



# BUILDING FOR THE FUTURE

2022 ANNUAL REPORT



**POWERING WHAT'S POSSIBLE™**

## THE MASSPORT MISSION

A world-class organization of people moving people and goods—  
connecting Massachusetts and New England to the world  
safely, securely, and efficiently, with a commitment to sustainability,  
our neighboring communities, and diversity, equity, and inclusion.

On the cover: Terminal E Modernization Project, New ship-to-shore cranes in the Port of Boston, New EV Charging stations, Parcel 10 construction.

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# TABLE OF CONTENTS

- A MESSAGE FROM LEWIS EVANGELIDIS AND LISA WIELAND ..... 3
- SAFETY AND SECURITY ..... 4
- AVIATION ..... 6
  - Boston Logan International Airport** ..... 6
  - Worcester Regional Airport** ..... 8
  - Hanscom Field** ..... 9
- MARITIME ..... 10
  - Conley Terminal** ..... 11
  - Flynn Cruiseport Boston** ..... 13
- REAL ESTATE AND ASSET MANAGEMENT ..... 14
- MASSPORT IN THE COMMUNITY ..... 16
- DIVERSITY, EQUITY, AND INCLUSION ..... 18
- SUSTAINABILITY AND RESILIENCE ..... 20
- FISCAL RESPONSIBILITY..... 21
- SENIOR STAFF ..... 22
- BOARD OF DIRECTORS ..... 23

## A MESSAGE FROM LEWIS EVANGELIDIS AND LISA WIELAND



**LEWIS EVANGELIDIS**

Chairman of the Board  
Sheriff of Worcester County

Reflecting on the obstacles we faced over the last few years as an organization, we can confidently say 2022 set us on the road to recovery. The strategic initiatives we have focused on since the start of the COVID-19 pandemic helped prepare us for this moment.

Last year, we saw business activity increase as more people felt comfortable traveling again with the lifting of COVID-19 restrictions. As airlines worked to meet the high demand for air travel, Boston Logan International Airport welcomed the return of previously suspended international flights and added new destinations. Worcester Regional Airport reached a new milestone, serving its one millionth passenger. Hanscom Field saw continued growth in private jet operations. The Port of Boston also saw business bounce back with the return of a full cruise schedule at Flynn Cruiseport Boston and the completion of the Boston Harbor dredging project, while new infrastructure and shipping services expanded Conley Container Terminal’s reach to Southeast Asia and the Middle East—a win for New England’s importers and exporters.



**LISA WIELAND**

Chief Executive Officer

We were honored to welcome President Joe Biden to Boston Logan to celebrate grants funded by the Bipartisan Infrastructure Law (BIL) totalling \$62 million. This significant investment is being used for improvements to Boston Logan’s Terminal E and on airport roadways that increase efficiency, reduce traffic congestion, and create a better experience for passengers. We were also privileged to welcome the Prince and Princess of Wales to Piers Park and showcase our green initiatives and how we are helping to address the challenges of climate change on East Boston’s waterfront. This historic royal visit took place just months after we launched the Roadmap to Net Zero, a new, bold agenda to reduce carbon emissions within our control across all properties and become net zero by 2031.

No matter where the road leads us, we are ready. We are building for the future with a strong foundation made with our commitment to safety and security; diversity, equity, and inclusion (DE&I); sustainability; being responsible neighbors; and creating economic opportunities for the Commonwealth of Massachusetts.

Lewis Evangelidis

A handwritten signature in black ink that reads "Lewis Evangelidis".

Lisa Wieland

A handwritten signature in blue ink that reads "Lisa Wieland".

# SAFETY AND SECURITY

The pandemic highlighted the importance of Massport's transportation facilities to the economic and social well-being of the Commonwealth. As the Commonwealth recovered in 2022, Massport continued to make safeguarding our assets a priority, and worked to enhance our industry-leading safety and security program to mitigate current and future risks.

## PROTECTING AGAINST CYBERSECURITY THREATS

Massport is dedicated to protecting our digital assets and proactively defending against evolving cybersecurity threats. In 2022, we engaged cybersecurity experts to evaluate and strengthen our protocols, and invested in tools to expand the reach and scope of our defenses. To stay ahead of cybercriminals, we leveraged real-time cybersecurity threat intelligence, invested in new technology to detect threats faster, and expanded our scrutiny of third-party and supply-chain risks.

We also focused on raising the cybersecurity skills of employees, who remain the best first-line defense to cyber threats. To engage and raise employee awareness, we created the Massport Cyber Defender program, which recognizes employees who consistently demonstrate an ability to identify suspicious emails as part of our phishing tests.



Massport launches a new employee program to promote cybersecurity awareness.

## EMERGENCY DISASTER PREPAREDNESS

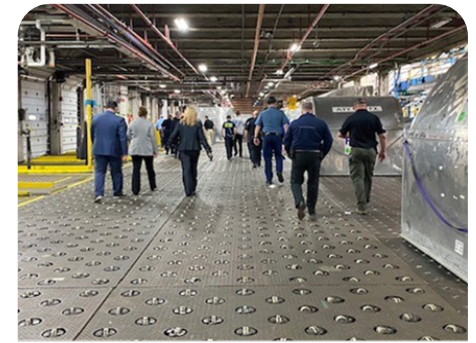
Massport devoted considerable resources to ensuring the highest levels of emergency preparedness and response. Working closely with federal, state, and local emergency response partners, we conducted over 130 different training exercises, ranging from unified command exercises to communication drills and tabletop exercises, to maintain our ability to respond as quickly and efficiently as possible to all potential hazards.

At Boston Logan, we coordinated emergency response and crisis training for first responders, cargo freight operators, and hotels and airline staff. We successfully conducted a full-scale active shooter/hostile event exercise at Worcester Regional Airport involving local police, fire, and EMS departments. At Hanscom Field, we successfully completed a Federal Aviation Administration (FAA)-required testing of our emergency response plans, bringing together regional mutual aid partners to train on the critical tasks involved in responding to an aircraft crash.

