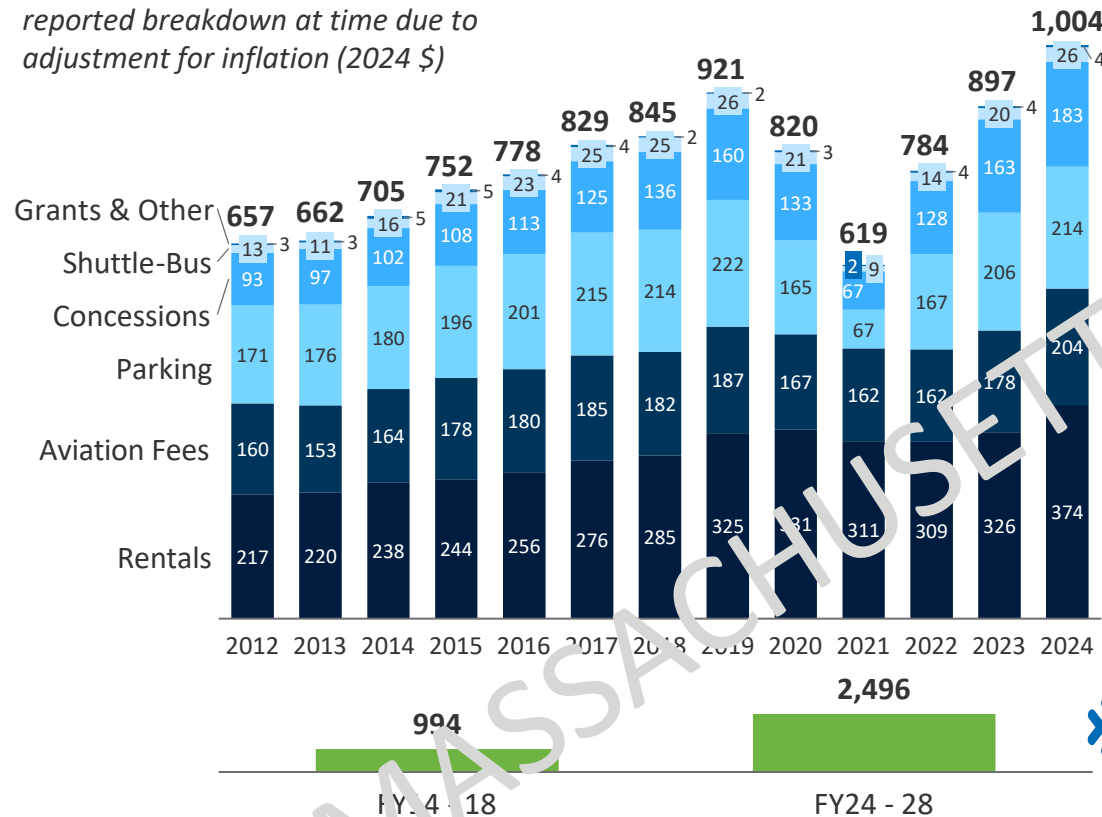
Post-COVID recovery growth driven almost entirely by Logan, with large reliance on rentals & parking (2024 \$ M)

CAGRs 2012-2024:

Asset Share:

Commentary

Note that figures do not represent reported breakdown at time due to adjustment for inflation (2024 \$)



Grants ~2.3%

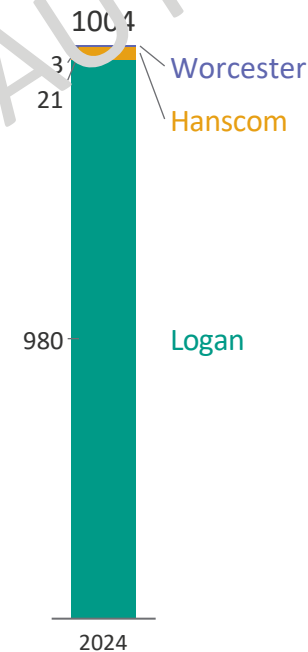
Shuttle/Bus ~5.6%

Concessions ~5.8%

Parking ~1.9%

Fees ~2.1%

Rentals ~4.6%



Massport's capital investments into Aviation have more than doubled over the last decade (nominal \$M)

- If discretionary, non-aeronautical revenue under pressure, less flexibility for Massport in future
- Concessions revenue has helped drive growth over last decade (~5.8% CAGR)
- Shuttle/Bus has grown along with expansion of Logan Express capacity and ridership

Note: Revenue figures adjusted for inflation to reflect 2024\$. FY2020–FY2021 reflect impacts of the COVID-19 pandemic (e.g., parking and concession revenue dropped sharply in FY2021).

Aviation capital investment figures represent sum of ongoing, completed, and proposed projects in CIP for Logan, Hanscom, and Worcester in each period.

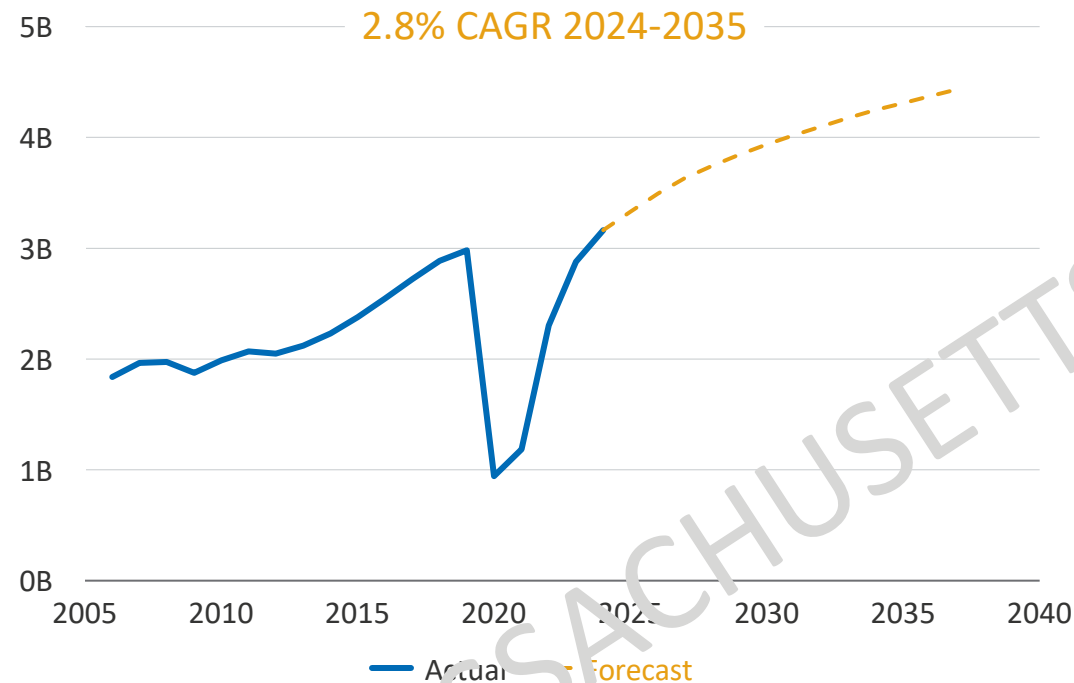
Source: Nominal figures sourced from Massport financial reports and APCR reports; capital figures below graph sourced from FY14 – 18 & FY24 – 28 capital investment plans (CIP)



# Overall passenger volume has rebounded from pandemic, with global and local volumes growing again but Logan is projected to grow slower than global passengers

## Global Developed Actual and Forecast Passengers<sup>1</sup>

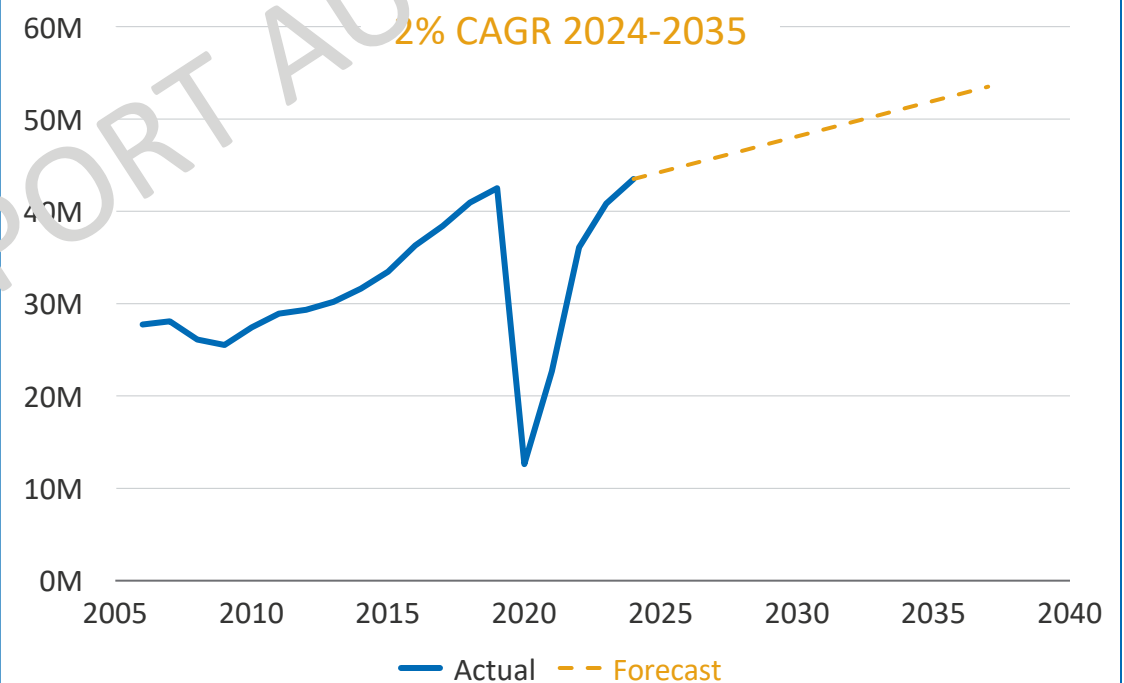
Passengers



Source: Oxford Economics IATA - Air Passenger Forecast (2006-2043) February 2025.

## Logan Airport Actual and Forecast Passengers

Passengers



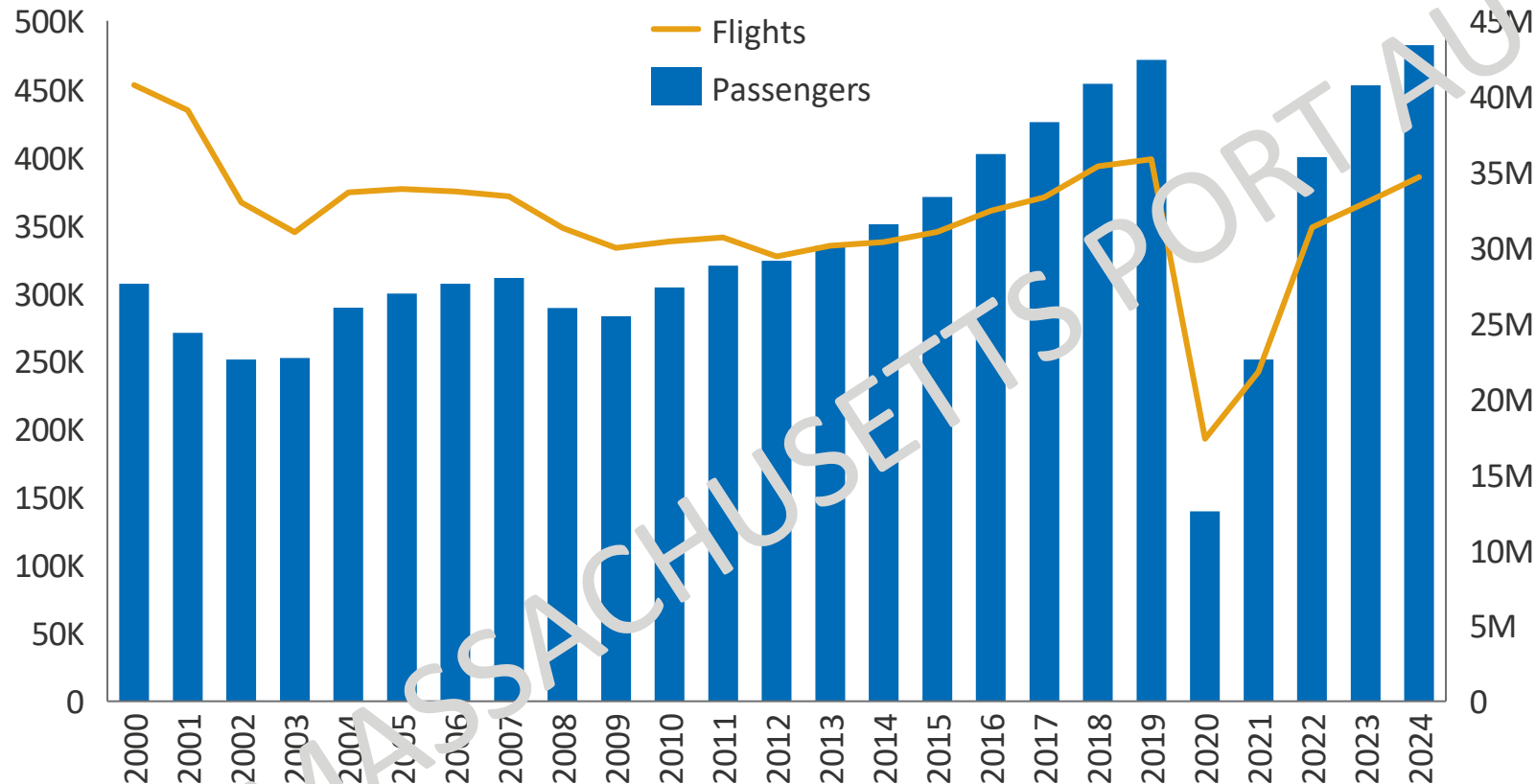
Source: Boston Logan International Airport - 2022 Environmental Status and Planning Report (ESPR) May 2024.



