



# INVESTING IN THE FUTURE OF BALTIMORE PENN STATION

Prepared for Transit Choices | June 16, 2017

A decorative graphic consisting of a light blue line that starts at the top left, descends to a circular dot, and then ascends towards the top right.

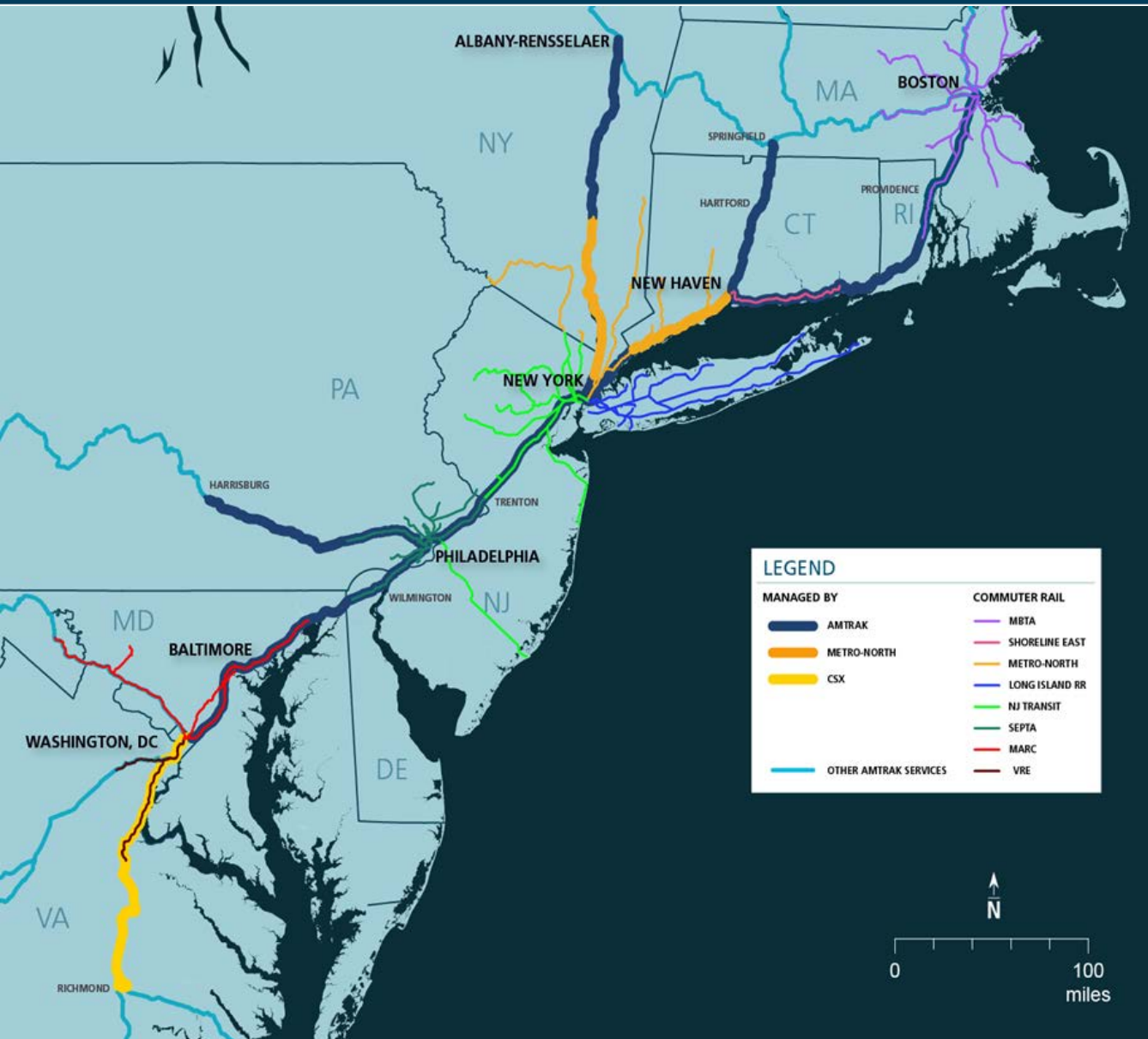
**AMTRAK OVERVIEW**  
**THE NORTHEAST CORRIDOR**