In Maritime, Massport initiated security and emergency-response planning exercises with first responders and private-sector partners throughout the South Boston Waterfront. With the return of cruise ships to Boston, we facilitated a COVID-19 tabletop exercise with federal, state, and local public health and emergency-response partners to continue preparations for pandemic response and coordination. We participated in the U.S. Coast Guard's Greater Boston Area Maritime Security Training and Exercise Program, a full-scale exercise with our port partners to test their radiation/nuclear detection equipment in a controlled environment.



Captain Stephen McNaught, Officer Laura Lewis, and Sergeant Eduard Martinez of Massport Police



First responders, cargo operators, hotels and airline staff participate in emergency response and crisis training



*Air side view of the Terminal B-to-C Connector*

## DRONE SAFETY

Massport strives to be a leader in the transportation sector by fully understanding and mitigating the risks posed by unmanned aircraft systems (UAS), commonly known as drones. In 2022, we hosted a delegation of Massachusetts congressional staff members to brief them on the risks posed to the aviation industry by UAS technology, and to help them draft and support legislation designed to lessen the threat posed by careless and unlawful drone use. We also supported the Transportation Security Administration's (TSA) UAS threat and vulnerability assessment of Boston Logan and implemented the TSA's mitigation recommendations. Additionally, we launched an FAA-approved drone pilot program to better identify drone flights in close proximity to Boston Logan. Lastly, we facilitated the TSA's annual drone tabletop exercise with federal, state, and airport stakeholders, and supported a drone educational campaign to better inform the public on how to safely fly them.



*Massport Fire Rescue during a training exercise at Hanscom Field*



*2022 Drone Awareness campaign*

# AVIATION

## BOSTON LOGAN INTERNATIONAL AIRPORT



*Play Airlines' inaugural flight from Boston Logan to Reykjavik*



*Launch of JetBlue's new nonstop flight from Boston to London-Gatwick*

Across the world, the demand for air travel strengthened considerably in 2022, as many governments lifted COVID-19 travel restrictions during the year. This trend was evident at Boston Logan, where international travel continued to recover as airlines added new destinations and resumed previously suspended services. Two new airlines entered the Boston market with nonstop international services: Play Airlines began serving Reykjavik, Iceland, and Condor offered low-fare service to Frankfurt, Germany. Existing airlines launched new international services, including Delta Air Lines to Athens, Greece and Tel Aviv, Israel; United Airlines to London, England (Heathrow); JetBlue to London, England (Heathrow and Gatwick); and American Airlines to Toronto and Halifax, Canada. With demand returning, several other airlines resumed international flights, including ITA Airways, which restored nonstop service to Rome previously provided by Alitalia.

Domestic leisure travel remained strong and continued to dominate, while business travel began to climb back slowly, although well behind pre-pandemic levels. Airlines launched six new domestic nonstop destinations from Boston Logan: Grand Rapids, MI; White Plains, NY; Memphis and Knoxville, TN; Louisville, KY; and Pensacola, FL. With customer confidence returning along with freedom to travel internationally, annual passenger activity at Boston Logan increased to 36 million passengers, approximately 85% of the record 42.5 million passengers served in 2019.

### EXPANDING HOV OPTIONS AND IMPROVING TRANSPORTATION SERVICES

Massport increased HOV options to meet the rebound in passenger activity, lessen gateway and on-airport traffic, and reduce greenhouse gas emissions. We restored Peabody Logan Express (LEX) service from a new, more accessible location at the Northshore Mall. We maintained a 20% discount on LEX tickets purchased online to incentivize HOV travel. In the fall, we restored Back Bay LEX service with a \$3 fare for trips to Boston Logan and free return trips from the airport.



*Peabody Logan Express drops off passengers at Boston Logan*

We provided a more convenient experience for passengers traveling through Terminal B, one of Boston Logan's busiest terminals, by moving the Terminal B Ride App pickup and drop-off areas from Central Parking to the Terminal B garage. The relocation shortened the walk for Terminal B passengers, improved efficiency within Central Parking, created more capacity for Terminal C Ride App operations, and reduced roadway congestion.

## MODERNIZING FACILITIES TO ENHANCE THE PASSENGER JOURNEY

The Terminal B-to-C Connector, a post-security corridor linking Boston Logan's busiest terminals, was completed and opened to the public in August. The new secure corridor offers new concessions, a unique passenger lounge celebrating Boston's ties to the music industry, and other amenities. It also allows passengers to make seamless post-security flight connections between Terminals B, C, and E without having to exit and be re-screened by the TSA. Massport is pursuing a LEED Gold certification for the Terminal B-to-C Connector based on its sustainability and energy-efficient elements.



*President Joe Biden speaks at Terminal E to highlight the Bipartisan Infrastructure Law investments*

With the help of a \$50 million BIL grant awarded through the FAA's competitive Airport Terminals Program, Massport continued progress on Phase 1 of the Terminal E Modernization project to add four aircraft gates and upgrade terminal facilities. The grant helped to restore portions of the project that were scaled back or eliminated to mitigate the financial impacts of the pandemic. President Biden described the Terminal E Modernization as a model infrastructure project that helps to advance commerce, create jobs, enhance the customer experience, reduce aircraft delays, and increase energy efficiency.



*Construction of the Terminal B-to-C Roadways Improvement project*

Massport achieved significant construction milestones for the Terminal B-to-C Roadways Improvement project. Old roadway sections were demolished and new foundations, bridge structures, and a departures roadway bridge deck were constructed. When completed in late 2023, the project will enhance safety by reducing traffic congestion between the two busy terminals, especially during peak travel periods. We received a \$12 million BIL grant from the FAA Airport Terminals Program to continue making improvements to Boston Logan's roadways.

As part of Massport's digital transformation initiative, we implemented technology solutions to improve the customer experience, including an indoor wayfinding system to help passengers find various points of interest around the airport and in the terminals. We also activated a new feature on the FlyLogan app to help travelers locate their cars in the garages.

## SUPPORTING DIVERSE PASSENGER NEEDS

In November, Massport hosted our 20th Wings for Autism® event at Boston Logan, our first since the start of the pandemic. Wings for Autism® is specially designed to help families with autistic children become familiar with the sights and sounds of the airport, including the security checkpoint and the airplane boarding process. The program is also an opportunity for airport, airline, and TSA personnel to learn how to accommodate neurodivergent children and their families and provide them with a positive travel experience. Approximately 450 people participated in the event and were supported by 175 volunteers from all of the organizations involved. JetBlue and Delta Air Lines provided aircraft and crew member volunteers so the children could experience the boarding process. Wings for Autism is a tremendously successful program that has helped thousands of children and their families at Boston Logan, and has been duplicated at nearly 70 other airports worldwide.