# At Logan, prevalence of higher-capacity jets has reduced the number of flight operations, even as the number of passengers has risen over last two decades

Annual Flights

Annual Passengers



## Commentary

- Since 2000, annual **flight operations have fallen by ~15%**
- Annual **passenger volume has risen by ~57%** over same period
- Trend implies need to manage growth as larger planes deliver more passengers all at once





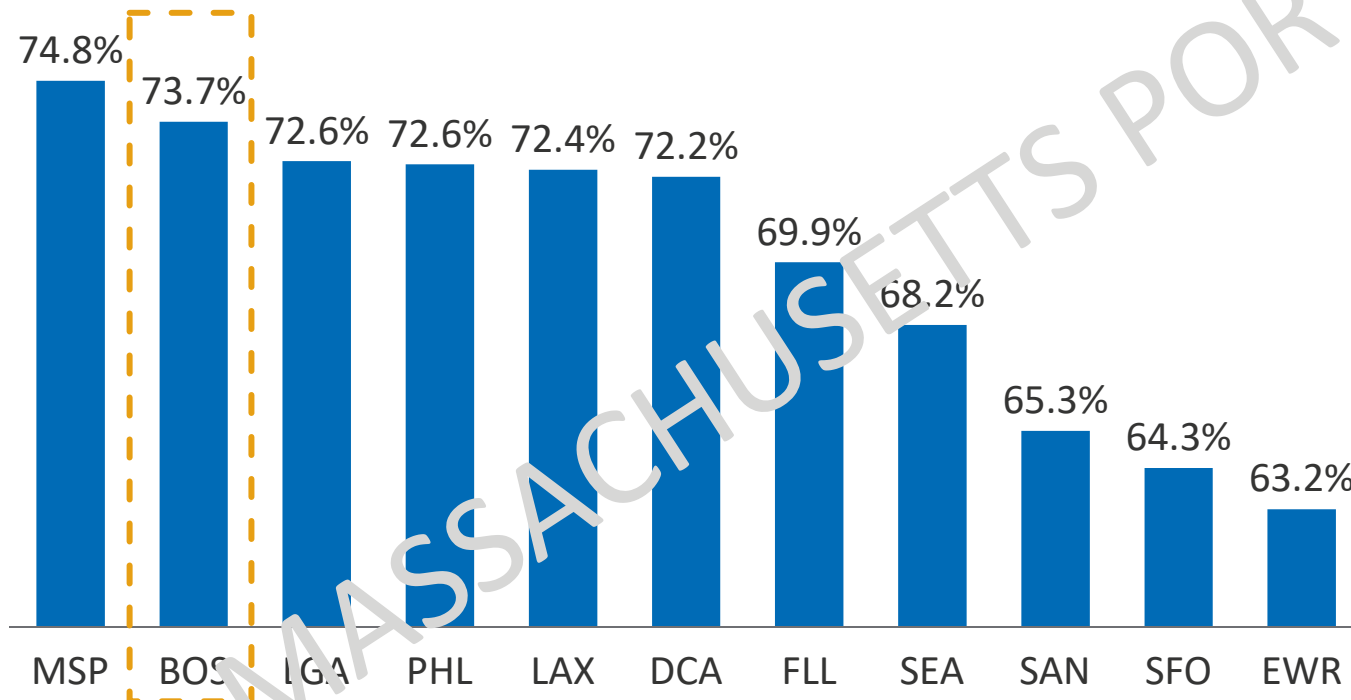
# Even with increases in plane size and passengers, among peer airports, Logan is generally a top quartile performer for on-time departure rate (2<sup>nd</sup> highest last year)



## Logan outperforms near-peers in on-time departure rate

Average on-time airport departure rate of selected peer airports, 2024 (%)

Note: peers selected base on size, location, and other airport-specific factors



Note that on-time airport departure percentage represents airport departure, not gate.

Source: FAA Aviation Service Quality Performance System (ASQP), ASQP flights. Peer set developed in consultation with Massport Aviation working group



## Commentary

Logan had **second highest on-time departure %** in 2024 (73.7%), behind only Minneapolis-St Paul (MSP), among targeted peer set

- While **most other high-growth airports have seen on-time departure fall over last decade**, Logan's performance in line with mid-2010s rates
- Comparison highlights operational resilience as a **relative strength at Logan**
- **As volume increases, this position may be harder to maintain**



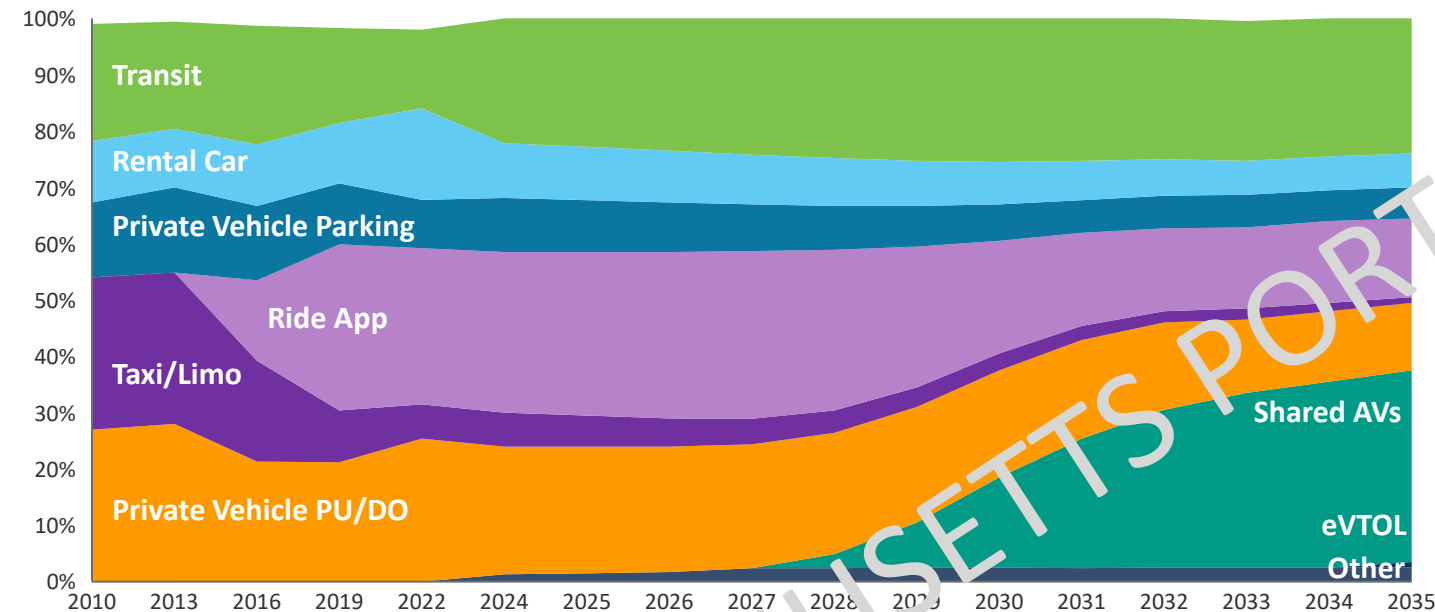
# Groundside Mode Share | Possibility of future changes in ground transport habits (including AVs & eVTOL) will influence Massport's strategic planning

## Passengers by Mode

Illustrative & preliminary analysis on future mode share

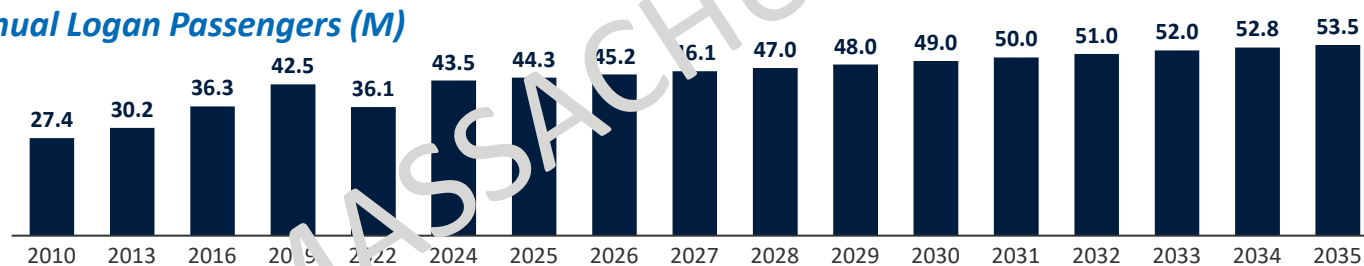
2035 Mode Shares

## Implications for Massport:



- **Potential for decreases in parking revenue**, with implications for Logan's financial position
- **Opportunity to discuss broader regional solutions** including policy, operational, and broader infrastructure improvements

## Annual Logan Passengers (M)



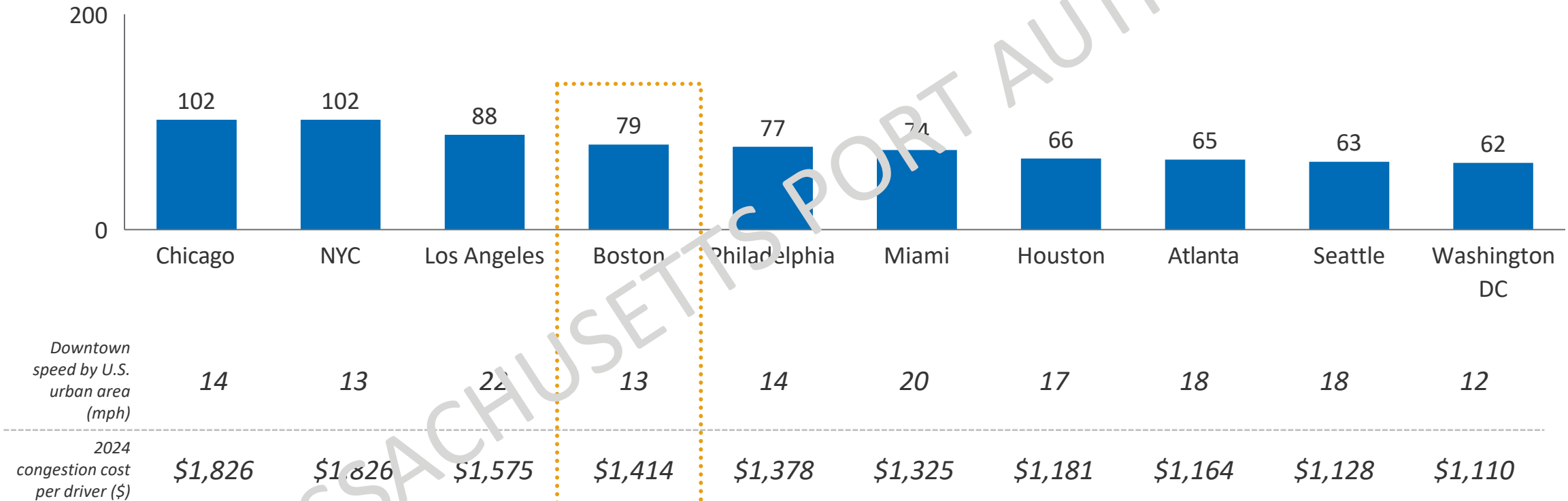
Note that future mode share represents illustrative future trends based on influence of new modes (e.g., AVs, eVTOL), Gen Z & Millennial transport habits, etc.

Source: Massport Logan Ground Access Survey Report, 2024; extrapolation of Logan passenger forecast from Boston Logan International Airport - 2022 Environmental Status and Planning Report (ESPR) May 2024.



## Detail – Congestion in Boston | Costs of congestion & delays to drivers are pronounced in greater Boston area, with implications for Logan

### 2024 hours lost per driver



Note: INRIX defines hours lost as the total number of hours lost in congestion during peak commute periods compared to off-peak conditions. Economic costs are calculated based on the following hourly values of time, which were based on U.S. Federal Highway Administration's Revised Departmental Guidance on Valuation of Travel Time for Economic Analysis, 2016, adjusted for inflation: \$17.90 per hour in the U.S. Individual urban areas may have higher, or lower, values of time depending on local economic conditions.

