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Washington Union Station Expansion Project (SEP) Delivery and Governance Study

Washington, DC (May 8, 2024) -- InfrastructureDC (IDC), a nonprofit organization dedicated to accelerating investment in the District of Columbia's public infrastructure, announced today the completion of the one-year Washington Union Station Expansion Project (SEP) Delivery and Governance Study (Study). [The Study](#) provides a strategic plan and key next steps necessary to advance the SEP and realize the next century transformation of Washington Union Station.

The Study provides recommendations for a delivery framework for the SEP and helps Union Station Redevelopment Corporation (USRC), a non-profit organization established in 1983 to manage the redevelopment of Union Station¹, take advantage of historic levels of federal funding for transportation and infrastructure projects. Among the Study's key recommendations:

- Affirmation of USRC's role as Project Sponsor for the SEP, as designated by the Federal Railroad Administration (FRA) in the issuance of the [Final Environmental Impact Statement \(FEIS\) and Record of Decision \(ROD\) on March 12, 2024](#). As SEP Project Sponsor, USRC undertakes the responsibilities of both SEP implementation and stewardship of the historic Union Station, including:
 - Securing funding for SEP project development activities;
 - Collaborating with project partners to apply for federal grant funding opportunities;
 - Leading SEP delivery, including final design and construction, using its existing authorizations; and
 - Pursuing changes to the Bipartisan Infrastructure Law to allow USRC to be an eligible applicant for federal funding programs.
- A framework for USRC, and the project's overall governance, funding and authorities to evolve over the SEP's Final Design and Construction stages to optimize schedule, cost and coordination between SEP stakeholders.
- Expansion of regional participation in the SEP by integrating Maryland and Virginia into USRC's governance and project development activities for the SEP.

The Study's Advisory Group (AG), composed of representatives from USRC, Amtrak, United States Department of Transportation (DOT), FRA, District of Columbia Office of Planning (OP), and District Department of Transportation (DDOT), is confident in USRC's ability to evolve and USRC's plan to move the project forward in a coordinated way to further mitigate any risks related to schedule or financing as partners reach the next design milestone for the SEP.

¹ As established by the Union Station Redevelopment Act of 1981, [40 USC CHAPTER 18, SUBCHAPTER I, Part B: Union Station Redevelopment](#).

IDC is grateful for the substantial investment and partnership with the District of Columbia Government, and the DC OP who granted the funding to IDC to procure a consultant team to complete this Study. IDC engaged CohnReznick LLP to undergo technical analysis to provide the AG with clarity for how the SEP, and USRC as Project Sponsor, can move forward in the most efficient and optimal manner. USRC is already progressing and carrying forward most of the action items assigned to USRC in the report's recommendations.

IDC is energized by the investment of time and cross-organizational problem solving that led to the Study's recommendations. The Study process was designed to ensure the AG provided guidance to the consultants responsible for conducting the technical analysis and development of the Study's recommendations through an iterative process. In addition to the AG, the Study also sought input from regional stakeholders. IDC applauds the efforts of these stakeholders to do difficult work and understands this is the beginning of an exciting next chapter for the SEP. We look forward to USRC continuing to expand its capabilities as the Project Sponsor responsible for driving the project forward - broadening the tent and engaging with the numerous stakeholders and partners.

We thank the leaders at all levels of government who will advance these next steps under the leadership of USRC to create a world-class multi-modal transportation facility, improving connections between District neighborhoods, and enhancing the economic competitiveness of the Greater Washington Region, and Northeast and Southeast Corridors for the next Century.

Advisory Group Quotes:

“Washington Union Station is second only to New York City's Penn Station for Amtrak ridership nationwide, not to mention its historic significance and central location in the Washington region. The redevelopment of Union Station is long-awaited and highly necessary to ensure reliable rail access along the Eastern seaboard. This report articulates how to align the federal, local, and Amtrak interests to move forward on this important project. The District has committed more than \$300 million toward the reconstruction of H Street Bridge, which unlocks the station's modernization plans. We look forward to working with the Union Station Redevelopment Corporation and all our partners on this generational transformation.”

- **Nina Albert, Deputy Mayor for Planning and Economic Development and Union Station Redevelopment Corporation Board Member**

“We are grateful to Mayor Bowser and the DC Council for sponsoring this important Study on the future of Union Station. Now USDOT, the District of Columbia, Maryland, Virginia, Amtrak, WMATA and other stakeholders must work together to support the Union Station Redevelopment Corporation and create a successful governance model for the station's operations and future expansion.”

