

**ACEC/MA State Markets Conference
Massachusetts Port Authority
FY23-FY27 Capital Investment Plan (CIP)**

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Executive Summary

- Massport's five-year (FY23-FY27) Capital Program totals \$2.7 billion
- Almost 40% of the FY23-FY27 Capital Program continues investments in ongoing projects
- About \$1.6 billion of proposed new investments addresses immediate capital needs while advancing key strategic initiatives, like Net Zero
- 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
- The Federal Bipartisan Infrastructure Law (BIL) and other grant programs may provide opportunities to fund additional projects

Massport Strategic Priorities 2025

Aviation

- Reimagined Customer Journey
- Adaptive Terminal E Use
- Terminal Connectivity
- Diversified Logan Operators/Airfield Land-Use Planning
- Asset/Area Optimization and Repurposing
- Worcester Rebound
- Hanscom Operating Break-Even

Maritime

- Full Global Connectivity & Diversified Service Mix
- Infrastructure Modernization
- Cruise Rebound
- Financially Self-Sustaining

Real Estate

- Asset Optimization and Diversification
- Expanding the *Massport Model*
- Growth and Support of Maritime Industries and the Seafood Cluster
- Public Realm and Placemaking

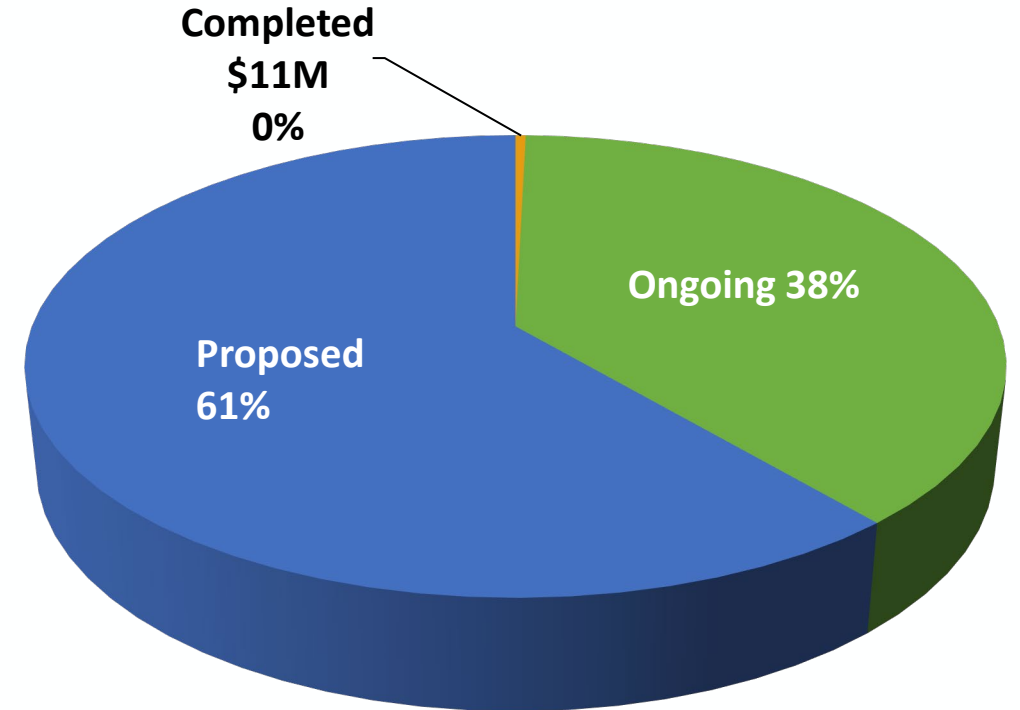
Authority-Wide

- Safety, Security & Health
- Financial Sustainability
- DE&I (Internally and Externally)
- Workforce Sustainability
- Climate Action Plan
- Technology Plan
- Operational Efficiency
- Transportation Access and Mobility
- Community Partnerships
- Telling our Story

Massport's FY23-FY27 Capital Program continues investment in on-going projects and proposes 61% of funds for new projects

Capital Program
(in millions)

