
Massport FY25-FY29 Capital Investment Plan

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Massport

Capital Programs

April 16, 2025



Executive Summary

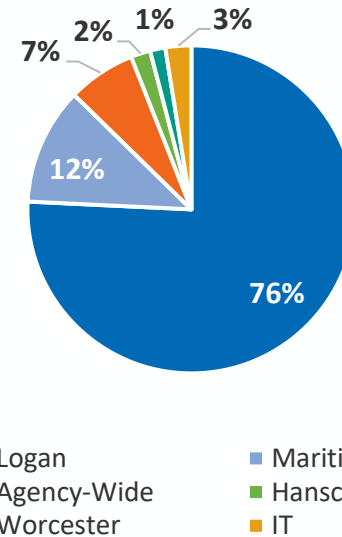
- The five-year (FY25-FY29) Capital Investment Plan (CIP or Capital Program) totals **\$3.8** billion, which represents an increase of ~\$603 million
- Over **81%** of the FY25-FY29 Capital Program continues investments in **ongoing projects**
- Massport continues to devote a significant portion of the Capital Program to necessary maintenance and renewal to extend the safe and usable condition of our facilities
- Net Zero initiatives represent a significant portion of the Capital Program as we work to achieve our 2031 commitment

The \$3.8B FY25-FY29 CIP largely continues investment in on-going projects, while advancing new initiatives to maintain assets and support strategic goals

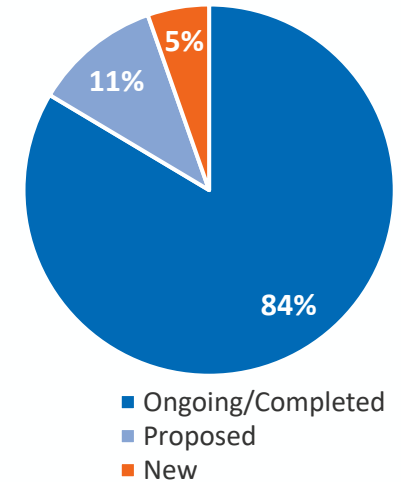
Capital Program by Business Line
(in millions)

Business Unit	FY25	FY26	FY27	FY28	FY29	Total
Logan	\$398	\$615	\$724	\$726	\$401	\$2,864
Hanscom	\$18	\$26	\$11	\$14	\$4	\$73
Worcester	\$17	\$13	\$14	\$7	\$6	\$57
Maritime + REAM	\$97	\$143	\$93	\$61	\$42	\$437
Agency-Wide	\$42	\$80	\$71	\$44	\$16	\$253
IT	\$45	\$26	\$12	\$10	\$4	\$97
Total	\$618	\$904	\$925	\$862	\$472	\$3,781

By Business Unit



By Project Status



- **\$2.9B** represents investment in Logan Airport
- **84%** of the CIP, or **\$3.2B**, represents investment in on-going and recently completed projects
- **11%**, or **\$419M**, is for projects from the prior 5-year CIP that have not yet started
- **5%**, or **\$203M**, is for new projects