*Volunteers at the 20th Wings for Autism event at Terminal E*



# AVIATION WORCESTER REGIONAL AIRPORT



American, JetBlue, and Delta planes at Worcester Regional Airport



Located in New England's fastest-growing city, Worcester Regional Airport is a strategic airport that serves the Central Massachusetts region. The airport provided a full year of services after JetBlue, Delta Air Lines, and American Airlines resumed flights that were previously suspended in the latter half of 2021. Seat capacity at the airport increased by nearly 30% due to airlines upgrading services to larger aircraft, including JetBlue, which began operating a 162-seat Airbus A320 on the Worcester-Fort Lauderdale route, replacing a 90-seat regional jet. By the end of 2022, Worcester Regional Airport showed impressive gains in passenger activity, with December passengers exceeding pre-COVID-19 levels. For the year, the airport served 161,000 passengers, or 83% of its 2019 volume.

It was also a milestone year for the airport, which served its one millionth passenger since commercial airline service resumed in 2013 under Massport's leadership. We celebrated the momentous achievement in November with elected officials and Delta Air Lines, which presented the one millionth passenger with two roundtrip tickets.



Local, State and Federal officials celebrate Worcester Regional Airport's one millionth passenger

## COMMUNITY PARTNERSHIPS

Worcester Regional Airport continued to be an active community member that promoted tourism to Central Massachusetts, celebrated the region's diversity, highlighted local talent, and supported the region's economic growth. The airport hosted meetings with the Worcester Regional Research Bureau and the Higher Education Consortium of Central Massachusetts to highlight the airport's role as a vital link to the global economy and academic opportunities. In June, we celebrated the City of Worcester's 300th anniversary and participated in the Tercentennial Parade and Festival.

Massport also partnered with Discover Central Massachusetts on a campaign to encourage New Yorkers to visit Worcester and experience the Brimfield Fair, America's oldest outdoor antiques flea market. We extended our partnership with the Worcester Red Sox as the team's official airport and provided free tickets to local children through the YMCA and Boys & Girls Club. To celebrate Hispanic Heritage Month, we partnered with the Guardians of Tradition and Creative Hub Worcester on a temporary art display featuring local artists' sculptures made with recycled material. In December, we provided free skating opportunities to local children as a sponsor of The Oval Public Ice Skating near Worcester City Hall.



New EV charging stations at Main Parking lot

## CONTINUED INVESTMENTS

Massport invested in major infrastructure and safety improvements to position Worcester Regional Airport for long-term growth. Pavement maintenance repairs were made to the southern section of the airport's longest taxiway to ensure continued safe use. To support the adoption of hybrid plug-in and electric vehicles (EV), Massport installed four EV charging stations at the airport's Main Parking lot. This new feature provides car charging for our airport customers and supports Massport's goal to implement sustainable solutions.

## AVIATION HANSCOM FIELD



*A view of Hanscom Field from the airfield*

Laurence G. Hanscom Field is the region's premier full-service general aviation airport and serves a vital role as the general aviation reliever for Boston Logan. The airport is conveniently located on Route 128 and provides easy access to Greater Boston and the MetroWest high-technology corridor. Hanscom Field has three first-class fixed-base operators (FBO). Atlantic Aviation, Jet Aviation, and Signature Flight Support provide flight support services, including aircraft refueling, maintenance and repair, aircraft storage, passenger services, and flight crew lounges. The airport's facilities have been essential to the economic development of the region, powering connections to new business opportunities, products, customers, and leisure travel.

In 2022, Hanscom Field served more than 122,000 aircraft operations, including air taxi, corporate/charter services, recreational, medical, light cargo, military, and flight school activity. Demand for private aviation grew during the pandemic, as more passengers switched from commercial airline services to private jet charter services. This trend was evident at Hanscom Field, as jet aircraft operations increased by 10% over 2021 and 16% over the pre-pandemic level. Overall, jets represented 30% of Hanscom Field's total activity in 2022.

In response to the strong demand for private aviation services, FBOs continued to invest in new and upgraded facilities at Hanscom Field. In June, Atlantic Aviation broke ground on a new 60,000-square-foot corporate aircraft hangar and started improvements to their existing terminal and other hangar facilities. Signature

Flight Support continued construction of a LEED-certified replacement FBO facility, which opened in spring 2023.

Massport also invested in critical infrastructure projects, including paving repairs to Taxiway R, to maintain airfield assets and ensure continued safe operations at Hanscom Field.

### INDUSTRY RECOGNITION

Hanscom Field was awarded the 2022 Balchen/Post Award for Outstanding Achievement in Airport Snow and Ice Control in the Large General Aviation category. This is the sixth Balchen/Post Award in the last eight years for Hanscom Field's snow-clearing crews.



*Signature Flight Support at Hanscom Field*



*An airplane parked at Hanscom Field*

## MARITIME

The Port of Boston is a regional asset that facilitates international trade and supports regional tourism. Activities in the Port of Boston produce over \$8 billion in economic benefits annually and support 9,000 jobs in the maritime, transportation and logistics, seafood processing, hospitality, and related industries. Nearly 60% of the economic activity generated by the Port of Boston comes from Massport's maritime facilities, including container shipments through Conley Container Terminal, cruise ships calling on Flynn Cruiseport Boston, automobiles handled at the Boston Autoport, and seafood processing and distribution operations at the Fish Pier and Massport Marine Terminal.

Conley Terminal achieved significant milestones in 2022 as years of infrastructure planning and business development initiatives came to fruition. New England businesses navigated global supply chain challenges by relying on Conley Terminal's expanded global reach and congestion-free terminal to provide fluidity and stability. Cruise activity at Flynn Cruiseport Boston rebounded after a nearly two-year hiatus, providing an economic boost to local businesses in the tourism and visitor industries. Cruise lines continued to view Boston as a strategic passenger gateway, providing a large regional clientele; showcasing world-class dining, lodging, and cultural attractions; and offering one of the closest airport-to-cruiseport proximities on the East Coast.