Source: INRIX 2024 Global Traffic Scorecard (January 2025)

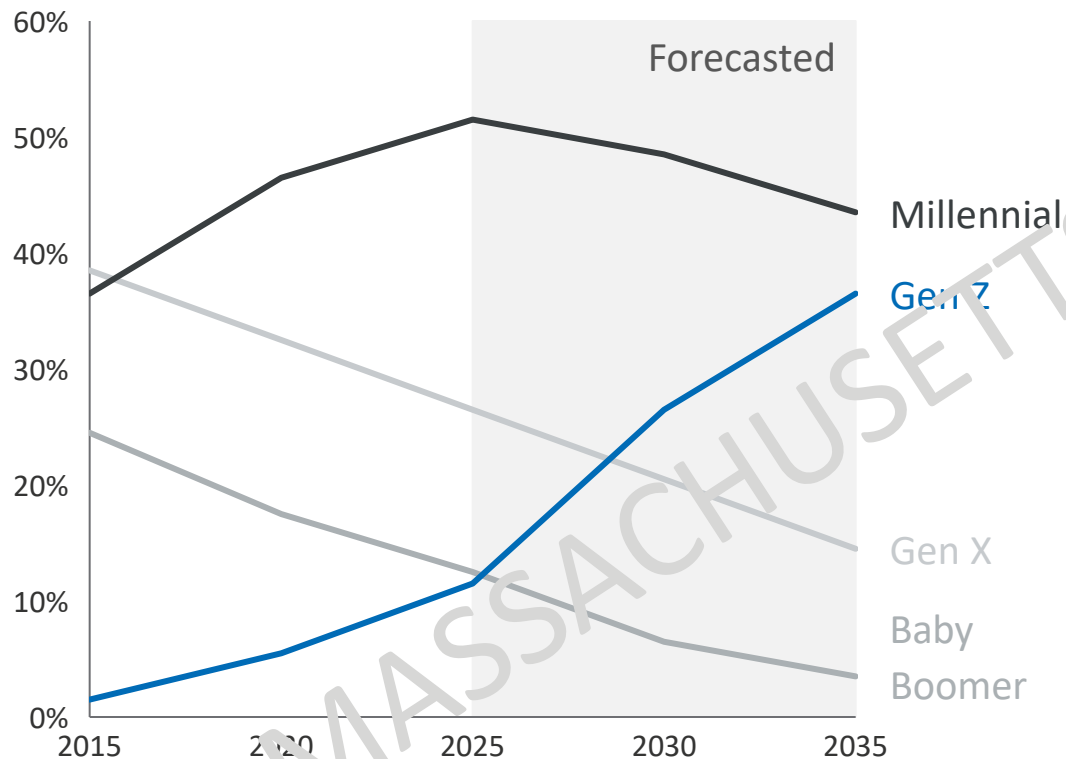


# Customer Trends | Customer types and preferences change over time, influencing profitability, operations, and capital investment decisions tied to the customer experience



## Airport passenger mix is changing globally ...

Share of passenger spend by generation (global)



## ... to prepare, Logan must consider how these changes affect passenger preferences

Millennial & Gen Z to make up 80% of air travel spend by 2035, their preferences<sup>1</sup> make them more likely to:

- Interact digitally and expect a frictionless, personalized, and mobile-first experience
- Use more transit and spend less on parking
- Spend more on experiences and shopping
- Share their experiences on social media

Additionally – demographics can change based on macro-trends, airline routes, seasonality, etc.

*Note: We will compare Logan vs. other competitor airports on these dimensions as part of our work*





# Product, Service, & Experience Differentiation | Stratification creating tiered & differentiated journeys from ultra-low cost to post-pandemic business travel



## Deepening product segmentation across the travel journey

Airlines designing granular tiers to match passenger comfort and spending preferences (e.g., United Airlines offering five economy tiers from Basic Economy to Premium Plus, with differences in boarding order, refundability, etc.)



## Unbundling of core services

Core services like seat selection and bags now monetized, letting passengers customize experience while increasing airline revenues



## Stratification even among low-cost carriers

Segmentation on ultra low-cost side of passenger aviation market includes creating "affordable exclusivity" with certain tiers (e.g., Breeze Airways' "Nicese" tier, Frontier Airlines planning to debut first class seating in late 2025)



## Popularity of private aviation, including for some post-pandemic business travel

Private aviation increasingly popular, including with former commercial business travelers; players like JSX and NetJets blending private perks into scheduled operations



## Convergence of private and commercial models

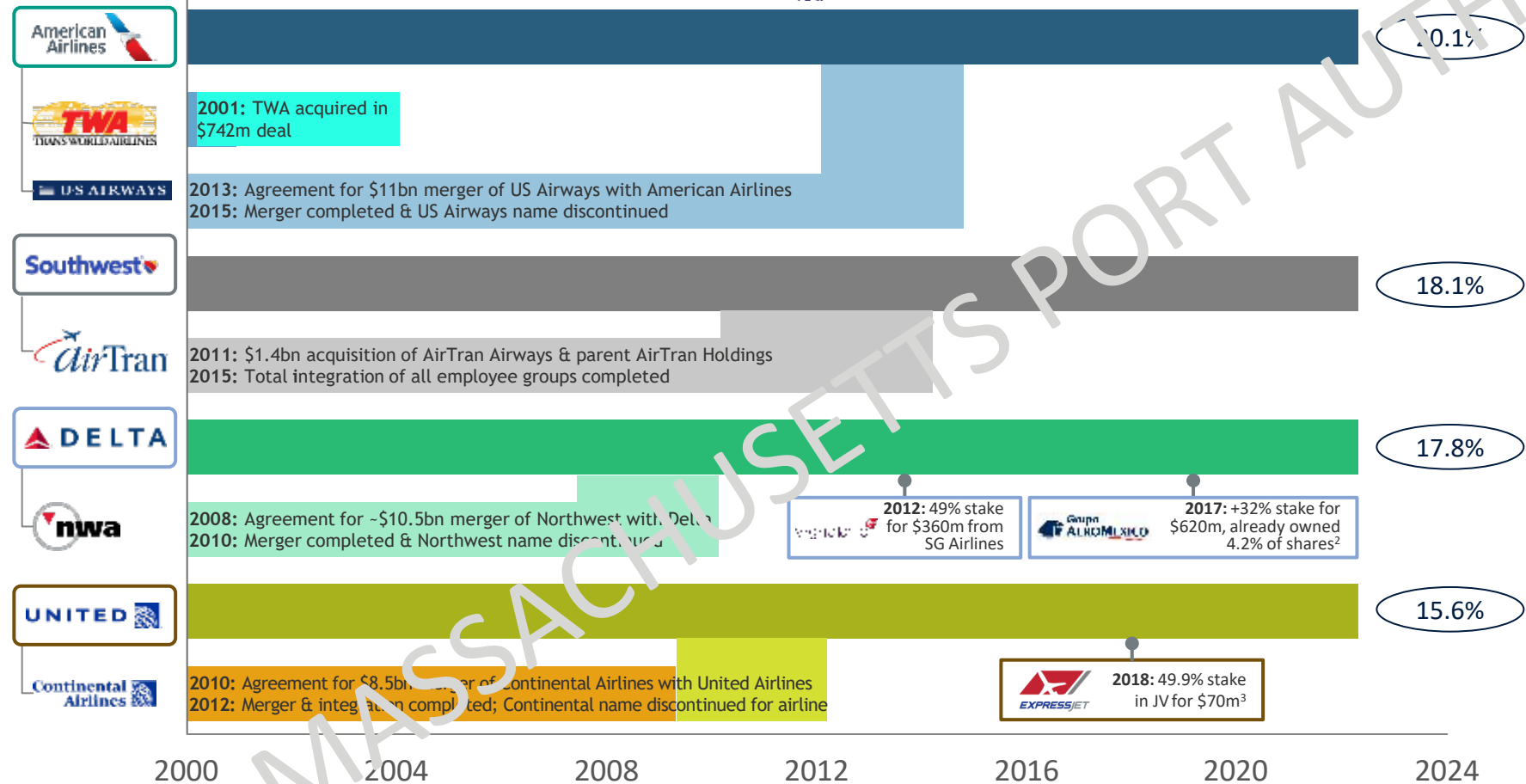
Semi-private carriers and airline-partnered charters offering fast-track experiences once limited to private clients (e.g., Delta's partnership with Wheels Up letting premium travelers connect from Delta One to on-demand private aircraft)



# Airline Consolidation | In North America, airline landscape shaped by strategic M&A and consolidation, with minority ownership & joint ventures more common recently

Note: Alaska's acquisition of Hawaiian in 2024 & terminated JetBlue-Spirit merger not depicted

Major M&A only shown



## Commentary

- Consolidation and joint ventures with potential to **influence relationships with airlines**
- Possibility **increasing impact of global alliance strategies** on of route decisions
- Potential impacts on **fare dynamics** for passengers



# Technological Trends | eVTOL: An emerging technology disrupting aviation industry

~10 companies producing eVTOLs are expected to have products become certified during the lifetime of the upcoming strategic plan



## Potential Implications for Massport

- May require flexible design of parking structures to accommodate eVTOL
- Potential long-term relief value for ground transportation congestion
- Potential premium service
- Potential increase in electric load



# Technological Trends | Decarbonization is affecting the future of Aviation

## Rapid innovation in new energy sources



Hydrogen / fuel cells



Sustainable Aviation Fuel



Electric planes



Hybrid electric planes

## Implications for Massport

- Increased electric power demand
- Infrastructure implications
- Preparation needed to accommodate new aircraft types





# Key questions in Aviation

How can Logan optimize space while continuing to manage growth over the next decade?

How should **changes in passenger mix and profile** change how we **prioritize investments** in digital and capital infrastructure?

To what extent should Massport be **coordinating with other regional agencies** to “think big” about groundside solutions?

What **future transportation technologies** will shape the next 10 years of capital investments in Aviation (eVTOL, autonomous vehicles, sustainable aviation fuel)?

## Next steps

Develop **asset-specific visions** in Aviation

Determine **potential long list** of initiatives for prioritization

Identify **associated KPIs** to support prioritization & ongoing evaluation of initiatives

Conduct **targeted case studies & benchmarking** to support initiative identification (as needed)





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# Maritime

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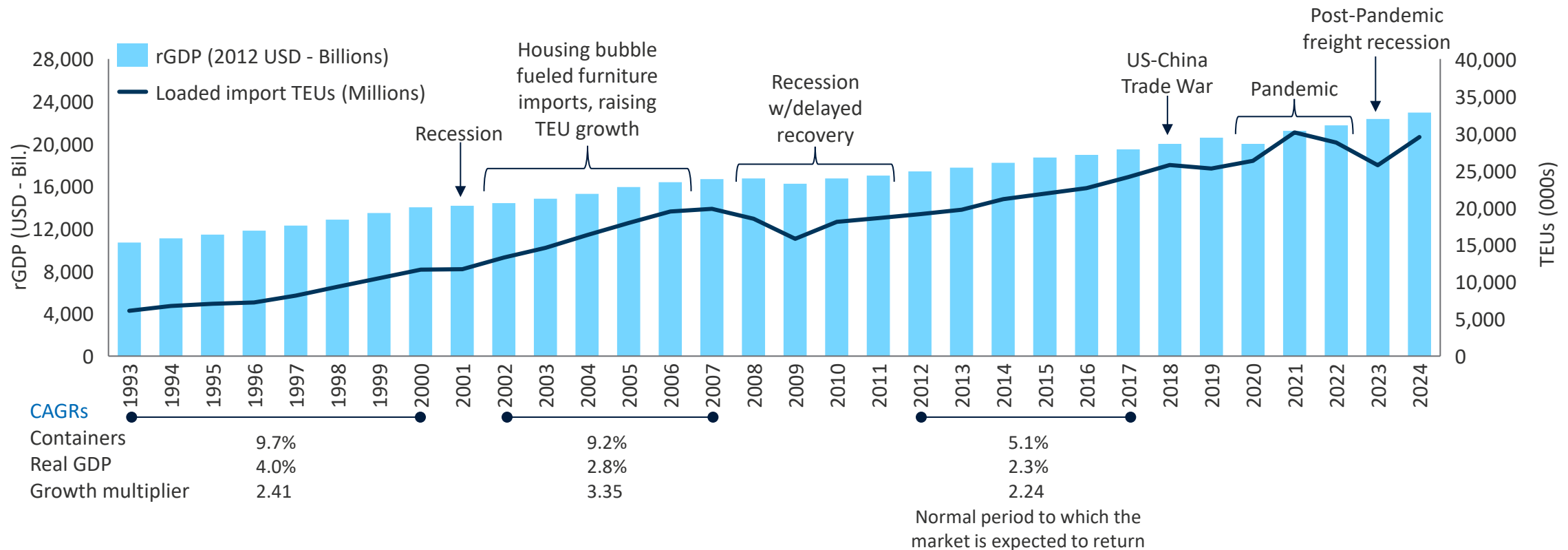
## Maritime progress since 2014 Strategic Plan | Successful implementation of crucial investments have enabled Conley's continued operation and improved cruise parking

Asset	Key recommendations & goals in 2014 Strategic Plan	Progress since 2014
<b>Conley Terminal</b>	<ul style="list-style-type: none"> <li>• Deepen Boston Harbor for “big-ship” access</li> <li>• Modernize berths, cranes &amp; yards to handle larger vessels</li> <li>• Complete Butler freight corridor for truck access</li> </ul>	<p>Significant investments in Conley have kept it operational in competitive landscape:</p> <ul style="list-style-type: none"> <li>• Created dedicated freight corridor in South Boston</li> <li>• Deepened Boston Harbor</li> <li>• Upgraded Conley to be “big ship ready” <ul style="list-style-type: none"> <li>– Infrastructure modernization including cranes, berths, and backlands</li> </ul> </li> </ul>
<b>Flynn Cruiseport</b>	<ul style="list-style-type: none"> <li>• Work with city on Black Falcon Ave. to protect curbside operations</li> <li>• Upgrade Cruiseport campus</li> <li>• Ensure adequate cruise parking</li> </ul>	<ul style="list-style-type: none"> <li>• Cruise parking upgrades in progress, including traffic and access management measures implemented (e.g., shuttle pickup system)</li> </ul>



# There has been a strong and enduring relationship between North American real GDP (rGDP) and demand for containerized imports

The relationship between real GDP and container volumes has been periodically disrupted by recessions, and more recently by the trade war and the COVID-19 pandemic, but in 2024, container imports were back in line with the level that would be predicted based on real GDP after rebounding from the 2023 freight recession.



