



UNION STATION
REDEVELOPMENT CORPORATION

2015 ANNUAL REPORT





LETTER FROM THE PRESIDENT

For many in the region, Union Station serves as their primary transportation center. In fact, the station services over 37 million people a year, making Union Station a more trafficked destination than Reagan National, Dulles International, or BWI Airports. These numbers are expected to grow, and to preserve that functionality it is essential for the station to protect the historic complex, prepare for the future, and actively engage the community in a long-standing relationship.

To illustrate exactly how we are accomplishing those goals, Union Station Redevelopment Corporation has decided to publish its first ever Annual Report.

In this year's issue, we have broken down our objectives into the following categories: Preservation, Preparing for the Future, and Community.

We believe these three categories serve as the pillars on which USRC was founded, and we have worked hard this past year to accomplish several key initiatives related to each one. While much work was done, we enthusiastically look forward to what lies ahead as we move into 2016 and continue to define the long-term vision for the station.

Our sincerest gratitude for your assistance and support on achieving these goals, and we look forward to the year ahead.



Beverley K. Swaim-Staley
President & CEO



PRESERVATION

One of USRC's guiding principles is the long-term preservation and restoration of Washington's Union Station. This year, USRC has completed several important and historic initiatives in a continued effort toward achieving that goal.

PUBLISHED FIRST STATION HISTORIC PRESERVATION PLAN

USRC, in partnership with Amtrak, Akridge and Union Station Investco, completed the first official Historic Preservation Plan for the Washington Union Station complex. This plan marks the culmination of a 14-month drafting process where Station partners worked with Building Conservation Associates, Inc. to ensure the plan included a catalog of historical information from the Station's construction to present day as well as a technical analysis of the current condition of the historic elements. The plan will serve as a guide for future preservation, rehabilitation, restoration, and reconstruction efforts.

INCREASED SIGNAGE, ENHANCED TRAFFIC FLOW

For years the main entrance to Union Station off of Massachusetts Avenue has been overcrowded and challenging to navigate. Last fall, as a result of a comprehensive assessment of the plaza contracted by USRC, Union Station stakeholders presented several suggested measures to assist with traffic flow.

One of the major actions executed this year was the improvement of vehicular markings and signage throughout the traffic circle. DDOT installed pavement markings and new signage in Columbus Plaza and along Massachusetts Avenue to better direct the various users of Union Station.

In additional efforts to reduce congestion at the station entrance, USRC introduced two new Kiss and Ride and Cell Phone waiting lots for visitors of Union Station. These lots are located inside the parking garage, located off of H Street, NE and are free to the public.

FINALIZING MAIN HALL RESTORATION

In August 2011, an earthquake, centered just south of Mineral, Virginia measuring 5.4 on the Richter scale, damaged many buildings in Washington, DC, including Union Station. Repair needs in the Main Hall were extensive and have required significant time to complete. Upon initial evaluation of the ceiling damage, it was revealed that the cracks in the plaster extended through the gold foil. Upon further research, it was identified that the gold foil previously adhered to the ceiling was tarnishing, peeling, and beginning to flake. As the repairs required significant investment in scaffolding and restricted access to the Main Hall, USRC decided it was most appropriate to conduct several repair initiatives at once. Currently, we are repairing the plaster cracks, re-supporting the ceiling structure, applying new and higher quality gold foil, and rehabilitating the Main Hall HVAC system. These extensive repairs are expected to be completed in Spring 2016.

COMPLETED ESCALATOR REPLACEMENT THROUGHOUT STATION

In 2012, USRC was the sub-recipient of a Federal Railroad Administration (FRA) grant awarded to the District Department of Transportation (DDOT) to help fund the replacement of all 10 of the garage escalators from the station mezzanine to Parking Level 4. The last escalator replacement was completed this year and the new, energy-efficient escalators are now fully operational.

The next phase of the project will restore and enhance the pavilion housing the escalators. During the spring and summer, the glass enclosures were repaired and repainted, and new bird control netting was installed. Existing lighting will be replaced with modern LED light fixtures, and new lighted way-finding signage in the garage will be provided on all parking levels. These aesthetic improvements are expected to be complete this fall.



