



**UNION STATION**  
REDEVELOPMENT CORPORATION

## **2017 Annual Report**



## Letter from the President

In 2017, we continued our efforts to both preserve the historic character of Union Station and ensure its place as a functional multimodal transportation center of tomorrow.

USRC was honored to receive several awards for its preservation and restoration work within Union Station. On March 31, 2017, the Washington Building Congress presented USRC with the prestigious Star Award for Excellence in the Face of Adversity in recognition of outstanding work relating to Finishes - Plaster. On May 23, 2017, Union Station won the 2017 State Historic Preservation Officer's Award for the Main Hall Restoration Project.

On March 2, 2017, USRC hosted the official unveiling of the restored rostral columns at a ribbon cutting ceremony. This project was made possible by a grant through the Transportation Alternatives Program (TAP) administered by the DC Department of Transportation (DDOT). In the summer of 2017, USRC partnered with the National Trust for Historic Preservation (NTHP) as one of the ten projects for its Cities Campaign. The campaign raised over \$40,000 and helped USRC to clean and restore the West Hall Roman Legionnaires. The remaining Roman Legionnaires in the Main Hall will be cleaned and restored in 2018, thanks to a DDOT TAP grant.

USRC continues to work with its partners to prepare for the long-term expansion of Union Station. The Federal Railroad Administration (FRA) is moving forward with development of the environmental impact statement. In July 2017, FRA released the Concept Screening Report. Alternative refinement, a process that will include additional public and stakeholder meetings, will continue through 2018.

As you can see, 2017 was an exciting year for Washington Union Station. None of this would have been possible without the assistance and support of our partners and friends. For this we are most grateful and we look forward to working with you to continue this momentum into 2018 and the years beyond.



Beverley K. Swaim-Staley  
President and CEO



HE THAT WOULD BRING HOME THE  
WEALTH OF THE INDIES MUST CARRY  
THE WEALTH OF THE INDIES WITH HIM  
SO IT IS IN TRAVELLING · A MAN  
MUST CARRY KNOWLEDGE WITH HIM  
IF HE WOULD BRING HOME KNOWLEDGE





## Building Restoration

USRC believes that the many efforts to restore the architectural integrity of Union Station will help secure its success for decades to come. USRC is pleased to share some major accomplishments of 2017.

### ROSTRAL COLUMNS RESTORATION

The rostral columns and balustrades located on the south side of Union Station were part of Daniel Burnham's original station design. In 2014, an assessment revealed the need to restore the rostral columns, lampposts, and balustrades after a century of wear and tear. Starting in fall 2016, rehabilitation efforts to restore these historic icons to their original splendor were undertaken. The scope entailed removal and transport of the cast iron columns and lampposts off-site for disassembly, cleaning, painting, and restoration. The lampposts were upgraded with new LED lighting and the eagles were regilded with gold leaf. The granite balustrades were cleaned and restored on-site. This was the first time since the original installation that the columns and balustrades were comprehensively cleaned and structurally reinforced.

This project was partially funded through the Transportation Alternatives Program (TAP) of the Federal-Aid Highway Program, administered by the DC Department of Transportation (DDOT). On March 2, 2017, Union Station Redevelopment Corporation hosted the official unveiling of the restored rostral columns at a ribbon cutting ceremony.

### RETAIL CONCOURSE CEILING RESTORATION

Nearly all the Retail Concourse ceiling repairs were completed on November 14, 2017. The restoration, which began in April 2016, included strengthening of the barrel-vaulted ceiling structure and face repairs to the plaster coffers. The significant restoration can be seen by walking through the Retail Concourse Mezzanine and looking up to the freshly-painted ceiling.

### WEST HALL ROMAN LEGIONNAIRES RESTORATION

In the summer of 2017, USRC partnered with the National Trust for Historic Preservation (NTHP) as one of the ten projects for its Cities Campaign, which was a crowdfunding effort for small historic preservation projects across the United States. USRC chose cleaning and restoration of the West Hall Roman Legionnaires as its project. Over the course of several months, the campaign successfully raised \$41,429 for NTHP and USRC.