MASSPORT'S
2025 PRIORITIES



Main Projects

Aviation

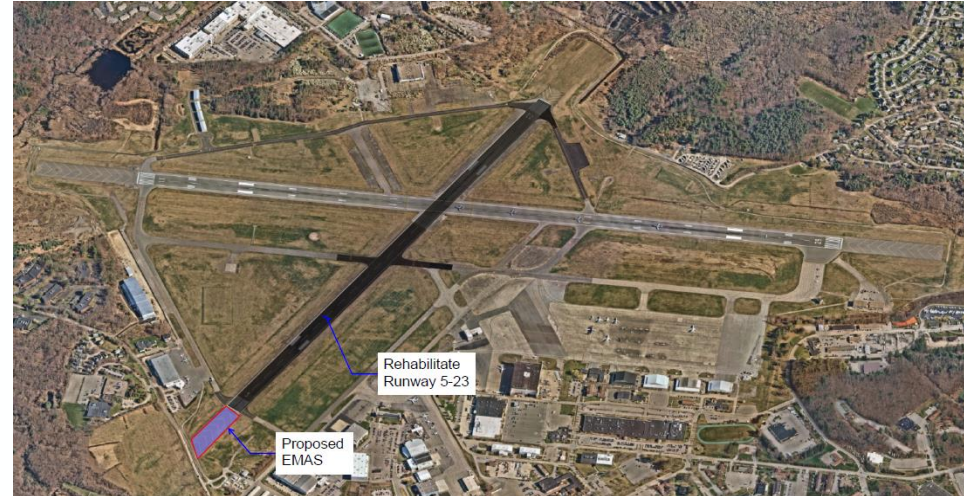
- Runway 9-27 Safety Area Improvements
- Rehabilitate Runway 4R-22L
- Terminal E - CBP Optimization and BHS Upgrades
- Rehab TW A and B East and South (from TW N to RW 4R)
- Terminal B Roadway and Garage Opt. / HOV Improvements
- Rehabilitate TW N from Runway 15R-33L to Runway 22L
- Rehabilitate Runway 4L-22R
- Rehab Runway 5-23 with Lighting, EMAS, and Geometry Improvements (Hanscom)
- Runway 11 and 29 EMAS Replacement (Worcester)

Maritime

- New Maintenance Building
- Cruiseport Pier Rehabilitation and New Fenders

Authority-Wide

- Massport MICA & ASHRAE Improvements



Rehab Runway 5-23 with Lighting, EMAS, and Geometry Improvements (Hanscom)



Runway 11 and 29 EMAS Replacement (Worcester)

≈\$985M In-Program

Runway 9-27 Safety Area Improvements

The Runway 27 Safety Area Improvements project will enhance the safety area consistent with FAA standards

- Construct a pile supported deck over Boston Harbor to extend the runway safety area (RSA) to a length of 650' from the runway threshold with an engineered materials arresting system (EMAS) within the new RSA footprint
 - Construct emergency access ramps on either side of the deck
 - The project includes installation of an EMAS on the pile supported deck
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- EMAS is a safety system consisting of lightweight crushable concrete blocks in the runway safety area that can safely slow an aircraft in an overrun situation
 - EMAS is an FAA-approved measure for achieving safety standards
 - This is a required FAA safety project that does not extend the runway or change the operational capacity of the runway
 - 75% of eligible costs will be funded with an FAA Airport Infrastructure Grants (AIG) funded by the Bipartisan Infrastructure Law



EMAS

Main Projects

Aviation

- Terminal E Garage and Terminal C-E Roadways and Curb (NCEC Program)
- A to B Post Security Connector
- Braintree Logan Express Garage/Remote Terminal
- Terminal E Program
- North Service Area (NSA) Program
- Framingham Logan Express Garage Optimization
- Residential Sound Insulation Program
- Danvers Logan Express
- Terminal C Program
- Salt Storage Relocation and Civil Air Terminal Parking Expansion (Hanscom)
- Worcester Overflow Parking (Worcester)

Maritime

- Terminal Container Storage
- Cypher-E Freight Corridor
- Flynn Cruiseport Boston Modernization & Cruise Terminal Shore Power

Authority-Wide

- Strategic Projects Program Management & OPM
- Authority-wide Technology Development Program



Terminal C Program



Terminal E Program

~\$1.1B In-Program

NCEC Program (Terminal E Garage + Terminal C to E Roadways and Curb)

- Expanded Departures Deck provides increased curb capacity for passenger drop off
- New garage increases available parking supply and provides transportation center functions of passenger pick-up, TNC drop-off/pick-up and Limo pick-up
- New roadways de-conflict Terminal C and E traffic improving the driving experience



