



**UNION STATION**  
REDEVELOPMENT CORPORATION

## **2018 Annual Report**



## Letter from the President

In 2018, USRC's primary focus was on Union Station's structural and systems restoration and renovation. We have continued our archiving work, which has been critical to understanding the building's historic infrastructure and all that has happened over the last 111 years. This research is also helpful as we continue to repair and restore the historic station and the adjacent garage. Additionally, we continued working with the Federal Railroad Administration (FRA) on the environmental impact statement process of the Station Expansion Project.

We have maintained a good working partnership with Atlas Obscura and built additional, mutually beneficial community relationships with the DC Public Library, the National Symphony Orchestra, and others. This has resulted in a number of tours, exhibits, and concerts in Union Station in the past, with more to come in the future.

In addition, security has been a focal point. USRC has been expanding our circle and collaborating with the Metropolitan Police Department, the National Park Service, the Mayor's Office and the District Department of Behavioral Health, and the security personnel at the neighborhood BIDs in order to address a variety of citywide issues, making Union Station a safe and inviting place for locals and tourists.

2018 was a busy year for Washington Union Station. None of our important endeavors would have been possible without the support of our partners and friends. For this we are thankful and we look forward to working with you to continue this momentum into 2019 and the years beyond.



Beverley K. Swaim-Staley  
President and CEO



## 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 continues to collaborate with Union Station Investco LLC (USI) and FRA (as the owner and Authority Having Jurisdiction) to evaluate, assess, and plan for station upgrades and replacements. Since 2012, the focus of work has been on the restoration of the Main Hall and the Retail Concourse ceiling. In 2013, a building assessment identified needs in many building systems and USRC and its partners are prioritizing these now. Some important building systems, which are currently being planned for replacement, include roofs (more than 35) and HVAC, which was previously replaced in the 1980s. These current studies will translate into the development of ten-year capital plans for upgrades and replacements to the systems. Additionally, the station and garage fire alarm replacement designs are underway. USRC is pleased to share some accomplishments of 2018.

### TAP GRANTS TO RESTORE THE ROMAN LEGIONNAIRES

USRC has received DDOT Transportation Alternatives Program (TAP) grant funding for restoration of the Main Hall and exterior Roman Legionnaire statues. The grant funding will allow USRC to continue the momentum of the statuary preservation effort at Union Station after the success of the 2017 West Hall Legionnaires crowdfunding restoration project.

### UNION STATION PARKING GARAGE REPAIRS, UPGRADES, AND MAINTENANCE

USRC has continued to work on regular maintenance and structural upgrades of 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 for taxis.

Tim Haahs Associates (Haahs), McMullan & Associates, and Structural Preservation Systems (SPS) are assisting USRC in implementing important projects and repairs. Haahs and SPS have been working on structural repairs to the taxi road. The current phase of the taxi road repairs is expected to be completed in 2019; however, there will be additional inspections and possible repairs to the taxi road as part of the Claytor Concourse Modernization Project.

Additionally, in 2018, under the management of USRC, SPS undertook restoration work, which included maintenance and repairs to all levels of the parking garage and bus deck. In early 2019, Tim Haahs will begin condition appraisals in the garage to identify future restoration needs.

In partnership with GHT Limited, USRC designed the fire alarm system replacement and upgrades for the parking garage. The garage's new fire alarm system will communicate with the station's fire alarm system to improve coordination between the two buildings. The replacement will be completed in 2019.



## Preparation for the Future

### STATION EXPANSION PROJECT

USRC, along with Amtrak (together the project proponents), is working closely with FRA to design and prepare for the long-term development of Union Station and the surrounding area. The Station Expansion Project (SEP) 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, anticipated in 2020. The EIS will analyze future transportation needs for trains, buses, the streetcar, vehicles, and pedestrians based on future market demands and a robust public outreach effort. In 2018, in coordination with Amtrak and USRC, FRA continued to refine the alternatives released in the July 2017 Concept Screening Report. There are currently six preliminary alternatives.

As part of the SEP, Amtrak has contracted AECOM and Wood to manage the terminal infrastructure (TI), cost and constructability, and Geotech studies, which provide crucial input into the EIS alternatives refinement process. These studies are expected to be finalized in 2019. The TI and cost and constructability teams are anticipated to continue to coordinate with the station expansion design throughout the duration of the EIS. In 2019, work on the draft EIS will continue, which will include additional public and stakeholder meetings.

From September to December 2018, USRC and FRA staff participated in several community events in order to raise awareness and elicit feedback about the project.