USRC selected Materials Conservation Company, Inc. (MCC) to carry out the project, which was expanded to include restoration of the surrounding granite panel behind the four West Hall statues. In less than a month, MCC conducted the cleaning, repairs, and restoration of the four Roman Legionnaires and surrounding granite. Upon completion, the difference is striking. This project has been significant for sparking momentum to restore the remaining Roman Legionnaire statuary in the Main Hall, which will be completed in 2018, thanks to a DDOT TAP grant.

### GARAGE/STRUCTURAL REPAIRS AND MAINTENANCE

USRC has continued to work on regular maintenance and structural upgrades to the Union Station Parking Garage, which houses an active Bus Deck, as well as monthly parking, daily parking, a rental car facility, a kiss and ride lot, a cell phone lot, and electric charging stations.

Tim Haahs Associates and Structural Preservation Systems are assisting USRC in implementing important projects and repairs. The consultants recently completed comprehensive repairs to the ramp at the northwestern corner of the garage off of H Street NE and are now completing structural repairs to the taxi road. The taxi road, which is adjacent to the Bus Deck, is directly over numerous Amtrak spaces, including the Starlight and Stardust rooms and the Acela Lounge. USRC has been coordinating these upgrades closely with Amtrak. In spring 2018, under the management of USRC, the consultants will begin additional maintenance, repairs, and condition appraisals in the garage.









## Preparation for the Future

### STATION EXPANSION PROJECT

USRC, along with Amtrak, is working closely with the Federal Railroad Administration (FRA) to design and prepare for the long-term development of Union Station and the surrounding area. The station expansion project consists of two major work efforts: the environmental impact statement (EIS) led by FRA and the conceptual design of the project based upon a final Record of Decision, which is anticipated in late 2019. The EIS will analyze future transportation needs for train, bus, street car, vehicles, and pedestrians based on future market demands and a robust public outreach effort. In July 2017, FRA released the Concept Screening Report, which reduced the previous nine station design concepts to four preliminary alternatives.

At this stage of development, FRA, with input from the project proponents, is engaged in refinement of the four preliminary alternatives. This process includes assessing comments from various stakeholders and the community, as well as input from the geotech, terminal infrastructure, and cost and constructability projects. In 2018, work will continue on the station expansion project through alternative refinement, which will include additional public and stakeholder meetings, likely to occur in early 2018.

### TITLING AND SURVEY WORK

In 2017, USRC continued to work with the law firm Goulston & Storrs to assist with title searches for all the properties associated with the station expansion project and several adjacent properties. USRC also engaged A. Morton Thomas & Associates, Inc. in providing additional survey work for the station expansion project, including work on the H Street Bridge, H Street Tunnel, and Burnham Wall. The surveys will provide valuable information to the station expansion design team and FRA as alternative refinement continues. Additional surveys will be engaged as needed, but nothing further is currently planned for 2018.

### H STREET BRIDGE DESIGN AND CONSTRUCTION

DDOT has engaged a design firm, CH2M and Jacobs, to continue the work on the H Street Bridge design. In 2018, there will be ongoing coordination efforts with DDOT and the station expansion project team. As part of the station expansion plan, Amtrak has provided a draft terminal infrastructure plan, which will serve as the basis for DDOT to design the location of the H Street Bridge piers. In addition, the station expansion design team will be providing input into the bridge design in an effort to coordinate design elements.

## TERMINAL INFRASTRUCTURE (TI) AND COST AND CONSTRUCTABILITY

As part of the station expansion project, Amtrak has contracted AECOM to provide the terminal infrastructure, as well as the cost and constructability analysis, which are crucial inputs into the EIS alternatives refinement process. The cost and constructability team has been coordinating their work with the station expansion team and providing initial cost and time estimates to FRA and the project sponsors which has proved valuable to help refine the alternatives. Coordination between the TI, cost and constructability, and station expansion design teams will continue through 2018.