## North American Real GDP and Seaport Container Throughput, 1993-2024



North American Real GDP and Import TEUs, 1993-2023  
 Source: Mercator International

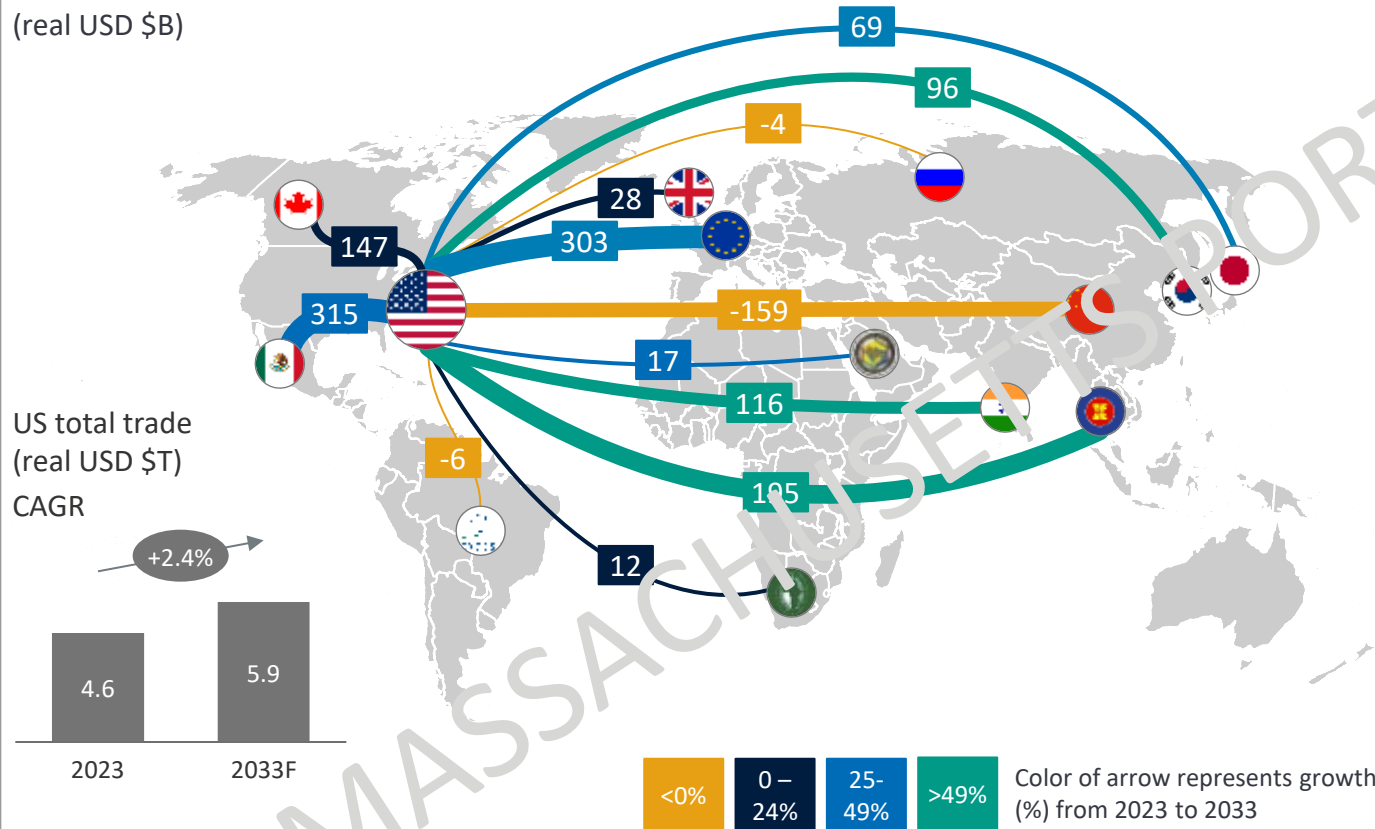




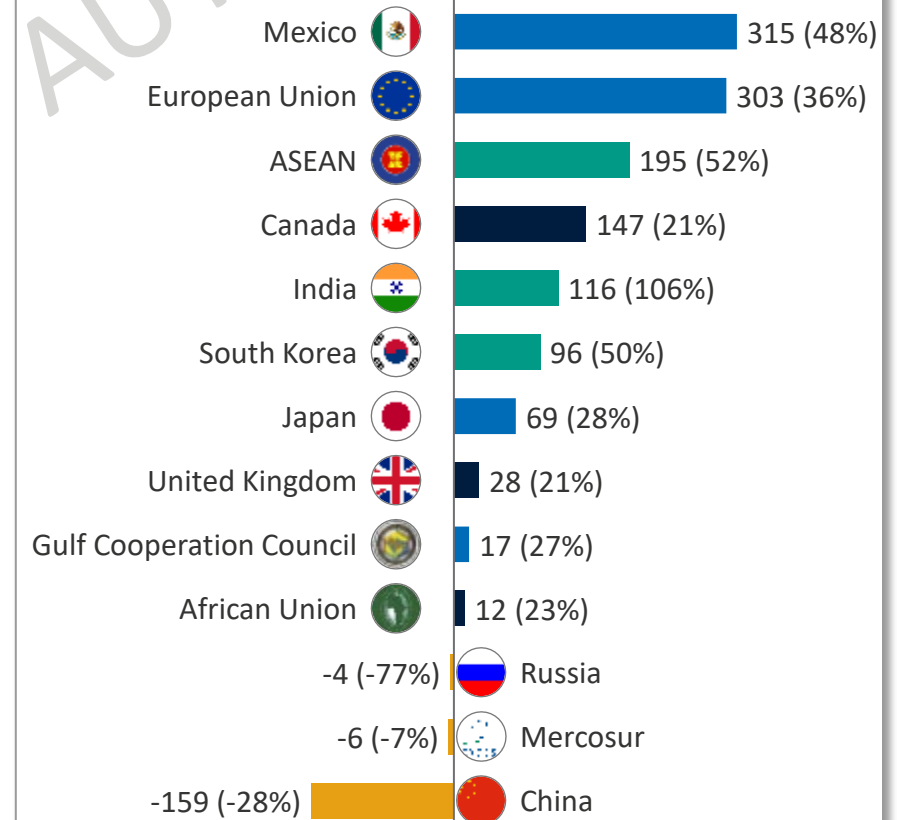
# Global trade projections reflect further supply chain reconfiguration, shifting volume from China-US trade route towards Europe-US and Southeast Asia-US

## BCG Global Trade Model 2024 – Pre-election momentum case US change in goods trade 2033 vs. 2023

(real USD \$B)

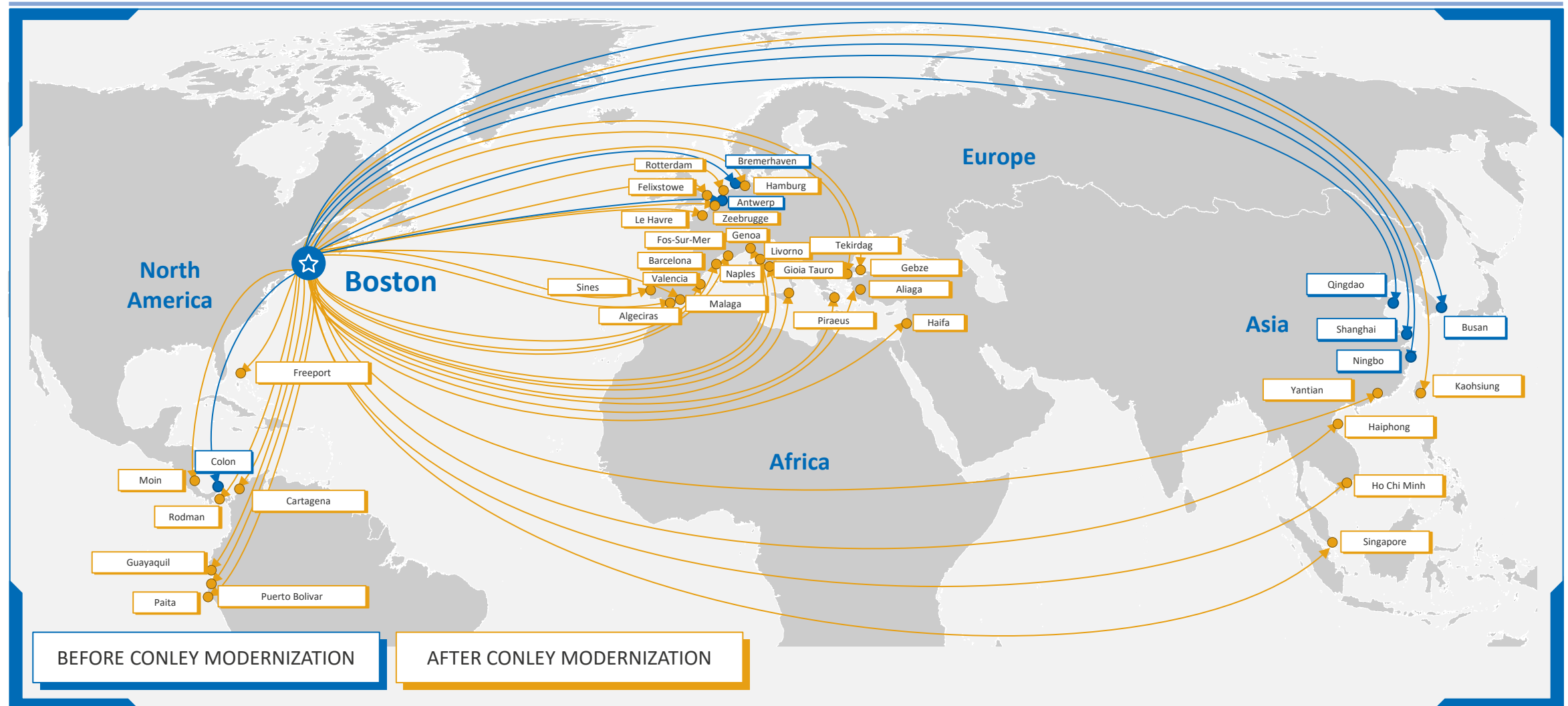


## Change in trade of goods 2023 vs. 2033, real USD \$B and % growth





# Investments made in Conley after 2014 Strategic Plan have enabled New England to participate in global trade – 7 routes before Conley modernization, 32 added after





# Continued consolidation gives carriers more leverage, increasing Conley's vulnerability to geopolitical shocks, even after the large investment

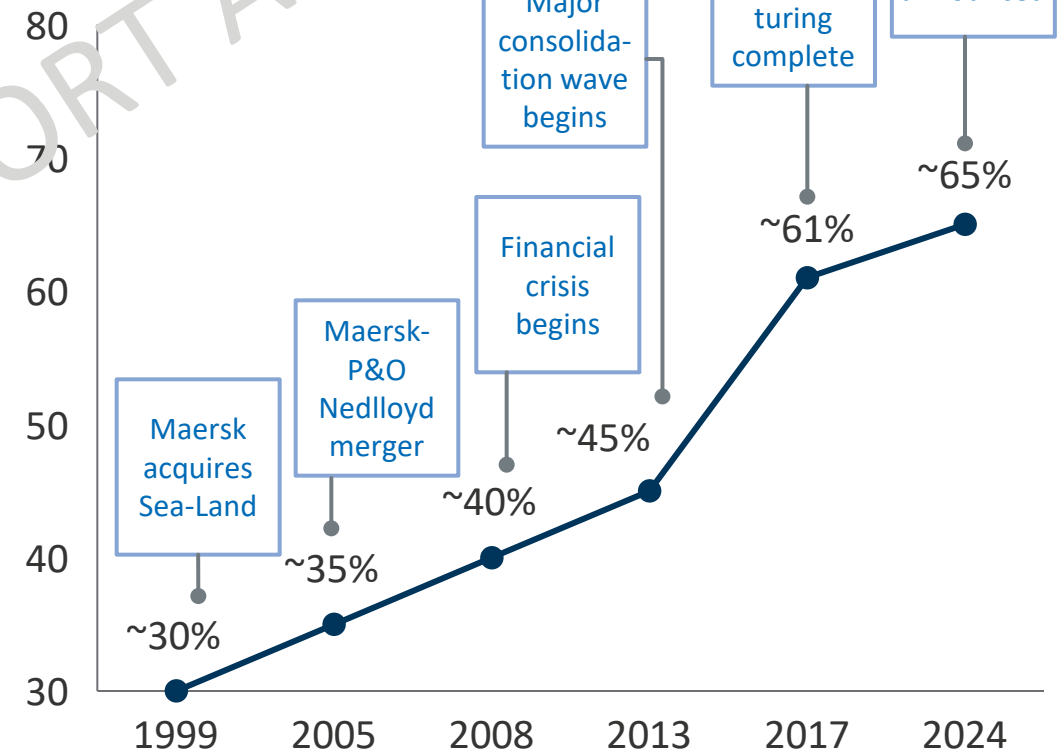
Carrier consolidation has resulted in market domination by **three major alliances** (~84% mkt. share) **and a few independent operators**, creating operational efficiencies and financial stability, as well as reduced choice for port operators and raised regulatory concerns

Several factors will shape the market's evolution:

- **Digital transformation** and sustainability requirements favor larger carriers with investment capacity
- **Regulatory scrutiny** may limit further consolidation or alliance cooperation
- **Alliance reshuffling** in 2025 could disrupt existing stability
- **Geopolitical tensions** and supply chain reshoring could alter traditional trade pattern

## Carrier Consolidation Continues

Top 5 Carrier Share





# Unprecedented global disruptions have upended traditional shipping routes and port call patterns, potentially creating a “skip stop” risk for smaller ports

## Global Rerouting Events

- Suez Canal blockage (Mar 2021): Ships diverted around the Cape of Good Hope, tacking on ~10 extra days to Asia–Europe runs
- Ongoing economic, operational, and security shocks (on avg every other year since 2015) spurred further route diversions

## Port-Call Adjustments

- Carriers began skipping or resequencing calls to claw back schedule reliability
- Asia—US East Coast rotations shifted—Boston and other gateways saw arrival timings accelerated or delayed
- To maintain consistent frequency across impacted services, carriers must deploy additional ships, diverting new builds to existing services

## Hub-Focused Strategy

- In “catch-up” mode, lines prioritize major gateways and increasingly bypass smaller ports

## Resiliency Imperative for Conley

- Build in schedule buffers and agile operational playbooks to absorb future rerouting disruptions







# East Coast ports are investing heavily to balance massive container hubs with specialized auto, refrigeration, breakbulk and bulk capabilities