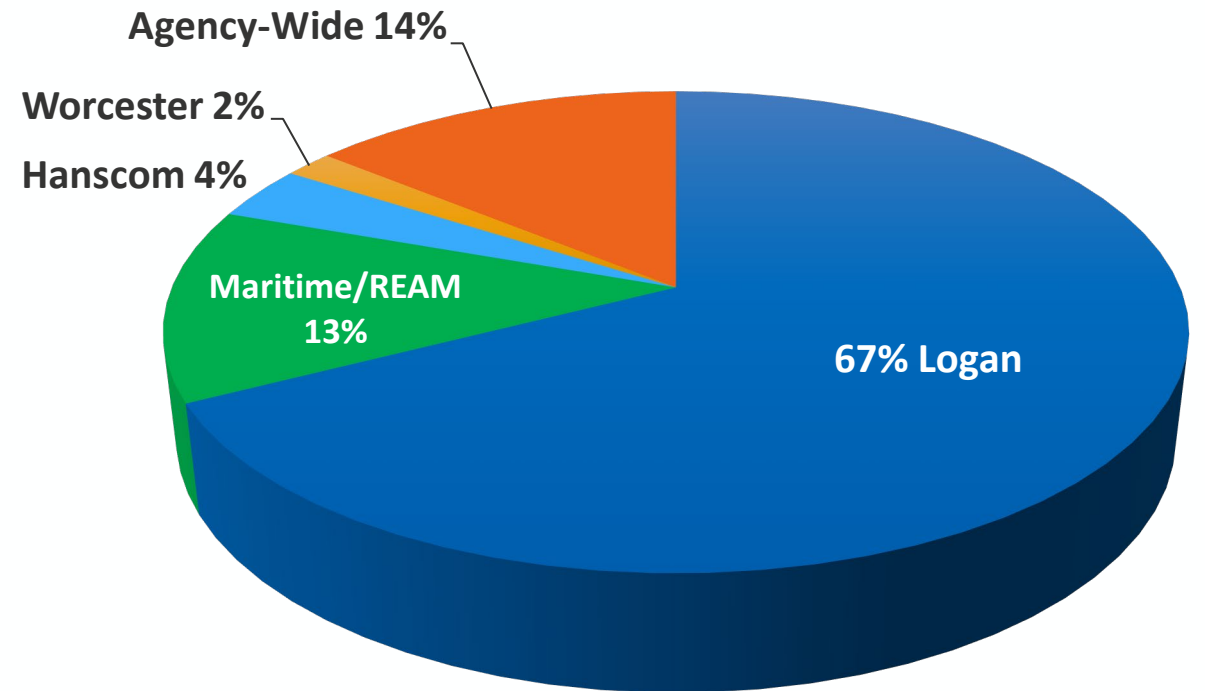
	FY23	FY24	FY25	FY26	FY27	FY23-FY27 Capital Program
Grand Total	\$505	\$593	\$565	\$566	\$434	\$2,662



The FY23-FY27 Capital Program commits \$2.7B for improving and maintaining Massport's critical transportation assets