PREPARING FOR THE FUTURE

Union Station has served as a first-class transportation center for over 100 years. To ensure its continued success and to accommodate the growing demand of the region, USRC has begun planning for the Station's 2nd Century.

COMPLETED EXISTING CONDITIONS STUDY

To adequately plan for the future, we must first take into account what exists today. Up until this year, no factual measurement of the current station facilities existed. To remedy this, USRC hired a consultant to complete a full Lidar scan/survey of the rail yard from New York Avenue south to the

First Street tunnel, and the historic Station building and concourse to create a digital model of the entire complex that will be used as the base model for any future planning efforts.

INITIATED MASTER DEVELOPMENT PLAN

Building on the initial vision presented in Amtrak's 2012 Washington Union Station Master Plan, the Washington Union Station Master Development Plan, which includes an EIS process, is the next major milestone in preparing for the future. This next step will encompass comprehensive planning, public engagement, and an environmental assessment. The project scope also includes: conceptual design services for improving and expanding passenger spaces; enhancing the overall customer experience; and analysis



and progression of the initial 2012 vision concepts to ensure the development enhances the functionality of the existing regional intermodal facility.

Beyer Blinder Belle Architects & Planners, LLP and Grimshaw Architects (BBB/Grimshaw) are leading the Master Development Plan for Washington Union Station and the EIS process with the FRA.

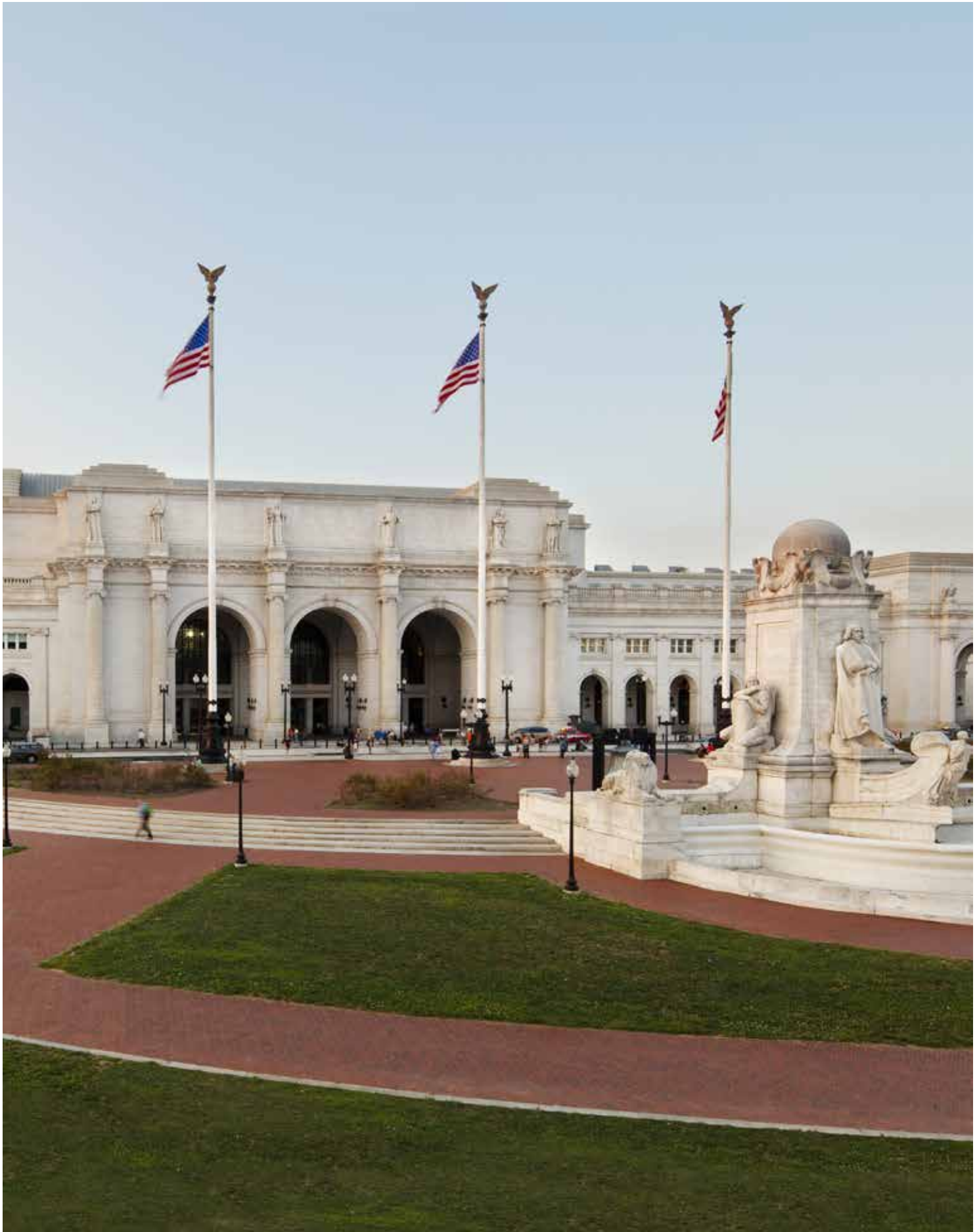
The Washington Union Station EIS will respect and reinforce the station's historic setting, while also integrating it with surrounding neighborhoods.