## Scale drives specialization

- **Mega-ports (NY/NJ, Savannah):** laser focus on container TEU growth
- **Mid-sized hubs (Philadelphia, Boston):** carve out auto, cold-chain and targeted container niches

## 2015–2024 infrastructure investments

- Billions spent on deepening channels, big-ship cranes and rail links—mostly to boost container capacity
- Recent shift toward non-container investments as well

## Niche diversification in action

- **Brunswick:** expanding to become the East Coast's top auto port
- **Baltimore:** maintains bulk & breakbulk leadership even as container share grows
- **PhilaPort:** adding a new auto berth and bulk-commodity facilities



Savannah



Philadelphia

Brunswick



# Cruise market has recovered from COVID and is growing fast

## Market Dynamics and Growth Trends

### Steady growth pre-COVID

- The United States cruise market experienced steady growth between 1999 – 2019 in both number of passengers and revenue

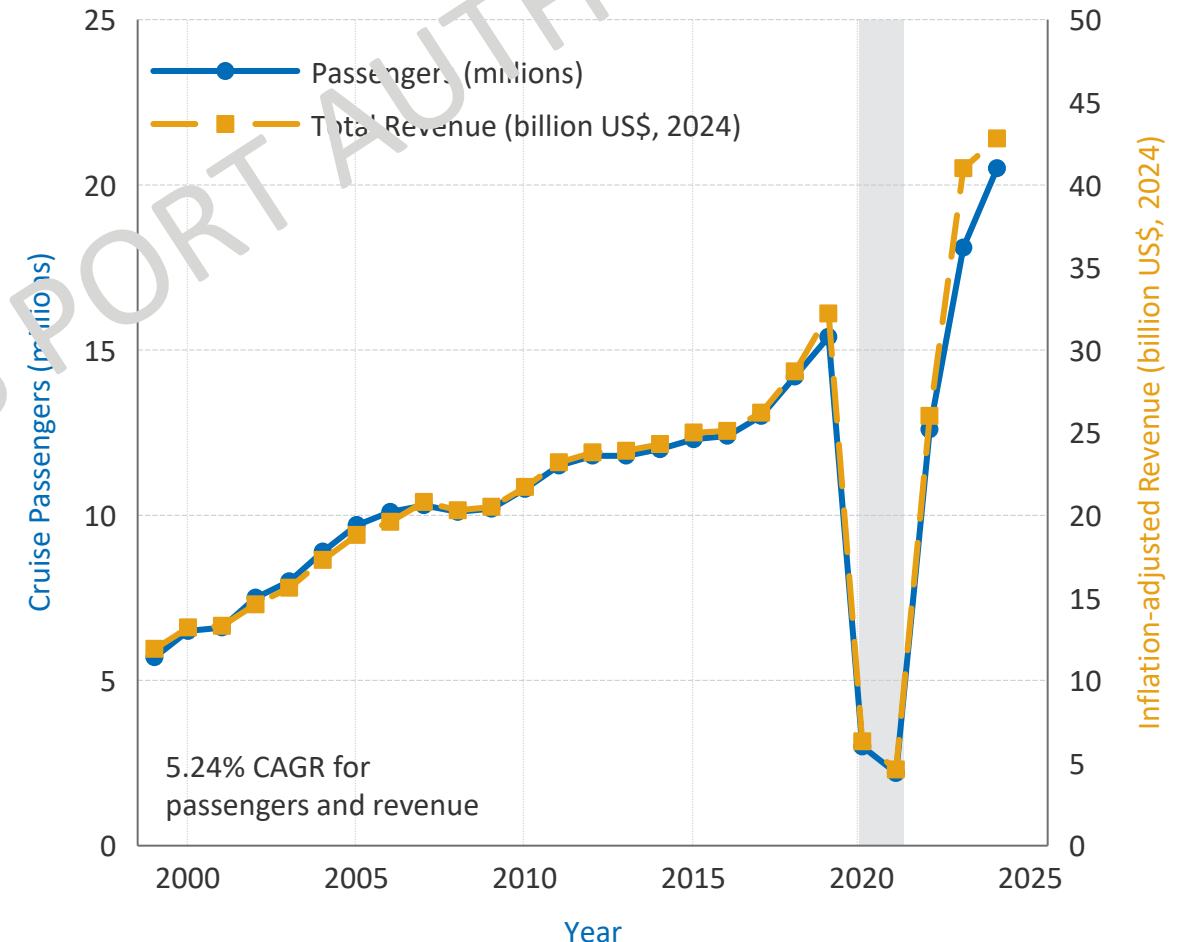
### Disruption due to COVID-19

- Unprecedented disruption in 2020 – 2021 followed by strong recovery by 2023
- After hitting a high in 2019, **cruise revenue plunged by 2020**, dropping from about \$27B in 2019

### Post-COVID recovery

- Industry revenue climbed back significantly after 2022 relaunch
- In 2022 and 2023, United States cruise market revenues were back to roughly **\$22–23B** and **\$30B** respectively
- 2024 revenue fully recovered to **\$36B** in GDP contribution

United States Cruise Market: Annual Passengers and Inflation-Adjusted Revenue (1999-2024)





# Most major players, representing ~80% of global market share have some relationship with Flynn Cruiseport

## Market Dynamics and Growth Trends

### Cruise Industry Recovery

- 2024 brought robust, double-digit revenue gains for most major operators
- Global cruise market set for 4.8% CAGR (2024–29), with passenger volumes reaching 37.7 M in 2025 (25% above 2019)

### Flynn Cruiseport Boston Highlights

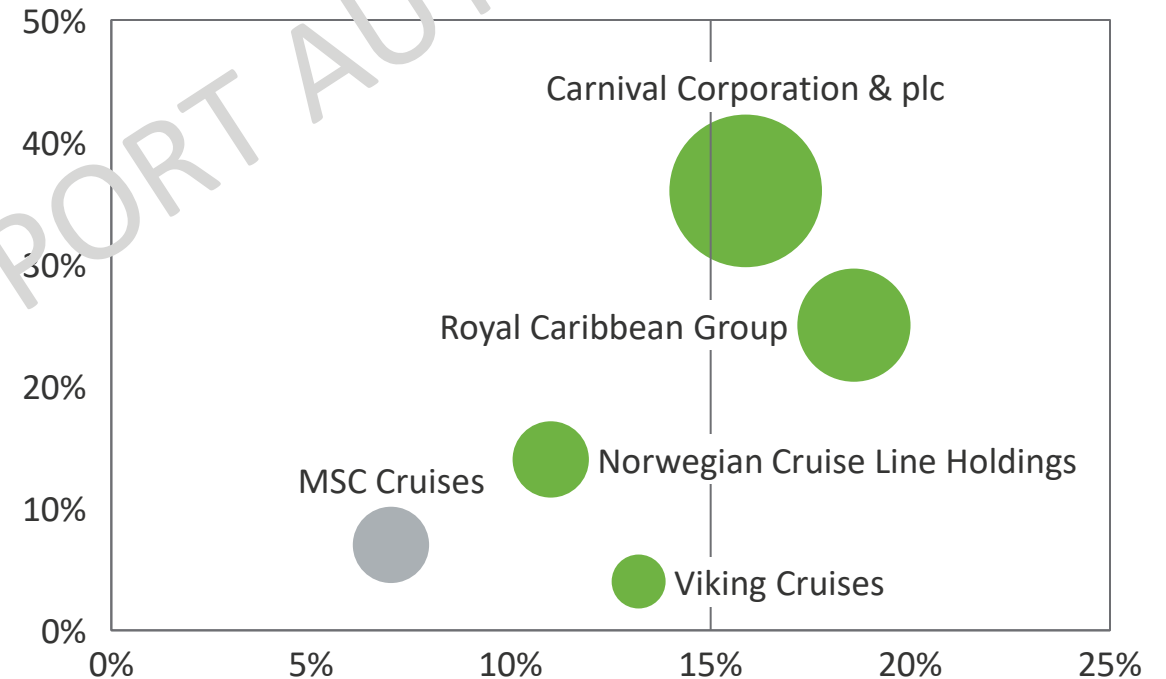
- Hosted 167 ship calls and 480 K passengers in 2024 (+29% vs. 2023)
- Supports both homeporting and port-of-call for 24 cruise lines (March–November)

### Strategic Implications

- Solidified Flynn as a key North American cruise hub
- Well-positioned to capture ongoing market growth and line up new itineraries

Preliminary

## Global Revenue Market Share (est.)%



'23-'24 Revenue Growth Rate %

● Port of Call ● Homeport/POC



# Flynn Cruiseport faces a generational transformation with cruise industry demographics shifting younger: millennials now drive 61% of cruise demand



## Cruise passengers getting younger

### Decrease in average age

- Average passenger age plummeted from 66 in 2019 to 46-55 in 2024
- Millennials and Gen Z now comprise 61% of passengers versus 44% of general population

### Northeast market has strong fundamentals

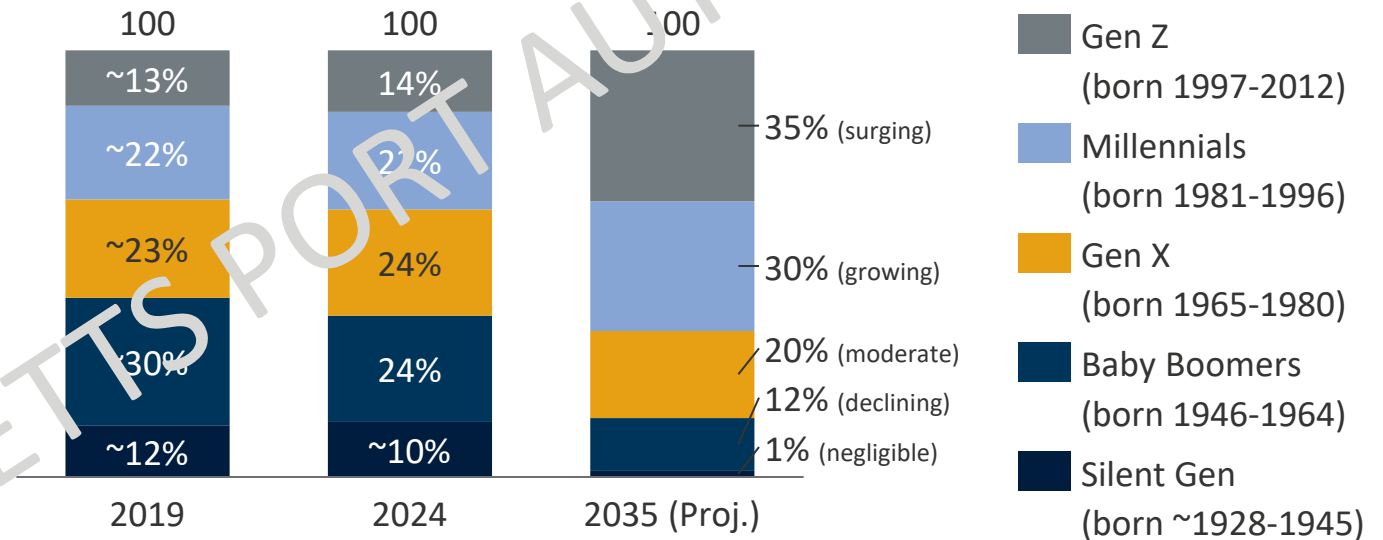
- Massachusetts' \$101,341 median household income (#2 nationally) and Connecticut's \$920,000 average net worth (#1 nationally) indicate potential for cruise growth

### Flynn must meet passenger demand and expectations

- As a part of its near-term capital plan, Flynn must balance infrastructure for 4,500+ passenger ships while maintaining intimate experiences older travelers prefer



## Generational Shift Impact on Flynn Cruiseport



## Northeast Wealth Concentration

- 31% of U.S. extreme wealth
- 17% of U.S. population
- \$78.5 trillion boomer wealth
- 11,000 turning 65 daily through 2027





# Key questions in Maritime

How can maritime team work within and outside of Massport further support a **maritime ecosystem**?

How should we **expand the horizons** of our thinking about the maritime ecosystem?

What choices and/or changes could provide Conley a **defined advantage** in the market?