The ZIM MH GREEN at Conley



A cruise ship docks at Flynn Cruiseport Boston in the evening while ship-to-shore cranes move containers from a vessel at Conley Terminal

# MARITIME

## CONLEY CONTAINER TERMINAL

The Army Corps of Engineers completed the last phase of the Boston Harbor deepening and Conley Terminal celebrated its one-year anniversary of a fully functional deepwater berth. While global supply chains continued to be tested by COVID-19 shutdowns, the Russia-Ukraine conflict, strike threats, and weather disasters, the newly improved Conley Terminal became a bright spot for more than 2,500 New England importers and exporters.

After nearly two years of shipping through congested gateways, various ocean carriers partnered with the Port of Boston to take advantage of the new infrastructure improvements and access a market of 15 million consumers through a reliable container terminal operation.

### EXPANDED GLOBAL CONNECTIONS

Four new services started calling Boston in 2022, expanding Conley Terminal's service offerings to six direct services from six of the world's top ten ocean carriers. The new services expanded Conley Terminal's global reach to over two dozen ports in China, Southeast Asia, the Indian subcontinent, Northern Europe, the Mediterranean, the Middle East, and Latin America.

ZIM Integrated Shipping Services (ZIM), the tenth-largest ocean shipping line, started calling Conley Terminal in May 2022, connecting Yantian, China and Cai Mep, Vietnam to Boston. The service provides New England companies that have been diversifying their supply chains with a direct link to Vietnam, which is New

England's third-largest containerized trading partner behind China and India. Imports and exports with Vietnam include furniture, footwear, sporting equipment, apparel, seafood, recycled fibers, and paper. Attracting a new direct service to Vietnam has been one of Massport's top priorities.

Mediterranean Shipping Company (MSC), Conley Terminal's longest-standing ocean carrier partner, expanded global coverage through the Port of Boston in 2022 with two new services. The Santana service connects Boston and the U.S. East Coast with Vietnam, China, and South Korea. Boston was the first U.S. port of call on MSC's new Turkey/Greece Express Service, which connects Boston to several Mediterranean ports, offering a transit time advantage for importers accessing the Northeast market.

COSCO Shipping, which has been connecting the Port of Boston to Asia since 2002, and OOCL started a new service from Conley Terminal in fall 2022. The "AWE6" service connects Boston to

China, Vietnam, Singapore, and Greece. As part of this rotation, Conley Terminal welcomed the largest vessel in the Port's history, the 14,500-TEU *COSCO Shipping Alps*, in November 2022.

In addition to the four new direct connections, the Port's existing two shipping routes consistently served the region's importers and exporters throughout 2022. Evergreen and the OCEAN Alliance operated 12,000-TEU vessels between North China and Boston through the Panama Canal. MSC continued to provide a direct connection between Boston and North Europe and re-branded it as the "Boston Express," with an expedited offering serving only Boston and Montreal in North America.

Conley Terminal handled nearly 174,000 TEUs with a diverse mix of commodities, including furniture, recycled fibers, seafood, home décor, wine and spirits, auto parts, apparel, and footwear, thanks to the multiple new direct services from Southeast Asia.

*COSCO Shipping Alps at Conley Terminal*



# MARITIME CONLEY CONTAINER TERMINAL

## INDUSTRY RECOGNITION

Conley Terminal's Modernization Project continued to receive industry recognition for its sustainability and other innovative features. In 2022, the U.S. Department of Energy's Better Buildings initiative recognized Conley Terminal for its advanced use of sensors and controls for lighting, lowering energy consumption and reducing CO2 emissions by 125 metric tons annually. Massport was awarded the James D.P. Farrell Brownfields-Remediation Project of the Year by the Environmental Business Council of New England for the project's Soil Reclamation and Reuse Program. The innovative soil management program processed, reused, or stored over 86,000 cubic yards of fill materials, eliminating 12,200 truck trips. This reduced truck fuel use by 48,650 gallons and reduced CO2 emissions by 547 tons.

The Conley Terminal Berth 10 project received multiple industry awards, including the 2022 Construction Management Association of America Project Achievement Award. In addition, Engineering News-Record gave it top honors as the New England Project of the Year and also recognized it for Best Project Excellence in Sustainability and Best Specialty Construction.



*New LED lighting helps to lower energy consumption at Conley Terminal*



*Conley Terminal's new Berth 10*

# MARITIME

## FLYNN CRUISEPORT BOSTON

2022 was an eventful year for Flynn Cruiseport Boston, which welcomed more than 300,000 passengers and 128 vessels. It was the first full year of cruising since the pandemic suspended Boston's 2020 cruise season before it even began. Flynn Cruiseport served a record 56 homeport cruises that began or ended in Boston, and 72 port-of-calls that brought cruise passengers to Boston for day-long excursions. Passenger occupancy rates rose steadily from the start of the cruise season in April and averaged 82% for the year, much higher than anticipated. In October, the peak month for cruising in Boston, the number of passengers and ships surpassed pre-pandemic activity for October 2019. Homeport and port-of-call activities in the Port support hundreds of businesses throughout the region, from transportation providers and restaurants to tourist attractions, airlines and hotels, souvenir shops, and the provisioning companies that supply the ships.

Flynn Cruiseport welcomed 12 maiden voyages to Boston, including Norwegian Cruise Line's *Norwegian Pearl*, Holland America Line's *Nieuw Statendam*, Carnival Cruise Line's *Carnival Legend*, and the *Enchanted Princess* and *Sky Princess* from Princess Cruises. Nearly 20 cruise lines offered passengers itineraries to the Caribbean, the Bahamas, Greenland/Iceland, and Denmark.

### PROVIDING SAFE HARBOR TO CRUISE LINE PARTNERS

Massport provided shelter to several cruise ships seeking safe harbor from Hurricane Fiona as it moved up the Atlantic toward Bermuda and the Canadian Atlantic Provinces during the fall. We utilized berths at Flynn Cruiseport, 88 Black Falcon, and Conley Terminal to provide refuge to five vessels.

### OTHER CRUISE TERMINAL USE

Flynn Cruiseport hosted a variety of events during the off-season, providing a great venue space for corporate and other events while generating additional economic impact for local businesses. In 2022, Flynn Cruiseport hosted 16 events, including corporate functions, benefit galas, and cultural events. The American Red Cross of Massachusetts also utilized the terminal for several blood drives to help meet patient needs during a national blood supply shortage.