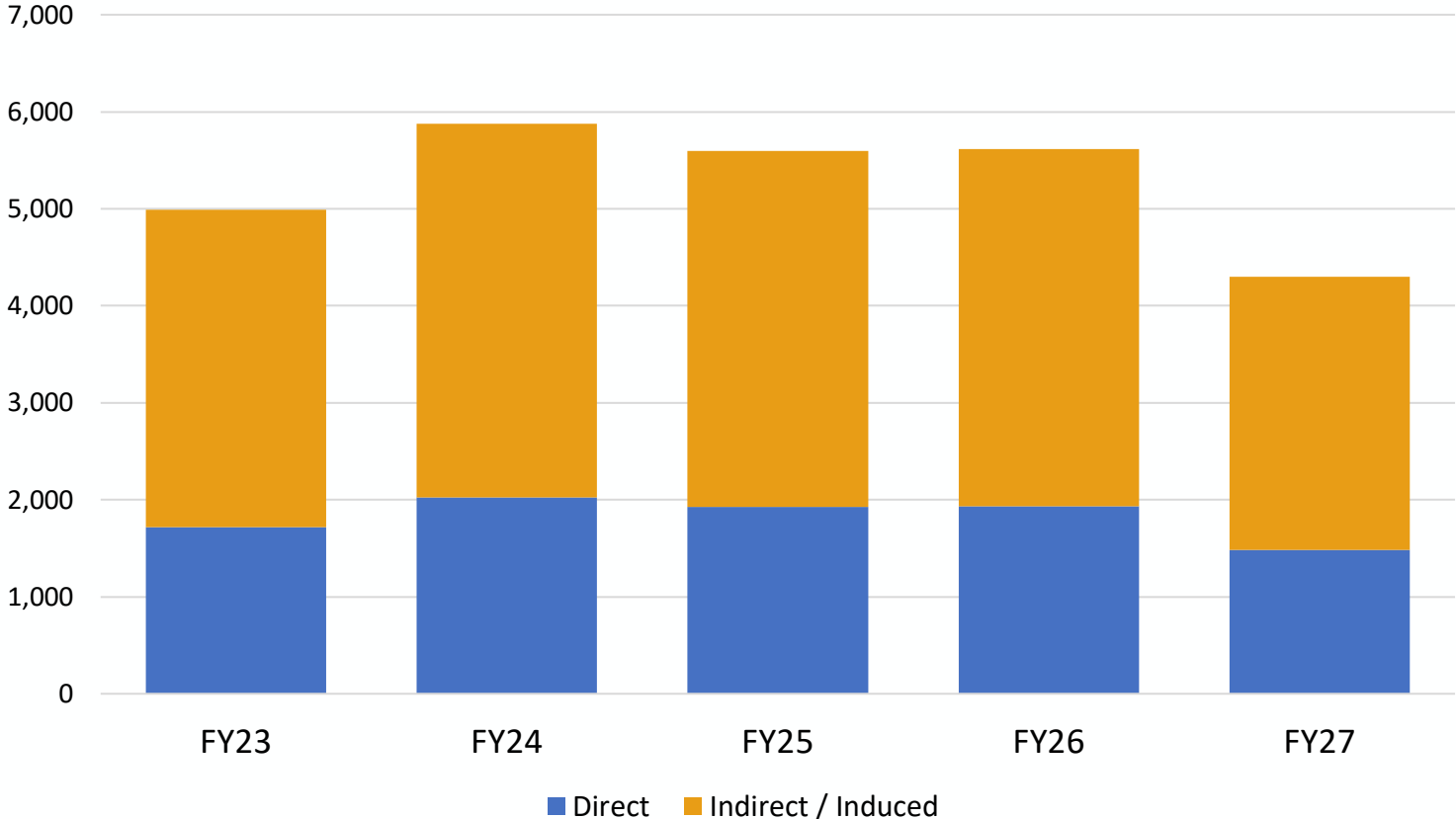
Capital Program by Business Line
(in millions)

Business Unit	FY23	FY24	FY25	FY26	FY27	Total
Logan	\$380	\$408	\$359	\$363	\$286	\$1,796
Maritime + REAM	\$70	\$85	\$78	\$79	\$33	\$346
Hanscom	\$14	\$19	\$13	\$35	\$16	\$97
Worcester	\$1	\$19	\$11	\$9	\$8	\$49
Agency-Wide + IT	\$39	\$61	\$103	\$80	\$91	\$375
Total	\$505	\$593	\$565	\$566	\$434	\$2,662



