



2025 MASTER PLAN UPDATE

EXECUTIVE SUMMARY

Delivering World-Class Cargo and Passenger Services as Alaska's Gateway to the World



WELCOME



The Ted Stevens Anchorage International Airport (Airport or ANC) Master Plan provides Airport management and the State of Alaska Department of Transportation & Public Facilities (DOT&PF) with a strategy to meet the dynamic needs of air cargo, ecommerce, global trade, and Alaska's air transportation system.

Thoughtful, consistent planning is essential to keeping Ted Stevens Anchorage International Airport (ANC) ready to meet the needs of Alaska and global aviation. It is not a one-time exercise, but an ongoing process that ensures the airport can adapt to changes in demand, technology, and the aviation industry.

In 2014, ANC completed its last Master Plan, which has since guided a decade of growth and key infrastructure investments. Many of the projects envisioned then, such as runway and taxiway improvements, have since been realized, positioning the airport and its many tenants and partners for continued success. The preparation and adoption of this new Master Plan reflects the dedicated efforts of many people who contributed their time, expertise and vision. Together we have developed a plan that carries forward a legacy of intentional, demand-driven development that has optimized the use of our existing airport infrastructure and resources while preparing to meet the growing demands of cargo, passenger, and general aviation in the years ahead.

Looking ahead, this new plan outlines how ANC will continue to meet growing demand for both passenger and air cargo services. It has identified the next phase of passenger terminal improvements and the expansion of air cargo facilities that can further accommodate growth. Planned investment includes additional passenger gates, modernized baggage handling and security screening systems, and a future connection between the South and North Terminals to create a more seamless passenger experience.

ANC's cargo, airline, and concessions partners generate thousands of jobs and contribute millions of dollars annually to Alaska's economy fueling prosperity far beyond the airport itself. With this updated Master Plan, ANC is prepared with a flexible development strategy that enables further investment and growth, sustaining this positive impact for years to come.

The airport's operational excellence supports these ambitions. ANC is one of the most efficient and capable airports in the world, with three international cargo runways, an efficient taxiway system, extraordinary cargo handling and aircraft servicing facilities and one of the world's most capable airfield crews who keep the airport running smoothly during our Alaskan winters.

As part of the Alaska International Airport System, along with Fairbanks International Airport, ANC plays a vital role in connecting Alaskans to the world and supporting international commerce as a major air transportation hub. ANC's updated Master Plan is more than a roadmap for infrastructure, it is a guiding document that provides clarity and direction for future development. By laying out a thoughtful, coordinated strategy, it ensures that ANC will continue to meet the evolving needs of Alaskans and our partners for years to come.

Angela Spear, C.M.
Director, Alaska International Airport System



WHOSE PROJECT IS THIS?

The Ted Stevens Anchorage International Airport Master Plan Update was prepared by Airport management and their consultants in coordination with the Alaska DOT&PF.

The Airport contracted with RS&H Inc., HDR, MCG Explore Design, and Lounsbury to lead the Master Plan Update process.

The preparation of this document was financed in part through a planning grant from the Federal Aviation Administration (FAA) as provided under Section 505 of the Airport and Airways Improvement Act of 1982, as amended by the Airway Safety and Capacity Expansion Act of 1987. The contents do not necessarily reflect the official views or policy of the FAA.

Acceptance of this report by the FAA does not in any way constitute a commitment on the part of the United States to participate in any development depicted therein, nor does it indicate that the proposed development is environmentally acceptable in accordance with applicable public laws.

TABLE OF CONTENTS

- Introduction 5
- The Process 6
- Aviation Forecast 8
- Facility Requirements 11
- Plan for Future Development 16
- Financial Plan 24

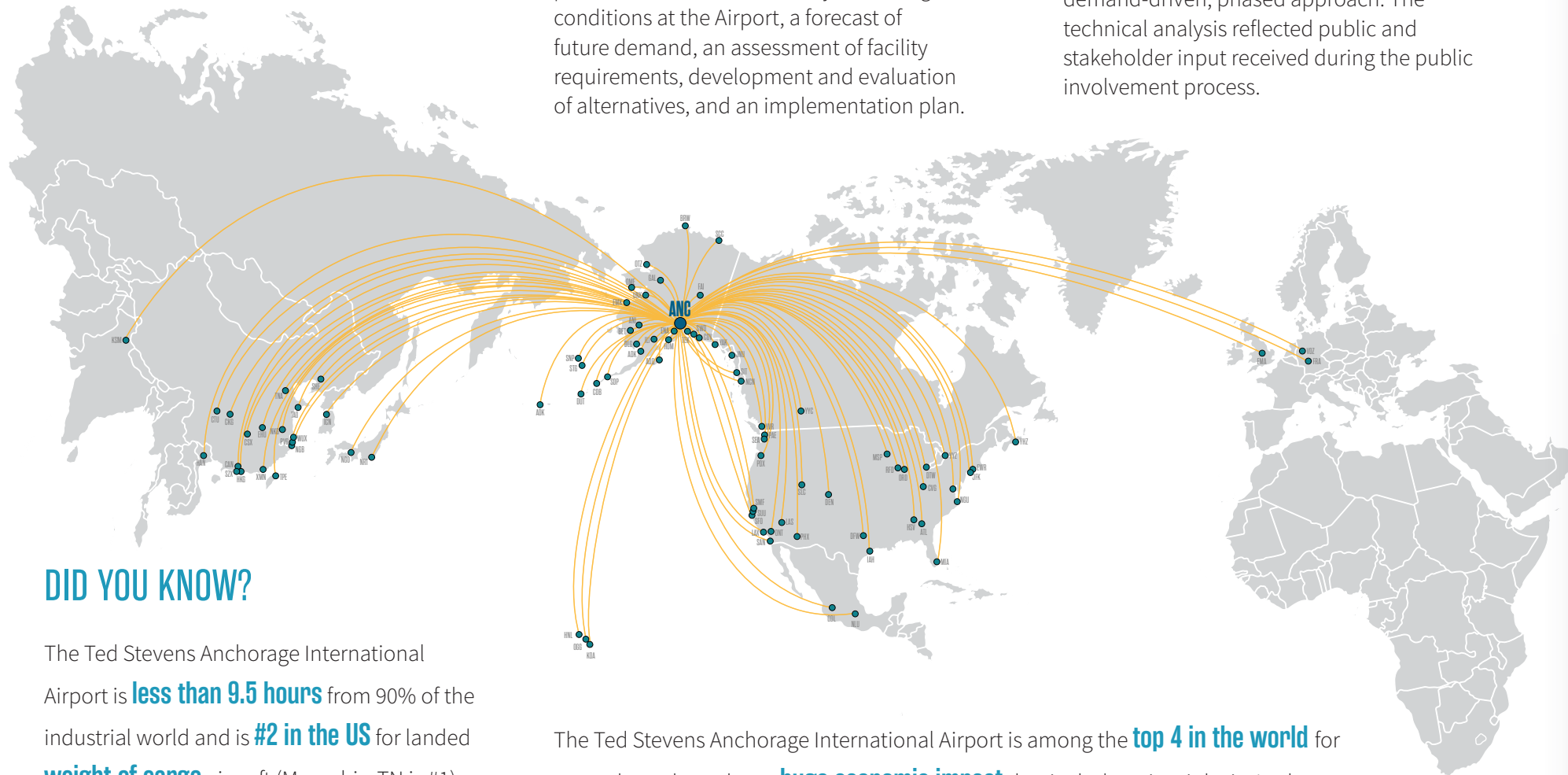
MASTER PLAN UPDATE AT A GLANCE

The Ted Stevens Anchorage International Airport, owned by the State of Alaska and operated by the Alaska Department of Transportation and Public Facilities, serves a critical transportation function in Alaska. The Airport connects Alaska to the lower-48 states, Hawaii, and to

international destinations; serves a key role in domestic and international cargo transportation; and links Alaskan travelers to other locations within the state.

The Airport initiated the Master Plan Update effort in 2022. The Master Plan Update process included an inventory of existing conditions at the Airport, a forecast of future demand, an assessment of facility requirements, development and evaluation of alternatives, and an implementation plan.

The demand forecast and facility requirements indicate that facility upgrades and future development projects will be needed within the 20-year planning horizon of the Master Plan Update. Following a detailed evaluation of alternatives, the Master Plan Update team formulated a demand-driven, phased approach. The technical analysis reflected public and stakeholder input received during the public involvement process.



DID YOU KNOW?

The Ted Stevens Anchorage International Airport is **less than 9.5 hours** from 90% of the industrial world and is **#2 in the US** for landed **weight of cargo** aircraft (Memphis, TN is #1).

