

2025 ANNUAL REPORT

GREETINGS

We are pleased to present the Metropolitan Airports Commission (MAC) 2025 Annual Report.

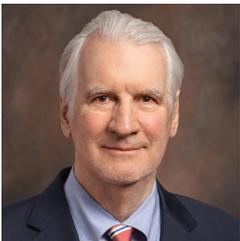
Over the past year, we continued our trajectory as a leader in the aviation industry through outstanding service, state-of-the-art investments and innovation across our system of airports. The MAC's work is guided by our 2023-2027 Enterprise Strategic Plan, which provides a holistic, organization-wide approach to ensuring our airports meet the needs of the region today and in the future.

International travel continued to be in strong demand at Minneapolis-St. Paul International Airport (MSP Airport) last year, and the airport set new records for both international destinations (35) and passengers (3.61 million). After four years of steady growth, total passengers at MSP declined by roughly 3% to 36.1 million in 2025. The decline came as some airlines reduced flight activity due to industry challenges.

The MAC's general aviation airports saw nearly 385,000 operations in 2025, an increase of about 3% from 2024, driven by significant increases at Flying Cloud Airport (FCM) and Crystal Airport (MIC).

We invite you to explore this 2025 Annual Report, which underscores our achievements and commitment to providing exceptional airport experiences so Minnesota thrives.

Sincerely,




James Lawrence
Chair of the Board



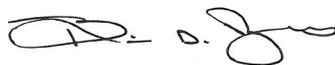
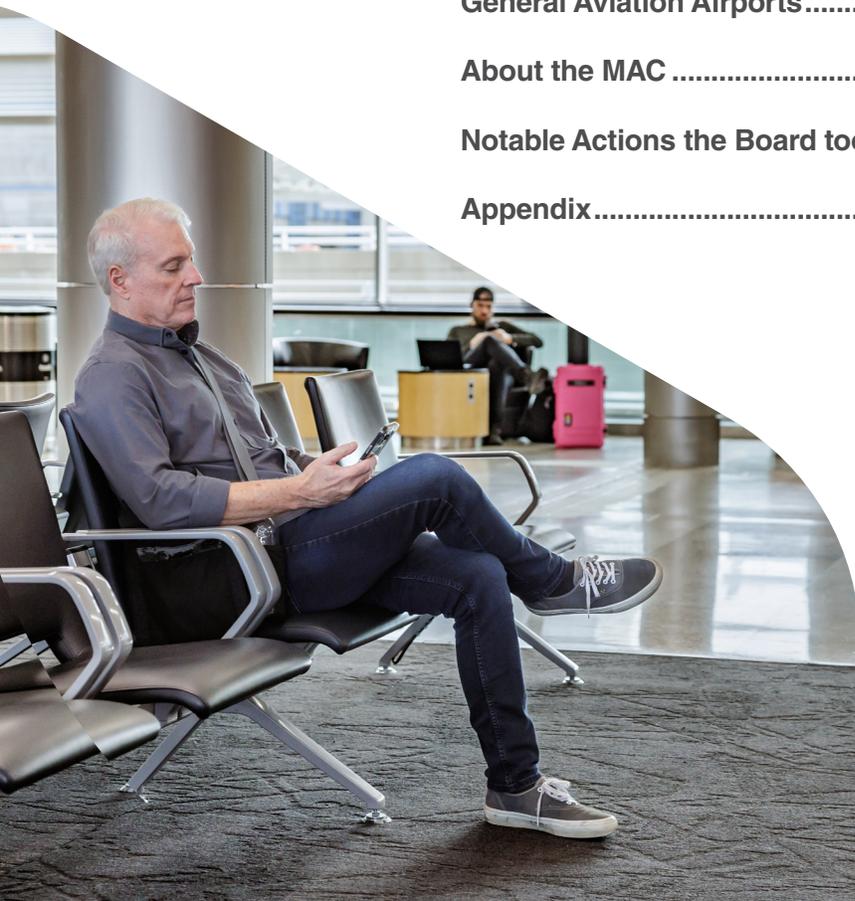

Brian Ryks
Executive Director and
Chief Executive Officer





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DELIVERING EXCEPTIONAL AIRPORT EXPERIENCES

2025 brought another year of global recognition and appreciation for the MAC and its customer service excellence, superior winter performance, best-in-class facilities and strong financial management.

For the second year in a row, MSP Airport earned the top ranking in customer satisfaction among mega airports in the [J.D. Power North America Airport Satisfaction Study](#). MSP has now earned the highest ranking in customer satisfaction for mega airports in three out of the past four years.

As an organization that manages significant winter weather events throughout its system of airports, the MAC also received the [Excellence in Snow and Ice Control Award](#) from the **American Public Works Association**. This incredible honor recognizes the efficient and innovative approach MAC staff bring to winter maintenance, prevention and response.

The MAC, MSP and Airport Foundation MSP were honored with the [2025 Jim Wolford Community Impact Award](#) from **Lifeworks Services** in recognition of collective achievements in advancing disability inclusion. The award highlighted recent efforts by the Airport Foundation MSP to provide training for airport staff and volunteers on fostering a culture where everyone feels welcome and valued.

The MAC continued its history of excellence in financial reporting, earning a certificate of achievement from the **Government Finance Officers Association**, marking nearly 40 years of consecutive honors. This award is given in recognition of the quality and transparency of the MAC's financial statements.



For the second year in a row, MSP Airport earned the No. 1 ranking among mega airports in the J.D. Power North America Airport Satisfaction Study



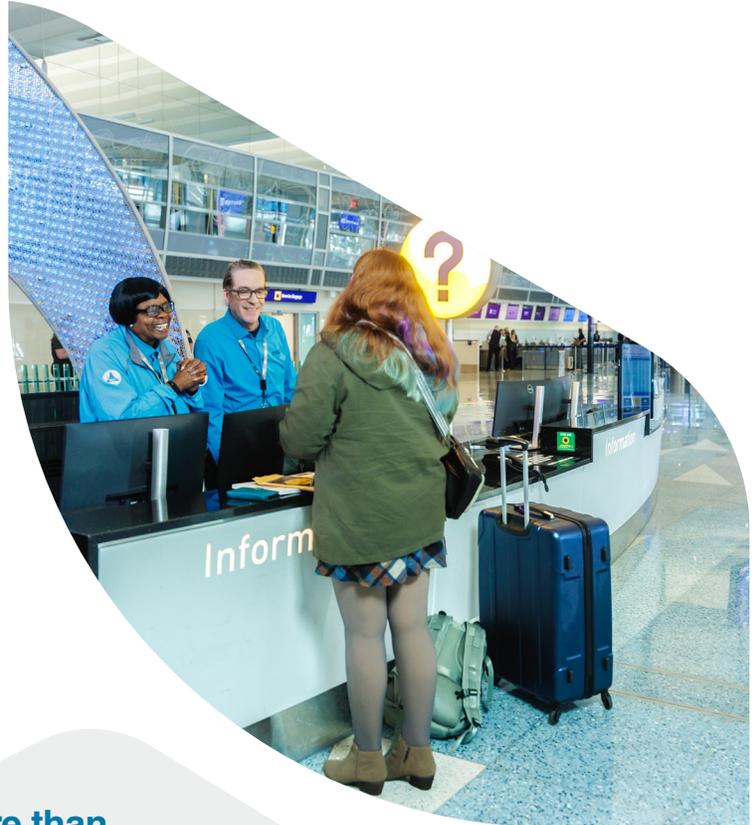
CELEBRATING OUR MAC WORKFORCE

As an employer, the MAC is committed to advancing a workplace culture grounded in innovation and respect. Our talented workforce of more than 800 employees contributes to the MAC's strong reputation for world-class customer service and seamless airport experiences.