New Ten-Story 4,000 Space Garage with Pedestrian Bridge to Terminal C

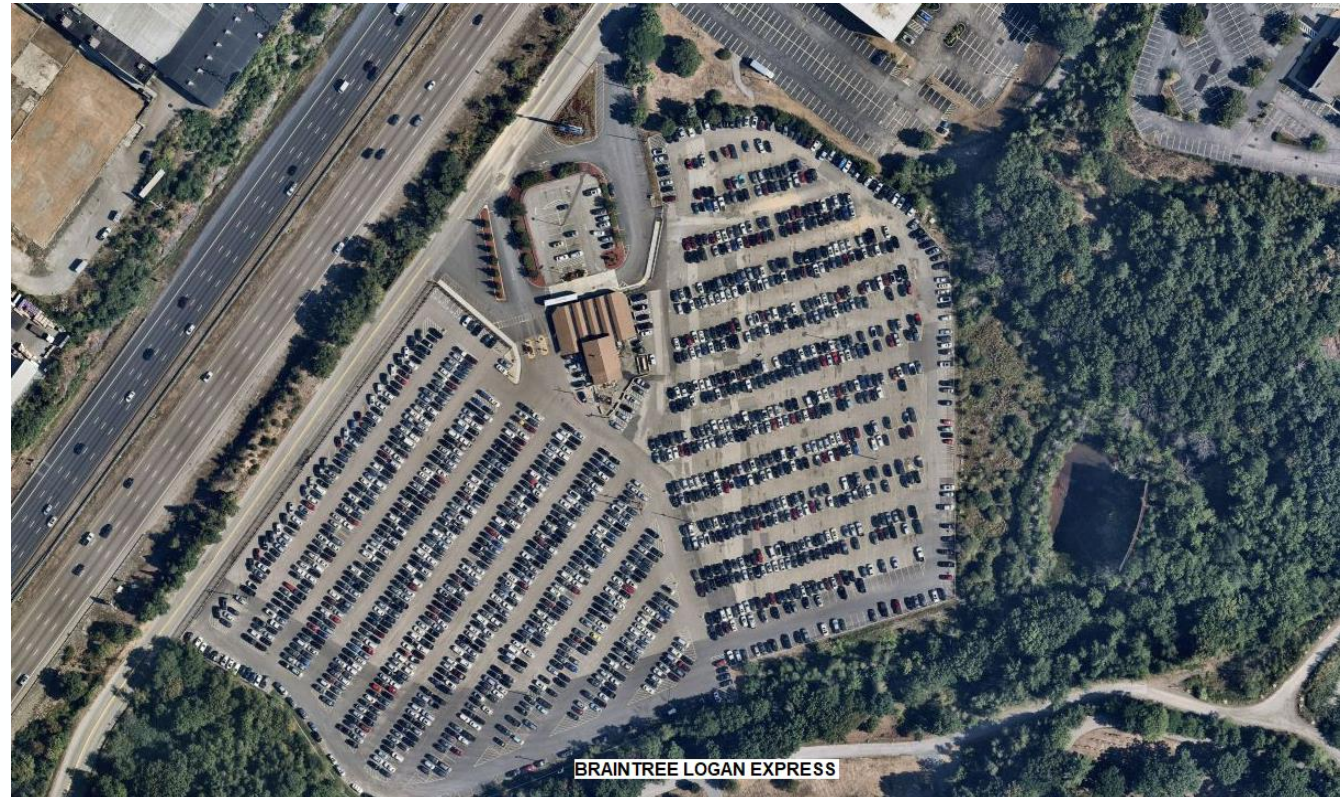


New Arrivals Curbside at Terminal E

New C to E Departures and Arrivals Roadways

Braintree Logan Express Garage/Remote Terminal

- Increase parking to meet projected demand – 3,000 total spaces
- Possible introduction of remote passenger and bag check-in and screening at Logan Express Braintree
- Enhance sustainability features