### H STREET BRIDGE DESIGN AND CONSTRUCTION

DDOT has engaged a design firm, Jacobs, to continue the work on the H Street Bridge design. In 2018, there were several workshops to coordinate the design of the bridge, including intersection and streetcar layouts, with the Station Expansion Project. It is anticipated that there will be ongoing coordination efforts with DDOT and the SEP team throughout 2019.

### AMTRAK CONCOURSE MODERNIZATION AND RELATED IMPROVEMENTS

Amtrak and WMATA are leading the improvements of the Claytor Concourse and the First Street NE level of the Union Station metro station. The goal of this project is to provide passengers with improved circulation; new amenities, such as bathrooms, updated flooring, and lighting; and safety enhancements.

In 2017, Hill International was brought on board as the construction manager and owner's representative. As the owner, USRC will proceed to take the project to construction once the design is completed. Also, after design completion, anticipated in 2019, a general contractor will be hired.

## Historic Preservation

As part of the effort to promote the historic preservation and development of Union Station, USRC maintains, organizes, and archives all historical and project records. Our work to properly archive all types of documents has proved valuable as we:

- address maintenance issues in the station;
- modernize mechanical, electrical, and plumbing systems;
- rehabilitate historic sections of the station;
- implement recommendations of the Historic Preservation Plan (June 2015); and
- plan for long-term redevelopment of the station area.

Since 2014, USRC has used a system of organization for records, drawings, photographs, historic documents, and digital files that adheres to best practices. In 2018, USRC established a formal collection development policy which states that USRC collects, preserves, and provides access to available records related to the history of the corporation and Union Station, supporting the core mission to preserve and restore the station's historic and architectural significance. The policy includes a scope of relevant topics, as well as guidelines for expenses and usage of records. USRC will continue to pursue the collection of more than a century of work documenting the physical and cultural history of the station.

Additionally, in 2018, USRC worked with USI's management and engineering departments to survey records held at their offices. We began an ongoing project of obtaining copies of the station management's photograph records to process into our own collection, adding several hundred photographs that cover a wide variety of events that have occurred at Union Station since the reopening in 1988.

Lastly, USRC continues to expand our historic photograph collection with credit to the Library of Congress, National Archives and Records Administration, Kheel Center for Labor-Management Documentation and Archives at Cornell University Library, DC Public Library Special Collections, and National Geographic Magazine.

## UNION STATION HISTORIC INTERIOR LIGHTING STUDY

In FY 2017, USRC received the National Trust for Historic Preservation's Cynthia Woods Mitchell Fund for Historic Interiors Grant, a grant that assists in the preservation, restoration, and interpretation of historic interiors. Through this funding, USRC partnered with Building Conservation Associates (BCA) to complete a historic interior lighting study of Union Station, which was published in March 2018. The study documents the history of the station's natural and artificial lighting in the Main Hall, West Hall, East Hall, Presidential Suite, and Retail Concourse, providing useful information for future preservation and station development projects. BCA presented the study at the Construction History Society of America's biennial meeting in College Park, MD in May 2018 and led several study-focused tours at the station with USRC's assistance.



This photo, taken in 1917, shows the British, American, and French flags in honor of the British Commission, which represented all the allies in WWI. (Photo courtesy of the National Archives and Records Administration)

On the following page is an aerial view that features the 2nd Bombardment Group flying over Union Station on April 23, 1931. (Photo courtesy of the National Archives and Records Administration)





## Public Relations

### Awards and Recognition

In March 2018, an Arcadis report *Improving Quality of Life Through Transit-Hubs – Delivering City Value and Prosperity with Mobility Oriented Developments* ranked Union Station in Washington, DC second overall for connecting and improving mobility and people's lives. The report ranked stations around the world based on transit-hub connectivity, urban environment, social placemaking, and economic development.

### Partnerships

Since January 2018, USRC has had a partnership with the DC Public Library (DCPL). From July to October, advertisements for DCPL were run on the Bus Deck screens and the directories throughout the station.

In addition to promoting various DCPL campaigns, USRC has arranged to have free access to and printing of DCPL images of Union Station over the years.

### Events

#### NATIONAL SYMPHONY ORCHESTRA CONCERT

On April 11, 2018, as part of the National Symphony Orchestra's In Your Neighborhood event series, the NSO had a wonderful, free concert in the Main Hall at Union Station. The performance was conducted by new Music Director Gianandrea Noseda and featured violinist Nurit Bar-Josef. Union Station has established an ongoing relationship with NSO and will feature another concert in February 2019.