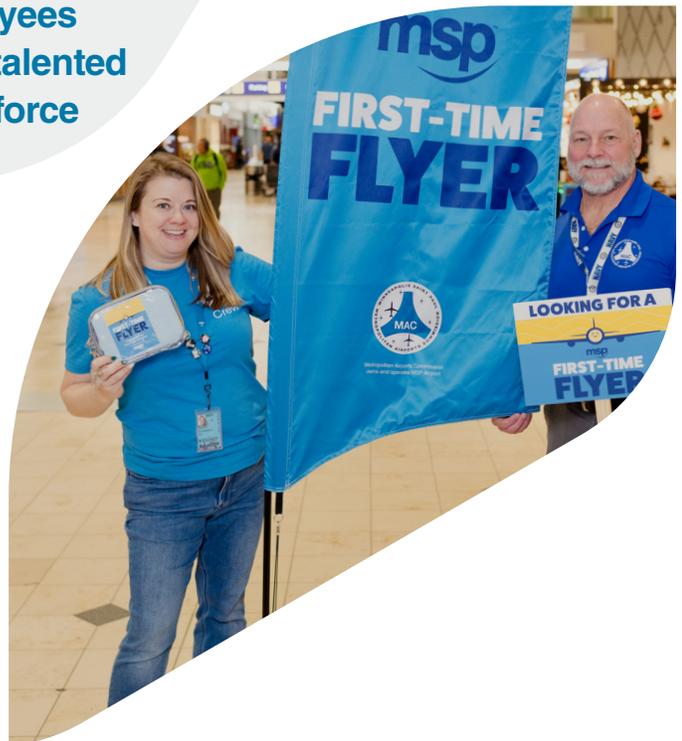
In September, the MAC received state and national honors for its support of National Guard and Reserve employees, including the **2025 Secretary of Defense Employer Support Freedom Award**. The MAC was nominated by a veteran employee and was **one of only 15 recipients** in the nation — and one of only five public sector organizations to be recognized. The MAC also received the **Pro Patria Award** at the state level.

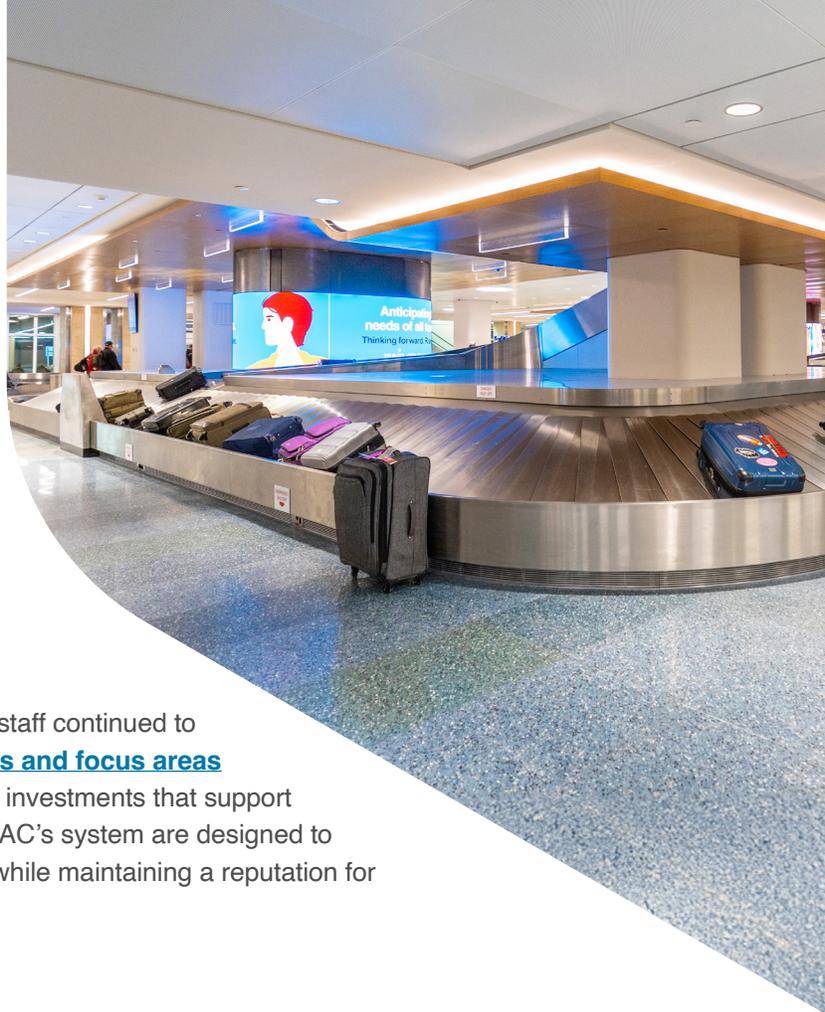
This summer, the MAC launched a new organization-wide internship program to develop deeper connections with educational institutions while creating career pathways across a variety of backgrounds. Nine college students participated in the program, exploring exciting opportunities ranging from internal audit to field maintenance. The MAC also worked to build interest in aviation careers at the high school level, welcoming a St. Paul student to the Airside Operations team as part of the **city's Right Track internship program**.

Employees are the cornerstone of the MAC and MSP's customer-oriented culture — always going the extra mile to uphold a reputation for excellence. In addition to the MAC's direct workforce, nearly 25,000 badged employees work at MSP for the airlines, concessionaires, retailers and other businesses, all in support of a thriving region.



More than
800 employees
make up the talented
MAC workforce





BUILDING FOR THE FUTURE

In the third year of the 2023-2027 Enterprise Strategic Plan, staff continued to work across departments to fulfill the MAC's [purpose, values and focus areas](#) by developing new programs and identifying strategic capital investments that support exceptional airport experiences. Improvements across the MAC's system are designed to support growth forecasts for passengers and air service, all while maintaining a reputation for excellence and innovation.

Highlights include:

Airport Modernization Program

In late 2025, the MAC and Delta Air Lines completed the Airport Modernization Program — the largest-ever interior renovation of post-security areas at MSP's Terminal 1. Delta, which operates its second-largest hub at MSP and maintains a 70% passenger market share, managed the combined \$242 million construction project in collaboration with the MAC. The investments created a unified and modern design across six of the terminal's seven concourses and approximately 75 Delta gate and hold rooms. Over the past two years, the project transformed nearly every facet of the passenger experience in Terminal 1.

Operational Improvements Program

The MAC also completed a decade of renovations in Terminal 1's pre-security areas through the Operational Improvements Program. Over the course of 20 distinct projects, MSP's ticketing and arrival lobbies transformed from their previous 1960s-era design into modern spaces that support tech-advanced travel processes. Combined, the improvements touched 730,000 square feet of Terminal 1 and included enhancements such as:

- Expanding the entire terminal footprint toward the roadway to create a more accessible and welcoming experience.
- Consolidating security screening into two larger and more efficient checkpoints.

- Installing bigger baggage carousels to support efficiency.
- Updating building systems to improve passenger experiences.

Airfield improvements

Airfield runways and taxiways need to be maintained and upgraded regularly. In the summer of 2025, the MAC completed its final round of improvements to MSP's Runway 12R-30L — the 10,000-foot, east-west runway located on the south side of Terminal 1. The MAC also reconstructed St. Paul Downtown Airport's Runway 14-32, the airport's primary runway and the longest in the MAC's reliever system. That project included rebuilding a mile-long section of pavement and improving lighting and surface drainage.





BUILDING FOR THE FUTURE (CONTINUED)

Flying Cloud Airport Long-Term Plan

In 2025 the MAC Board of Commissioners [approved the long-term plan](#) for [Flying Cloud Airport](#) in Eden Prairie, the busiest general aviation airport in the Twin Cities based on operations. The plan provides a high-level framework to guide future development and improvements over the next two decades, all within the existing airfield. Developed with stakeholder and public input, the plan outlines potential airport projects, each driven by key priorities such as Federal Aviation Administration compliance, safety enhancements and operational improvements. Prior to construction authorization, all projects will follow the MAC's standard planning processes, including environmental review, budgeting and public engagement.