The Ted Stevens Anchorage International Airport is among the **top 4 in the world** for cargo throughput, has a **huge economic impact** that includes 1 in 7 jobs in Anchorage.

WHAT IS A MASTER PLAN?

According to the FAA, “an airport master plan is a comprehensive study of an airport and usually describes the short-, medium-, and long-term development plans to meet future aviation demand.”

*FAA Advisory Circular 150/5070-6B Change 2
Airport Master Plans*

The intent of the Master Plan Update is to provide guidance that will enable Airport management to strategically position the Airport for the future by maximizing operational efficiency and business effectiveness, as well as by maximizing property availability for aeronautical development through efficient planning.

AIAS MISSION

Delivering World-Class Cargo and Passenger Services as Alaska’s Gateway to the World.

WE WILL

- be a model government - owned enterprise, adaptive and agile
- proactively address global changes and world markets
- operate safely while striving for efficiency
- be a coveted place to work
- optimize our contribution to Alaska’s economy and quality of life
- involve, value and balance the interests of system stakeholders

GOALS AND OBJECTIVES

Master Plan Update goals were identified at the project’s outset in a staff and airport leadership workshop. The Master Plan Update goals are modestly evolved from the prior Master Plan and were developed in consideration of feedback from ANC stakeholders, including the general public. The following goals were identified:



SAFETY

Maintain or enhance the safe operation of the Airport.



EFFICIENCY

Maintain or enhance the efficient operation of the Airport.



ENVIRONMENTAL AWARENESS

Minimize the impact of airport development through environmental awareness.



FISCAL SUSTAINABILITY

Maintain the long-term fiscal sustainability of the Airport.



LAND MANAGEMENT

Facilitate long-term Airport development through strategic land management planning.



COMMUNICATION

Engage stakeholders through open communication.



RESILIENCE

Minimize impact of operational interruptions and disruptions.

Introduction

The Process

Airport master planning follows a cyclical process in which master plan updates serve as the first step. Airport master plan updates typically occur every 7 to 10 years. A comprehensive Master Plan was last prepared in 2014.

The completed Master Plan Update does not authorize the Airport to begin construction of recommended projects. The projects recommended in the Master Plan Update may require additional justification, study, design, and construction. The Airport would be required to conduct environmental analyses in accordance with the National Environmental Policy Act (NEPA), advanced planning, preliminary and final design, permitting and other approvals prior to construction of major projects that are eligible for FAA funding.



PUBLIC INVOLVEMENT

Public involvement improves the decision-making process by recognizing the needs and interests of participants. Public input has shaped the Master Plan process by informing stakeholders of progress and giving them the opportunity to provide comments and share concerns. Public input was solicited at each of the project phases below:

- Study Design
- Project Foundation – Goals and Objectives and Inventory
- Visioning – Aviation Forecast and Facility Requirements
- Implementation – Alternatives
- Final Documentation – Facilities Implementation and Airport Layout Plan

ANC MASTER PLAN PROJECT KEY DECISIONS AND PHASES

Phase	Key Decisions	Public Involvement Tools
Study Design	<ul style="list-style-type: none"> • Public engagement approach • Issues, Goals, and Objectives defined 	<ul style="list-style-type: none"> • PIP • Website • Email List
Phase 1: Project Foundation	<ul style="list-style-type: none"> • Inventory of existing conditions 	<ul style="list-style-type: none"> • Outreach to airlines • Convene committees <ul style="list-style-type: none"> - Combined Committee Meeting #1 • Public Meeting #1
Phase 2: Visioning	<ul style="list-style-type: none"> • Aviation Forecast developed • Facility Requirements define needs 	<ul style="list-style-type: none"> • Airline Advisory Committee and Stakeholder Working Group Committee Meetings #2 • Public Meeting #2
Phase 3: Implementation	<ul style="list-style-type: none"> • Evaluation Criteria determined <ul style="list-style-type: none"> - Alternatives developed - Alternatives evaluated • Draft Preferred Alternatives selected 	<ul style="list-style-type: none"> • Committee Meetings #3 • Public Meeting #3 - Combined Committee Meeting #4 • Public Meeting #4
Phase 4: Final Documentation	<ul style="list-style-type: none"> • Final preferred alternatives • Airport Layout Plan 	<ul style="list-style-type: none"> • Final Report on website



PROJECT SCHEDULE OVERVIEW + ENGAGEMENT

	2022				2023				2024				2025										
	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2								
	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	
Public / Scoping																							
Pt. 1 Project Foundation																							
Pt. 2 Visioning																							
Pt. 3 Implementation																							
Pt. 4 Final Documentation																							
	PUBLIC INVOLVEMENT OPPORTUNITY																						

Aviation Forecast

Aviation activity forecasting is an analytical and subjective process that provides the best estimates of the order of magnitude traffic levels expected in the future. Actual activity levels in future years may differ from the forecasts developed due to unexpected future changes in local and global economic conditions, the dynamics of the commercial and general passenger airline and air cargo aviation industry, as well as economic and political changes within both the service area and United States. Planning Activity Levels (PALs) were established to represent the demand level associated with a particular forecast year.

The Aviation forecast focused on:

- Aircraft operations
- Passengers
- Cargo
- General aviation

The FAA approved the ANC aviation forecast in August 2023.

Drivers of Operations Growth:

- International trade and economics (cargo)
- Changes in aircraft types (airplane size)
- Changes in airplane use (load factors)

Drivers of Passenger Growth:

- Alaska population and job growth
- U.S. tourism demand for Alaska
- International tourism demand for Alaska

Drivers of Cargo Growth:

- Alaska's economy and international economics
- Global economic forces
- ANC is a key stop for Asia-America air cargo trade



AIRCRAFT OPERATIONS

- Aircraft operations are anticipated to grow steadily driven by Alaska tourism, global trade, and e-commerce



PASSENGERS

- Alaskans rely on air travel! The annual passengers at ANC are about equal to Milwaukee's Mitchell International Airport but Milwaukee has nearly four times Anchorage's population



CARGO

- ANC has a unique and valuable geographic location advantage making it an ideal location for air cargo tech stops



GENERAL AVIATION

- ANC is expected to see modest general aviation growth in line with other U.S. airports

ANTICIPATED RATE OF GROWTH

AIRCRAFT OPERATIONS

1.8% per year | 20-year planning period

PASSENGERS

2.3% per year | 20-year planning period

CARGO

2.8% per year | 20-year planning period

GENERAL AVIATION

1.0% per year | 20-year planning period

ANTICIPATED GROWTH

226K operations | 2022

251K operations | 2032

326K operations | 2042

2.6M enplanements | 2022

3.0M enplanements | 2032

4.1M enplanements | 2042

3.6M tonnes | 2022

4.9M tonnes | 2032

6.2M tonnes | 2042

29,000 operations | 2022

32,000 operations | 2032

35,000 operations | 2042



Facility Requirements

Future airport facility requirements include the size, type, and quantity of facilities necessary to accommodate the forecast needs of ANC. Planning Activity Levels (PALs) were used for the purposes of the facility requirements analysis phase of the Master Plan instead of forecast years. Attributing the facility requirements to a PAL milestone (rather than a year) allows the facility improvement to be demand-driven, rather than calendar-driven.

The ANC facility requirements are organized and described based on the following functional areas:

- Airside
- Terminal
- Landside
- Support Facilities

AIRSIDE FACILITY REQUIREMENTS

- Taxiway and runway improvements are required to meet FAA airfield design standards.



Runway 25L Blast Pad does not meet current FAA standards (length)



Angled crossfield taxiway geometry does not meet current FAA standards



AIR CARGO PARKING AND BUILDINGS

- Cargo processing buildings are congested. Additional cargo building space is required in the near-term.
- Increases in air cargo demand have driven demand for additional air cargo aircraft parking and air cargo processing building space. The additional demand is largely being accommodated by airport tenants and developers who lease airport property and develop their own purpose built facilities.



TERMINAL FACILITY REQUIREMENTS

In order to improve the customer experience, expanding the South Terminal and increasing use of the North Terminal is necessary to meet future demand for passenger flights.