**Flynn Cruiseport** is growing fast with good structural fundamentals; **how can Massport** maximize this opportunity?

# Next steps

Develop **asset-specific visions** in Maritime

Determine **potential long list of initiatives** for prioritization within longer-term strategy

Determine options for **additional funding sources**



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# REAM Performance vs. 2014 Strategic Plan | Progress has been made since 2014, though prioritization of initiatives has significantly changed over time

Asset	Key recommendations & goals in 2014 Strategic Plan	Progress since 2014
<b>Portfolio-wide</b>	<ul style="list-style-type: none"> <li>Grow Massport's Real Estate revenue to support Massport's other business lines and mission</li> <li>Monetize underutilized assets via ground leases</li> <li>Integrate resiliency and sustainability into property planning</li> </ul>	<p><b>Overall, primary goals have been achieved, and assets are delivering revenue</b></p> <ul style="list-style-type: none"> <li>Massport now stewards 9M+ sqft of leased space</li> <li>Interim revenue sources and alternative structures have been employed to diversify to more than just ground leases</li> </ul>
<b>South Boston</b>	<ul style="list-style-type: none"> <li>Advance neighborhood development</li> <li>Increase real estate revenues to support maritime investments</li> </ul>	<p><b>Exceeded placemaking goals, upgraded water-dependent real estate, and more than doubled REAM's revenue</b></p> <ul style="list-style-type: none"> <li>Leveraged mixed-use development to support controlled growth of the city</li> <li>Added millions of sqft of new facilities through ground leases to drive revenue</li> </ul>
<b>East Boston</b>	<ul style="list-style-type: none"> <li>Improve community waterfront access through public amenities</li> <li>Strategically align Massport's land use with community needs</li> </ul>	<p><b>Major progress, with completion of some public realm initiatives and slow but steady momentum in revenue generation</b></p> <ul style="list-style-type: none"> <li>Recently succeeded in creating public realm revenue generation (e.g., Tall Ship)</li> </ul>
<b>Charlestown</b>	<ul style="list-style-type: none"> <li>Maintain industrial operations through Autoport and related facilities</li> <li>Support the developing Blue Economy</li> <li>Continue public access where feasible and achieve greater community engagement</li> </ul>	<p><b>Community involvement and controlled development goals largely achieved, though some initiatives stalled due to tenant issues</b></p> <ul style="list-style-type: none"> <li>Supported the Blue Economy with the Wind Technology Testing Center</li> <li>Truck access to DPA remains an issue, but \$2M in benefit funds committed, with 75% deployed</li> </ul>

Source: Massport 2014 strategic plan; Massport press releases; CLF; Charlestown Bridge



# REAM currently operates as an important component of Massport's mission, with Commercial Real Estate supporting the entire business, especially maritime

## Commercial Real Estate

Massport's commercial real estate portfolio includes office, lab, residential, and mixed-use developments. These projects **drive economic growth and community revitalization**

## Maritime Real Estate

With a wide breadth of industrial uses in designated port areas, Maritime real estate supports working port infrastructure through industrial leasing, logistics hubs, and waterfront access. It **plays a critical role in sustaining broader maritime economy**

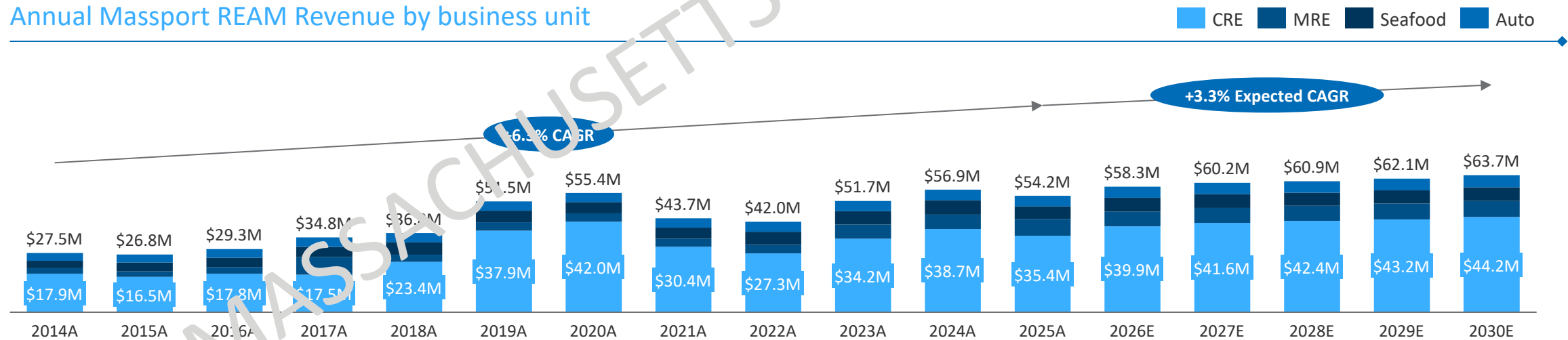
## Seafood

Seafood assets provide facilities for seafood processing, storage, and distribution. This **supports one of the major US hubs for seafood processing and distribution**; the global frozen seafood industry is dependent on Logan and nearby infrastructure

## Auto

Focus on **land use of automobile import and export operations** with other essential function. (repair, fuel, storage, etc.). Revenue generated by ground/land leases.

## Annual Massport REAM Revenue by business unit







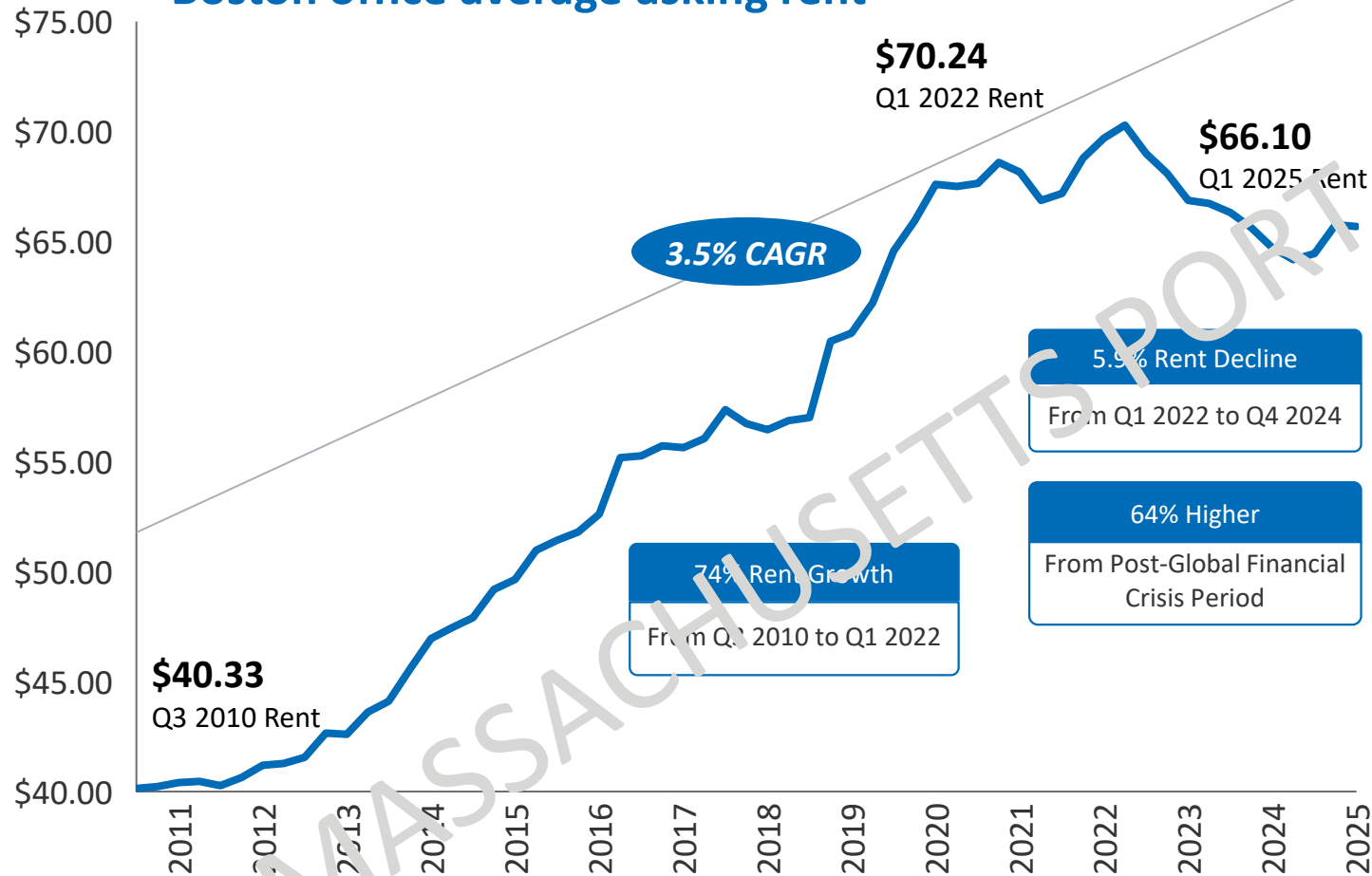
# Market trends in Boston Real Estate indicate we are nearing the light at the end of the tunnel after COVID disruptions

2010-2019 Urban Renaissance	2019-2022 Pandemic-Era Disruption (Population & Employment)	2022-2023 Stabilization/Recovery
<p>In the +/- 9 years preceding the COVID-19 Pandemic, population and employment growth saw a strong <b>resurgence in the Urban Core</b></p>	<p>The pandemic drove notable <b>population outflow</b> from the Urban Core in 2019-2022</p> <p>Suburbs, on the other hand, saw an <b>influx</b> of new residents</p> <p>Despite pandemic-induced population loss, jobs recovered quickly in the Urban Core, returning to pre-pandemic <b>peak employment by 2022</b></p> <p>Remote/hybrid work made it easier to live in Suburban areas and work in the Urban Core</p>	<p>Though not yet to 2019 levels, population growth in the <b>Urban Core again turned positive in 2023</b></p> <p>Employment in 2022-2023 was nearly 3x higher in the Urban Core vs. the Suburbs.</p>
<p>Urban core Population Growth (2010-2019)</p> <p>➡ <b>+11.6%</b> vs. +5.7% Suburban</p>	<p>Urban core Population Growth (2019-2022)</p> <p>➡ <b>-4.8%</b></p>	<p>Urban core Population Growth (2022-2023)</p> <p>➡ <b>+0.2%</b> vs. +0.4% Suburban</p>
<p>Urban core Employment Growth (2010-2019)</p> <p>➡ <b>+24.8%</b> vs. +13.3% Suburban</p>	<p>Suburban Population Growth (2019-2022)</p> <p>➡ <b>+1.8%</b></p>	<p>Urban core Employment Growth (2022-2023)</p> <p>➡ <b>+1.6%</b> vs. +0.8% Suburban</p>
	<p>Urban core Employment Growth (2019-2022)</p> <p>➡ <b>+1.1%</b></p>	
	<p>Suburban Employment Growth (2019-2022)</p> <p>➡ <b>-3.1%</b></p>	



# Boston office space is climbing back from the dip

## Boston office average asking rent



## Takeaways

### Peak in Concession Packages

Ti, Rent Abatement and other incentives seem to have plateaued across lease negotiations

### Tenant Demand Climbing

Far out commencements for sizable tenants contribute to seemingly inflated TIM metrics

### Capital Markets are Back

Investor confidence has led to a spike in the volume of capital markets transactions

### Increased Renewal Activity

Landlords vying for new prospects find that in-place renewals are the primary competition

### Decrease in Sublease Availability

Decrease in sublease availability for the sixth consecutive quarter



# Office recovery metrics show a return to stability with new ways of working but also a flight to quality which could benefit the South Boston Waterfront

## 100%

Boston Office-Using Employment  
level relative to January 2020

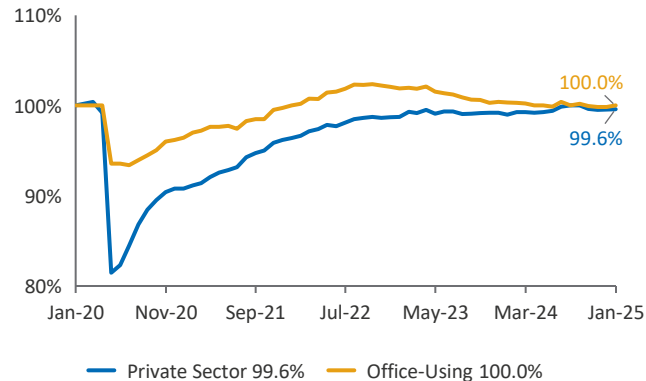


## 4.9M

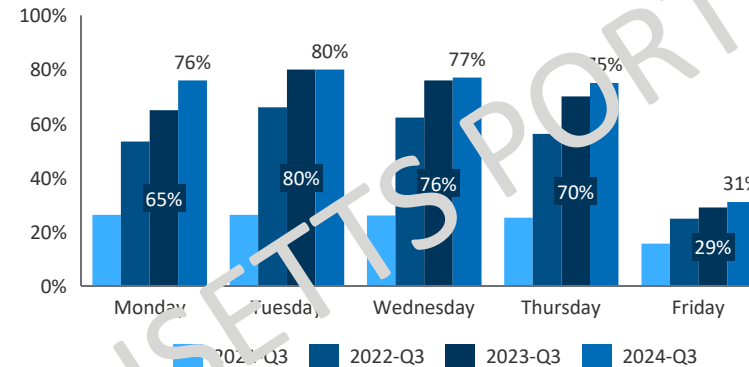
Sq. Ft. of Office Space  
subleased in 2024



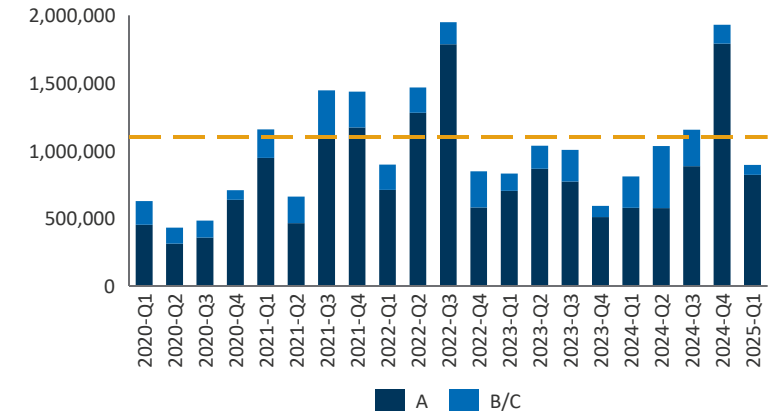
Percentage of January 2020 Boston Private  
Sector & Office Using Employment



Average Mid-Week Office Building Capacity Utilization



Boston urban core Leased Office Square  
Footage As Percentage of Five-Year Average



Boston office-using employment is back:  
Gap has closed from 12.1% in Q2 2020  
to 0.4% in Q1 2025

Boston urban core office capacity  
utilization is climbing, with an increase  
in utilization of 44% since 2021