The Capital Program creates more than 26,000 jobs

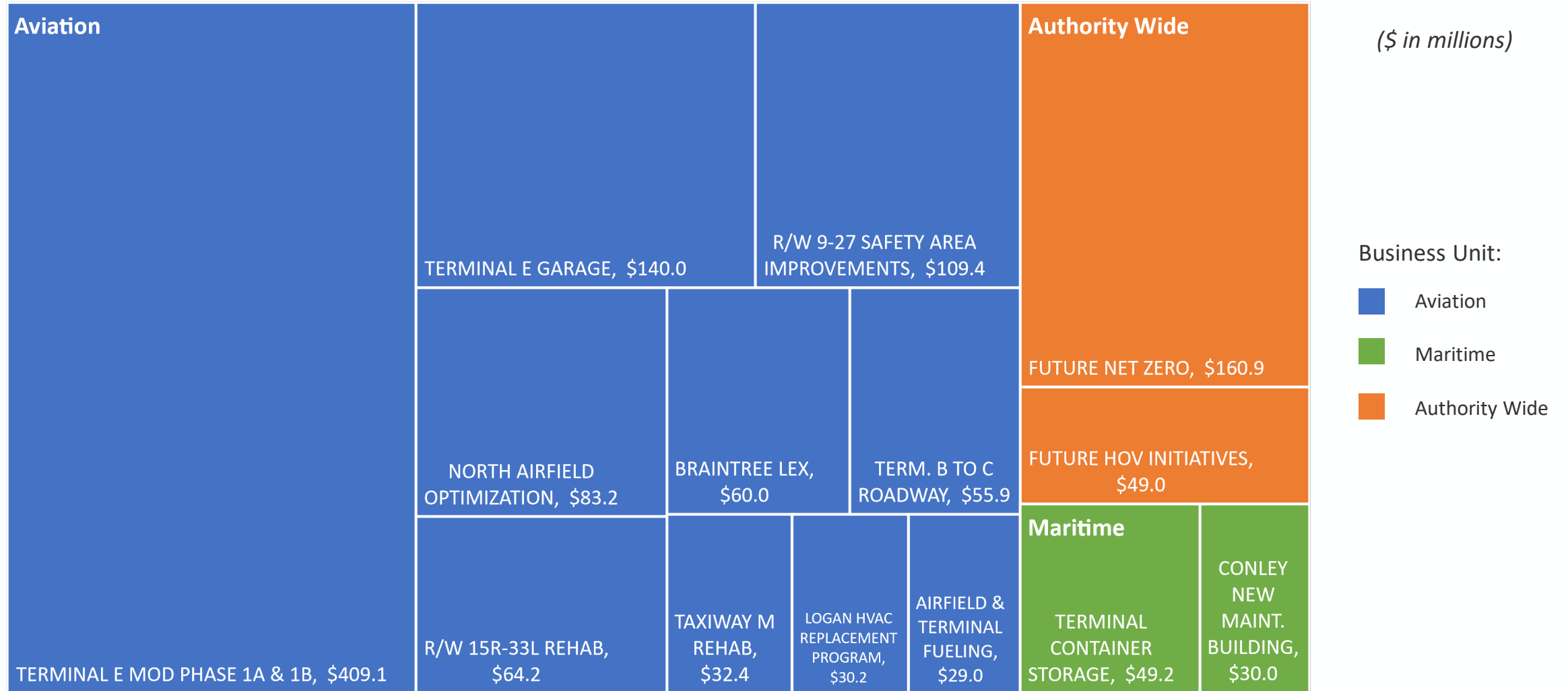
Estimated 26,400 Full-Time-Employees (FTEs) Created



- **9,100** jobs directly related to Massport construction projects
- **17,300** jobs supported through vendor and worker re-spending (multiplier effect)



Top projects in the CIP account for \$1.3B, or approximately 50%, of the entire CIP



Representative Aviation projects targeting Massport's Strategic Goals

Safety and Security

- Fire Rescue Engine 6, 7, & 53 Replacement (equipment)
- Mobile Command Post (equipment)
- Air Traffic Control Tower (ATCT) Improvements
- Terminal A Checkpoint
- Terminal C Pre-Check Checkpoint Improvements
- Logan Baggage Handling System Upgrade
- Joint Terrorism Taskforce Facilities
- Worcester Security Checkpoint Improvements

Enhance Customer Experience

- Logan Roadway Rehabilitation (BIL)
- Terminal B-C Roadway Improvements
- Hanscom Civil Air Terminal Improvements and Electrical Capacity Upgrades
- Worcester Terminal Improvements

Stakeholder Engagement

- Air Traffic Control Tower - FAA Accessibility
- Aviation Officer Support Space (North Gate)
- East Boston Piers Park 2

Terminal B to C Roadways



Terminal A Second Checkpoint



Airfield safety improvements at Logan, Hanscom and Worcester will be funded with Federal grants and Massport resources