Expanded concessions in Terminal 2

The MAC approved new concessions concepts as part of the Terminal 2 expansion and renovation project. Three operators were selected to develop eight food, beverage or retail venues with concepts including a convenience store, coffee shop, full-service restaurant and bar, and quick-serve favorites like McDonald's and Subway. The businesses will be located in either existing spaces or new spaces within the \$263 million Terminal 2 North Expansion, expected to be complete by early 2027.

Investments in fleet modernization

Efficient winter operations are essential for MSP. As the 17th busiest airport in the country, MSP balances high traffic volumes while averaging 55 inches of snowfall annually. To support winter operations and address an aging fleet, the MAC made a record \$62 million investment in 58 new snow removal vehicles that will be delivered over a three-year period. By 2027, all snow removal vehicles will be four years old or newer, ensuring reliable and smooth operations for years to come.

The MAC also advanced efforts to reduce greenhouse gas emissions from its fleet in 2025 by adding seven electric vehicles. Additionally, the MAC installed new telematics devices that will provide robust usage data to help reduce idling and increase efficiencies.



CONNECTING ACROSS THE GLOBE

As a top 20 U.S. airport by passenger volume, MSP plays a vital role in supporting business and leisure travel between the Upper Midwest and global destinations. In 2025, airlines at MSP served 166 nonstop destinations, an increase from 163 in 2024. This includes 35 nonstop international routes — a new record.

After four years of steady growth, overall passenger activity at MSP declined by roughly 3% as some airlines reduced their network and flight activity due to industry challenges. Despite this, 2025 was a record-setting year for international passengers at 3.61 million — 10% of MSP’s 36,071,627 total passengers last year.

International growth was buoyed by new nonstop routes from Delta Air Lines to Rome, Italy, and Copenhagen, Denmark. In May, Discover Airlines assumed the Frankfurt, Germany, route from its sister carrier, Lufthansa, due to an equipment shortage.

On the domestic side, regional service in the Great Lakes and Upper Midwest returned with direct flights to Marquette, Michigan, and Watertown, South Dakota, as well as a new route to the Westchester County Airport in the New York City area. Sun Country — MSP’s second-largest carrier — experienced a slight decrease in passenger volumes in 2025 while it increased cargo operations for Amazon.



166 Total Destinations
35 International
(All-time record)



Total Passengers:
36,071,627

ELEVATING THE TRAVELER EXPERIENCE

The MAC and its partners continually invest in services, facilities, trainings and initiatives to provide a welcoming and seamless journey for passengers.

Adding a new FLEX Lane at MSP's Terminal 1

Ahead of the busy MEA weekend, MSP opened a new FLEX Lane at Terminal 1. The passenger pick-up and drop-off lane provides access to exterior doors 5-8 to alleviate congestion during peak travel times. The FLEX Lane also connects to parking ramps and pedestrian sky bridges for passenger convenience.

Building an accessible airport experience for all

For decades, MSP has been a leader in accessibility for passengers with a wide range of abilities and accommodations. Recent upgrades include:

- Expanding [hearing loops](#) — a technology that guides sound directly to a person's hearing aid — throughout the renovated Terminal 1 concourses and gate areas.

- Expanding the [talk-to-text platform](#), which now displays live airline gate announcements in real time on screens within several Terminal 1 gate areas. First deployed in Terminal 2, this advancement won the **2025 Airports Council International – North America Excellence in Airport Marketing, Communications, and Customer Experience Award** for **Advancements in Accessibility**.
- Adding two [accessible restrooms](#) equipped with adult changing tables to the north and south ends of the Terminal 1 arrivals area. This allows for a hygienic and dignified experience for adults and their caregivers. MSP now has five restrooms with adult changing tables, with more in design.
- Initiating a project to install tactile maps with raised lines and features at all 144 MSP restroom entrances. The maps allow visitors — particularly those with low vision or blindness — to understand what to expect before going inside.





ELEVATING THE TRAVELER EXPERIENCE (CONTINUED)

Unveiling a dream on Concourse G

Internationally renowned artist Kipp Kobayashi's "The Dreams We Carry" now delights travelers within the two-story Concourse G Rotunda in Terminal 1, which serves as a gathering place and focal point for in-terminal events. The stainless-steel wire mesh sculptures represent items Minnesotans and travelers told the artist they most cherished, including what they would bring on an imaginary one-way trip to a destination of their choice. The resulting 45-foot-wide collection of 300 hanging sculptures reflects ever-changing light and hints at the unique stories represented by the suspended objects — from everyday companions like favorite pets, cameras and blue jeans to treasured pieces like rocking chairs, pianos, guitars, houseplants and a beloved teddy bear.

Kobayashi was commissioned to design and install "The Dreams We Carry" in the fall of 2022 through the [Arts@MSP program](#), a partnership between the Airport Foundation MSP and the MAC.

Debuting technology-assisted passenger processing

The MAC worked with federal security partners to introduce two initiatives that improve security while reducing passenger wait times. In June, MSP became the ninth North American airport to deploy [Enhanced Passenger Processing](#) (EPP) technology, which uses biometrics to expedite U.S. Customs and Border Protection (CBP) screening of arriving U.S. citizens. In December, the Transportation Security Administration introduced [TSA PreCheck Touchless ID](#) at the Terminal 1 checkpoints. Both programs leverage auto-capture cameras and biometric facial comparison technology to verify identity and create a contactless experience, making security processes more efficient. Participation in these programs is optional.



ADVANCING SUSTAINABILITY

The MAC has a long-standing commitment to build a sustainable future. In 2020, the commission took a significant step by unanimously adopting the following 2030 sustainability goals:

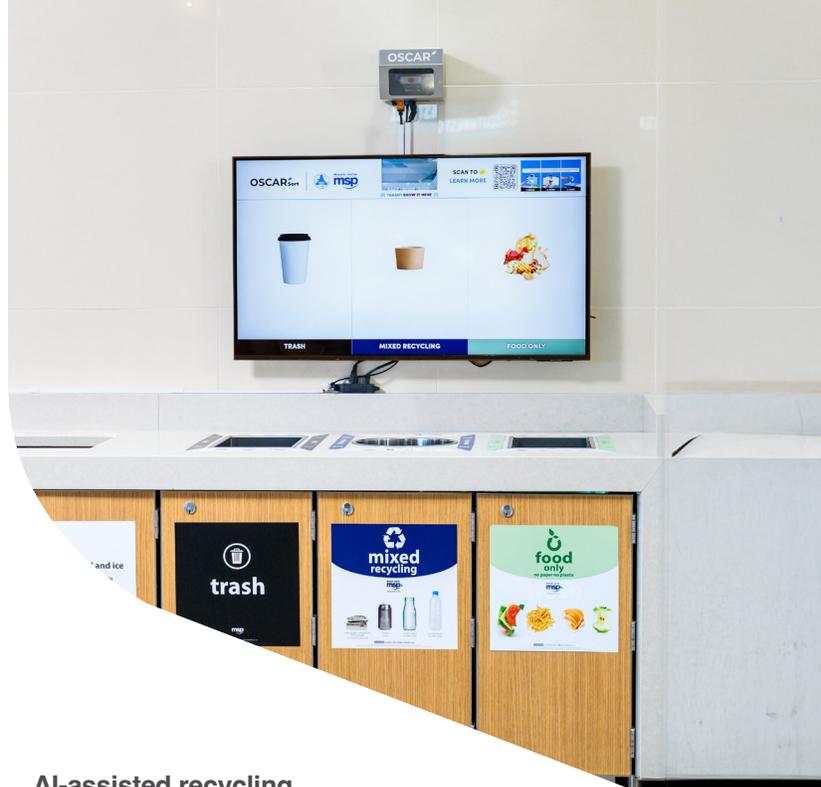
- Reduce MSP’s total greenhouse gas emissions by 80%.
- Reduce MSP’s water usage per passenger by 15%.
- Reduce, reuse, recycle or compost 75% of MSP’s solid waste.
- Achieve a MAC employee engagement sustainability score of 85.