## AMTRAK CONCOURSE MODERNIZATION AND RELATED IMPROVEMENTS

Amtrak (which has contracted KGP design studio, Grimshaw Architects, and ARUP for project design) will lead the improvement of the Claytor Concourse and the First Street NE level of Union Station, in addition to introducing an expanded Mezzanine Level and minor alterations to the Bus Deck. The goal of the project is to provide passengers with improved circulation; new amenities such as bathrooms, updated flooring, and lighting; and safety enhancements within the expanded and updated concourse.

As a precursor to the Concourse Modernization Project, Amtrak has been working on relocating the HVAC system from the north hanger to the roof of the station, which is near completion. This project, in addition to the Amtrak Police Department relocation initiative, which will provide new office space outside the modernized concourse, will expand and create an open and bright environment in the rehabilitated Claytor Concourse.

In 2017, in partnership with Amtrak and WMATA, USRC completed a request for proposals process to procure a construction management firm that will provide expertise and pre-construction input and assist in the management of the general contractor during the construction phase of the Concourse Modernization. The construction management firm that was selected will serve for a minimum of three years and the contract will be managed by USRC. In 2018, also in partnership with Amtrak, USRC (with the assistance of the construction management firm) will hire a General Contractor for the construction of the Claytor Concourse and proceed into the construction phase of the project.

## BUS DECK ELECTRIC CHARGING STATIONS

A public-private partnership (PPP) between the District of Columbia Department of For-Hire Vehicles (DFHV), ChargePoint, Transco, and Union Station has resulted in the installation of two fast charging stations in the Union Station Parking Garage for the exclusive use of the District's electric vehicle (EV) taxicabs. This project improves the infrastructure to encourage the transition to electric taxis. As part of a robust plan to build additional fast charging stations around the city, DFHV provided partial funding through a competitive grant program; ChargePoint supports the technology that powers this network (including charging station hardware, energy management software, and a mobile app); Transco handles the administration of these units; and Union Station provides oversight of the infrastructure and operations.



## Historic Preservation

As part of the effort to promote the historic preservation and development of Union Station, USRC must maintain, organize, and archive all historical and project records. Our efforts to properly archive all types of documents have proved beneficial as we:

- address maintenance issues in the station;
- modernize mechanical, electrical, and plumbing systems;
- rehabilitate portions of the station from floors to ceilings and other historic fabric;
- implement recommendations of the Historic Preservation Plan (June 2015); and
- plan for long-term redevelopment of the station area, including a Section 106 process.

In 2014, USRC established a system of organization for its records, drawings, photographs, historic documents, and digital files that adheres to best practices and supports USRC's mission to preserve and develop historic Union Station. We will continue to pursue the collection of more than a century of work documenting the physical and cultural history of the station.

As part of USRC's continued effort to document the station's history, our Document/Archive Manager viewed records at the Art Institute of Chicago and Chicago History Museum, where Daniel Burnham and Harry Weese's archival records are preserved. As a result, USRC now has copies of over 70 letters from the Daniel H. Burnham Collection from 1901 to 1911. The letters cover topics such as:

- discussion over the station site location, which Burnham pushed for the selected Massachusetts Avenue NE location;
- station design development;
- possible subjects for the plaza prior to Christopher Columbus being chosen; and
- the station's statuary and inscription with Louis Saint-Gaudens and Charles Eliot.

In addition, USRC has expanded its historic photograph collection with credit to the Art Institute of Chicago, Chicago History Museum, DC Department of Transportation, and the DC Public Library Special Collections.