Logan Airport

Rehab Runway 15R-33L

Total: \$64.2M; Federal Share: \$48.2M



Runway 9-27 Runway Safety Area

Total: \$109.4M; Federal Share: \$80M



Worcester Regional Airport

Rehab Runway 29

Total: \$12M; Federal Share: \$10.8M*



Hanscom Field

Rehab Runway 5-23

Total: \$27.5M; Federal Share: \$23M**



* = Worcester – Entitlement & Anticipated FAA Discretionary Funds

** = Hanscom – Entitlement, BIL & Anticipated FAA Discretionary Funds

Top Maritime Projects

Cruise Terminal Seawall Structural Rehabilitation



Maritime Roof Replacement Program – Fish Pier



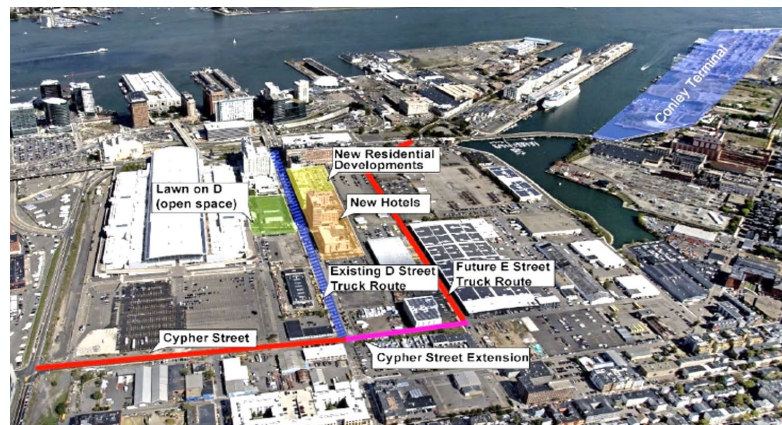
Conley Terminal Container Storage



Cruise Terminal Passenger Circulation Enhancements



Cypher-E Street Freight Corridor



Hybrid RTG Retrofits

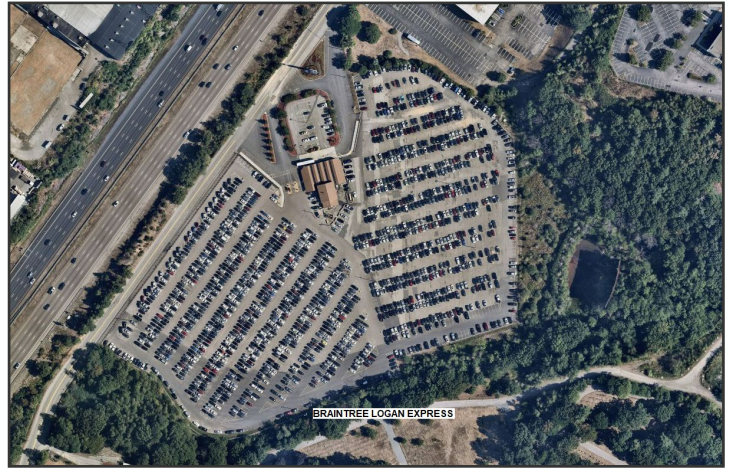


The CIP invests over \$150M in HOV initiatives

Framingham Logan Express



Braintree Logan Express

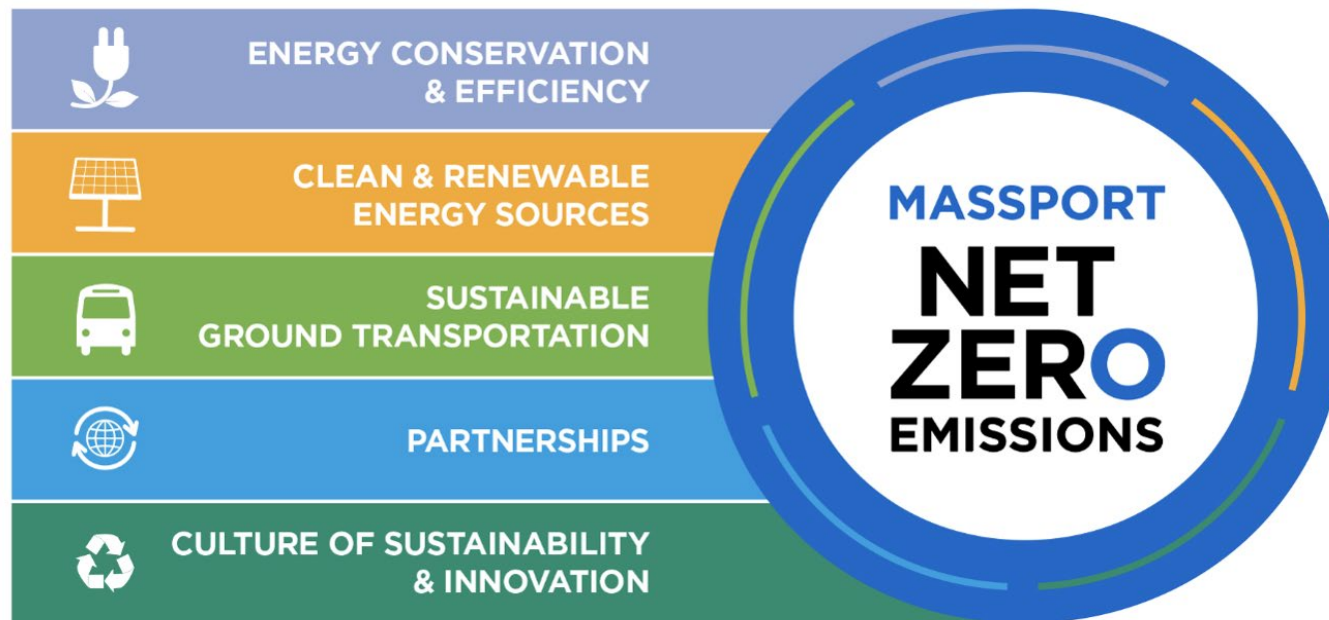


Bus Investment



Massport has set a goal to reach Net Zero by 2031 for emissions within its direct control (Scope 1 and 2) and is working to influence Scope 3 emissions