Framingham Logan Express Garage Optimization

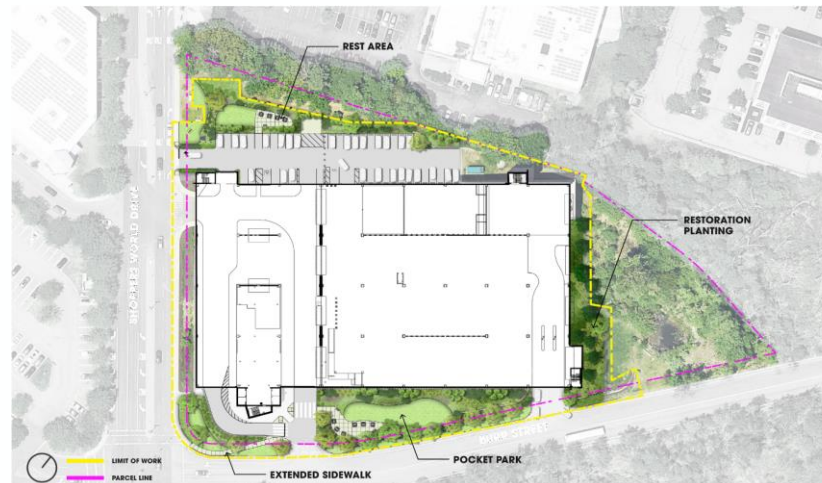
- Three-level addition to existing garage to add approximately 1,000 additional spaces
- Parking Access Revenue Control System (PARCS) for intuitive parking
- Building integrated photovoltaic panels (BIPV), to offset building energy usage by at least 50%
- Addition of Level III electric vehicle charging stations



Three additional levels of parking



Building Integrated Photovoltaic Panels



Site enhancement and placemaking with pocket parks



Enhanced parking facility for growing HOV(LEX) users

Danvers Logan Express

- Approximately 500 long-term parking spaces in the final build for Danvers Logan Express and 20 short-term parking spaces
- A pick-up/drop-off area and electric vehicle charging stations for customer convenience
- New Ground-up Ticketing Office Building to replace existing temporary trailers
- Waiting area for visitors, complete with seating, integrated charging stations, and curated art installation to enhance the customer experience



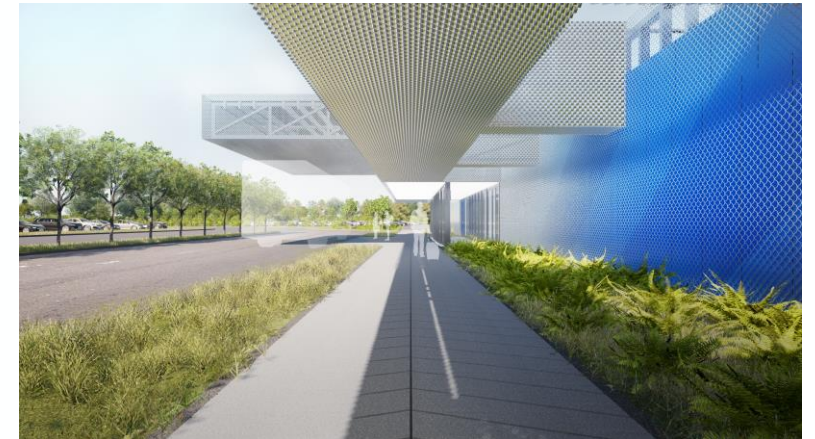
New Long-term Parking Lot with Increased Parking Supply, and New Short-term Parking Lot



New Ground-up Ticketing Office Building with a Cantilevered Canopy and Intricate Façade



Lobby with Curated Art Installation



New Pedestrian Walk connects Long-term and Short-term Parking Lots to Main Entry

Main Projects

Aviation

- Terminal E Program
- Terminal C Program
- Terminal E Garage and Terminal C-E Roadways and Curb (NCEC Program)
- A to B Post Security Connector
- Logan HVAC and Controls Replacement Program
- Terminal B Roadway and Garage Opt./HOV Improvements
- Braintree Logan Express Garage/Remote Terminal
- Restroom Improvement Program
- Framingham Logan Express Garage Optimization
- Civil Air Terminal Architectural and Security Upgrades (Hanscom)
- Worcester Overflow Parking (Worcester)

Maritime

- Flynn Cruiseport Boston Modernization & Cruise Terminal Shore Power

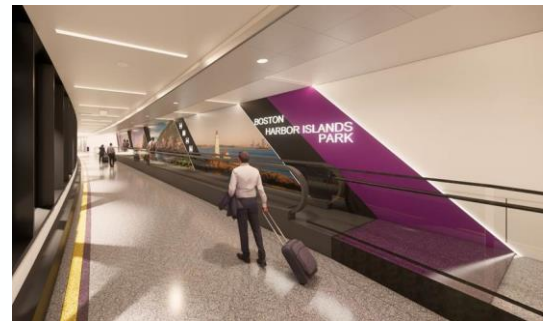
Authority-Wide

- Authority Wide Elevator, Escalator, and Moving Walkway Program
- Terminal B and C Escalators Modernization Project