In FY 2017, USRC obtained and processed two new collections, which were donations from people involved with the 1980s Union Station restoration. The first collection is from Diana Sun who was on the public relations team for the grand reopening of the station in September 1988. Her records include correspondence and media kits related to the planning of the station's reopening celebrations. USRC's first Vice President, Rosalyn Doggett, donated the other collection, which consists of a wide range of records including correspondence, procurement documents, and weekly construction reports from 1984 to 1990. USRC is grateful for the donated collections since they provide a valuable perspective into the development and work that went into restoring and redeveloping Union Station.

### UNION STATION HISTORIC INTERIOR LIGHTING STUDY

USRC received the Cynthia Woods Mitchell Fund for Historic Interiors Grant, a grant awarded by the National Trust for Historic Preservation to assist in the preservation, restoration, and interpretation of historic interiors. Through this funding, USRC partnered with Building Conservation Associates to complete a historic interior lighting study of Union Station, which focuses on the Main Hall, West Hall, East Hall, Presidential Suite, and Retail Concourse. Work began in August 2017 and the final report is anticipated to be completed in February 2018. The study will document the history of the station's natural and artificial lighting, providing valuable information for future preservation and station development projects.



## Public Relations

### *Awards and Recognition*

#### WBC STAR AWARD

On March 31, 2017, the Washington Building Congress (WBC) hosted its annual Craftsmanship Awards and Hall of Fame Induction event during which many of the country's top-notch architects, engineers, and contractors and their projects were celebrated. USRC was presented with a certificate in recognition of the outstanding work relating to Finishes - Plaster and Mechanical - HVAC/Sheet Metal in Union Station.

On top of that, in the Finishes - Plaster category, the restoration and stabilization of Union Station's Main Hall ceiling was honored with the prestigious Star Award for Excellence in the Face of Adversity. Congratulations to the following who were involved in this project:

- Contractor: Hayles and Howe, Inc.
- Architects: Gensler and John Bowie Associates
- Engineer: McMullan & Associates, Inc.
- Construction Manager: Jones Lang LaSalle Americas, Inc.

#### DC SHPO AWARD

Union Station won the 2017 State Historic Preservation Officer's Award for the Main Hall Restoration Project. The DC Office of Planning and Historic Preservation Office, in partnership with the DC Preservation League and the Daughters of the American Revolution (DAR), presented the 14th annual District of Columbia Awards for Excellence in Historic Preservation on May 23rd in the historic DAR Constitution Hall.

#### CSPAN

On April 9, 2017, C-SPAN's American Artifacts program featured Union Station in an episode. Throughout the segment, Beverley Swaim-Staley, USRC President and CEO, gave a tour of the station and provided historical background information. In addition, Architect John Bowie discussed the original construction and the Main Hall restoration project, which was completed in May 2016.

## OTHER ACCOLADES

In addition to the aforementioned awards, Fodor's included Union Station in its list of most beautiful train stations in the United States in September 2017 and, in October, Lonely Planet featured the station in its world's most beautiful train stations article.

## Events

### 2017 INAUGURATION-RELATED EVENTS

From January 18 to 22, 2017, Union Station was host to increased numbers of people from all around the country who came to Washington, DC for inauguration week events. Starting from November 2016, USRC, in collaboration with partner agencies at Union Station, prepared for the expected increase of travelers via rail and intercity buses and the station was able to handle the increased traffic smoothly.

On January 19, 2017, Union Station was host to an inaugural dinner for President Donald Trump. On the 20th, people visiting DC to attend the inauguration and other inaugural events came through Union Station. On January 21st, there was a worldwide protest to advocate for legislation and policies regarding human rights which brought additional people into the station.

### TOSCANINI CONCERT

On March 28, 2017, there was a spectacular, free performance by the Cameristi della Scala Orchestra of Milan in honor of Arturo Toscanini in the East Hall of Union Station. The performance was attended by approximately 600 people, including representatives of the Italian Embassy, the Italian Cultural Institute, the World Bank, and the U.S. Government, as well as a number of surprised and delighted passengers departing and arriving in the station who just happened upon this world-class musical treat.