## NATIONAL RAILROAD PASSENGER CORPORATION



- Nationwide rail network, serving more than 500 destinations in 46 states, the District of Columbia and three Canadian provinces on more than 21,300 miles of routes.
- 6<sup>th</sup> straight year ridership exceeded 30 million with 50% growth since 1998.
- Amtrak is a private corporation carrying out a public mission. Congressionally created, for-profit entity owned by the U.S. Government; \$1.4B annual federal funding.
- In FY16, Amtrak earned approximately \$3.2 billion in revenue and covered 94 percent of operating costs with ticket sales and other revenue.
- The Northeast Corridor (Washington > Boston) is the flagship and North American prototype for high-capacity, shared-use railway with about 1/3 of system ridership and about 1/2 of the system revenue.

# COMPLEX AND CRITICAL OPERATIONS THE NORTHEAST CORRIDOR (NEC)



- 457 mainline route miles; 363 miles Amtrak-owned (80%)
- 100% electrified main line; top speeds of 150mph
- 8 commuter operators and 4 freight operators on the main line
- 260 million annual passenger trips; 750,000 daily trips
- 1,200 bridges and tunnels, many over a century-old

# INTERCITY, COMMUTER AND FREIGHT MIXED TRAFFIC ON THE NEC

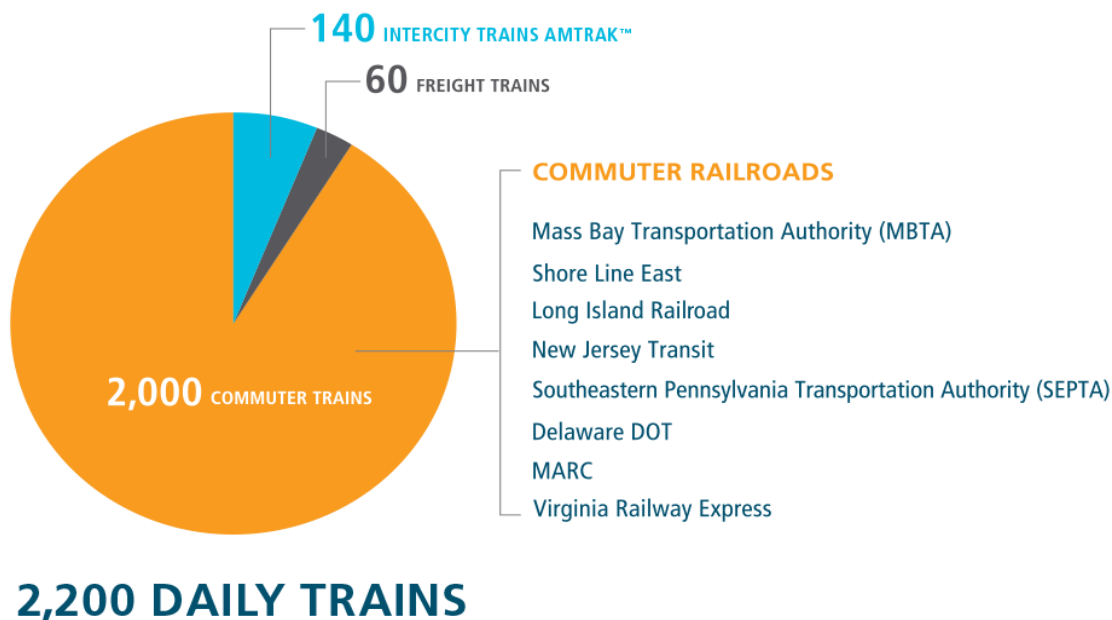
Amtrak's intercity trains are a small share of train movements on the NEC.

The eight commuter railroads and Amtrak are interdependent for both operations and infrastructure delivery.