Each year the MAC advances these goals through innovation, engagement and planning. More information can be found in [the MAC’s 2025 Sustainability Report](#).

2025 progress

Multiple years of data and key performance indicators demonstrate that the MAC is consistently progressing on all four goals. Recent achievements include:

- Reducing restroom water usage by replacing aging toilets with more efficient models and by including rooftop water reclamation for toilet flushing in three major construction projects.
- Continued participation in food recovery through donation programs such as Loaves and Fishes. More than 66,000 pounds of food was donated in 2025 — equivalent to over 55,000 meals.
- Adding renewable energy, including ground source heat pump wells and solar panels, through the Terminal 2 North Expansion project.



AI-assisted recycling

In 2025, the MAC secured a new strategic partnership with Intuitive AI that supported the installation of 10 Oscar AI units throughout MSP. The partnership builds upon the two existing Oscar AI units added to MSP in 2024 as part of a pilot project to help travelers recycle correctly.

The engaging technology tests a cost-effective solution to enhance sorting and organic waste diversion. It provides an alternative to methods like relying on staff to interact with passengers on proper disposal or sorting collected materials after they are discarded.

The Oscar AI intuitive technology greets users with various phrases, including “Got trash? Show it here” and “Empty your food scraps in our new food-only bin. Every bit helps — thanks!” It then encourages them to show their waste, analyzes what they hold up and directs them to the appropriate bin.

Level 3 Airport Carbon Accreditation

The Airport Carbon Accreditation program — the industry certification committed to reducing carbon and increasing airport sustainability — has recognized the MAC for its carbon emissions reduction efforts at MSP every year since 2017. In 2025, MSP achieved Level 3 of the program for the second year in a row, and all six of the MAC’s general aviation airports achieved Level 1 of the program for the first time — a significant milestone.

COMMUNITY CONNECTIONS

The MAC maintains strong relationships with neighbors, tenants, local governments and other key stakeholders. Through proactive and ongoing engagement, the MAC keeps communities informed and provides opportunities for meaningful public input to meet the region’s needs. In 2025, the MAC supported more than 65 community meetings and events, demonstrating ongoing transparency and responsiveness.

Outreach efforts are further supported by the MAC Ambassador Program, made up of MAC staff who take pride in representing the organization at airport and community events. Since the program’s launch in 2020, these ambassadors have helped promote aviation while building connections across the airport community and the broader region the MAC serves. In 2025, more than 150 ambassadors supported events ranging from reliever airport open houses to in-terminal activities at MSP to large-scale gatherings throughout the Twin Cities. These dedicated ambassadors create welcoming, positive environments that reflect the MAC’s commitment to community.

State of the Airport

The Airport Foundation MSP’s annual State of the Airport luncheon brings the MAC, businesses and regional leaders together, highlighting MSP’s impact on air travel, commerce and economic development.

In 2025, 600 attendees gathered as MAC CEO Brian Ryks shared an update on MSP operations and initiatives. Ryks was joined by Geoff Freeman, president and CEO of the U.S. Travel Association, for an engaging conversation on the U.S. travel market and growth opportunities for international travel. Airport Foundation MSP President and CEO Jana Webster provided an update on the foundation’s work, and Arts@MSP Director Ben Owen also shared an exciting update on “The Dreams We Carry” — the centerpiece art installation by Kipp Kobayashi that completed the Terminal 1 Concourse G Rotunda.

Night to Unite

The Airport Police Department (APD) brought travelers, partners and the airport community together for a special Night to Unite celebration in the Terminal 1 Airport Mall. 350 people attended to learn about the staff, volunteers and programs that keep MSP safe and welcoming. Representatives from the Airport Fire Department, MAC Human Resources, Airport Foundation MSP, Airport Watch and Allina Health EMTs joined APD staff to share resources with attendees.

Night to Unite is inspired by the National Night Out campaign, which brings together residents and law enforcement across the country on the first Tuesday in August for an evening of building stronger, more connected neighborhoods.



COMMUNITY CONNECTIONS (CONTINUED)

Noise Oversight Committee

The MSP Noise Oversight Committee (NOC) has been at the forefront of addressing aircraft noise concerns for more than two decades. In 2025, the NOC advanced its work by completing 14 projects that respond to airport noise issues, provide policy recommendations to the MAC Board of Commissioners, monitor use of established noise policies, and provide a public forum for community stakeholders. This work is made possible through partnerships linking the MAC, the community, airlines and the Federal Aviation Administration, demonstrating an ongoing commitment to providing a balanced forum for all stakeholders.



National Veterans Wheelchair Games

In July, the 2025 National Veterans Wheelchair Games brought 600 athletes to Minneapolis and MSP. More than 100 Airport Foundation MSP volunteers and MAC ambassadors joined airline staff to greet and support the arriving athletes with mobile-assist equipment and ensure they could easily make their way to ground transportation.



**In 2025, the
MAC supported
more than
65 community
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SERVING OUR COMMUNITIES: GENERAL AVIATION AIRPORTS

The MAC's network of six general aviation airports experienced steady growth in 2025, seeing a 3.2% increase over 2024 at 384,556 total takeoffs and landings. With 35 direct commercial operators and more than 1,500 based aircraft at the airports, the network provides space for a robust ecosystem of aviation businesses that provide on-demand business flights, charter services, flight training, medical services and aircraft maintenance, recreation and private flying. MAC employees and hundreds of federal and private employees support the activity at the general aviation airports.

Continued investment throughout the reliever network is key to an efficient and effective aviation ecosystem in the region. The MAC completed several improvements in 2025, including replacing underground storage tanks for fueling MAC equipment at Flying Cloud, Anoka County-Blaine and Crystal. The new tanks, now located aboveground, connect to upgraded dispensing and monitoring systems with enhanced containment features aligned to MAC, state and local safety standards. Similar systems were installed at St. Paul Downtown, Lake Elmo and Airlake in 2019.

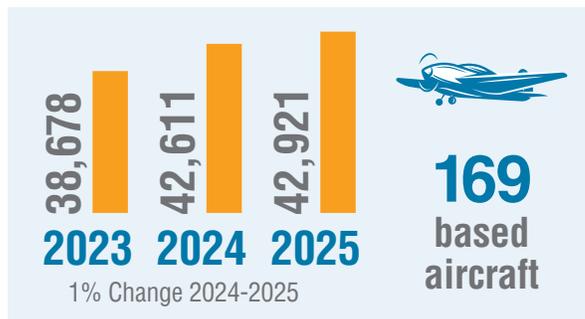


Airlake Airport

Located just south of the Minneapolis-St. Paul metropolitan area in Lakeville, Airlake Airport (LVN) primarily serves recreational flyers while also supporting business aviation, particularly for nearby local businesses. LVN operations held steady in 2025 at nearly 43,000, a 0.7% increase from 2024.

The Experimental Aircraft Association (EAA), a group of recreational aviation enthusiasts, returned to LVN for a Father's Day fly-in and pancake breakfast. In July, the local Lions Club and the airport's fixed-base operator hosted the annual Pan-O-Prog pancake event.

In 2025, the MAC renovated LVN's maintenance building. It now serves as both a workspace and a break room, and it includes two bunk rooms for field maintenance staff. The building was completely overhauled from floor to ceiling, featuring modern finishes and a new HVAC system to improve comfort and efficiency.