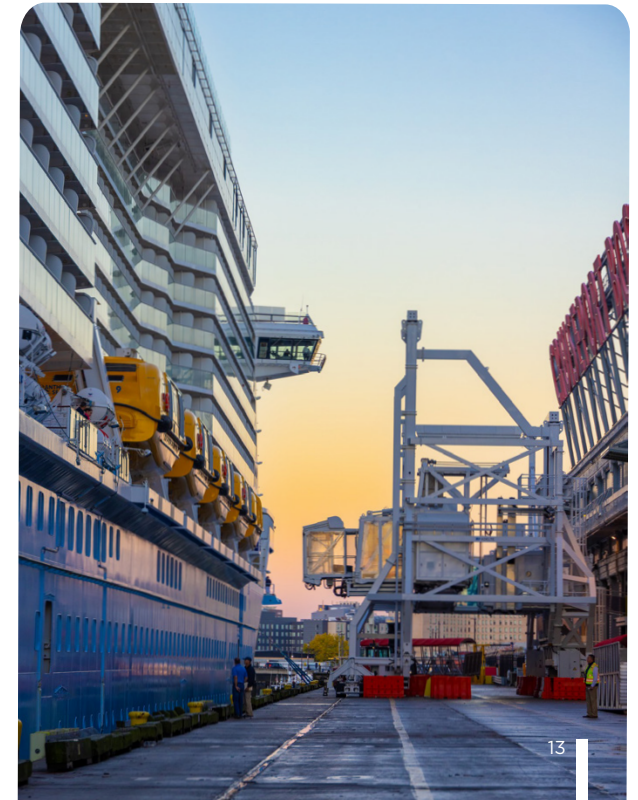


Celebrity Summit cruise ship at Flynn Cruiseport Boston

Norwegian Pearl cruise ship prepares to dock at Flynn Cruiseport Boston



Passenger boarding bridge at Flynn Cruiseport Boston



# REAL ESTATE AND ASSET MANAGEMENT

Massport oversees a diverse portfolio of commercial and maritime/industrial real estate assets in Charlestown, East Boston, and South Boston that contribute to the Commonwealth's diversified economy. These assets range from commercial office buildings, hotels, and multi-family residential buildings to maritime/industrial properties like the Boston Fish Pier, the Massport Marine Terminal, and the Boston Harbor Shipyard & Marina. Massport manages our real estate assets through a combination of long-term ground leases and short-term space rentals to support our mission and the interests of the Commonwealth and Boston in the following ways:

- **Protecting and enhancing Massport's aviation and maritime business lines**
- **Maximizing the value of Massport-owned land to support and subsidize maritime needs**
- **Enhancing economic development for the Commonwealth by creating jobs, supporting business growth, and generating new tax revenues**
- **Creating opportunities for women and people of color by prioritizing diversity, equity, and inclusion throughout Massport development projects and other activities**
- **Creating and activating parks and other open spaces on Massport property to connect the public to the Boston waterfront and other natural assets**
- **Advancing Boston's civic vision as a collaborative partner**



*Seaport Circle*

## SEAPORT CIRCLE

Plans for Seaport Circle continued to take shape in 2022. The project is the third major development under the "Massport Model," which seeks to extend diversity, equity, and inclusion to commercial real estate development. Lincoln Property Company and its minority/women-owned business enterprise (M/WBE) partners, Boston Innovation Land LLC and Boston Collaborative Advisors, completed the permitting process to build approximately 600,000 square feet of life sciences and office space, street-level retail space, and a 15,000-square-foot job training center to be named the South Boston Waterfront Job Training Pavilion. The Pavilion is a key part of the project's approach to advance DE&I by offering a direct pathway to careers in the life-sciences sector for Boston-area residents. The developers are partnering with Gloucester Marine Genomics Institute, Just A Start, and MassBioEd to provide training services in the Pavilion. The project will also include a new MBTA Silver Line station to improve transit connections in the South Boston Waterfront. Groundbreaking is scheduled in 2023, and the project is expected to be completed in 2026.

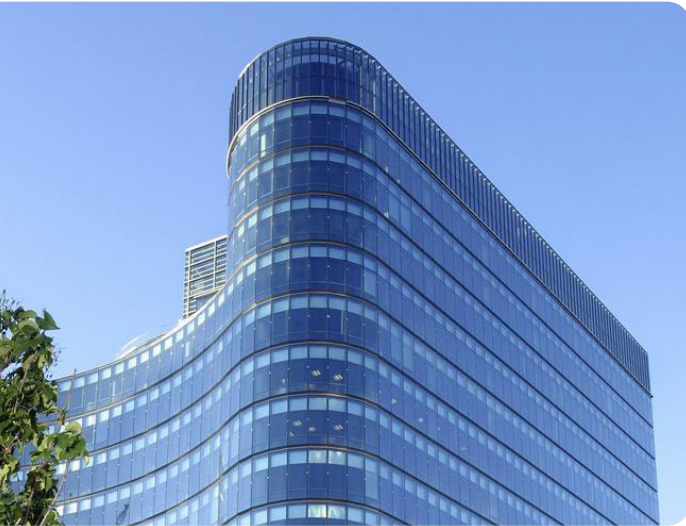
## 10 WORLD TRADE

Construction began in April 2022 on a 16-story office/lab building with significant public open space. The development team, led by Boston Global Investors, in partnership with EDGE Technologies and minority-owned businesses the Cogsville Group and Bastion Companies, will also build a two-story Great Hall with retail and restaurant space and cultural programming. The project will also feature a triangle-shaped public park and a new pedestrian bridge that will connect the lower Congress Street level to the upper World Trade Center Avenue level, providing easier access to the Omni Boston Hotel and the Boston Convention & Exhibition Center. The project, which is expected to achieve LEED Gold certification, incorporates state-of-the-art sustainability and wellness technologies, including an adaptable window system to improve energy efficiency and employee comfort. Construction is expected to be completed in 2024.