#### EDUCATIONAL HUMAN TRAFFICKING EXHIBIT

From June 5 to 14, 2018, there was an informative Artworks for Freedom human trafficking exhibit created by Kay Chernush on display in the Main Hall. On June 6, Mick McKeown, Director of the DHS Blue Campaign; Kenya Davis, Assistant United States Attorney for the District of Columbia, DC Human Trafficking Task Force; and Barbara Amaya, human trafficking survivor and advocate gave remarks. USRC is glad to have raised awareness about this serious issue and will continue to do so through occasional trainings for station stakeholders.

#### 30TH ANNIVERSARY CELEBRATION

On September 28, 2018, there was a celebration at Union Station to commemorate the 30th anniversary of the 1988 grand reopening after the 1980s restoration. People coming through the Main Hall were treated to:

- a LEGO® model of the station and the railyard, complete with moving trains, set up by Chuck Viggiani, Constantine Hannaher, Michael Harrod, and Scott Bertaut of the Washington, DC Metropolitan Area LEGO® Train Club;
- a Stuart-Hobson Middle School choir concert and dance routines by students of the Shannon Dunne Dance Company; and
- a display of photos which predated the 1980s restoration and from present day.



## ANNUAL HOLIDAY EVENT

The Union Station holiday extravaganza and annual Norwegian tree lighting ceremony took place on November 29, 2018. In continuation of a 22-year tradition, the Royal Norwegian Embassy, on behalf of the citizens of Norway, presented a holiday tree to the people of Washington, DC. This generous gift symbolizes gratitude for the assistance Norway received during WWII and appreciation for the strong friendship between the two countries. The 32-foot tree was decorated with American and Norwegian flags, as well as ocean-themed ornaments made of all recycled materials, symbolizing the importance of sustainable management of the sea.

After opening remarks and singing of the Norwegian and American national anthems, there were wonderful performances by the Washington Performing Arts Children of the Gospel Choir, the Howard University Gospel Choir, and the Czarkowski String Quartet. Also, Santa and Mrs. Claus came to give gifts to and have photos taken with all the children. The evening culminated in a simulcast of the amazing Yo-Yo Ma Bach Project concert from the National Cathedral.

### *Union Station Tours*

Since July 2017, USRC has had a station tours partnership with Atlas Obscura and the National Trust for Historic Preservation. In 2018, USRC staff led three behind-the-scenes Hidden Union Station tours with Atlas Obscura. The September tour was also in collaboration with Infrastructure Week and infrastructure-related initiatives in the station were highlighted.

Additionally, USRC has started our own History of Union Station tour series. Since September 2018, USRC has organized three of these tours. Given the favorable feedback received, USRC plans to continue leading these tours in 2019.



## Financial Summary

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

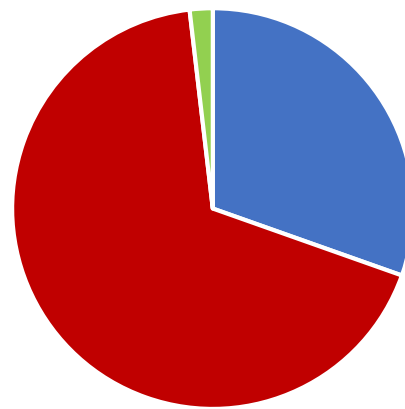
The corporation's primary objectives are to maintain the historic building and provide direct oversight of the parking facility. Revenue from the garage, which accounts for 70% of total revenue, subsidizes USRC's financial responsibilities with regard to preservation of the historic building.

See the illustrations below for a breakdown of revenue and expenditures in fiscal year 2018:

### Illustration of Revenue

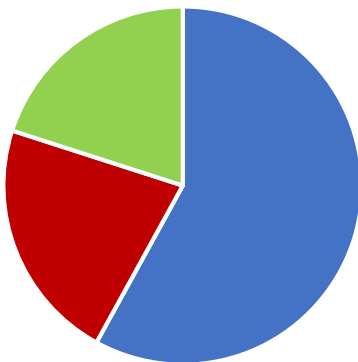
FY 2018 Revenue = \$10,991,139

### USRC FY 2018 Revenue



■ Station Revenue ■ Garage Revenue ■ Interest Income

### USRC FY 2018 Expenses



■ Operating Expenses ■ Capital Expenses  
■ Debt Service Payments

### Illustration of Expenses

FY 2018 Expenditures = \$9,654,072





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