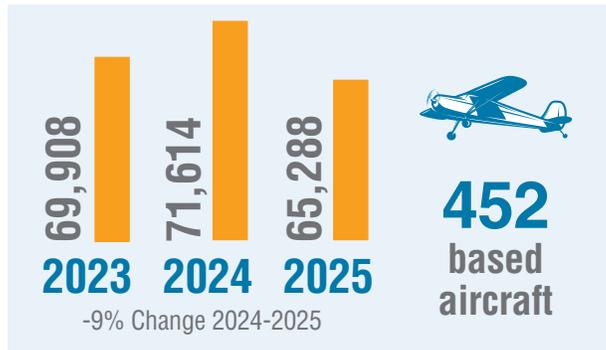
SERVING OUR COMMUNITIES: GENERAL AVIATION AIRPORTS (CONTINUED)

Anoka County-Blaine Airport

Anoka County-Blaine Airport (ANE), located north of the Twin Cities, is home to a variety of vintage, experimental, recreational and corporate aircraft. Operations at ANE declined by 9% in 2025, with roughly 65,000 takeoffs and landings.

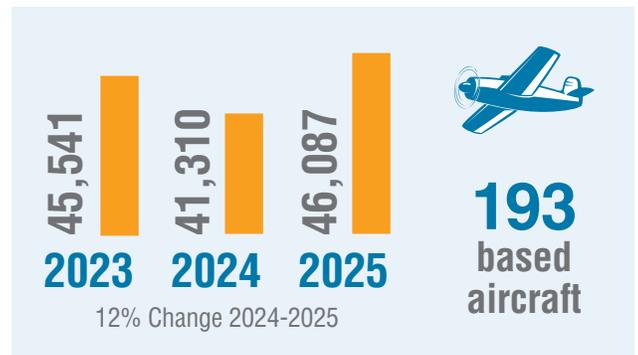
The EAA also hosted a fly-in at ANE this June, inviting recreational pilots, aircraft enthusiasts and families to experience the airport, tour aircraft and explore opportunities in aviation training.

This summer, the MAC completed construction on a new facility for the storage and maintenance of capital equipment. The new facility consists of five bays providing essential storage capacity and enhancing the efficiency of equipment maintenance and servicing operations.



Crystal Airport

Crystal Airport (MIC) is located just northwest of the Twin Cities in the city of Crystal. The airport saw significant growth in 2025 with more than 46,000 operations — a nearly 12% increase from 2024. Many thriving businesses call the airport home, including a busy flight school, a nationally recognized aircraft parts and maintenance facility, and a prominent propeller repair and overhaul facility. MIC has the only turf runway within the MAC system of airports.



The MAC continued to rehabilitate taxiways and restore the surfaces to a smooth, even condition. Another major 2025 endeavor was reconstructing the airport's parking lot and entrance road to improve functionality and aesthetics. Changes throughout the project allowed the MAC to maintain the same number of parking spaces at MIC while reducing the overall pavement footprint, resulting in a more efficient and sustainable layout.



SERVING OUR COMMUNITIES: GENERAL AVIATION AIRPORTS (CONTINUED)

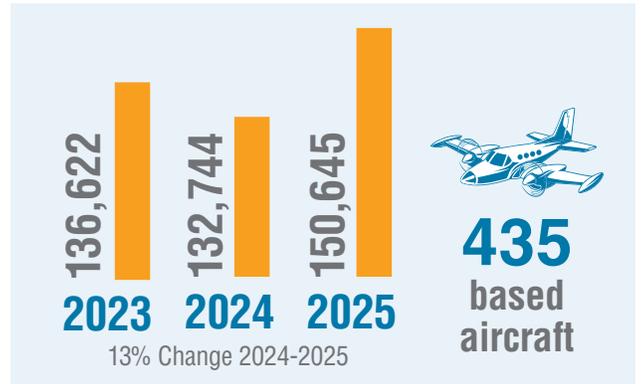


Flying Cloud Airport

Flying Cloud Airport (FCM), located just southwest of Minneapolis in Eden Prairie, has been part of the MAC's general aviation system for more than 75 years and has matured into a bustling and thriving economic generator. There were nearly 151,000 takeoffs and landings at FCM in 2025 — a 13.5% increase from 2024.

Many airport users appreciate FCM's convenient location, infrastructure, and public and private service offerings. In 2025, the MAC completed the Flying Cloud Airport Long-Term Plan, providing a development blueprint for years to come. Recent investments at FCM include replacing gates to maintain security and removing five hangars near Taxiway A to allow for more efficient operations.

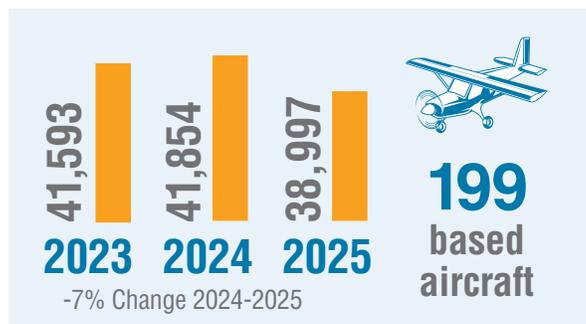
Wings of the North brought its new event, AirFair, to FCM — offering a one-day celebration of aviation and community. Featuring demonstrations, flight simulators, prizes and aircraft tours, the family-friendly event makes aviation more accessible to all. FCM was also the site of Girls in Aviation Day, an educational event focused on inspiring women and girls to explore opportunities in aviation. Stars of the North, the local chapter of Women in Aviation International, hosts this annual event.



Lake Elmo Airport

Located between St. Paul and the Minnesota-Wisconsin border, Lake Elmo Airport (21D) is convenient for both business and leisure flying in the east metro. Total operations declined in 2025 by 6.8% to roughly 39,000.

21D has emerged as a destination for aspiring pilots thanks to a local business, Lake Elmo Aero, that has crafted a core curriculum dedicated to training students living in the Washington County area. The business hosts an annual Lake Elmo Aero open house, popular with airport tenants and the broader community. MAC ambassadors participated in the event to build connection and promote careers in aviation.



In 2025, the MAC finished construction on a new equipment storage facility to accommodate airport maintenance vehicles. The MAC also completed surface restructuring on runways, taxilanes and the entrance road near the northwest portion of the airport as part of ongoing maintenance.



SERVING OUR COMMUNITIES: GENERAL AVIATION AIRPORTS (CONTINUED)

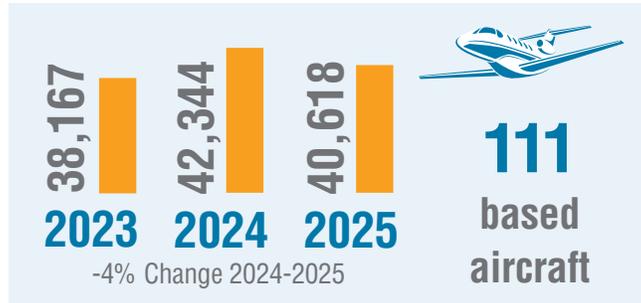
St. Paul Downtown Airport

The St. Paul Downtown Airport (STP), located along the Mississippi River just south of downtown, is a popular base for corporate aircraft due to its location and runway length — 6,941 feet, the longest in the MAC’s general aviation airports system. STP also offers charter services, has two fixed-base operators and a U.S. Customs facility, and is home to the popular Holman’s Table restaurant.

Operations in 2025 totaled nearly 41,000, a decrease of 4.1%, primarily due to a two-month closure of Runway 14-32 while it underwent a planned reconstruction. The project included restoring a 5,250-foot section of runway that was not included during previous construction in 2016. Other airfield improvements included reconstructing Taxiway B, installing LED lighting around the taxiway, and repaving and adding lighting improvements to the perimeter road.

Construction also began this year on the new Customs and Border Protection (CBP) facility, which is expected to open in 2026. The MAC is pursuing LEED Gold certification for the project, which will feature geothermal heat pumps, air handlers and solar panels.

In September, STP and Holman’s Table served as a host site for The Current’s Happy Hours concert series. Coordinated by Minnesota Public Radio, the public event featured live music and provided an opportunity for people unfamiliar with STP to experience the facility firsthand.