*10 World Trade*



## REAL ESTATE AND ASSET MANAGEMENT



*Seaport Science Center*

### SEAPORT SCIENCE CENTER

The conversion project at 601 Congress Street made significant progress in 2022. The office building was one of the first LEED-certified buildings in the Commonwealth when it originally opened in the early 2000s. In August 2021, BioMed began converting it to the Seaport Science Center, which will become a life sciences/office building with 234,000 square feet of dedicated lab space, a six-story atrium, a new entrance, and retail/restaurant space. The project includes enhanced landscaping with public art, trees and other plantings, public seating areas, and a bike storage room. The core and shell, the lobby, and amenities portions of the project were completed in the first quarter of 2023.

Turner Construction and JANEY Construction Management, expanding opportunities for M/WBEs during the construction phase.

### BOSTON SWORD & TUNA EXPANSION

In 2022, Boston Sword & Tuna (BST) broke ground on a 9,000-square-foot expansion of its current seafood processing facility, which opened in April 2020. Despite opening the facility at the onset of the pandemic, BST responded well to fluctuating market conditions with a thriving business and the addition of 70 new employees. The expansion created space for a new processing line, enabling the business to grow to approximately 250 employees when the project was completed in the spring of 2023. BST was nominated by Massport and was awarded MassEcon's gold-level Team Massachusetts Economic Impact Award for Greater Boston, the highest honor in the region. This award showcases BST's vision and perseverance to build the new plant and grow the business even in the face of COVID-19 challenges, as well as the company's commitment to its customers and employees. BST's continued strong performance validates Massport's long-standing support for and investment in the seafood industry.

### COMMONWEALTH PIER

Pembroke Real Estate completed more than 50% of the renovation of the historic Commonwealth Pier on the South Boston Waterfront in 2022. The site, formerly known as the World Trade Center, is being thoughtfully redeveloped to preserve the Pier's historic elements while offering over 740,000 square feet of completely updated interior space. This will include modern office space for Fidelity, retail space, and a ballroom supporting the Seaport Hotel. Because of its location, the project incorporates innovative solutions to make the Pier resilient against future sea-level rise and storm surge. When completed in 2024, the project will feature a rooftop solar array to generate clean energy, a new 25,000-square-foot public plaza, an improved Harborwalk, and expanded infrastructure to support and promote water transportation. The project advances the diversity goals of the Massport Model through a partnership between



*Commonwealth Pier*

*Boston Sword & Tuna seafood processing facility*





# MASSPORT IN THE COMMUNITY

## WORLD WAR II MEMORIAL

In May, Massport dedicated a new memorial to East Boston veterans who served in World War II. The memorial, located along the Mary Ellen Welch Greenway near Lovell Street, represents a partnership between Massport and the East Boston community to recognize, honor, and remember those who valiantly served our country. East Boston elected officials, members of the East Boston High School Junior Reserve Officers' Training Corps, and East Boston resident Rocco Telese, a 97-year-old WWII veteran, joined Massport to dedicate the memorial in time for Memorial Day.



*World War II memorial dedication*

## PIERS PARK II GROUNDBREAKING

Massport held the official groundbreaking for Piers Park II, a 4.5-acre recreational space that will complement the existing 6.5-acre Piers Park and the future Piers Park III being developed by the Trustees of Reservations.

The community was extensively involved in the multi-year process that resulted in a design that will transform the pier into a recreational space conducive to multigenerational activities. These will include a one-acre active play space, multi-use areas for sports activities, water features, a picnic grove, exercise equipment geared for active seniors, a children's area centered on a wandering path with musical instruments, and a new Piers Park Sailing Center building. The park's design incorporates important resiliency features to help protect the area from flooding and sea level rise. When completed, the three parks combined will provide East Boston residents with 15 acres of waterfront open space. Piers Park II is scheduled to be completed in 2023.

*Piers Park II groundbreaking*



## CHARITABLE GIVING PROGRAMS

Massport awards grants monthly to local organizations to fund educational programs for youth, athletics and recreational programming, social services, the arts, and cultural events. Massport set a new goal to award 50% of fiscal year 2022 grant funds to organizations that predominantly serve people of color. We exceeded that goal by awarding 69% of total grants to more than 50 organizations or programs that predominantly serve people of color, including 23 organizations with diverse leadership.

## COMMUNITY SUMMER JOBS PROGRAM

The Community Summer Jobs Program is designed to help civic and social service agencies by providing funds to support youth employment throughout the summer months. In 2022, 28 organizations from neighboring communities participated, and 36% of these jobs were filled by students of color.

## MASSPORT SCHOLARSHIPS AND INTERNSHIP

Each year, Massport awards scholarships to well-deserving high school graduates from neighboring communities. In 2022, Massport awarded science, technology, engineering, and math (STEM) and memorial scholarships to six students. High school seniors were selected to receive two Diversity STEM Scholarships and the Thomas J. Butler, Deborah Hadden Gray, Donna Rauseo, and Lowell L. Richards III Memorial Scholarships based on their academic achievements, post-secondary educational plans, and a demonstrated commitment to community service. Since inception, the Diversity STEM Scholarship program has awarded scholarships to 44 students of color, and Memorial Scholarship program has awarded scholarships to 38 students. Massport also provides scholarship grants to local high school students in Charlestown, Chelsea, East Boston, South Boston, Revere, and Winthrop. In addition, Massport awarded the David W. Davis Memorial Internship, a paid public service opportunity at Massport to a college student who resides in Boston, Chelsea, Revere, or Winthrop.

# MASSPORT IN THE COMMUNITY



*Massport's Backpack Project for children*

## **MASSPORT VOLUNTEER EFFORTS AND DONATION DRIVES**

Each year, Massport employees participate in several volunteer efforts and donation drives to benefit neighboring community organizations.

### **Backpack Project**

2022 was one of our most successful years for the Backpack Project, which began 14 years ago. Massport employees provided new backpacks, school supplies, and clothing to nearly 100 local children enrolled in programs at the Crossroads Family Center in East Boston, Condon Community Center in South Boston, East Boston YMCA, South Boston Neighborhood House, and 21st Century After-school Program in Winthrop.