Restroom Improvement Program
(New York LaGuardia Airport)

Terminal E Program
Baggage Claim 7 & 8

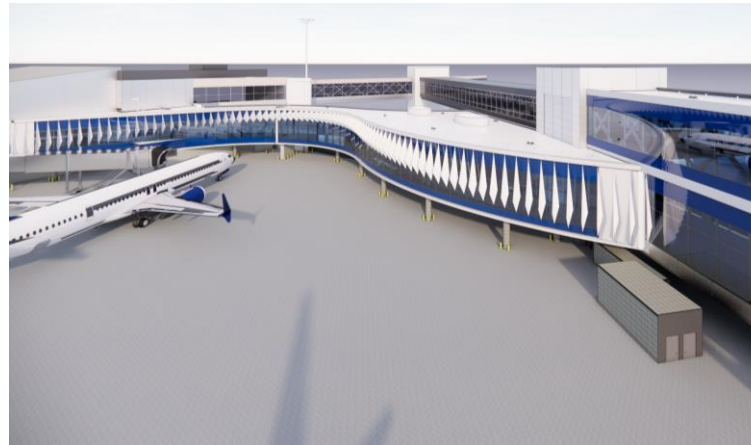


Authority-Wide Elevator, Escalator,
and Moving Walkway Program

~\$990M In-Program

A to B Post Security Connector

- Final phase of post-security connectivity between all Terminals at Logan, connecting Terminal A to Terminal B
- Adds new companion care restrooms, a universal changing room, a mother's room, a sensory room, an airplane simulator, a reflection room, and addition seating and lounge space
- Renovates ten (10) existing restrooms and four (4) holdrooms
- Upgrades to vertical circulation



New Connection between Terminal A and B



Birdseye view of New Connection between Terminal A and B



View from Terminal A towards seating area



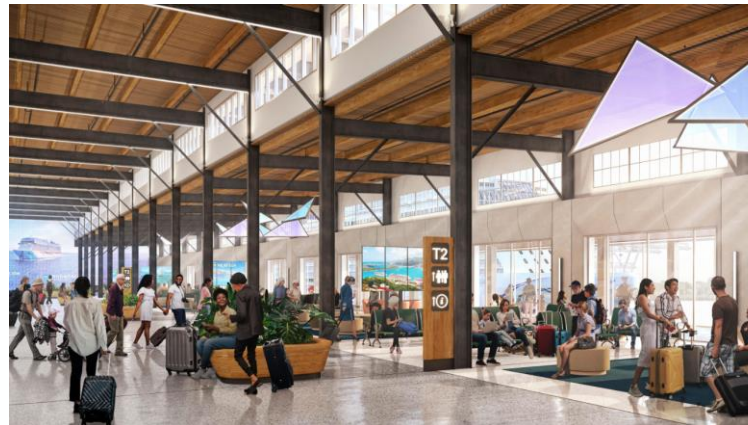
View from Terminal B towards A

Flynn Cruiseport Boston Modernization & Cruise Terminal Shore Power

- A second passenger boarding bridge, additional escalator, and new sheltered exterior concourse will facilitate boarding and debarking, decreasing wait times
- A new 1,000+ passenger hold room will increase capacity and comfort for passengers during pre-boarding
- Shore power will eliminate local emissions for connected vessels, improving surrounding air quality



Passenger boarding bridge



Hold room



VESSEL CONNECTION
14MVA



Shore Power

Main Projects

Aviation

- North Service Area (NSA) Program
- Terminal E Garage and Terminal C-E Roadways and Curb (NCEC Program)
- Roof Replacement Program
- Worcester Overflow Parking (Worcester)
- Airside Utility Studies and Improvements - East Ramp and North Airfield (Hanscom)