- **Polly Trottenberg, Deputy Secretary of the United States Department of Transportation and Chair of the Board of Directors for the Union Station Redevelopment Corporation**

“The Washington Union Station Expansion Project is necessary to address current demand and growth of a regional, multimodal transportation system. We are excited to continue working with the USDOT, FRA, USRC, and partners in Maryland, Virginia and Washington, D.C., to advance a regional plan to invest, expand and enhance the vitality and future of this iconic hub for future generations.”

- **Stephen Gardner, CEO of Amtrak**

“Completing this governance Study and the effective collaboration shown by federal and regional partners is another positive step in the preservation and expansion of Washington Union Station. It builds on the Federal Railroad Administration's completion of the Final Environmental Impact Statement and

Record of Decision for the Washington Union Station Expansion Project announced last month. Our agency looks forward to our continued work with the Union Station Redevelopment Corporation, Amtrak, Washington, D.C., Maryland, Virginia and others to build on this momentum and advance additional progress at one of America's historic multi-modal hubs.”

- **Amit Bose, Administrator of the Federal Railroad Administration**

“Union Station is still one of the city’s greatest catalysts, and this Study builds the vision for using efficient multimodal transit to facilitate job growth and economic mobility. The Study affirms USRC’s role as the designated SEP Project Sponsor and sets a clear path of action for USRC to effectively advance the SEP to the next design milestone. The Study also provides a framework for USRC and the SEP’s evolution of governance, funding and authority over the course of the Final Design and Construction stages, and presents a clear strategy for how to empower USRC with the necessary funding and authority to reduce roadblocks and effectively manage cost, timeline and risk to optimize delivery of a world-class transit facility will make the District one of the most economically diverse and competitive cities in the country.”

- **Anthony Williams, Chairman of the InfrastructureDC Board and CEO of the Federal City Council**

“Thank you Mayor Bowser, DC Council and InfrastructureDC for undergoing this important Study, which provides clarity and confidence in USRC’s role as SEP Project Sponsor, and in charting the way forward for the SEP. I know firsthand, from my experience with the Moynihan Train Hall development, that strong governance is essential to ensuring successful project delivery, and this Study provides the plan and resources for USRC to evolve alongside the SEP. We believe that this Study helps articulate the plan and resources needed for USRC advance the SEP, and lays the foundation for USRC to continue to solidify the partnerships which will be key for making Union Station a source of civic pride for all.”

- **Doug Carr, Chief Executive Officer of the Union Station Redevelopment Corporation**

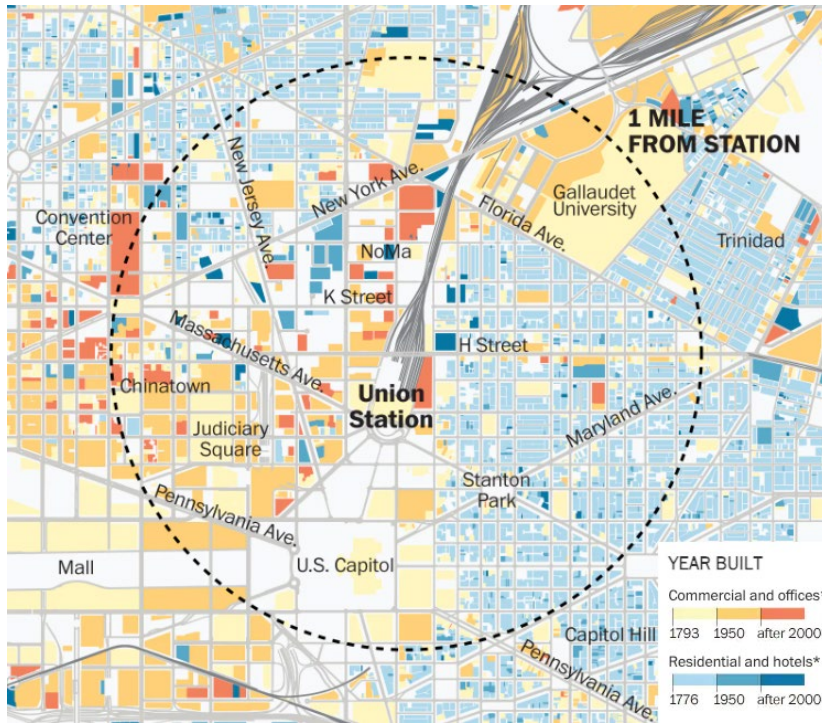
“CohnReznick is proud to have been selected by IDC to consult on this Study, and in turn play a small role in realizing the SEP’s vision of a modernized Washington Union Station that bolsters transit capabilities in the Greater Washington Metropolitan Area, Northeast Corridor and Southeast Corridor. CohnReznick appreciates the substantial time and expertise provided by the Advisory Group and regional stakeholder input to inform the Study’s technical analysis, and iteratively develop recommendations. Thanks to this work, the CohnReznick team is delighted that the Study's final recommendations have unanimous support from AG organizations and can be used to build the necessary support from regional stakeholders. We look forward to watching both USRC and stakeholders breathe life into the Study’s recommendations, and realize the full potential of the SEP.”