ABOUT THE MAC

The Minnesota Legislature created the Metropolitan Airports Commission (MAC) in 1943 to promote the efficient and safe handling of air commerce and to develop the full potential of the Minneapolis-St. Paul metropolitan area as an aviation center.

The MAC generates the revenues it needs to operate through rents and user fees, not general tax appropriations. Capital investments at MSP and the six general aviation airports are funded through bonds, interim bank financing, MAC-generated cash, and state and federal aviation grants.

The MAC is committed to a sustainable future and has set a series of ambitious goals for 2030. To support that work, the MAC has built organizational structures and external partnerships that encourage and advance sustainability measures.

The organization is governed by [a 15-member policy board](#). The MAC board establishes policies and ordinances and provides financial oversight, including approving budgets and large expenditures.

Minnesota’s governor appoints the board chair and 12 commissioners, with eight representing metropolitan districts and four representing Greater Minnesota. The mayors of Minneapolis and St. Paul are commissioners but may appoint a representative to serve in their place. The chair and mayoral appointees serve at the will of the elected officials who appoint them. All other commissioners serve staggered four-year terms, providing continuity when administrations change.

Rick King retires from MAC board



Longtime Chair Rick King retired from the MAC Board of Commissioners in November 2025. His MAC service began in 2007 as a representative on the Flying Cloud Airport Advisory

Commission. Starting in 2011, he served two terms as a commissioner appointed by Gov. Mark Dayton. In 2019, Gov. Tim Walz appointed King to chair the MAC board.

Commissioner Patti Gartland served as acting chair from November 2025 through January 2026, when Gov. Walz appointed James Lawrence as the new board chair.

Board Members



James Lawrence
Commission Chair



Carl Crimmins
District A



Kyle O'Neill
District B



Richard Forschler
District C



Andrea Mokros
District D



Pamela Deal
District E



Rodney Skoog
District F



Richard Ginsberg
District G



Yodit Bizen
District H



Corey Day
City of Minneapolis



Patti Gartland
Outstate (St. Cloud)



Dixie Hoard
Outstate
(Thief River Falls)



Barrett Ziemer
Outstate (Hibbing)



Awaiting Appointment:

- City of St. Paul
- Outstate Minnesota

As of April 2026

NOTABLE ACTIONS THE BOARD TOOK IN 2025

The board approved a new Organizational Performance Incentive Program to invest in the MAC’s workforce. The program gives employees the chance to earn incentive income by working together to achieve shared goals.

The board approved the Flying Cloud Airport 2040 Long-Term Plan, which provides a high-level framework for future development projects and improvements over the next two decades.

The board approved a \$62 million contract to purchase 58 snow removal vehicles over a three-year period beginning in the fall of 2025. This investment is the MAC’s single biggest purchase of snow removal equipment and will accelerate the modernization of its MSP-based fleet.

The board approved proposals for the redevelopment of Terminal 2 concessions at MSP — the first major change in offerings in more than a decade. All selected proposers are local Airport Concessions Disadvantaged Business Enterprise Program (ACDBE) operators chosen through a highly publicized request for proposals process.

The MAC’s executive leadership team

The MAC board sets the policy directives for the MAC’s executive leadership and more than 800 full-time staff. Staff fulfill roles that support all aspects of airport operations, including finance, human resources, revenue and business development, terminal and landside operations, reliever airports, airport development, information technology, legal affairs, public safety, governmental affairs, sustainability, and marketing and communications.

Senior Leadership Team



Brian Ryks
Executive Director
Chief Executive Officer



Roy Fuhrmann
Chief Operating Officer



Tim Simon
Chief Financial Officer



Eduardo Valencia
Chief Information Officer



Evan Wilson
General Counsel



Mitch Kilian
Governmental Affairs



Naomi Pesky
Strategy & Stakeholder
Engagement



Scott Zaczkowski
Internal Audit



Kathy Megarry
Human Resources
& Labor Relations



Joe Harris
Management &
Operations



Bridget Rief
Planning &
Development



Isabella Rhawie
Finance & Revenue
Development

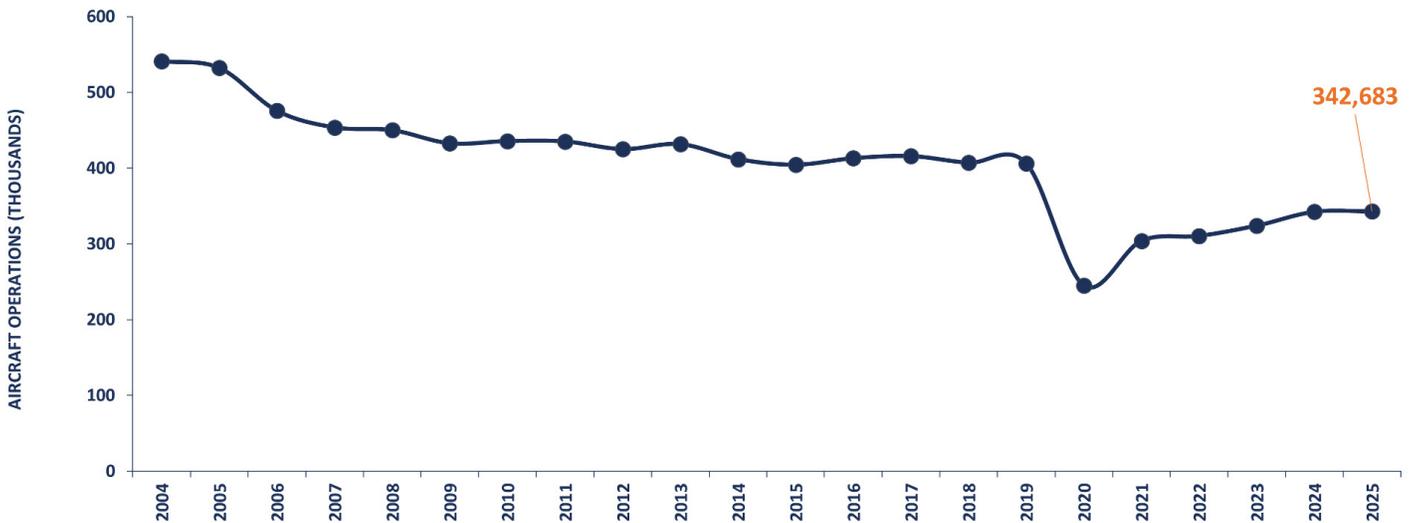
As of March 2026

MAC 2025 ANNUAL REPORT APPENDIX

This appendix is prepared in accordance with the requirements of Minnesota Statutes Section 473.621. It presents MSP passenger and aircraft operations activity, current airport capacity in terms of operations and passenger enplanements, average length of delay statistics, and technological developments affecting aviation and their effect on operations and capacity at the airport. This appendix also includes the number of operations and based aircraft at each of the MAC’s general aviation airports in 2025 and the status of major development programs at general aviation airports.

MSP Aircraft Operations

In total, MSP supported 342,683 aircraft operations in 2025 (takeoffs and landings, all aircraft types — airline, cargo, military or general aviation). That compares to 342,254 operations in 2024. As shown in the chart below, this remains below the record number of operations set in 2004.