- **Passenger Terminal Apron and Gates**
 - PAL 1 – 1-3 additional/improved gates
 - PAL 3 – 8 additional gates required
- **South Terminal Building**
 - PAL 1 – Near-term capacity enhancement required for airline ticketing, security screening checkpoint, baggage make-up,
 - PAL 2 – Baggage screening capacity



LANDSIDE FACILITY REQUIREMENTS

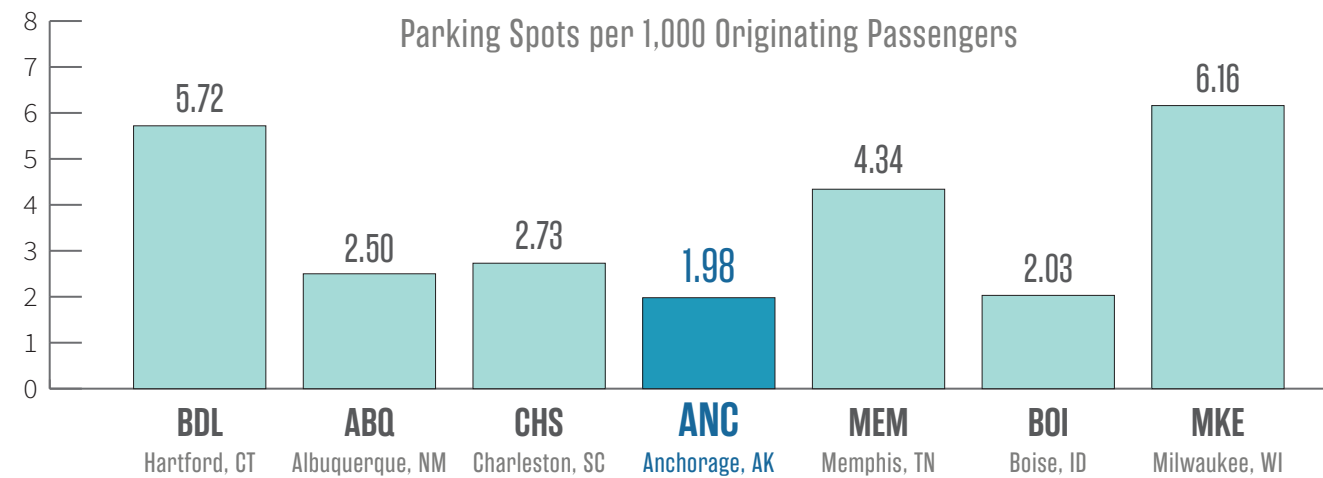
ANC's vehicle parking supply does not have the capacity to meet current demand levels.

- ANC is below peers in parking spots available per originating passenger
- About 44% of vehicle parking is located off-airport
- Additional parking capacity is required in near-term



SUPPORT FACILITY REQUIREMENTS

- **General Aviation**
 - Additional building and landside capacity may be required in near-term
 - Additional apron area may be required in mid-term
- **ARFF & Police**
 - ANC Police and Fire use common staff and use a shared ARFF/Police facility. While the facility is large enough and is well-located to support the ARFF function, the facility is undersized to support the police function and requires modernization to better meet current law enforcement and investigative needs.



WHAT WILL ANC NEED BY 2042? (Facility Requirements Summary)



AIRSIDE

Taxiway and runway improvements are required to meet FAA airfield design standards.



CARGO HANDLING

Additional warehousing and cargo processing infrastructure is needed. Cargo plane parking currently in development will meet projected demand.



TERMINAL

Expand the South Terminal and increase use of the North Terminal to meet future demand for passenger flights and add gates.



LANDSIDE

Airport parking supply does not meet demand and should be increased to provide more on-airport parking.



SUPPORT FACILITIES

Aircraft Rescue and Fire Fighting (ARFF) expansion and modernization will be required.

Plan for Future Development

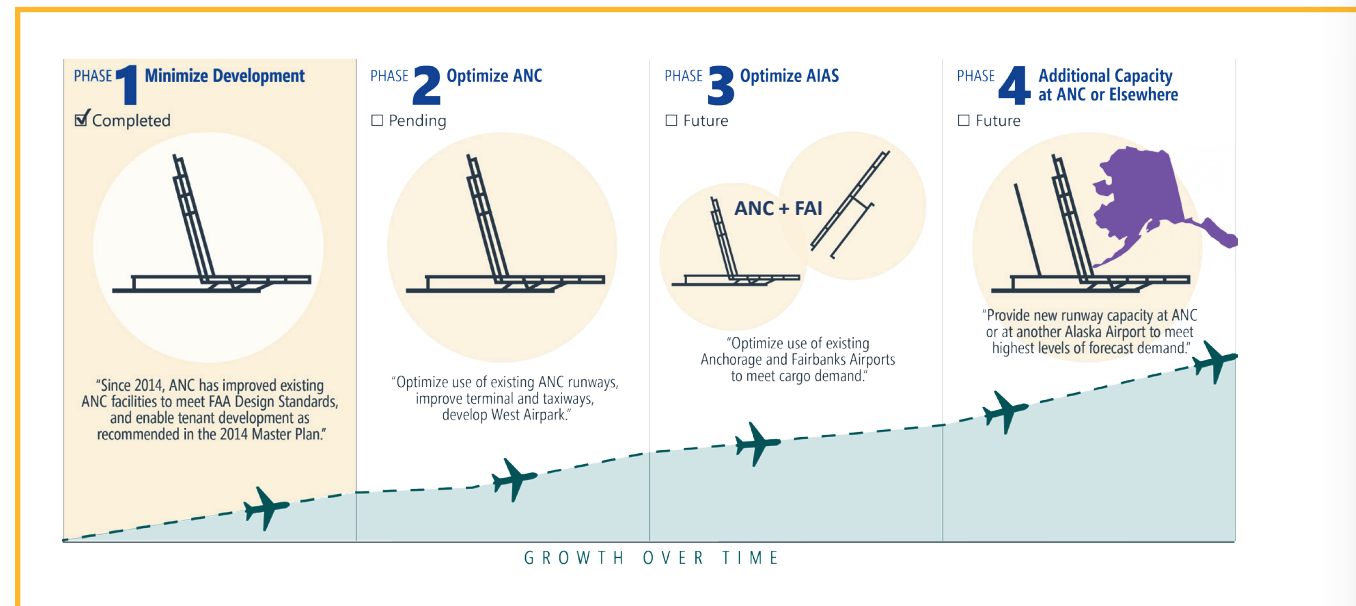
A facility development plan for ANC was prepared based on the forecast of aviation activity and corresponding facility requirements analysis. Airport staff, tenants, and other stakeholders, including members of the public, discussed initial concepts, and the best concept elements were combined into a comprehensive development plan. The components of the facility development plan are described in the following sections including airside, air cargo, terminal, landside, and support facilities.

AIRSIDE

The Preferred Airside Alternative preserves land for a future potential 4th runway to meet anticipated demand, ensuring operational capacity under PAL 3 conditions. The existing three runway airfield will be maintained until average delays reach the previously agreed to 30 minutes during peak periods. This threshold remains relevant to the airlines and provides an operational metric to guide future airport capacity decisions.

THE AIRPORT'S RECOMMENDED AIRSIDE DEVELOPMENT STRATEGY CENTERS ON TWO KEY FOCUS AREAS: RUNWAYS AND AIR CARGO FACILITIES.

The previous Master Plan identified that the most effective way to increase capacity at ANC would be to build an additional north-south runway to the west of existing Runway 15-33. ANC operates with limited delays at the current time and a new runway is not currently needed to maintain ANC's efficiency. As ANC operations grow, it is recommended that AIAS study a range of alternatives to meet demand. Constructing an additional runway at ANC may be the preferred alternative, but the study should evaluate additional capacity at other Alaska airports in addition to ANC. ANC will benefit from taxiway improvements already in development including Taxiway Z on the south side of the airfield.