### BOARD OF TRADE DINNER

On March 29th, the Greater Washington Board of Trade (BOT) held its 98th annual mid-winter dinner in Union Station. BOT took advantage of the various locations and great architecture in the station for its signature black tie event.



## NASA EARTH DAY

On April 20, 2017, the Main Hall of Union Station was host to a free, public Earth Day event. There was storytelling, hands-on activities, Dynamic Planet, a space suit display, and Scott “Scooter” Altman (a United States Navy Captain, engineer, test pilot, and former NASA astronaut) signing autographs.



## ATLAS OBSCURA TOURS

In partnership with Atlas Obscura Society DC and the National Trust for Historic Preservation, USRC led two behind-the-scenes tours of Union Station. These hour and a half long, family-friendly tours, which took place in July and November 2017, proved to be so popular that they sold out in a matter of hours. Another tour, also sold out, will happen in February 2018. USRC is happy to promote beautiful, historic Union Station with such great partner entities.

## NORWEGIAN CHRISTMAS TREE

On November 29, 2017, Union Station's Main Hall was host to the 21st Annual Christmas Tree Lighting Ceremony. Thanks to the generosity of the Norwegian people, Union Station receives a lovely tree every year. Adults and children came to listen to Christmas music, hear comments from Norway's Ambassador to the U.S. and the President of the Mid-Atlantic Chapter of the Norwegian-American Chamber of Commerce, see the 32-foot tree lit up, and meet Santa and Mrs. Claus.



## Financial Summary

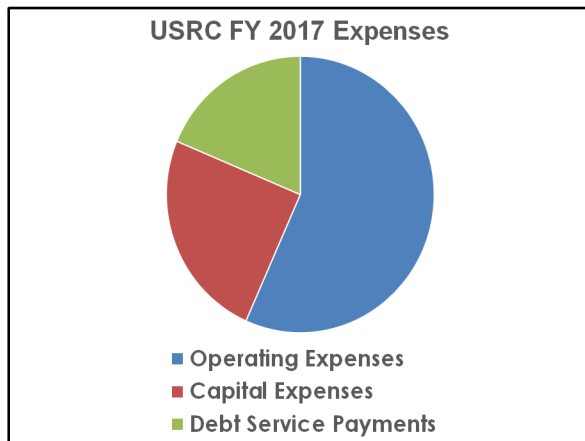
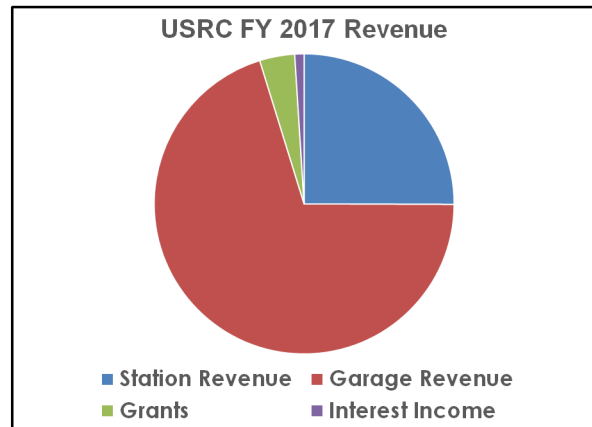
USRC is a self-sustaining 501(c)(3) non-profit corporation with two primary sources of revenue: the revenue derived from the station sublease with Union Station Investco, LLC and the revenue earned from the parking garage operations.

The corporation's main missions are to maintain the historic building and provide direct oversight of the parking facility. Revenue from the garage, which accounts for 70% of total revenue, subsidizes USRC's financial responsibilities with regard to oversight of the historic building.

See the illustrations below for a breakdown of revenue and expenditures in fiscal year 2017.

### Illustration of Revenue

FY 2017 Revenue = \$11,816,065



### Illustration of Expenses

FY 2017 Expenditures = \$10,231,838





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