WON LAMBDA ALPHA AWARD

This spring, USRC, Amtrak, and Akridge, were awarded the 2015 International Skyline Award by Lambda Alpha International.

The award recognized the collective team for their creative partnership on the vision for the future of Union Station.

Each year, Lambda Alpha nominates two projects from each of its chapters' cities for the Skyline Award. The International Awards committee then reviews all nominations and selects the winner. The Skyline Award recognizes both individuals and projects that have made major contributions to the betterment of urban areas. The partnership was recognized as a world-class model of integrating innovations in historic preservation, improving multi-modal transportation infrastructure, urban neighborhood development and iconic place making.



COMMUNITY

As a long-serving member of the region, it is important to USRC for Union Station to establish and maintain outstanding community relationships; not only to function as a respected member of the community, but as an interactive one as well.

Engaging the public in the Station's overall welfare and success provides both immediate benefits, as well as a foundation of a long-term relationship that can provide continued input on Station development and enhancements.

HOSTED NATIONAL PUBLIC LANDS DAY PLANTING EVENT

USRC worked in collaboration with the National Park Service, Ruppert Nurseries, Project Evergreen, and 50 community volunteers to beautify Columbus Plaza. The event took place on September 27, 2014, and celebrated National Public Lands Day. Together volunteers from the community and various organizations planted over 600 new plantings and helped restore the landscape of the grand Station entrance.

CELEBRATED 'READ ACROSS AMERICA DAY' WITH J.O. WILSON ELEMENTARY SCHOOL

On March 9, 2015, J.O. Wilson Elementary School, neighbor to Union Station and community partner with USRC, celebrated 'Read Across America Day'. Honoring Dr. Seuss' birthday, the day was filled with volunteer readers from USRC, USPG, and station managers, Jones Lang LaSalle. Volunteers read with the children and assisted in making bookmarks and crafts modeled after the characters in the books and the author, Dr. Seuss.

OPENED THE INFORMATION PAVILION

The information pavilion, currently located on the bus deck level of the parking garage, was opened to the public this spring.

The space is outfitted with two large information panels on the history of Union Station and the surrounding neighborhoods. It also includes a complete collection of pamphlets that provide detailed information on the various transportation options available to visitors.

The pavilion also hosts two touch-screen directories that identify various amenities within the region - food, museums, hotels, etc. Users can then email information for the selected destinations directly to their phones for easier navigation and trip planning.

OPENED THE LENDING LIBRARY

USRC, along with USPG, recently opened Union Station's first Lending Library. The library currently holds over 100 books, ranging in categories from fiction, auto-biographies, children's literature, and young adult. The library was originally inspired by the Bryant Park Reading Room in New York City and is open to the public at no charge. Situated in the waiting pavilion on the bus deck level of the parking garage, the lending library operates on a leave one/take one system and visitors are encouraged to use the books while waiting for their rides or even take them along on their trips. Additions to the library from passengers are also welcome. The books have been donated by Better World Books, an organization whose mission is to promote and fund literacy and which donates books to charity with every purchase made on their website www.BetterWorldBooks.com.