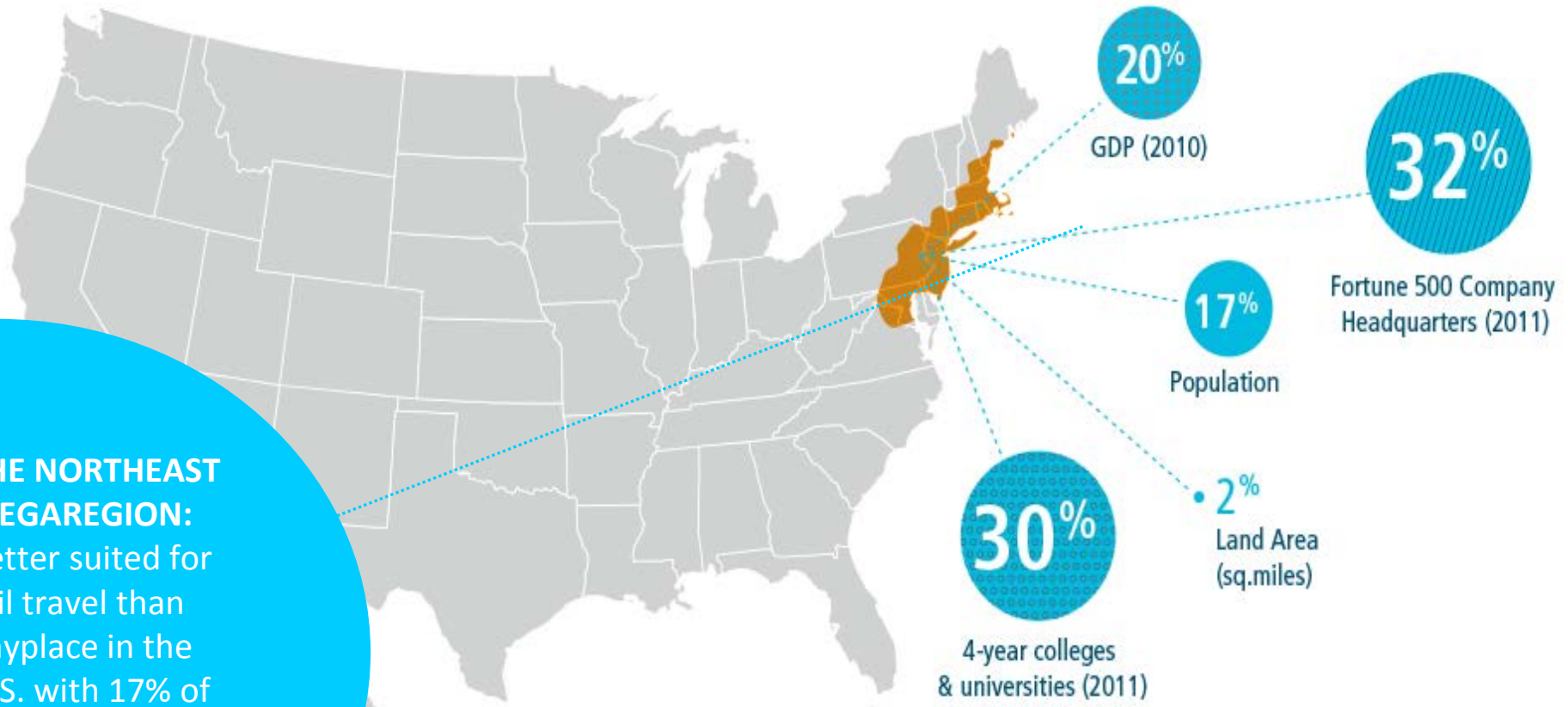
MARC COMMUTER SERVICE AT BALTIMORE PENN STATION