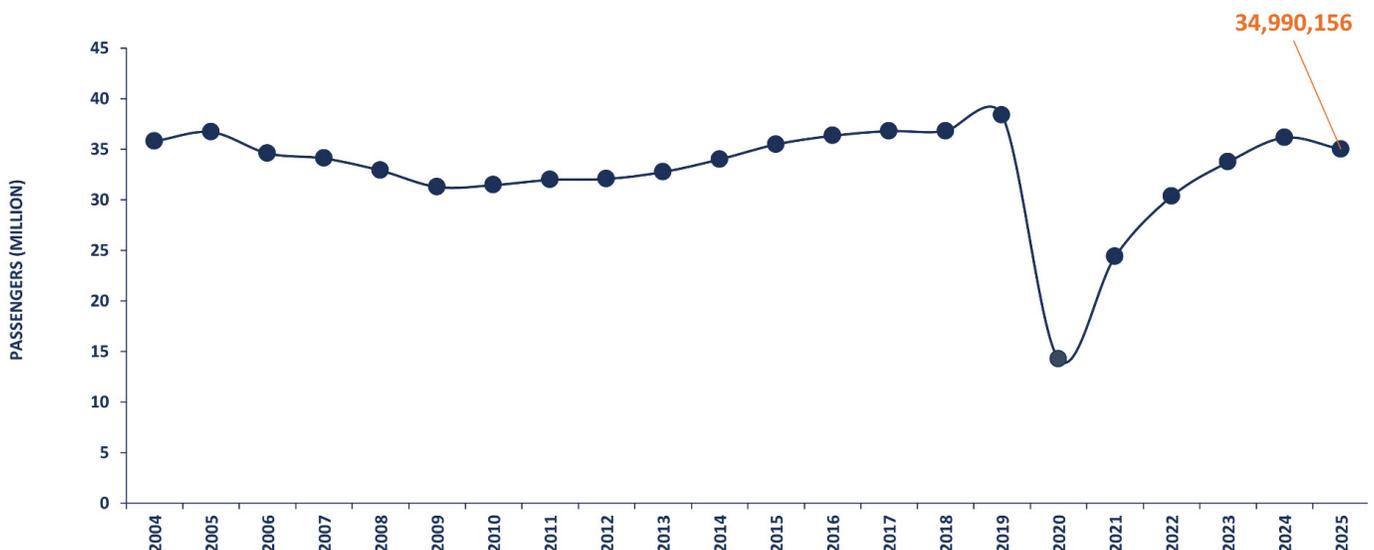


Source: FAA Air Traffic Operations Network

MSP Passenger Enplanements

MSP totaled 34,990,156 revenue passengers in 2025, 3% below 2024’s total of 36,154,831. Despite this slight drop, international passenger demand and flight activity saw continued growth.

Note, this chart reflects numbers of paying, charter and non-charter passengers. Each year’s totals are greater if revenue charter passengers and non-revenue passengers, such as airline employees with flight benefits, are included.



MSP Revenue Passenger Market Share

Rank	Airline	2019	2020	2021	2022	2023	2024	2025	2024-2025
1	Delta	71.21%	68.79%	71.97%	71.07%	70.28%	69.35%	71.39%	2.04%
2	Sun Country	7.49%	10.59%	9.95%	10.77%	11.30%	11.64%	11.17%	-0.47%
3	American	5.36%	6.29%	5.46%	4.56%	4.36%	4.39%	4.50%	0.11%
4	Southwest	3.03%	4.61%	4.72%	4.42%	4.91%	4.78%	4.36%	-0.42%
5	United	4.18%	4.00%	3.60%	4.20%	4.56%	4.32%	4.24%	-0.08%
6	Alaska Airlines	0.88%	0.75%	0.89%	0.84%	0.80%	0.89%	0.98%	0.09%
7	Frontier	1.31%	1.22%	0.73%	0.61%	0.78%	1.47%	0.94%	-0.53%
8	Spirit	4.75%	3.11%	2.00%	1.42%	1.32%	0.92%	0.52%	-0.40%
9	WestJet	0.00%	0.00%	0.00%	0.00%	0.00%	0.51%	0.50%	-0.01%
10	Air Canada	0.31%	0.12%	0.06%	0.33%	0.41%	0.40%	0.33%	-0.07%
11	Icelandair	0.22%	0.01%	0.07%	0.18%	0.22%	0.21%	0.22%	0.01%
12	Air France	0.19%	0.00%	0.09%	0.16%	0.00%	0.17%	0.19%	0.02%
13	Lufthansa/Discover	0.00%	0.00%	0.00%	0.00%	0.00%	0.17%	0.17%	0.00%
14	Aer Lingus	0.12%	0.07%	0.00%	0.00%	0.00%	0.10%	0.16%	0.06%
15	Allegiant	0.00%	0.00%	0.08%	0.43%	0.36%	0.21%	0.15%	-0.06%
16	KLM	0.26%	0.11%	0.07%	0.29%	0.26%	0.18%	0.13%	-0.05%
17	Denver Air	0.00%	0.01%	0.05%	0.06%	0.06%	0.06%	0.06%	0.00%
18	Air Choice One	0.03%	0.03%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
19	Boutique Air	0.03%	0.02%	0.01%	0.00%	0.00%	0.00%	0.00%	0.00%
20	Condor	0.07%	0.00%	0.00%	0.06%	0.06%	0.06%	0.00%	-0.06%
21	JetBlue	0.59%	0.27%	0.25%	0.58%	0.31%	0.17%	0.00%	-0.17%

Source: MAC MSP Year End Report, 2025

MSP Airfield Capacity

Airfield capacity is typically described in terms of hourly capacity and annual capacity under various weather conditions. The table below reflects the hourly capacity for MSP in optimum, marginal and poor weather conditions.

MSP's current airfield capacity is 160 aircraft operations in optimum conditions. Capacity drops to 114 operations when instrument flight rules are being used due to low-level, heavy cloud cover and/or low visibility.

Weather Conditions	Operations per Hour
Optimum Rate (1)	160
Marginal Rate (2)	152
IFR Rate (3)	114

Notes:

1. Ceiling and visibility above minima for visual approaches.
2. Below visual approach minima but better than instrument conditions.
3. Instrument Flight Rules (IFR) are required in meteorological conditions with a cloud ceiling less than 1,000 feet or visibility less than 3 miles.

Source: FAA Air Traffic Control Tower Analysis

MSP Airfield Delay

The Federal Aviation Administration (FAA) Air Traffic Operations Network (OPSNET) database counts flights that were reported by air traffic control (ATC) to be delayed for more than 15 minutes. The chart below depicts the annual number of MSP flights delayed by ATC in 2021 through 2025.

The FAA combines arrival and enroute delays into one category, and reports delays for aircraft that accumulate 15 minutes or more holding delay at each facility throughout the entire route of flight. Delays of fewer than 15 minutes are not counted, nor are delays not initiated by ATC.

Runway pavement and other maintenance work was completed during the summer and fall of 2025 that closed Runway 12L-30R at MSP from April 14 through May 23 and again from Aug. 18 through Sept. 26. With the south parallel runway closed for portions of the year, there was an increase in the number of delayed flights, particularly when weather conditions further restricted runway use. This work is necessary to ensure critical airport infrastructure maintains the highest level of safety for handling aircraft operations and conforms to FAA specifications.

MSP Flights Delayed

	Total Operations	Total Delays	Average Minutes	Total Minutes
2021	303,884	158	39.00	6,080
2022	310,235	458	83.00	38,053
2023	323,945	263	55.00	14,688
2024	342,254	3,932	46.00	178,911
2025	342,683	2,018	58.00	117,692

Source: FAA Air Traffic Operations Network

The MAC adopted the MSP 2040 Long-Term Plan (LTP) in May 2024 that assesses future facility needs based on projected passenger and aircraft operation levels over the next 20 years. A component of the LTP is a capacity study. A key determination is that the current runway layout is capable of accommodating projected aircraft operations through 2040 with an acceptable level of delay. The LTP considers potential taxiway and taxilane improvements designed for more efficient aircraft flow between runways and the terminals.