This plan is following five pathways to Net Zero emissions

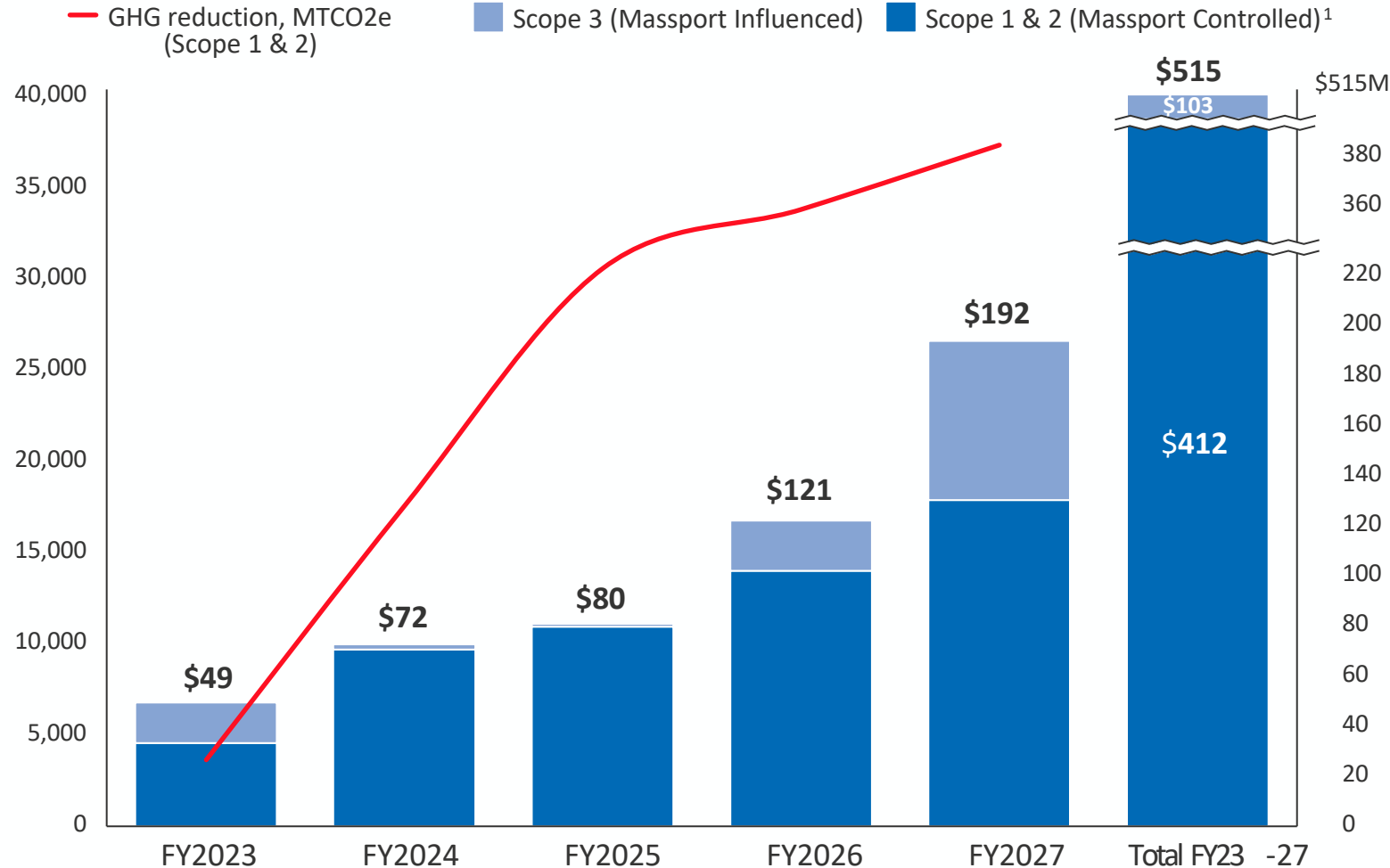


These pathways address:

- **Largest sources of Massport's greenhouse gas (GHG) emissions**
- Areas over which Massport has **direct control (Scope 1 and 2)** and can **influence (Scope 3)**
- Massport's desire to **advance innovation** in the aviation and maritime industries that will lead to significant emission reductions
- Where absolute reductions are not fully possible by 2031, emission credits/offsets will be used

Massport is seeking to invest \$500M+ over the next five years toward its Net Zero goal

Net Zero estimated investments and emissions impact, FY23-27 \$M



1. Contains funds either committed to fund Net Zero enabling projects (e.g., electrical infrastructure) or not yet defined

Net Zero Investment Priorities

- **Energy Conservation & Efficiency**
 - Developing pathway to decarbonize the Logan central heating plant
 - Conducting energy audits to identify energy efficiency opportunities
 - Retrofitting cranes at Conley terminal
- **Clean and renewable energy sources**
 - Evaluating additional Massport sites for solar installation
 - Conducting shore power study (Conley & Cruise Terminals)
- **Sustainable ground transportation**
 - Planning the transition of 10 on-airport buses to EV
 - Planning the transition of 10 vehicles of the wider Massport fleet to EV
 - Procuring 8 enhanced electric hybrid Silver Line (SL1) buses

Massport's proposed program leverages federal and state funds to help pay for key projects and maintain financial stability

AIP Entitlement

- Runway 15R-33L Rehab (Logan)
- Runway 27 Safety Area Improvements (Logan)
- Airside Electrical Upgrades (Authority-Wide)
- Taxiway R geometry improvements (Hanscom)
- Runway 5-23 Rehab (Hanscom)
- EMAS replacements at RW 11 and RW 29 (Worcester)

Airport Terminal Grant (BIL)

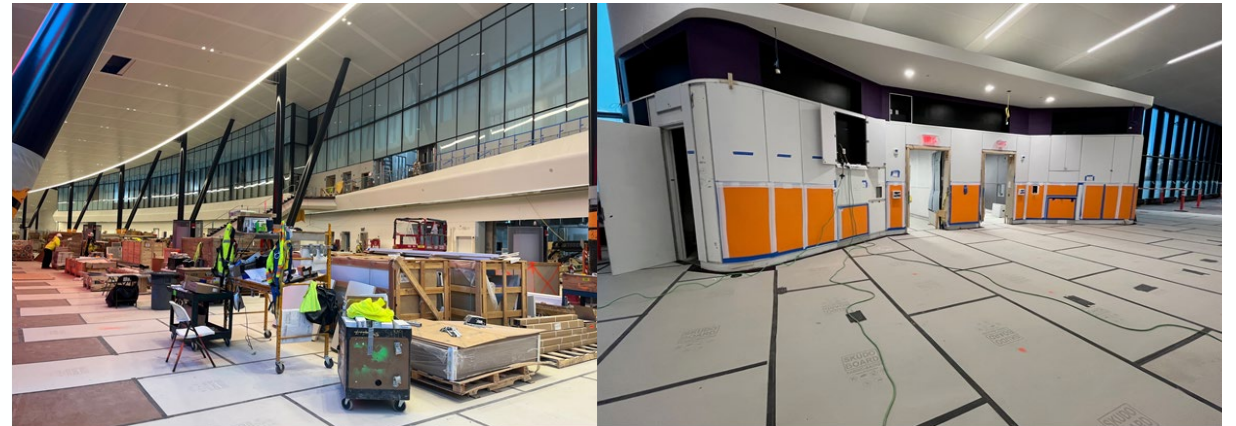
- Logan Roadway Rehabilitation
- Terminal E Phase 1B
- Terminal E Canopy & Curb
- Terminal E Expanded Domestic and International Bag Claim
- Terminal E Ticketing Hall Expansion and Improvements
- Terminal E Mechanical Equipment Replacement

VALE Grant

- Airside Charging Stations

BUILD Grant

- Conley Terminal Container Storage
- Cypher-E Street Freight Corridor
- Conley Terminal Technology



Beyond this CIP, \$5B+ in additional investment will be needed over the next 10 years to support the Commonwealth's economic, transportation, and climate goals