AIR CARGO

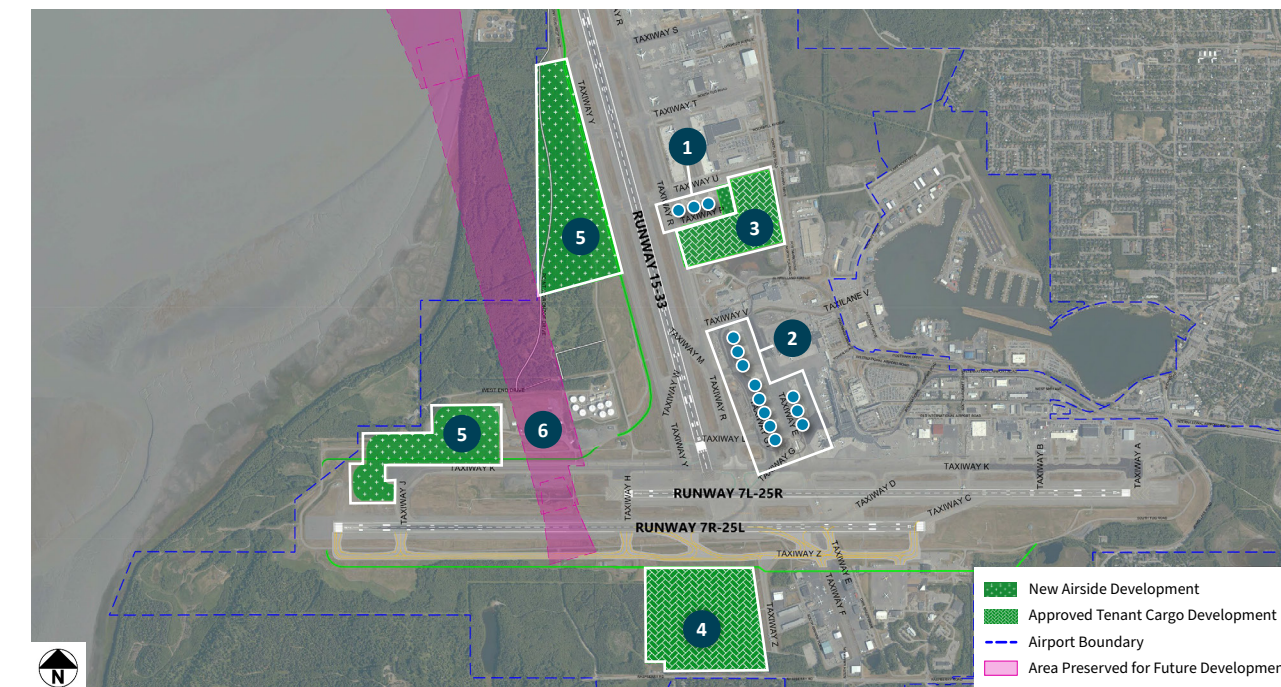
The Preferred Air Cargo Alternative aims to meet future cargo parking demand and reduce airfield congestion by facilitating development areas for both Airport-managed and tenant and cargo operations.

The Preferred Airside Alternative optimizes the location for the Airport-led West Airpark Cargo Expansion in the West Airpark to accommodate near- and long-term demand. A new air cargo aircraft parking apron is planned for implementation by the Airport in the West Airpark. The Preferred Airside Alternative also identifies the future

construction of a new "P" aircraft parking position north of Taxiway P in the North Airpark. The planned Airport-led air cargo development would enable the Airport to accommodate technical stop air cargo operations as demand grows.

The Preferred Airside Alternative designates areas for tenant-led air cargo development in the North Airpark, South Airpark, and West Airpark. This includes the expansion of existing tenant air cargo facilities in the North Airpark which were environmentally entitled by the FAA in 2024. Portions of these air cargo facility improvements in the North Airpark are under construction by airport tenants.

A new tenant-developed air cargo facility is also under construction in South Airpark. This facility would add new air cargo aircraft parking and a cargo processing building. That development was environmentally entitled by the FAA in August 2023 and initial phases are planned for construction completion by end of PAL 1. An additional tenant-led air cargo development, which includes air cargo aircraft parking and may include a new air cargo processing building, is planned for the West Airpark. Additional areas are designated for air cargo development in the West Airpark as demand warrants throughout the planning period.



- 1 Existing "P" spots cargo parking (3 existing + 1 approved)
- 2 Existing "R" spots cargo parking (11)
- 3 Approved tenant cargo development in North Airpark
- 4 Approved tenant cargo development in South Airpark
- 5 Future West Airpark development areas
- 6 Area reserved for potential future airfield development

PASSENGER TERMINAL

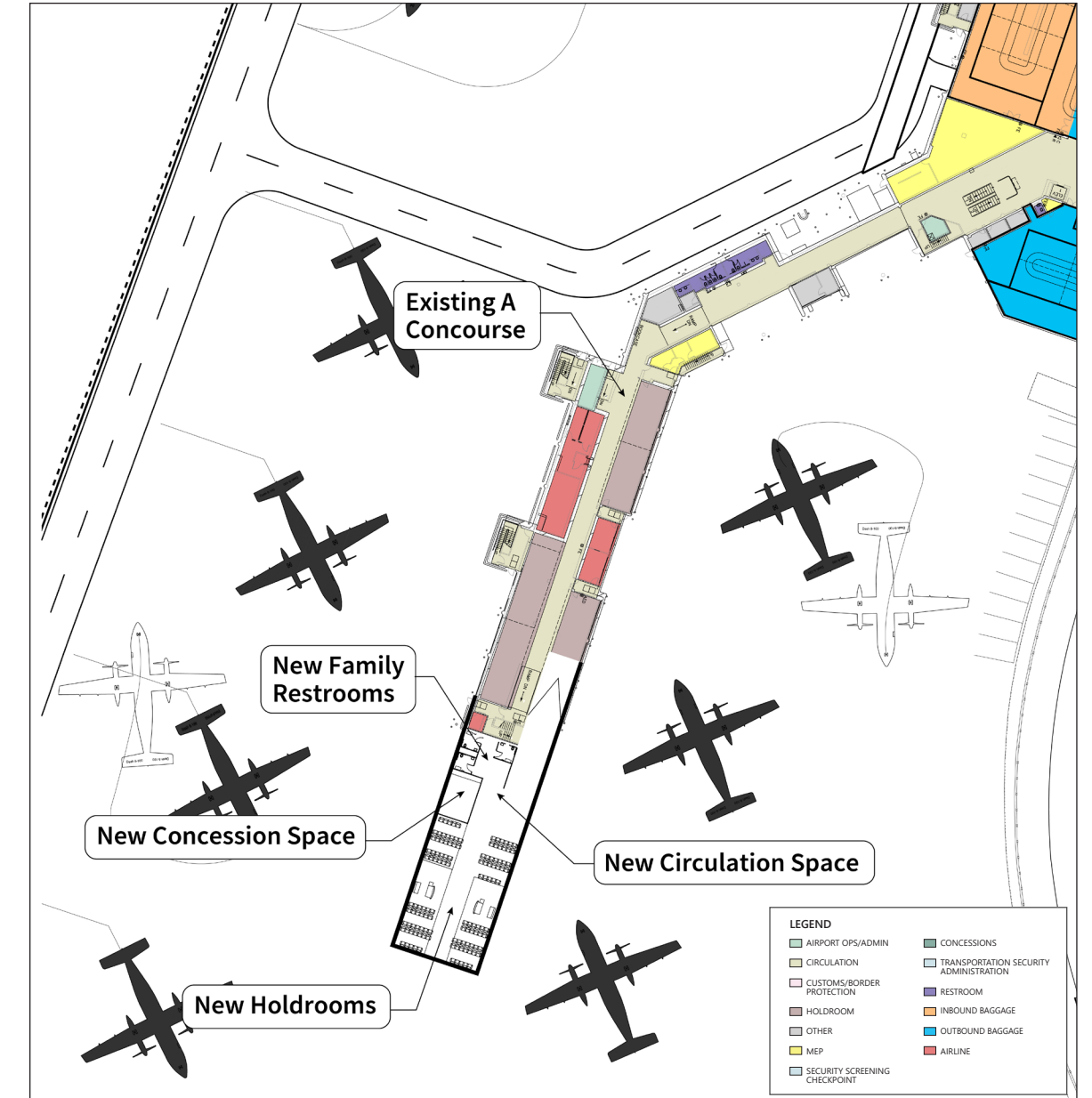
Overall the recommended improvements to the ANC Terminal Complex would address immediate needs related to gates, security, and baggage handling at the South Terminal while providing a phased plan to combine the South and North Terminals into an integrated terminal complex that offers consistent, high quality, level of service to all ANC passengers. The plan also provides a modest enhancement to regional airline holdrooms and enhances airline airside operations. Phase 1 proposes expanding the A Concourse and B Concourse to meet PAL 1 requirements. Phase 2 proposes extending the C Concourse to connect to the North Terminal to meet PAL 2 requirements. Phase 3 proposes reconfiguration of the North Terminal apron and aircraft parking positions.



PHASE 1 - A CONCOURSE

The A Concourse Expansion is proposed as an at-grade, single-level expansion to better accommodate regional passengers and to help reduce demand for regional airline activity at the B Concourse gates B1 and B2. It proposes two new holdrooms (Gate A17 and Gate A18) and relocation of the holdroom for Gate A16 to repurpose its existing space as a circulation area.