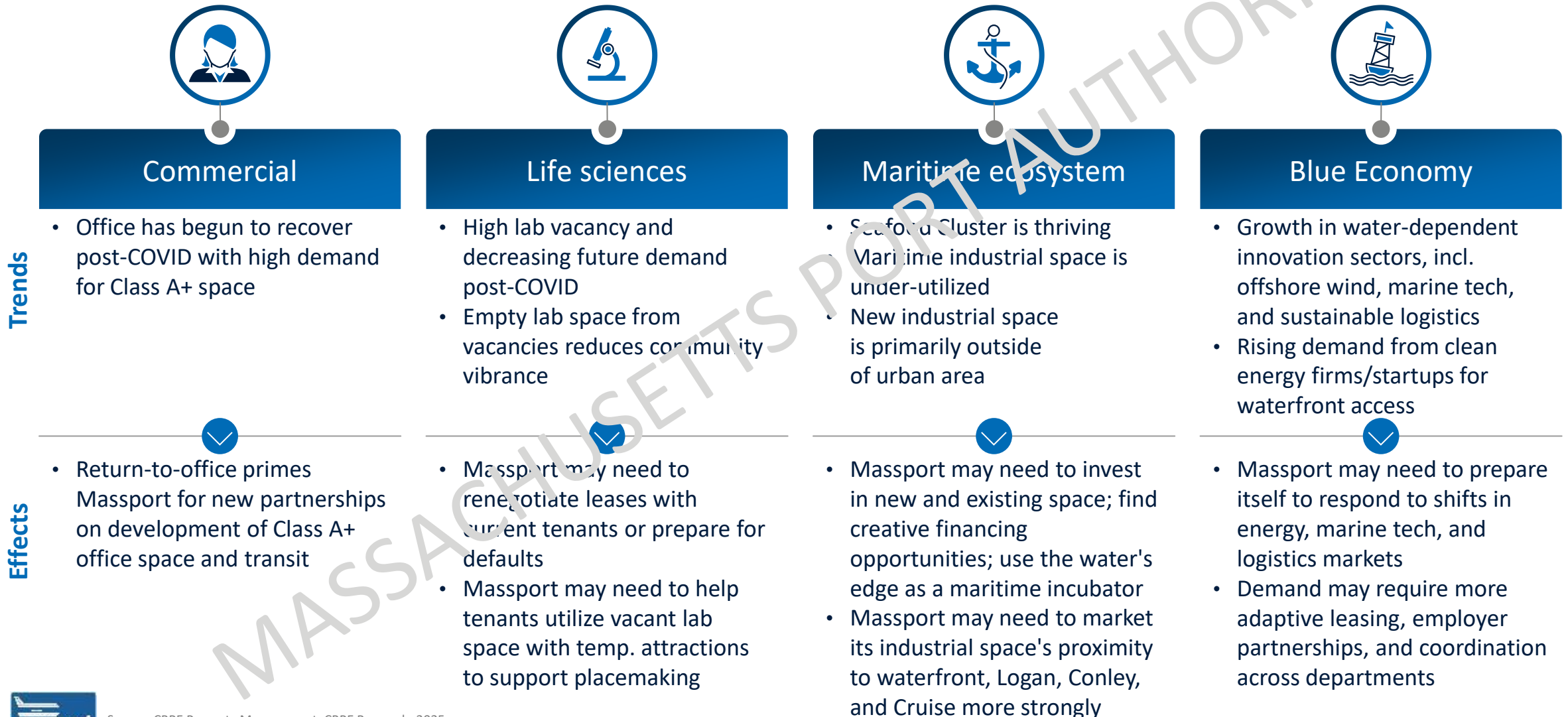
Boston office leasing shows growing  
preference for Class A space, comprising  
93% in past two quarters vs 78% in 2020

1. Based on AIM survey of >140 Mass employers. 100-point scale, ratings over 50 considered positive

Source: Federal Reserve Bank of St. Louis, 2025; CBRE Property Management. Occupancy rates do not include national holidays; CBRE Research, 2025; MassDOT MBTA Gated Station Validations by Line, Weekly Bus Ridership by Route, 2025; CBRE Hotels Research, 2024; CBRE Research, 2025. Downtown Boston Office Quarterly Leasing Velocity. Does not include Life Science



## Certain industry trends have significant effect on REAM's business







## Key questions in Real Estate

What is the right balance for prioritizing **development of the portfolio, maritime mission, and ground transportation priorities** to benefit Massport and the broader region?

How does our development of the mission and vision for Massport and REAM provide an **opportunity for rethinking of prioritization and goals for REAM?** (e.g., strategic acquisitions, maritime policy goals)

What should REAM's role be in **regional economic development?**

## Next steps

Develop **asset-specific visions** in Real Estate

Determine **potential long list** of initiatives and opportunities for prioritization



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## Closing questions for discussion and consideration across Massport



Macro topics for reflection that will support a framework for Massport's overall strategic vision & goals

Are there sets of strategic priorities that may require tradeoffs? What are those areas, and how should we prioritize in the near term?

How does Massport balance focus between other policy goals and being an economic engine and a leader on environmental issues?

How can Massport partner on difficult strategic issues with state agencies to solve regional transportation challenges?

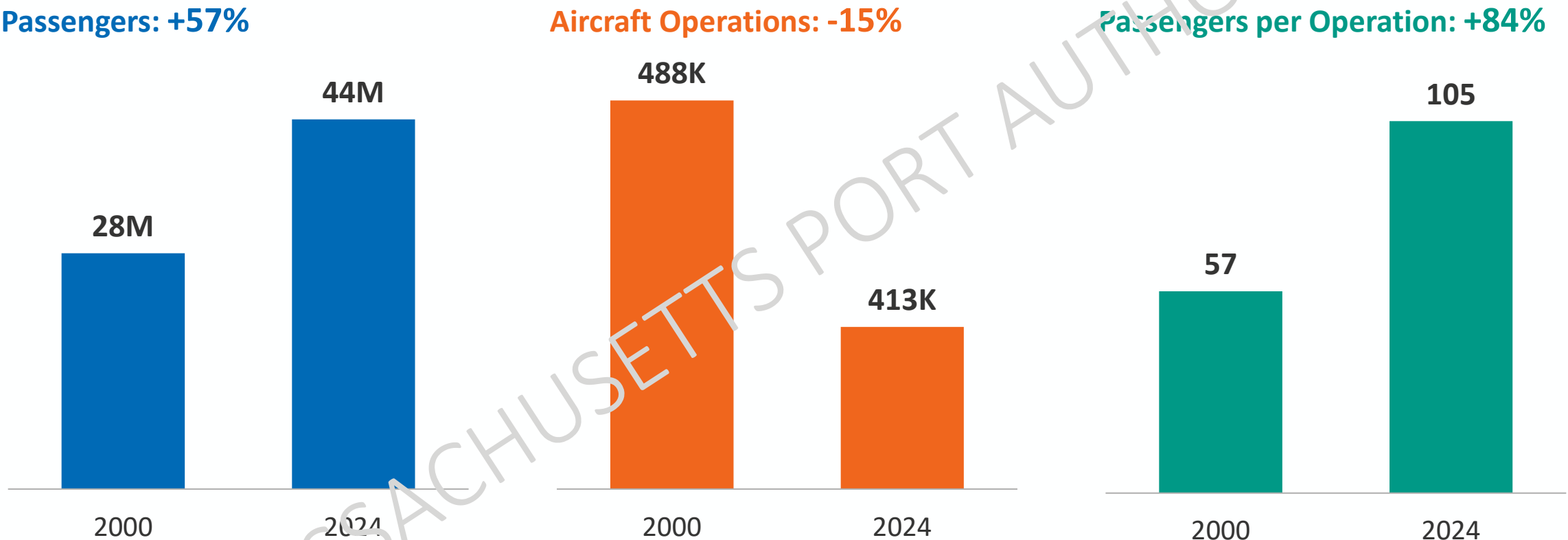
MASSACHUSETTS PORT AUTHORITY



Questions?

Community Outreach

# Today, Logan handles 57% more passengers on 15% fewer flights compared to 2000





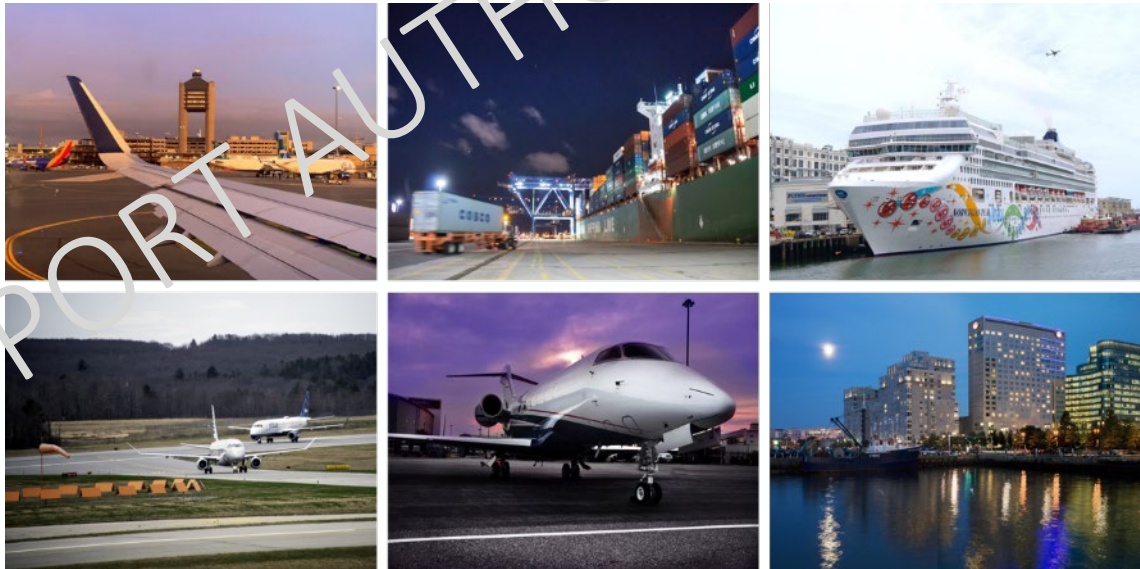
# Massport, directly and indirectly, contributes \$263M annually to neighboring communities and the Commonwealth

## FY25 Community Benefits and Contributions: \$7.6M

- Parks security & maintenance \$5.5M
- Foundation payments \$0.8M
- NeighborHealth Partnership \$0.3M
- Youth Summer Jobs \$0.7M
- Charitable Contributions & Scholarships \$0.3M

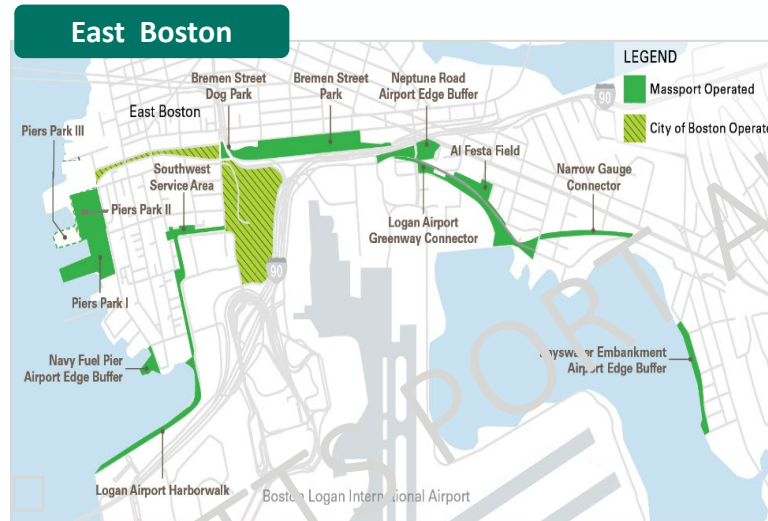
## Direct and Indirect Tax and Fee Revenues: \$255M

- Pilot and other payments \$26M
- Property, fuel, meals and hotel taxes \$173M
- Rental Car Taxes and Fees \$53M
- Miscellaneous rents and partnerships \$3M



# Massport invests in public green spaces to balance economic development with quality of life in neighboring communities

- **40+** acres of urban green spaces
- **\$5.5M** in annual park security and maintenance costs
- **Piers Park II**, on the East Boston waterfront, opened December 2023
- **Piers Park 3** - potential future 3.6-acre park development adjacent to Piers Park 2





# \$1.2M in annual payments for community foundations and health centers

**\$837K for community foundations**



**EAST BOSTON SENIOR CENTER**



**The Winthrop Foundation**



**\$340K NeighborHealth**



- East Boston- \$170K
- Winthrop- \$170K

# Our Community Summer Jobs program funds seasonal jobs for students in neighboring communities

- Massport provides funding to local civic groups to provide youth with summer employment
- **2024 Summer Jobs Program:**
  - \$680K in grants
  - 29 organizations
  - 285 jobs



# Massport's Charitable Contributions Program supports educational, recreational and social organizations in neighboring communities

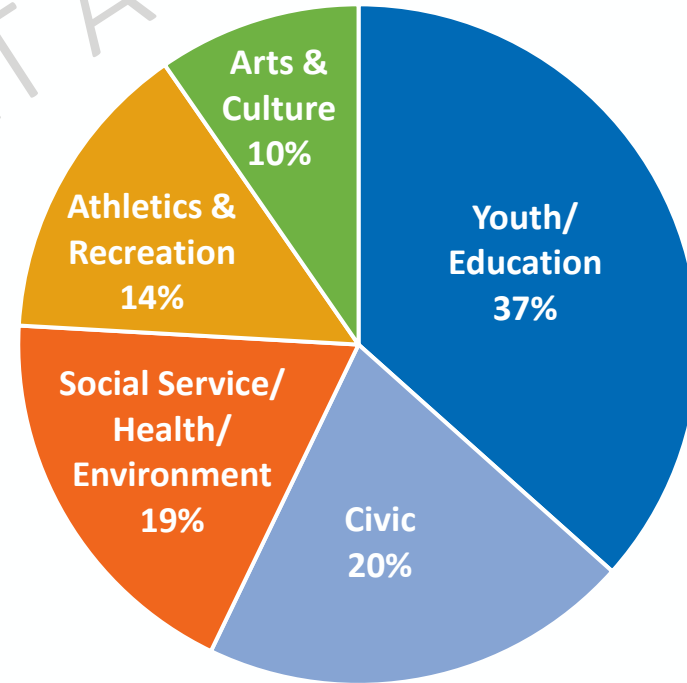
- Massport awards grants of up to \$10,000 to local organizations monthly
- Grants fund programs for youth education, athletics, recreation, social services, the arts, and cultural events
- **\$280K** awarded to **63** organizations in FY25