Maritime

- Harbor Deepening
- Terminal Container Storage
- Ship to Shore Crane Replacement Program

Authority-Wide

- ERP System Consolidation
- Utility Metering System Upgrade - Massport-wide
- Authority-Wide Parking Revenue System Installation and Upgrades



NSA Program



Terminal Container Storage

~\$255M In-Program

NSA Program (Large Vehicle Service And Maintenance Facility + Existing Green Bus Depot Repurposing)

- Demolition of four 1960's-70's inefficient and undersized critical operations buildings and consolidation of these functions into one new Large Vehicle Storage and Maintenance Facility, and a renovated Bus Depot Building re-purposed into additional vehicle storage and maintenance
- New service road to move operations airside to improve efficiency of Sky Chef & Gate Gourmet operations
- New Wildlife facility to replace existing undersized existing facility



Aerial view looking SE of LVSMF, Repurposed GBD, etc.



Aerial view looking SW of Repurposed GBD, LVSMF, added ramp area, etc.



Aerial view looking W.



Perspective View of LVSMF entrance from Lovell St.

Main Projects

Aviation

- On Airport Shuttle Bus Replacement Program - Battery Electric Buses
- Terminal E Program
- Braintree Logan Express Garage
- Logan NPDES Permit Infrastructure
- Energy Optimization Program - Logan Airside Charging Stations

Maritime

- Flynn Cruiseport Boston Modernization & Cruise Terminal Shore Power
- Building Envelope and Roof Upgrades Program

Authority-Wide

- Authority-Wide Energy Conservation Efforts & Measures
- Authority-Wide Solar Implementation
- Massport MICA & ASHRAE Improvements
- Climate Action Initiatives



On Airport Shuttle Bus Replacement Program - Battery Electric Buses



VESSEL CONNECTION
14MVA



Flynn Cruiseport Boston
Modernization & Cruise Terminal
Shore Power

~\$500M In-Program

Authority Wide Solar Implementation

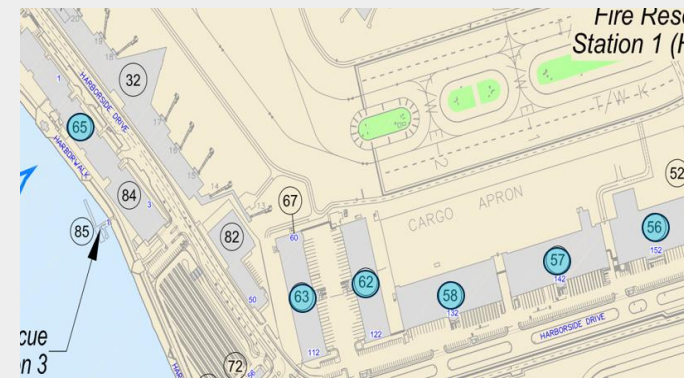
Fast Track Solar

- Recently constructed buildings designed with structural capacity to add solar; Procurement Method -Design-Bid-Build. Under Construction - Complete May 2025
- **Hanscom Aircraft RFF/CBP:** Nearly Net Zero Load Offset 82% - 82.9kW – 54,949.82lbs CO2/yr savings
- **Piers Park 2 Sailing Center:** Achieves Net Zero Load Offset 104% - 30kW – 19,885.34lbs CO2/yr savings
- **Hanscom North Airfield Hangers:** Achieves Net Zero Building Load Offset 191% - 49.7kW – 32,943.38 CO2/yr savings per building