A Concourse - Level 1

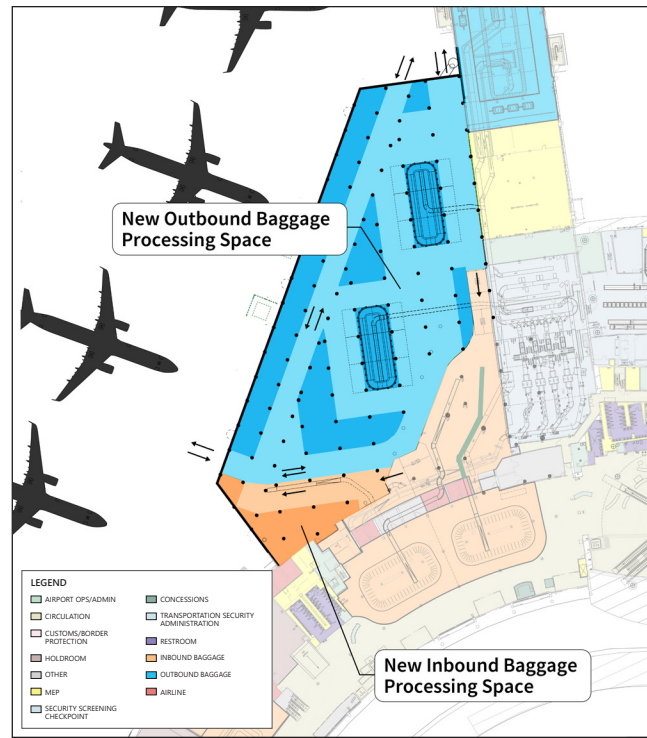


PHASE 1 - B CONCOURSE

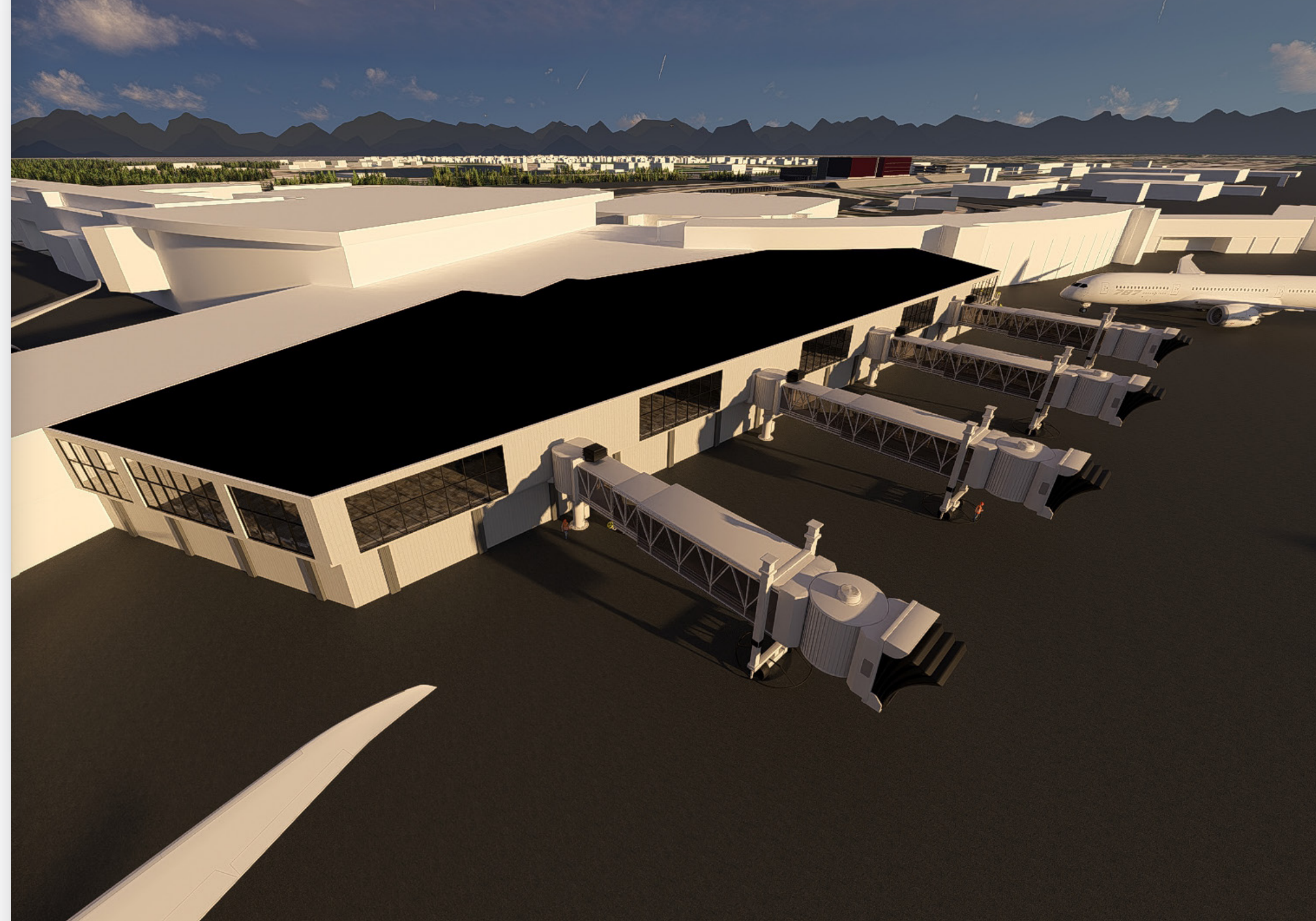
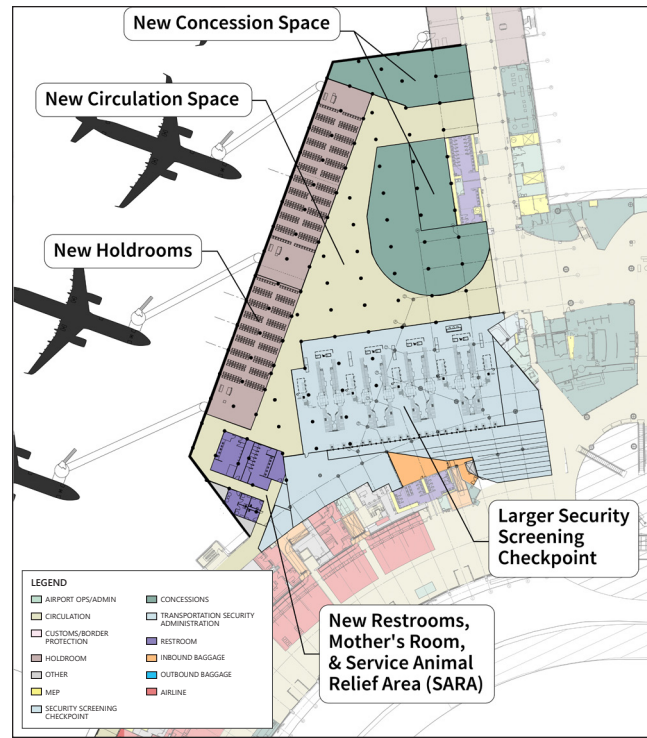
B Concourse

The B Concourse Expansion spans two levels. It features an expanded upper level designed for a larger passenger security screening checkpoint; new and expanded passenger holdroom areas; and new and expanded concessions area. An expanded area for inbound and outbound baggage processing infrastructure on the lower level provides additional capacity and optimized operations.