	Restore Suspended Projects	Replace Aging Infrastructure	Fund New Strategic Initiatives
Aviation	<ul style="list-style-type: none"> Terminal E Modernization Ph 2 (3 gates + Blue Line connection) New Suburban LEX Site Logan Taxiway Y Replacement Logan HVAC Equipment Replacement Logan Terminal A Improvements 	<ul style="list-style-type: none"> Terminal B Garage Replacement, Curb/Roadway Improvements Terminal C Modernization Logan Rwy 4R/22L Runway Safety Area New Logan Air Traffic Control Tower Central Heating Plant Upgrades 	<ul style="list-style-type: none"> Terminal B Renovations Airside Passenger Connections (A to B, A to E) Central Heating Plant Replacement (NZ) HOV Expansion (NZ) Service Area Optimization
Maritime/ REAM	<ul style="list-style-type: none"> Cruise Terminal Renovation 	<ul style="list-style-type: none"> Conley Terminal Yard Rehab Conley Terminal Ship-to-Shore Cranes Cruise Terminal Apron Boston Fish Pier Rehab 	<ul style="list-style-type: none"> Conley Berth Expansion Army Parcels Acquisition
Authority Wide	<ul style="list-style-type: none"> Digital Transformation Projects 		<ul style="list-style-type: none"> Electrical Infrastructure/ Capacity (NZ) Building Energy Efficiency (NZ) Fleet Decarbonization (NZ) Cybersecurity

Upcoming Consultants Opportunities: (next 6 months)

Agency Wide

- Trust Agreement Engineer
- Signage and Wayfinding Design Consulting
- Emergency Operations Center
- On-Call GIS Consulting Services
- Authority Wide Building Systems Commissioning
- Term Roofing/Building Envelope Design Consulting
- Agency Wide Terminal Seating Replacement Program
- Airfield Engineering Term Consultant Services

Maritime

- Maritime A/E services
- Hoosac Pier Bulkhead Rehabilitation
- Conley Reefer Rack Expansion
- Crane Inspections, Maritime
- Berth 10 Expansion
- Structural Repairs to Cranes 1, 2, 3, and 4
- Conley Administrative Building Renovations
- Cruiseport New Fenders for the Main and Warehouse Berths
- Maritime Electrical Vehicle Charging Studies
- Conley Terminal Ship to Shore Crane Repairs

Upcoming Consultants Opportunities: (next 6 months)

Aviation

- Terminal C Improvements
- Prescott Street Building Fit-Out
- JetBlue GSE Maintenance Facility
- Renovation of the Green Bus Depot Building
- North Cargo Through-Cargo building
- Hansom Fields - Terminal Architecture Upgrades
- Aviation Office Support Space (break room at South gate)
- Air Traffic Control Tower Accessibility Upgrades
- Joint Terrorism Task Force Rest Room
- North Gate Break room for Aviation Officers
- Terminal B, C + E HVAC Controls Replacement
- Terminal E Pedestrian Node Repair Construction
- CHP Cooling Tower Pump Drives Replacement
- Hanscom Civil Air Terminal Renovations
- Hanscom Security Camera Upgrades
- Hanscom Rehab Employee Areas in Maintenance Garage
- Hanscom Civil Air Terminal Painting
- North and South Gate Canopy
- LOC & BIF Camera Upgrades
- Building 76 Redevelopment
- Terminal B to C Moving Walkway Corridor Escalator

Upcoming Consultants Opportunities: (next 6 months)

Aviation

- Runway 27 Runway Safety Area Owner's Representative
- Rehabilitate TW N from Runway 15R-33L To Runway 22L
- Upgrade Taxiway A Centerline Lights (or Replace 4R Lights)
- Worcester Terminal Roadway Improvements
- Logan facilities & garages concrete & structural improvements
- Taxiway M Phase 2
- Airfield Underground Communication Path
- Airside Electrical Infrastructure
- Install PCC Pavement on Runway 22L
- Worcester Airside Drainage Study & Design
- Logan Drainage Study & Improvements
- Harborwalk Rehabilitation
- Logan Fire Boat & Ferry Terminal Dock Rehab & Elec Upgrades
- Hanscom Taxiway E Rehabilitation and Geometry Improvements
- Logan Taxiway A and B North Pavement Improvements
- Worcester Replace Taxiway F from Runway 11-29 to Taxiway D
- Upgrade Runway 4R-22L Lighting Systems
- Worcester EMAS replacements
- Conversion of Logan Street Lighting to LED
- Woburn LEX site improvements