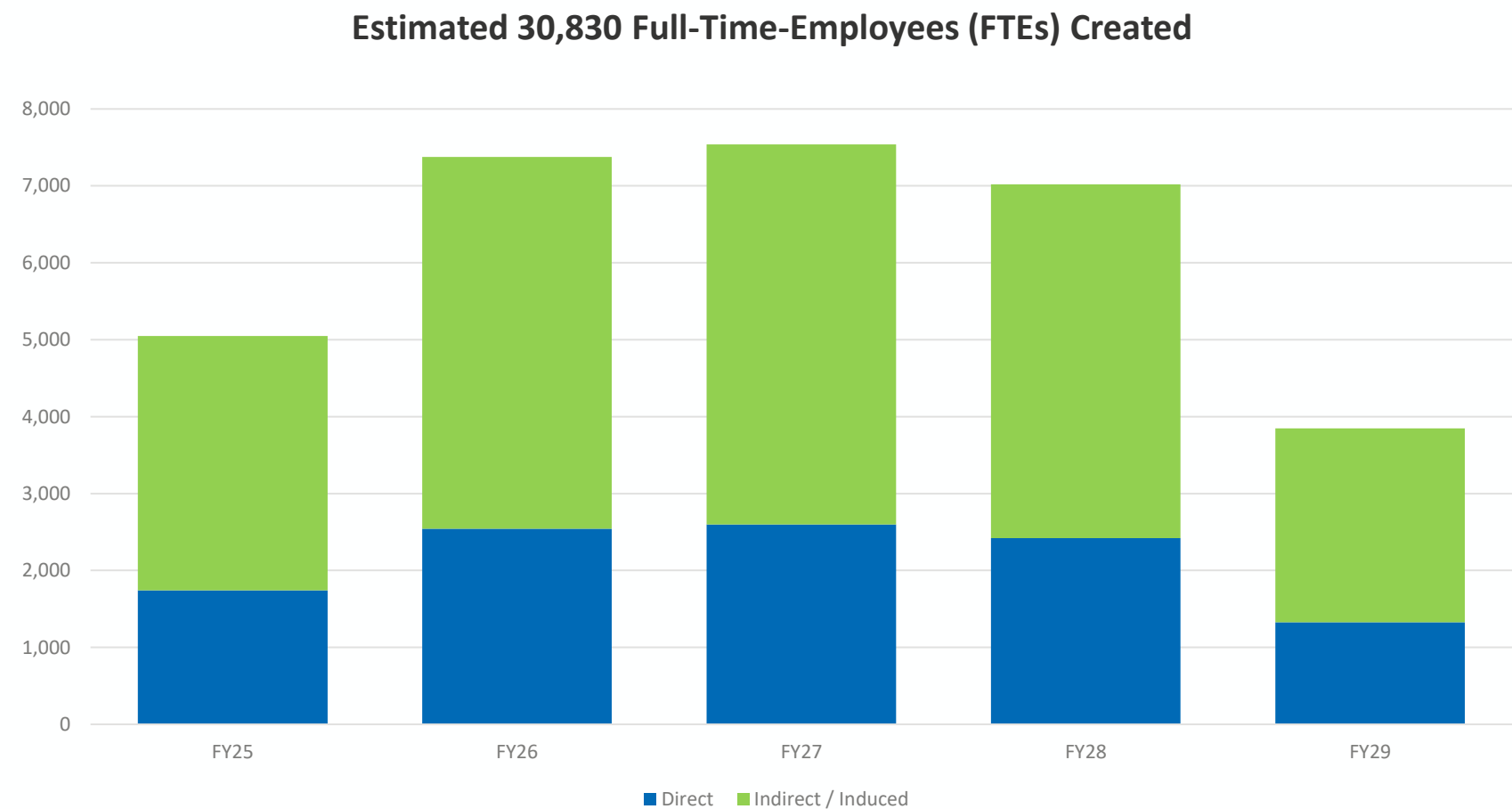
Logan South Cargo Solar Project

- Massport's first major MGL Chapter 25A Section 11C Design/Build procurement
 - Rooftop Solar at Buildings 56, 57, 58, 62, 63, and Logan Office Center
 - Roof Replacement at Building 63
 - Electric Upgrades at Building 56
- Environmental Leadership Efforts
 - Potential reduction of 549 megatons of CO2e
 - Envelope improvements at Building 63
- Design/Build procurement enables expedited design, construction, and commissioning timeline



Building Locations for solar project

The Capital Program creates more than 30,000 jobs



- **10,631** jobs directly related to Massport construction projects
- **20,199** jobs supported through vendor and worker re-spending (multiplier effect)



Beyond the FY25-FY29 CIP, MPA will need to invest an additional \$5B+ over the next ten years to support the Commonwealth's economic, transportation, and climate goals