B Concourse - Level 1

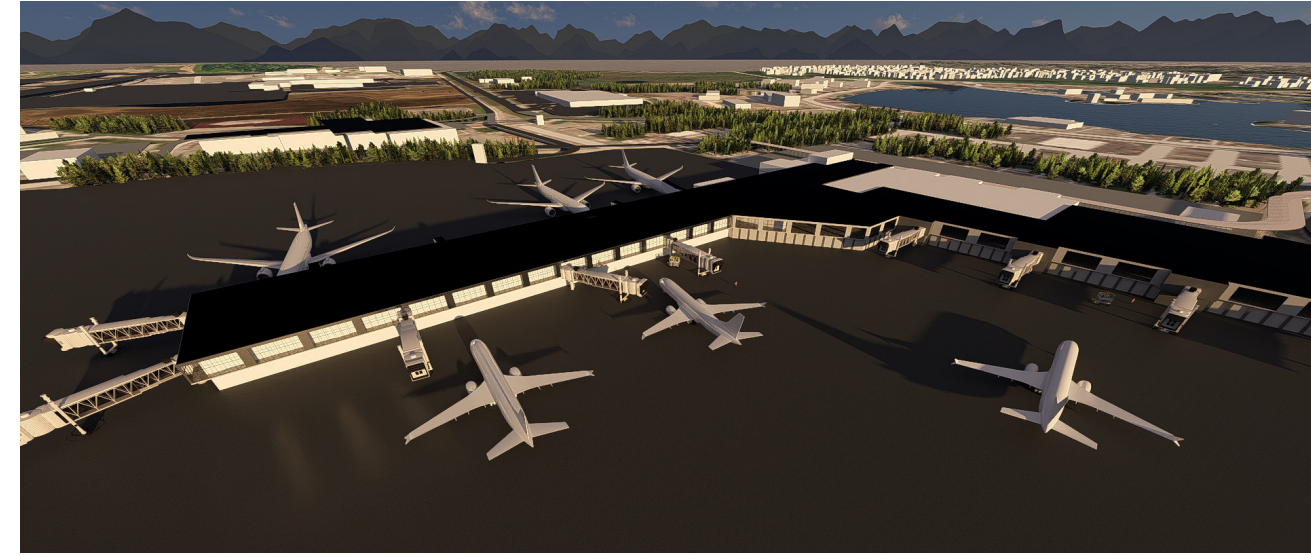
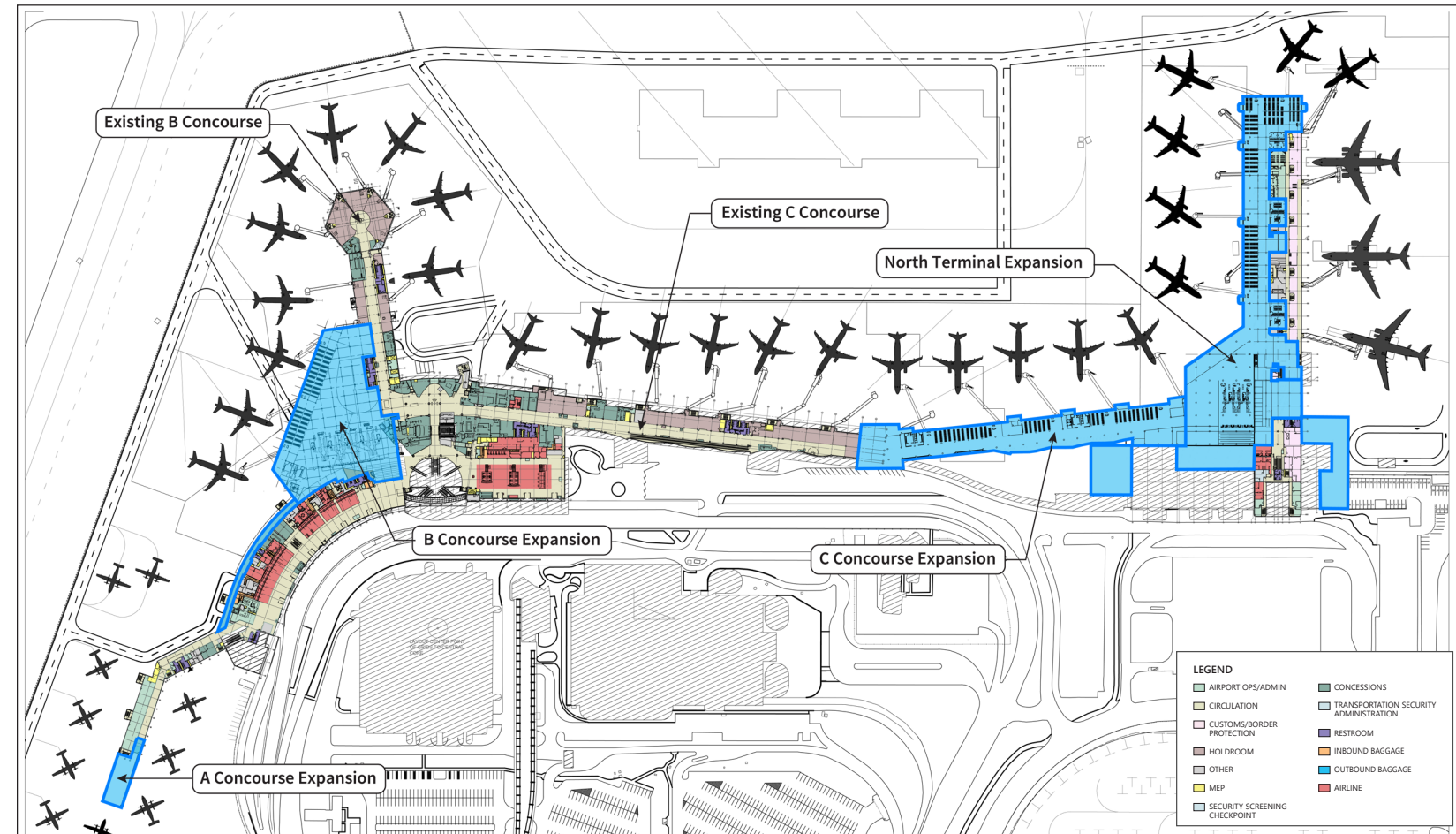


B Concourse - Level 2



PHASE 2

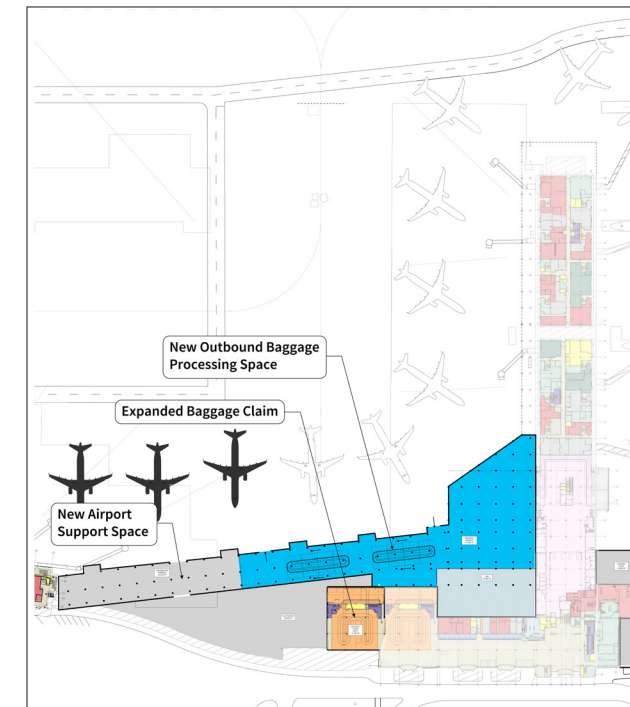
The long-term focus is to connect the South and North Terminals with an expanded C Concourse that connects to the south side of the North Terminal. The plan would enable passengers to process at the South Terminal or North Terminal and reach any gate in either facility after having processed through security on the aircraft boarding level. The plan would also maintain the ability for passengers to move between the two terminals on the lower level on the non-secure side. The planned extension of the C Concourse to the north could be phased to meet demand as it gradually increases. Further, the integrated terminal complex would enable ANC to process international inbound and outbound flights from four gates at the North Terminal that offer a level of service that matches the South Terminal. This would enable all ANC passengers to have access to high-quality concessions and other amenities regardless of the terminal. This would also enhance the appeal of ANC to a wider variety of airlines who may want to operate year-round or seasonal service.



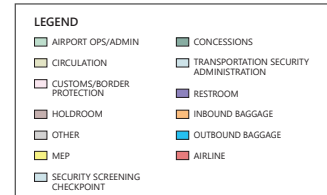
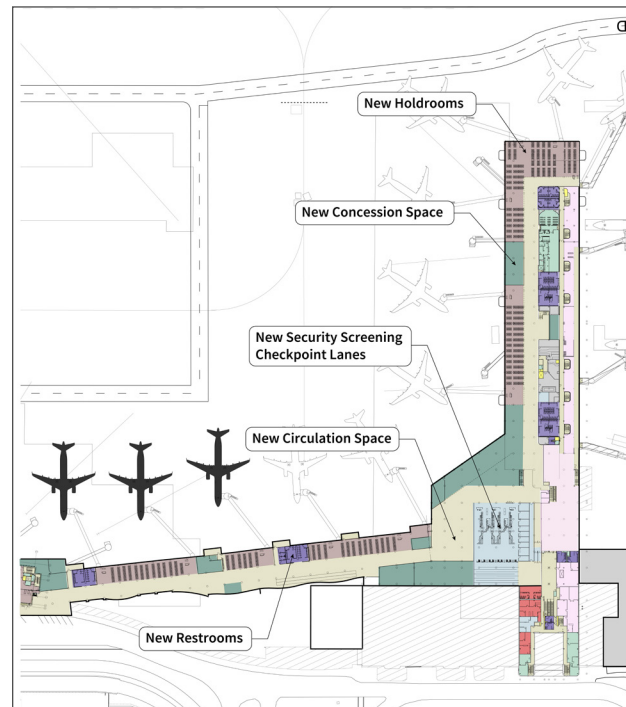
PHASE 3

The project would result in nine gates at the North Terminal: six domestic narrowbody gates and three widebody international swing gates.

C Concourse - Level 1



C Concourse - Level 2



LANDSIDE

The Preferred Landside Alternative aims to enhance ground transportation efficiency and capacity at ANC. The preferred plan repurposes and expands existing landside vehicle parking areas to meet future demands with minimal impact on current infrastructure, making it the most feasible option.