- **Chris Livingstone, Principal at CohnReznick LLP**

About the Washington Union Station Expansion Project (SEP):

As the primary portal to Downtown DC and the Nation’s Capital, the SEP represents one of the most significant infrastructure opportunities to transform the Washington region’s busiest multimodal transportation hub. A redeveloped Union Station is essential to the immediate economic recovery and long-term vibrancy and vitality of the District of Columbia, Maryland, and Virginia.

As the nexus of the regional rail network, the SEP will reconstruct and modernize 53 acres of century old station infrastructure behind Union Station to deliver critical capacity enhancements and reliability enhancements for Amtrak, VRE and MARC passengers. The SEP will connect and maximize the return of regional rail investments such as Virginia’s Long Bridge, L’Enfant VRE Fourth Track, and Frederick Douglass Tunnel reconstruction in Maryland. The SEP and region’s combined capacity enhancements



will reduce the costs to provide rail service and increase the attractiveness of passenger rail travel with improved frequency, reliability and travel times for residents and visitors.

Just as critical to the SEP's rail enhancements, the [FRA's Preferred Alternative F for the SEP](#) embraces the diverse and broad set of transportation beyond passenger rail that make Washington Union Station the region's busiest multimodal transportation hub. The SEP will bring bus passengers to the same concourse as rail, and provide a centrally located, easily accessible, safe and well-lit passenger bus facility. The station will better connect the

many distinct transit modes – be it Amtrak, MARC, VRE, Intercity or Charter Bus, Metrorail, Metrobus, DC Streetcar, TNCs, Capital Bikeshare or walking-- the SEP will make it easier to get to and from the station. Six new access points via the concourse and H Street bridge levels, and new below-grade passenger concourses will reduce passenger travel times and distances between train platforms and DC neighborhood destinations. Improved walking and bike connections, along with integrated parking and

Figure 1 Source: D.C. Office of the Chief Financial Officer, NoMa Business Improvement District, Post analysis of U.S. census data. Published by Washington Post Sept. 12, 2014.

Pick-Up Drop-Off facilities to help alleviate congestion and improve safety of surrounding DC streets.

The SEP is critical to the District's efforts to revitalize Downtown DC, and will generate between \$296 and \$557 million in annual labor income and from approximately \$414 million to \$778 million annually in economic activity for the region over a 13-year period, creating an average of approximately 6,300 jobs annually during construction of the SEP. The SEP, along with Burnham Place – three million square feet of private air rights development over the rail yard behind the historic station – will deliver pedestrian connections and urban design elements that will transform the station's relationship to the city and surrounding neighborhoods. These combined investments will transform the city and catalyze equitable economic development East of the station to support the entire District and regional economy.

Just five blocks away from the US Capitol complex, and the as nation's only federally owned transit complex, the SEP will continue to support the efficient and safe operations of the Federal Government by reducing federal worker commute times and supporting the federal workforce's ability to attract and retain talent and equitably expand access to job opportunities by providing low-cost alternatives to commuting by car.

For the official description of the Preferred Alternative F of the SEP, please see the Record of Decision and Final Environmental Impact Statement, released by Federal Railroad Administration on March 12, 2024: [Washington Union Station Expansion Project | FRA \(dot.gov\)](#).

See the FRA's animated video of the SEP [here](#).



About InfrastructureDC (IDC)

IDC is a nonprofit, tax-exempt organization, described in section 501(c)(3) of the Internal Revenue Code, that lessens the burdens of the government of the District of Columbia, and enhances economic competitiveness and quality of life in the District of Columbia by increasing and accelerating investment in public infrastructure. IDC was incubated by The Federal City Council (FC2), a 501c3 organization committed to the improvement of the District of Columbia, as an infrastructure development catalyst and facilitator that specializes in identifying project delivery and innovative financing options for sustainable infrastructure projects in the District of Columbia.