PARTNERED WITH SMITHSONIAN ASSOCIATES

This winter, the Main Hall Restoration Project Architect, John Bowie, and USRC's Project Director, Tom Whitaker, partnered with Smithsonian Associates to offer an evening seminar on the history and restoration of the Station's grand Main Hall. The event was held January 27, 2015 and was sold out, with over 180 guests in attendance.



BOARD OF DIRECTORS

The Union Station Redevelopment Act's Articles of Incorporation established a five-member Board of Directors to govern USRC, along with an Executive Director who serves as President.

BEVERLEY SWAIM-STALEY

President/CEO
Union Station Redevelopment Corporation

VICTOR MENDEZ

Chairman of the Board
Designee for the United States Secretary
of Transportation

STEPHEN GARDNER

Vice-Chairman of the Board
Designee for the President of Amtrak

LEIF DORMSJO

Member of the Board
Designee for the Mayor of the
District of Columbia

EMEKA MONEME

Member of the Board
Designee for the President of
the Federal City Council

MELISSA PORTER

Member of the Board
Designee for the Administrator,
Federal Railroad Administration

FINANCIAL SUMMARY

USRC is a self-sustaining 501(c)(3) non-profit organization. The organization has two primary sources of revenue: the revenue derived from the station sublease with USI, and the revenue earned from the parking garage operations.

The organization's main missions are to maintain the historic building and direct oversight of the parking facility. This is shown through the split of expenses, with capital expenses accounting for 64% of the total expenditures.

See the illustrations below for a breakdown of revenue and expenditures in fiscal year 2015.

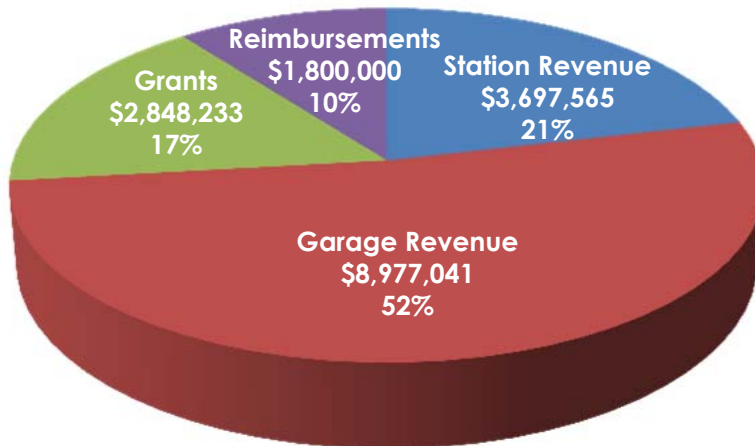
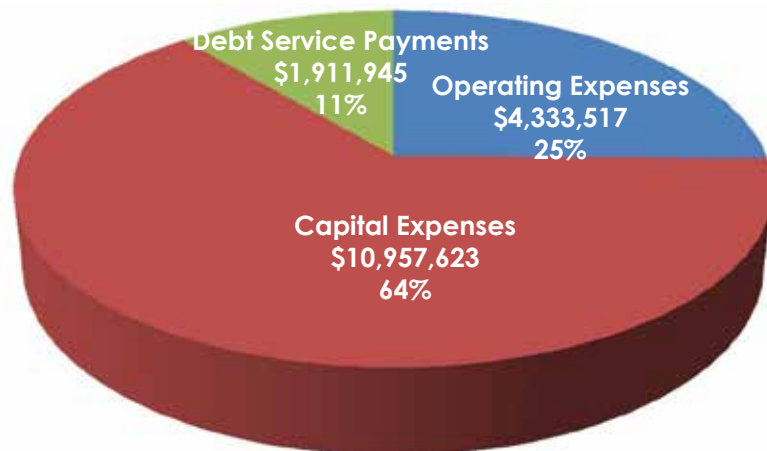



Illustration of Revenue

FY 2015 Revenue = \$17,322,839

Illustration of Expenditures

FY 2015 Expenditures = \$17,203,085





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