- The Master Plan evaluated an expanded parking garage to meet both near-term and long-term demand but found that the anticipated cost of construction would be too high to maintain parking costs that are reasonable for ANC users. ANC should monitor construction prices on an annual basis to evaluate a potential future opportunity to expand the existing parking garage at a cost that could be recouped.
- The Preferred Landside Alternative includes additional surface parking by repurposing land in the East Airpark currently used for overflow rental car storage. These lots could be served by a mix of pedestrian and shuttle access to meet a variety of passenger needs. An expansion of the Park, Ride, and Fly lot is also recommended.

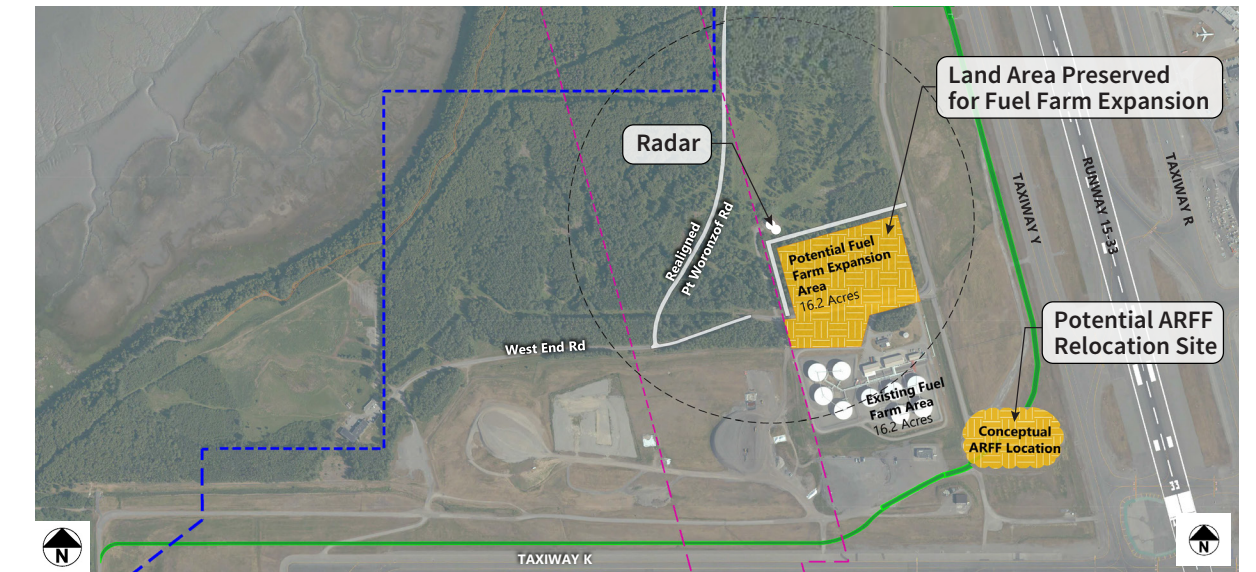
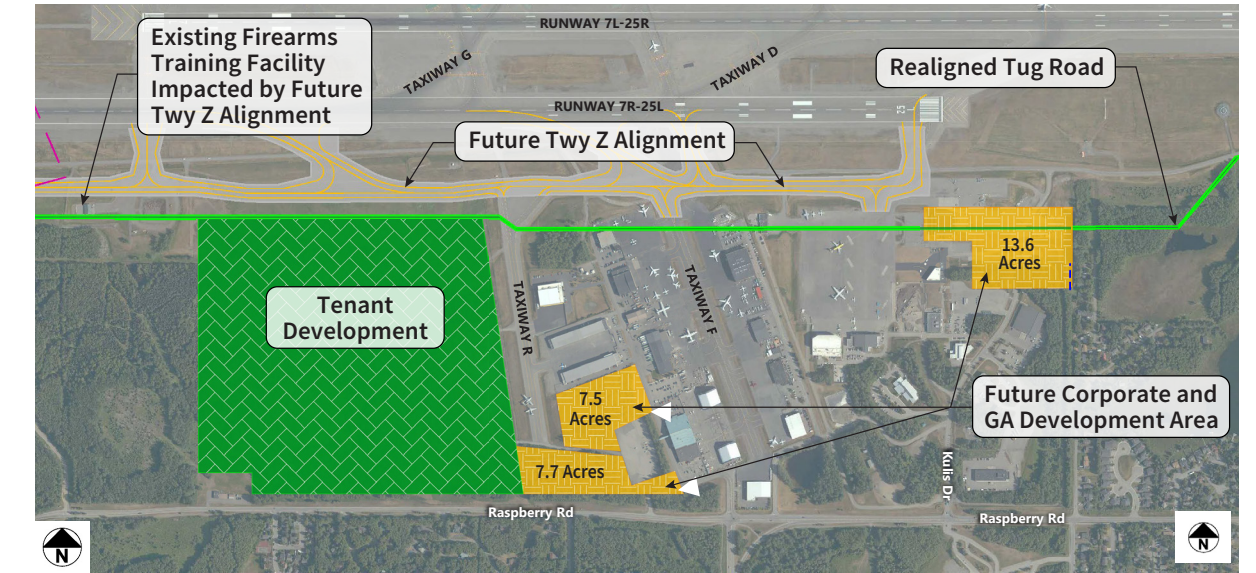


- The Master Plan recommends that future studies evaluate the terminal loop road to unify the airport entrance and circulation road system. The potential terminal loop road reconfigurations should be reviewed in alignment with the new parking at the existing ATCT site* and in alignment with future extensions of the C Concourse that would connect the South and North Terminals.
- Access road improvements include the future realignment of Postmark Drive to the east. The Postmark Drive realignment would enable North Airpark tenants to expand their facilities to the east.
- The Postmark Drive realignment could also include revisions to connections with International Airport Road and with Northern Lights Boulevard to incentivize commercial vehicles to use International Airport Road in lieu of Northern Lights Boulevard diverting most commercial traffic out of the Turnagain Community.

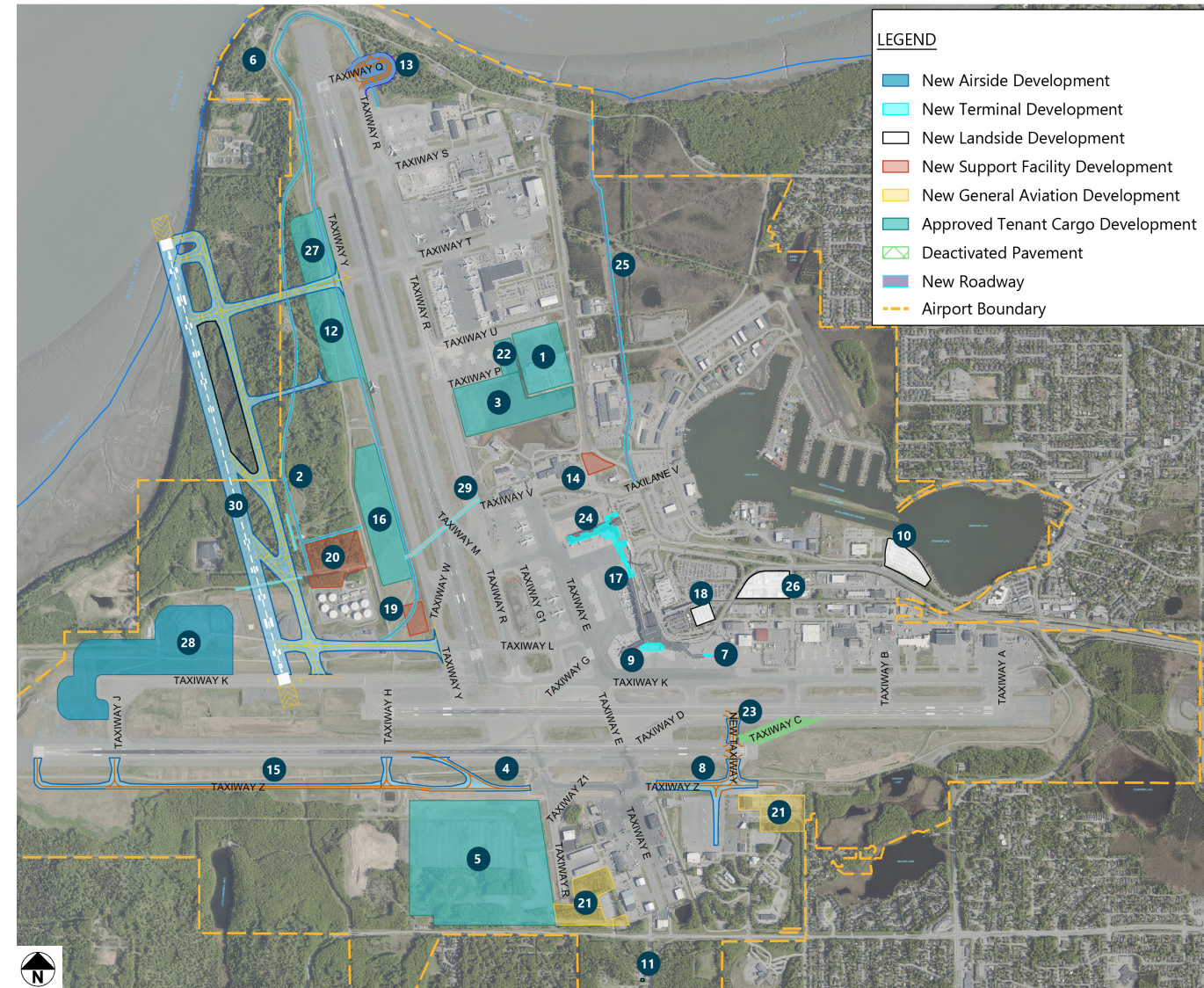
*The FAA is planning to relocate the ANC ATCT to a new site and demolish the existing ATCT.