### **Thanksgiving Food Drive**

In another annual drive, Massport lent a hand to neighbors in East Boston, South Boston, Winthrop, and Worcester to help feed families throughout the holiday season. Employees donated over 40 boxes filled with nonperishable food items and gift card donations that benefited five community groups: Crossroads Family Center in East Boston, East Boston Community Soup Kitchen, South Boston Community Health Center Food Pantry, Winthrop Community Food Pantry, and Veterans Inc. Food Pantry in Worcester.



*Massport employees participate in an annual Thanksgiving food drive*

### **Veterans Day Volunteer Programs**

Massport volunteers celebrated Veterans Day by assisting Veterans Inc. in Worcester with preparations for the organization's annual Veterans Day Pancake Breakfast and Parade. Massport employees also participated in the Winter Holiday Letter Drive, sponsored by A Million Thanks, to provide letters of appreciation and support to active-duty military personnel, members of the National Guard and Reserve, and veterans during the holiday season.

### **Children's Winter Coat Drive**

Massport conducted our largest ever Winter Coat Drive in 2022. Through the generosity of over 150 employees, we were able to provide almost 140 children with new winter coats, doubling the number of coats donated in 2021. The participating organizations included Crossroads Family Center and Salesian Boys & Girls Club in East Boston, and Michael J. Perkins Elementary School and the Tierney Learning Center in South Boston.



*Massport employees participate in the annual Children's Winter Coat Drive*

## DIVERSITY, EQUITY, AND INCLUSION (DE&I)

Massport continued to nurture and build partnerships to extend economic opportunities to diverse people and businesses more broadly throughout the Commonwealth. We also focused on cultivating diversity, equity, and inclusion within our organization by fostering a culture of excellence and engaging employees through cultural awareness programming.

### CREATING ECONOMIC OPPORTUNITIES

Meeting our external DE&I goals requires significant outreach and relationship building to increase the pool of businesses owned by people of color, women, and other diverse groups for Massport's contracting opportunities. Hosting outreach events is an integral part of our strategy to help small, diverse vendors learn about opportunities for doing business with Massport, connect with other businesses, and create new partnerships.



*Massport's 9th Annual Business Diversity Summit*

Massport hosted our 9th Annual Business Diversity Summit virtually and brought together 150 businesses owned by people of color, women, and other diverse groups to learn about Massport's business opportunities and procurement requirements. The Summit featured an inspiring fireside chat with RLJ Lodging Trust's President and CEO and Delta Air Lines board member Leslie D. Hale, the first African-American woman to lead a public real estate investment trust. Hale discussed her career pathway; how her current position combines her love of finance, real estate, and the hospitality industry; and the importance of hard work and mentorship in achieving professional goals.

Massport also held an Airport Rental Car Supplier Diversity Outreach Webinar. Representatives from Avis, Budget, Enterprise, Hertz, and SIXT rental car companies presented their procurement programs, processes, and opportunities for local, small, and diverse firms. Attendees also learned about the rental car companies' Airport Concession Disadvantaged Business Enterprise goods and services participation goals.

In an effort to continue leveling the playing field, Massport supported and encouraged economic opportunities for M/WBEs across our business activities. We applied the DE&I selection criteria, which have been successful in commercial real estate, more broadly throughout our procurement processes. By making DE&I an explicit selection criteria in the procurement of auditing services, Ernst & Young Consulting partnered with DavisKelly LLP, a local M/WBE accounting firm. The first-time collaboration between the two firms on this project led them



*Parcel D-4 site for a future mixed-income housing development*

to seek future business ventures together, demonstrating that these types of partnerships expand economic opportunities.

Massport diversified our investor broker pool by adding five new M/WBE investors. The approximate value of trades made by the new, diverse brokers was \$164 million. We also saw a 33% increase in participation from minority-owned investment bankers in the bond underwriter's pool. We incorporated the Massport Model in the RFPs for a mixed-income housing project on Parcel D-4 in South Boston and aviation development bids at Boston Logan and Hanscom Field.

# DIVERSITY, EQUITY, AND INCLUSION (DE&I)



Massport scholarship and internship award recipients



Senior Legal Counsel Ashley Carvahlo speaks at a Women's History Month event

## INDUSTRY RECOGNITION

Associated Industries of Massachusetts awarded Massport the Lewis Latimer Award for the creation and implementation of the Massport Model. The award recognizes Massachusetts innovators, organizations, or business leaders who have broken barriers to innovate and create economic opportunity.

## WORKFORCE INITIATIVES

In 2022, we initiated new cultural programming at Massport to continue our commitment to a diverse, equitable, and inclusive work environment. Employee Resource Groups (ERGs) hosted Massport's first ever Lunar New Year and a Caribbean-American Heritage Festival to celebrate our diverse workforce. Throughout the year, ERGs hosted employee programs that featured external stakeholders and partners and spotlighted Massport's valued employees while giving them opportunities to share their traditions, heritage, stories, and experiences. The programs included a Black History Month celebration featuring Nicole Obi, President and CEO of the Black Economic Council of Massachusetts; an Asian American and Pacific Islander Heritage Month celebration featuring Laura Sen, Massport Board member, and Susan Tran, NBC10 Boston reporter; a Hispanic Heritage Month celebration with Natasha Espada, Founder and Principal of STUDIO ENÉE; a Veterans Day celebration with USO New England Executive Director Jennifer Thompson; and our 12th annual LGBTQ+ Pride Month flag raising with Joan Ilacqua, Executive Director of The History Project.

## DIVERSIFYING THE WORKFORCE PIPELINE

We were excited to welcome the first Pathways Program interns from Bridgewater State University in 2022. The program, designed to build a diverse workforce pipeline, aims to help women and minority students who are enrolled in STEM-related courses by providing them with paid internships that lead to careers in Massport's aviation unit. We will be expanding the program to include UMass Boston in 2023. The Massport Legal Department also welcomed its first DE&I Summer Fellow, in partnership with the Boston Bar Association and the Boston Bar Foundation.

Massport supported talent retention and employee engagement by providing professional development programs, including Emerging Leaders; The Partnership, Inc.; Women's Edge; and The CAP Program. Two of these four programs are specifically designed to help prepare women and employees of color to move up the ranks and be successful in high-impact positions within the Authority.