Airfield Delay per Aircraft Operation

When calculating the average delay per flight operation, delay is averaged by each flight's taxi time and airborne time. The total averaged delay is expressed in minutes of delay per operation. The current industry standard for estimating delay is established by the FAA Aviation System Performance Metrics (ASPM). The FAA uses ASPM results to create performance benchmarks for airports each year. Since 2005, use of ASPM data has been a well-supported methodology to calculate aircraft delays, and is accepted by both government and industry as the most valid, accurate and reliable metric.¹

When compared to other large hub U.S. airports as shown in the table below, MSP ranked 24th with an average gate delay per aircraft operations of 16.8 minutes in 2025; in 2024 MSP ranked 23rd with an average delay per aircraft operations of 15.8 minutes.

¹ Prior to 2005, the industry standard was the FAA's Consolidated Operations and Delay Analysis System (CODAS); the U.S. Department of Transportation (DOT) Airline Service Quality Performance (ASQP) data were used to compare optimal versus actual taxi and flight times for MSP.

Top 20 Large Hub Airports with Highest Average Total Delay per Operation

Rank	Airport	2025 Total Airport Scheduled Operations	2025 Average Minutes of Gate Delay per Operation	2024 Average Minutes of Gate Delay per Operation	2024 Rank	Change from 2024 to 2025
1	EWR	392,874	26.0	21.0	6	5.0
2	ORD	853,411	25.6	21.8	2	3.9
3	DCA	295,478	24.7	18.0	15	6.7
4	LGA	353,816	24.2	17.9	16	6.3
5	DFW	737,921	23.9	23.6	1	0.3
6	IAD	309,809	21.7	18.2	14	3.6
7	JFK	453,389	21.2	20.0	9	1.2
8	PHL	314,195	21.2	18.8	11	2.4
9	DEN	705,694	20.5	16.5	20	4.0
10	MCO	406,578	20.1	19.9	10	0.2
11	IAH	449,867	19.9	21.1	5	-1.2
12	MIA	482,945	19.7	21.2	3	-1.6
13	FLL	253,010	19.5	20.7	7	-1.3
14	CLT	544,086	18.8	20.7	8	-1.9
15	BOS	411,180	18.6	16.7	19	2.0
16	TPA	205,603	18.5	18.6	12	-0.1
17	SAN	223,040	18.3	18.4	13	-0.1
18	SFO	403,069	17.9	21.1	4	-3.2
19	DTW	317,492	17.4	15.6	24	1.8
20	MDW	186,181	17.4	16.2	21	1.2
24	MSP	332,980	16.8	15.8	23	0.9

Source: FAA Aviation System Performance Metrics

MSP Technological Developments and Capacity Enhancements

The FAA continuously explores potential capacity-enhancing development/technology to increase airport efficiency and reduce delay. When advances are identified, efforts are made to implement the technology at the busiest airports. This section describes these efforts as they apply to MSP.

Installation of ASDE-X at MSP was completed in 2009 and provides seamless coverage for complete aircraft identification information. This equipment also allows for future implementation and upgrade to Next Generation (NextGen) navigation technology (Automatic Dependence Surveillance – Broadcast, “ADS-B”); ADS-B uses a Global Navigation Satellite System to broadcast critical information.

In 2025, aircraft operating at MSP were equipped with ADS-B/Cockpit Display of Traffic Information (ADS-B/CDTI) technology per federal policy for aircraft operating in capacity-constrained airspace, at capacity-constrained airports (including MSP) or in any other airspace deemed appropriate by the FAA.

Ongoing Precision Instrument Approach Capabilities

In addition to runway separation and configuration, airfield capacity can be affected greatly by how the runways are equipped for inclement weather. A number of precision instrument approaches continue to be available at MSP as summarized in the table below.

MSP Precision Instrument Approaches

	CAT I	CAT II	CAT III
Runways	30R	30L	12L
			12R
			35

Notes:

The term decision height is defined as the height at which a decision must be made during a precision approach to either continue the landing maneuver or execute a missed approach.

Precision approaches are categorized based on decision height and the horizontal visibility that a pilot has along the runway. Visibility values are expressed in statute miles or in terms of Runway Visual Range (RVR) if RVR measuring equipment is installed at an airport. The different classes of precision instrument approaches are:

Category I (CAT I) - provides approaches to a decision height down to 200 feet and a basic visibility of 3/4 statute miles or as low as 1,800 feet RVR.

Category II (CAT II) - provides approaches to a decision height down to 100 feet and an RVR down to 1,200 feet.

Category IIIa (CAT IIIa) - provides approaches without a decision height (down to the ground) or a decision height below 100 feet and an RVR down to 700 feet.

Category IIIb (CAT IIIb) - provides approaches without a decision height or a decision height below 50 feet and an RVR down to 150 feet.

Category IIIc (CAT IIIc) - provides approaches without a decision height and RVR. This will permit landings in "0/0 conditions," that is, weather conditions with no ceiling and visibility as during periods of heavy fog.

Source: FAA MSP Airfield Operations

FAA Updating Departure Flight Procedures

The FAA is in the process of upgrading the navigation system used at MSP, and at airports across the country, that determine and manage flight procedures. The FAA is replacing this system with new satellite technology, which includes Area Navigation (RNAV). According to the FAA, updating this technology at MSP, coupled with FAA safety standard changes, requires modifying the flight procedures used by airplanes to depart MSP. The FAA held two public video webinars to discuss the departure procedure updates on Aug. 14 and 15, 2024. To learn more about the FAA's project and how the FAA engaged with the public, visit: www.faa.gov/air_traffic/community_engagement/msp

MAC's Reliever Airports

The MAC's six general aviation reliever airports are open for public use 24 hours per day. Aircraft operators must choose an airport at which to base their aircraft. Airports in Minnesota are required to submit a report to the state that identifies the aircraft based at their facilities for 180 days or more. The tables below show reliever airport operations and reliever airport based aircraft. The operations totals are obtained from the FAA for MAC reliever airports with an air traffic control tower. For the two reliever airports without an air traffic control tower (LVN and 21D), the operations totals are based on data from the MAC Noise and Operations Monitoring System (MACNOMS®).

Reliever Aircraft Operations

	LVN	21D	MIC	STP	FCM	ANE	Annual Total	% Change
2021	36,259	32,645	37,845	39,196	131,593	74,657	352,195	8.0%
2022	38,268	32,189	42,592	41,118	122,281	65,688	342,136	-2.9%
2023	38,678	41,593	45,451	38,167	136,622	69,908	370,419	8.3%
2024	42,611	41,854	41,310	42,344	132,744	71,614	372,477	0.6%
2025	42,921	38,997	46,087	40,618	150,645	65,288	384,556	3.2%
YY Comparison								
2025-2024	310	-2,857	4,777	-1,726	17,901	-6,326	12,079	3.2%

Source: FAA Air Traffic Operations Network and MACNOMS

Reliever Based Aircraft

	LVN	21D	MIC	STP	FCM	ANE	Annual Total	% Change
2021	140	187	161	102	363	365	1,318	0.8%
2022	139	186	156	92	362	360	1,295	-1.7%
2023	128	186	156	88	365	357	1,280	-1.2%
2024	168	196	188	97	422	398	1,469	14.8%
2025	169	199	193	111	435	452	1,559	6.1%
YY Comparison								
2025-2024	1	3	5	14	13	54	90	6.1%

Source: MAC Reliever Airports

MAC's Reliever Airport Development

STP's drop in operations can be attributed to major safety and operational improvements made in 2025. Runway 14-32 — STP's primary runway and the longest general aviation runway in the MAC's system — was closed for much of summer 2025 for reconstruction. That was part of a larger \$12.5 million airfield safety improvement project. During construction, major business tenants that required a longer runway temporarily relocated flights to other MAC airports.

Construction is underway on a \$19.9 million project for a new Customs and Border Protection (CBP) general aviation facility at STP. It will replace an extremely small existing CBP location within the STP administration building to better accommodate the processing of international general aviation flights and travelers.

The MAC also approved a long-term plan for FCM in 2025, which provides a high-level framework for future development projects and improvements over the next two decades within the existing airfield space. There are no proposed modifications to runway lengths or locations.