SUPPORT FACILITIES

- The Preferred Support Facilities Alternative focuses on expanding corporate and General Aviation (GA) development in the South Airpark. It designates a new area south of the proposed east extension of Taxiway Z, near the threshold of Runway 25L, encompassing approximately 13.6 acres. Additionally, it establishes two new GA development zones: one encompassing approximately 7.7 acres south of Taxiway R, and another encompassing approximately 7.5 acres east of Taxiway R.
- The Master Plan recommends that the existing Airport Rescue and Fire Fighting (ARFF) and Police shared complex be expanded and modernized to meet modern law enforcement needs or to relocate the ARFF function to a new purpose-built facility. The Preferred Support Facilities Alternative proposes a new ARFF station north of Taxiway K and east of the fuel farm in the West Airpark and conversion of the existing ARFF to a dedicated police facility with modernized and expanded law enforcement facilities.



OVERALL PREFERRED ALTERNATIVE



Capital Projects Through 2042

- 1 FedEx Buildout
- 2 Realigned Point Woronzof Road / West End Road
- 3 ACCS Buildout
- 4 Taxiway Z West Extension Phase 1 (Twy R to Twy H)
- 5 NorthLink Buildout
- 6 North End Tug Road Extension
- 7 A Concourse Expansion
- 8 Taxiway Z East (Twy E to Rwy 25L End)
- 9 B Concourse Expansion
- 10 Park, Ride, and Fly Lot Expansion
- 11 USFWS Buildout
- 12 West Airpark Cargo Expansion Phase 1
- 13 North Hold Pad
- 14 New ATCT
- 15 Taxiway Z West Extension Phase 2 (Twy H to Rwy 7R End)
- 16 Anchorage Airport Partners Buildout
- 17 C Concourse Expansion
- 18 New Parking Garage at Lot F
- 19 Relocated ARFF Station
- 20 Fuel Farm Expansion
- 21 South Airpark Infill and Eastward Expansion for GA
- 22 P4 Aircraft Hardstand and Taxilane P Extension
- 23 New Connector Taxiway from Runway 25L End to Runway 7L-25R
- 24 North Terminal Expansion
- 25 Logistics Drive
- 26 New Parking Lot in East Airpark

Capital Projects After 2042

- 27 West Airpark Cargo Expansion Phase 2
- 28 Taxiway K Cargo Apron Hardstands
- 29 Airfield Tunnel
- 30 Runway 15R-33L and New Taxiways

Financial Plan

The Overall Preferred Alternative was prepared for the Master Plan's horizon through 2042 and beyond 2042. The recommended project implementation timeline is established based on forecast demand, as represented by PALs (See Page 8). PAL 1, 2, and 3 represent aviation demand milestones through 2042 and PAL 4 represents an aviation demand milestone beyond 2042. The Overall Preferred Alternative includes 26 projects that are recommended for implementation in PAL 1 through PAL 3 and four projects that are recommended for implementation in PAL 4.

IMPLEMENTATION PROCESS

Prior to project implementation, environmental analysis and additional public involvement will be required for some projects under federal law. The environmental entitlement for projects within each development phase will need to be completed in advance of the design and construction to allow for project completion.

CAPITAL PROJECTS THROUGH 2042

The plan includes an estimated implementation cost for the Airport-led projects. The total costs for all projects is estimated at \$6.1 billion, accounting for inflation. The financial plan includes anticipated funding sources for each project, which are generally categorized as ANC/Alaska DOT&PF, FAA, and private tenant funding.

The Overall Preferred Alternative captures the known tenant/developer led projects through 2042. However, market conditions may result in changes, delays, or cancellation of tenant projects. Conversely, it is probable that new projects may materialize that were not foreseen when the master plan was prepared. Therefore, the Master Plan identifies locations where development is most suitable and preserves areas for long-term development that may be required for the continued efficient operation of the Airport into the future.



6 PROJECTS are expected to be funded exclusively by ANC/Alaska DOT&PF sources



12 PROJECTS expected to be funded jointly by ANC/Alaska DOT&PF and the FAA



1 PROJECT is expected to be funded by the FAA



7 PROJECTS are expected to be funded by tenants

Capital Plan

Project #	Name	PAL	Project Cost	Funding Source		
				ANC	FAA	Tenant(s)
1	FedEx Buildout	PAL 1	Cost borne by tenant			x
2	Realigned Point Woronzof Road / West End Road	PAL 1	\$26,000,000	x		
3	ACCS Buildout	PAL 1	Cost borne by tenant			x
4	Taxiway Z West Extension Phase 1 (Taxiway R to Taxiway H)	PAL 1	\$53,000,000	x	x	
5	NorthLink Buildout	PAL 1	Cost borne by tenant			x
6	North End Tug Road Extension	PAL 1	\$13,000,000	x		
7	A Concourse Expansion	PAL 1	\$23,000,000	x	x	
8	Taxiway Z East (Taxiway E to Runway 25L end)	PAL 1	\$112,000,000	x	x	
9	B Concourse Expansion	PAL 1	\$228,000,000	x	x	
10	Park, Ride, and Fly Lot Expansion	PAL 1	\$3,000,000	x		
11	USFWS Buildout	PAL 1	Cost borne by tenant			x
12	West Airpark Cargo Expansion Phase 1	PAL 2	\$196,000,000	x	x	
12	North Hold Pad	PAL 2	\$25,000,000	x	x	
13	New ATCT	PAL 2	Cost borne by FAA		x	
15	Taxiway Z West Extension Phase 2 (Taxiway H to Runway 7R end)	PAL 2	\$79,000,000	x	x	
16	Anchorage Airport Partners Buildout	PAL 2	Cost borne by tenant			x
17	C Concourse Expansion	PAL 2	\$308,000,000	x	x	
18	New Parking Garage at Lot F	PAL 2	\$220,000,000	x		
19	Relocated ARFF Station	PAL 2	\$210,000,000	x	x	
20	Fuel Farm Expansion	PAL 2	Cost borne by tenant			x
21	South Airpark Infill and Eastward Expansion for GA Development	PAL 2	Cost borne by tenant(s)			x
22	P4 Aircraft Hardstand and Taxilane P Extension	PAL 3	\$37,000,000	x	x	
23	New Connector Taxiway from Runway 25L End to Runway 7L-25R	PAL 3	\$39,000,000	x	x	
24	North Terminal Expansion	PAL 3	\$642,000,000	x	x	
25	Logistics Drive	PAL 3	\$30,000,000	x		
26	New Parking Lot in East Airpark	PAL 3	\$41,000,000	x		
27	West Airpark Cargo Expansion Phase 2	PAL 4	\$295,000,000	x	x	
28	Taxiway K Cargo Apron Hardstands	PAL 4	\$807,000,000	x	x	
29	Airfield Tunnel	PAL 4	\$301,000,000	x	x	
30	Runway 15R-33L and New Taxiways	PAL 4	\$2,394,000,000	x	x	

The capital plan reflects assumptions used for the Master Plan based on information available at the time of analysis. Some cargo development projects at ANC are tenant-led and subject to separate development agreements and schedules, which may differ from the timing or configuration shown in the capital plan.



LOOKING BEYOND 2042

It is important to consider airport needs beyond this Master Plan's horizon of 2042. Additional projects are identified so that land can be preserved to enable their potential future development. These projects include a new north-south runway to the west of Runway 15-33, additional air cargo facilities, and a vehicle tunnel to improve access to the West Airpark. Maintaining land to support these potential projects is the best way the airport can be prepared to adapt to changes in aviation demand.

ANQ