Massport celebrates Hispanic Heritage Month with special guest Natasha Espada, Founder and Principal of STUDIO ENÉE architects



# SUSTAINABILITY AND RESILIENCE

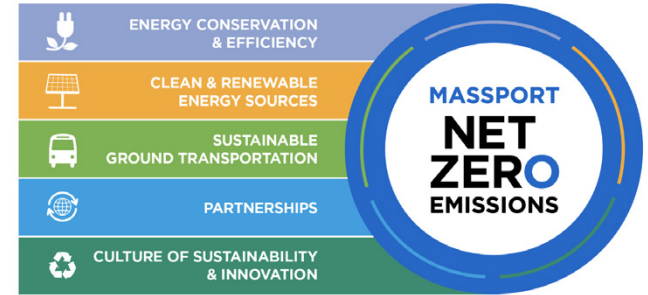


Prince William and Princess Catherine of Wales tour Boston Harbor from Piers Park with Mayor Michelle Wu, Boston's Chief of Environment, Energy and Open Space Reverend Mariama White-Hammond, and Massport CEO Lisa Wieland

## NET ZERO

Massport published our Roadmap to Net Zero, an ambitious program to achieve net-zero greenhouse gas (GHG) emissions by Massport's 75th anniversary in 2031. The Roadmap focuses on reducing Massport-controlled emissions (Scopes 1 and 2) while supporting strategies for our users, tenants, and other business partners to reduce their emissions (Scope 3). The Roadmap includes five pathways to achieve these reductions: (1) energy conservation and efficiency, (2) clean and renewable energy sources, (3) sustainable ground transportation, (4) partnerships and community, and (5) a culture of sustainability and innovation.

The pathways aim to address the biggest emission contributors to Massport's GHG footprint, areas over which we have control and influence, as well as the desire and opportunity to advance technology and operational changes in the aviation and maritime industries. To help drive this priority net-zero initiative, Massport established a Program Management Office to implement the Roadmap and oversee the advancement of emissions reduction initiatives. Moving forward, Massport will carefully monitor and track progress toward achieving our net-zero goal.



## CLIMATE RESILIENCY

The Massport Climate Resiliency Program continued to support local and regional adaptation initiatives while advancing efforts to ensure Authority-wide preparedness for severe weather. Massport supported the effort to complete the five-year update on the Massachusetts State Hazard Mitigation and Climate Adaptation Plan, and participated in the City of Boston Coastal Storm Risk Management Feasibility Study conducted with the U.S. Army Corps of Engineers.

## NET-ZERO INITIATIVES ADVANCED IN 2022 (EXAMPLES)

<b>ENERGY CONSERVATION &amp; EFFICIENCY</b>	Seeking LEED Gold certification for Terminal E
<b>CLEAN AND RENEWABLE ENERGY SOURCES</b>	Terminal C canopy photovoltaic array generated 75% more energy than planned Established a Sustainable Aviation Fuel hub with MIT Zero Impact Aviation Alliance
<b>SUSTAINABLE GROUND TRANSPORTATION</b>	Rental car companies expanded EV fleet to 550 vehicles Added six airside charging units for airline eGSE equipment at the Terminal B-to-C Connector Procured two Massport Police hybrid vehicles, with a potential reduction of 22,560 pounds of CO2 per year, per vehicle
<b>PARTNERSHIPS</b>	Joined a multi-state consortium for a Northeast Regional Hydrogen Hub to jump-start the production and use of clean hydrogen Partnered with MassCEC through a \$615,000 Accelerating Clean Transportation for All (ACT4All) grant to facilitate the transition to EVs in the ride-for-hire and rental car industries at Boston Logan
<b>CULTURE OF SUSTAINABILITY &amp; INNOVATION</b>	Established a Program Management Office to implement the Roadmap to Net Zero

# FISCAL RESPONSIBILITY

In 2022, Massport continued to execute our Financial Sustainability Plan and successfully closed the financial gap induced by the pandemic. Massport restored services to keep pace with recovering demand, carefully managed expenses to control costs, and utilized federal financial assistance to improve financial resiliency and balance our budget. We were also able to initiate several strategic infrastructure investments to support Massport's core mission and generate economic activity for the Commonwealth.

The success of our Financial Sustainability Plan, in conjunction with business activity improvements, paved the way for S&P Global Ratings to increase Massport's bond rating to AA, restoring it to where it was pre-pandemic. Our AA bond rating upgrade helped to significantly lower our interest expense when we sold more than \$120 million in new environmentally certified green bonds to investors. We used the proceeds of these green bonds to pay for and install environmentally sustainable infrastructure as part of the Terminal E Modernization project.

Looking ahead, Massport will continue to ensure financial sustainability and exercise fiscal discipline so we can continue to invest in the highest levels of safety, security, and customer service; be good neighbors to our surrounding communities; and make the investments needed to be net zero.



*View of the Terminal E Modernization project*



*Rendering of future Piers Park II in East Boston*

## CURRENT SENIOR STAFF

JOEL BARRERA

Director, Strategic  
& Business Planning

TIFFANY BROWN-GRIER

Director, Diversity, Equity  
& Inclusion/Compliance

LUCIANA BURDI

Director, Capital Programs  
& Environmental Affairs

KWANG CHEN

Chief Information Officer

ALAINA COPPOLA

Director, Community Relations  
& Government Affairs

BRIAN DAY

Director, Labor Relations/Labor Counsel

EDWARD FRENI

Director, Aviation

DAVID GAMBONE

Chief Human Resources Officer

ANDREW HARGENS

Chief Development Officer

CATHERINE MCDONALD

Chief Legal Counsel

JENNIFER MEHIGAN

Director, Media Relations

JOSEPH MORRIS

Port Director

REED PASSAFARO

Chief of Staff

JOHN PRANCKEVICIUS

Director, Administration  
& Finance/Secretary Treasurer

JOHN RAFTERY

Chief Marketing Officer

CHRISTINE REARDON

Director, Internal Audit

HAROLD SHAW

Chief Security Officer

# CURRENT BOARD OF DIRECTORS



**LEWIS EVANGELIDIS**  
Chairman of the Board  
Sheriff of Worcester County



**PATRICIA JACOBS**  
Vice Chair



**GINA FIANDACA**  
Secretary of Transportation



**SEAN M. O'BRIEN**



**JOHN NUCCI**



**WARREN FIELDS**



**LAURA SEN**





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