BOYS & GIRLS CLUB  
OF WORCESTER



Charitable Contribution Program FY25





## Massport provided \$50K in scholarships for future leaders from neighboring communities

- **STEM Scholarships** for graduating high school students from neighboring communities who pursue a post-secondary degree in a STEM field
  - \$100K to 52 students since program inception (2007)
- **Memorial Scholarships**, in honor of former Massport employees, for local high school graduates
  - \$220K to 50 students since program inception (2011)
- **Scholarship grants** to local high schools for students in Charlestown, Chelsea, East Boston, South Boston, Revere, and Winthrop
- **David W. Davis Memorial Internship**, a paid public service opportunity at Massport for an exceptional college junior or senior, with priority given to first generation college students from Boston, Chelsea, Revere or Winthrop



FY25 scholarship & internship recipients

# Massport directly and indirectly contributes \$255M in PILOT payments and taxes and fees on activities at Massport properties

<b>Direct PILOT and other payments:</b>	<b>\$26M</b>	<b>Rental Car Fees and Taxes*:</b>	<b>\$53M</b>
Boston PILOT	\$23.5M	Boston – motor vehicle excise taxes	\$7.6M
Winthrop PILOT	\$2.0M	Convention Center Financing Fee	\$12M
Chelsea Agreement	\$0.6M	Boston – parking violations surcharge	\$0.8M
<b>Property, Fuel, Meals and Hotel Taxes*:</b>	<b>\$173M</b>	Municipal Police Training Fund	\$2.5M
Boston - property taxes from 3rd-party developers	\$69M	Sales Tax	\$29M
Boston - jet fuel taxes	\$48M	Vehicle Registration, Licensing, Title & Inspection Fees	\$1.7M
State meals/room taxes from hotels on Massport Property	\$35M		
Boston – meals/room taxes from hotels on Logan Airport property	\$19.5M	<b>Rents/Partnerships:</b>	<b>\$3M</b>
Chelsea: Real estate tax on Employee Garage from MPA (FY23)	\$1.6M	Boston - various agreements with EDIC/BPDA**	\$3M

\* FY25 reflects 11 months of actuals and estimate for June 2025, except where noted

\*\* FY25 estimate



Audit and Finance

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# Logan Employee Parking Facilities Lease Amendments

Dan Gallagher

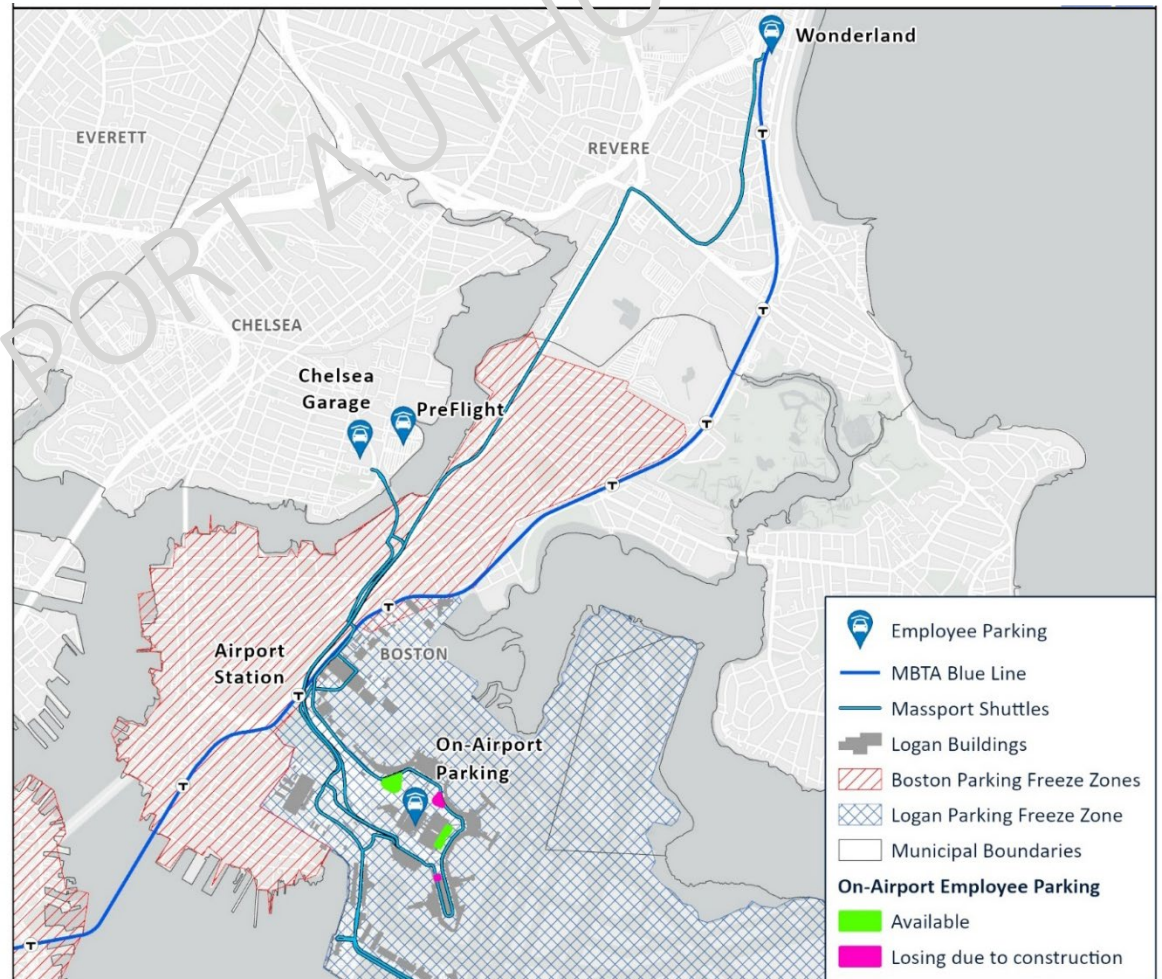
July 17, 2025

# Logan Employee Parking Background

## Background:

- Since 1975, Logan parking, including employee parking, has been regulated by Logan Airport parking freeze regulations
- In 1992, the Authority entered into a lease for a 1,550-space garage in Chelsea with Logan handling 23M passengers that year
- In 2024, Logan handled 43M passengers with roughly 20,000 direct employees
- Currently, Logan employees utilize roughly 2,700 parking spaces, equaling nearly 7,000 permits, operating from 3 different locations with 3 separate transportation services

## Parking Freeze Zones





# Existing Logan Employee Parking Facilities

## Existing Facilities:

### Chelsea Garage (1,550 spaces)

- Lease Expires July 31, 2029
- Garage will not be available upon lease expiration

### PreFlight (2,000 permits)

- Lease Expires July 31, 2029
- Permits will not be available upon lease expiration

### Wonderland (500 spaces)

- Lease Expires June 30, 2029
- Additional term is unknown at this time due to future MBTA needs



## The Airport community will need to move forward with a long-term plan that aligns employee parking needs with Massport's ground transportation strategy

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To support a sustainable and integrated approach to employee mobility, Massport proposes the following priorities as part of its long-term employee parking strategy:

- ✓ Continue to encourage and improve high-occupancy vehicle (HOV) options for employees
- ✓ Implement equitable and financially sustainable parking policies to manage future demand and ensure fairness across the airport community
- ☐ **Secure a long term, consolidated employee parking facility, while still leveraging HOV employee commuting strategies**

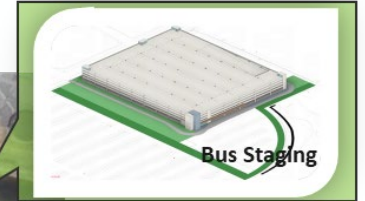
# Securing a Long-Term Employee Parking Option/Facility

Long-term, consolidated employee parking facility must provide the following:

- Viable, long-term location
- Multi-use facility that provides adequate off-airport parking while securing maintenance and bus facilities
- Economically viable – the capital and operating costs of this facility need to align with tenants' capacity to make payment
- Flexible use that allows for changing needs

## Proposed New Garage

- 2,644 spaces (80% covered)
- Shuttle bus access – covered pick-up and drop-off areas with snow-melt feature
- Increased vertical circulation (4 elevators)
- LED lighting



## Proposed Amendment to secure Long Term Employee Parking

	Current Agreement	Proposed Amendment
<b>Facility</b>	1,550 parking space garage 2,000 permits	2,644 parking stall garage
<b>Original Term</b>	20 years, with a 5-year option (through 7/31/2024) Exercised 5-year option to extend term through 7/31/2029	30 years, with three 10-year options
<b>Financial</b>	FY26 Payment: \$9.1M FY29 payment: 10.1M	Year 1 Payment: \$16M
<b>Termination</b>	Should event cause fewer than 1,000 spaces to remain available, Massport may elect to terminate	Should event cause fewer than 1,706 spaces to remain available, Massport may elect to terminate
<b>Assignment</b>	With landlord's consent (subleasing to airlines/tenants does not constitute assignment)	With landlord's consent (subleasing to airlines/tenants does not constitute assignment)

## Board Recommendation

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Staff requests that the Board authorize staff to negotiate, execute and deliver **Lease Amendments** with **InterPark Holdings, LLC** (“InterPark”) and its affiliates UGP Central 270, LLC (“UGP 270”) and UGP-PreFlight Boston, LLC (“UGP-PreFlight”) (collectively, the “InterPark Parties”) to **enable the permitting, design, and construction of a new state-of-the-art employee parking garage at 111 Eastern Avenue, Chelsea, containing approximately 2,644 parking spaces, to be leased to the Authority for 30 years (with three 10-year renewal options) in the not-to-exceed value of \$16,027,000**



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# Existing Tenant Hanscom Field Hangar Lease Extension

Dan Gallagher

July 17, 2025

## Background

- **2004:** Liberty Mutual entered into a lease agreement with Massport
- **2005:** Liberty Mutual built Hangar 16 at a cost of **\$28M**
- **Initial Lease Term:** 20 years, expired **May 31, 2025**
- **Renewal Option:** Exercised two 5-year extensions through **May 31, 2035**
- **Premise Size:** 143K sf
- **FY25 Annual Rent:** Approximately **\$829K**



# Proposed Lease Amendment – Key Terms

- **Term Extension:** Add three additional 10-year renewal options, extending potential lease term through May 31, 2065
- **Premises:** Leasehold premises to remain unchanged with all future facility improvements to meet LEED Gold standards, where applicable
- **Consideration:** One-time payment of \$250K upon execution of the amendment
- **Ground Rent:** To remain at current rate of \$829K annually
- **Hangar Rent:** Commences June 2035 at \$1.46M, with annual escalations
- **Total Proposed Rent (2035):** Approximately \$2.54M annually
- **Transaction Rent Provision:** To be incorporated into the amended lease
- **Sustainable Aviation Fuel (SAF) Commitment:** Escalating SAF usage requirement to be included





## Sustainability Aviation Fuel (SAF) Commitments

Effective upon execution of lease amendment	
Years 1 -3	<ul style="list-style-type: none"><li>Liberty Mutual (LM) will commit a <b>minimum of 1%</b> of their annual aviation fuel cost to purchase SAF, based on their prior year's total spend on fuel at Hartscom.</li></ul>
Year 4	<ul style="list-style-type: none"><li>SAF purchase commitment will <b>increase to 1.5%</b> of LM's annual aviation fuel cost</li></ul>
Year 5	<ul style="list-style-type: none"><li>SAF purchase commitment will <b>increase to 2%</b> of LM's annual aviation fuel cost</li></ul>
SAF Rolling Investment:	<ul style="list-style-type: none"><li>LM commits to utilize SAF funds to purchase SAF when supply is commercially available and environmentally sustainable</li><li>LM will rollover any unused SAF commitment funding during the 5-year period, to be used on SAF purchases</li></ul>

## Board Recommendation

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Authorize staff to negotiate and execute a Lease Extension with Liberty Mutual Insurance Company at L.G. Hanscom Field



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# Private Cloud Infrastructure Support Services Agreement

Jarret Wright

July 17, 2025



# Contract award and approval for Private Cloud Infrastructure Support Services Agreement

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## Background:

- Augment Information Technology staff with 5 full-time technical engineers
- Responsibilities include maintaining and supporting daily operations of computer servers, cybersecurity, visualization, network infrastructure and project-based initiatives

## Implementation:

- Massport issued an RFP for support services in May 2025
- 5 bids received
- **Amentum** was determined to be the best partner for meeting Massport's requirements

## Selected Support Services Team - Who is Amentum?

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- **Industry leader:** Amentum (formerly Jacobs Technologies) has over 70 years delivering high-level technical support to government clients
- **Institutional knowledge:** Amentum's on-site consultants have supported Massport IT staff for 24 years, helping to maintain and expand IT infrastructure, cybersecurity, and data storage
- **Expertise:** Deep knowledge of Massport's environment enabled Amentum to provide innovative technical solutions that improved our operations, including a major upgrade to network switches and public Wi-Fi
- **Adaptive:** Flexible in reacting to Massport's changing IT landscape

# Board Recommendation

Authorize staff to negotiate, execute, and deliver a 5-year contract (three-year initial term plus two one-year options) with Amentum for Private Cloud Infrastructure support services

Private Cloud Infrastructure Support Services Budget

Year 1	Year 2	Year 3	Year 4	Year 5	Total
\$1.47M	\$1.47M	\$1.49M	\$1.50M	\$1.57M	\$7.45M

## Assent Agenda