## INTERCITY PASSENGER, COMMUTER AND FREIGHT TRAINS SHARE THE NEC



# AMERICA'S ECONOMIC COMPETITIVE EDGE

## THE NORTHEAST MEGA REGION



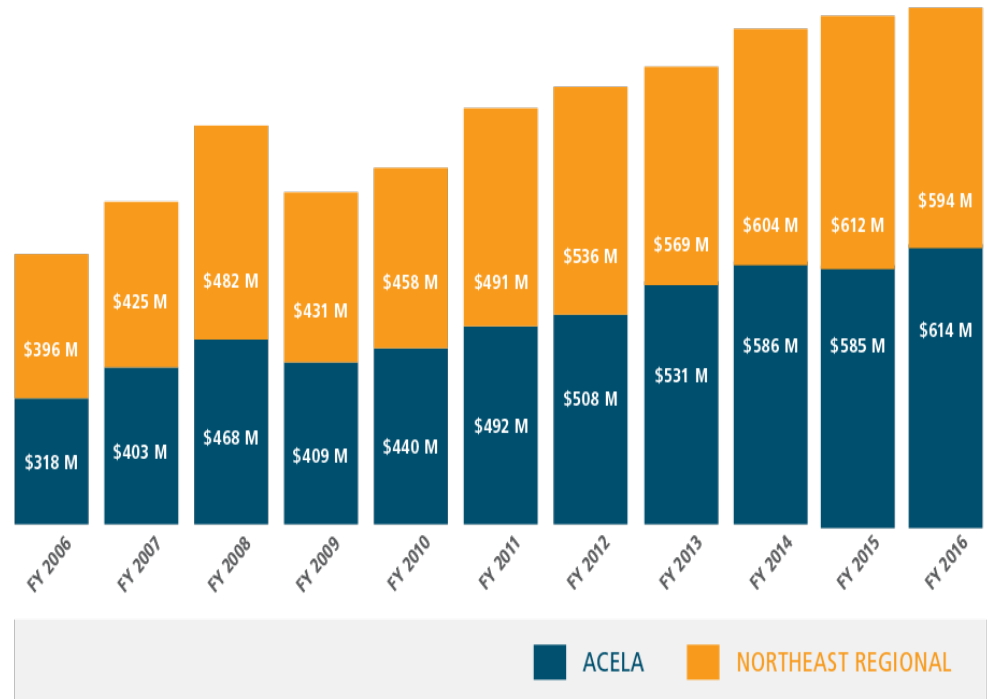
### THE NORTHEAST MEGAREGION:

Better suited for rail travel than anyplace in the U.S. with 17% of the population on 2% of U.S. land area.

# RECORDING BREAKING PERFORMANCE THE NEC SUCCESS STORY



*Amtrak dominates the air-rail market share in the Northeast carrying roughly three times as many passengers between D.C. and New York than all of the airlines combined.*



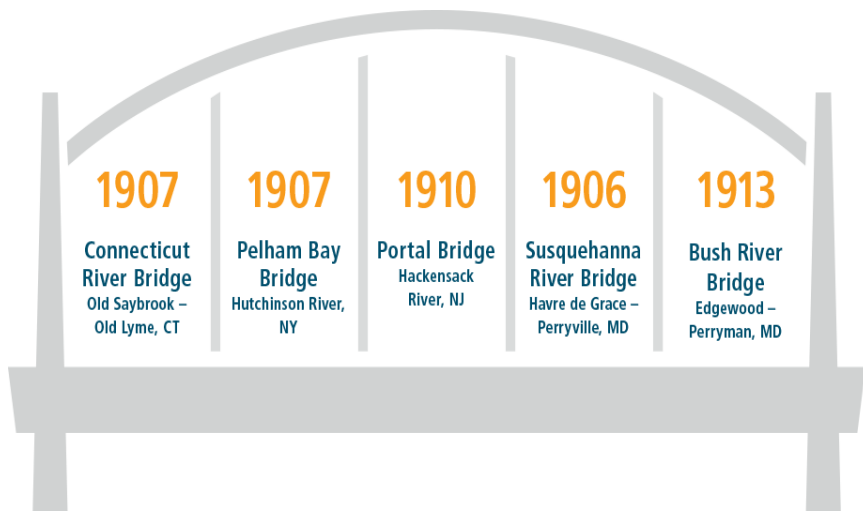
REVENUE GROWTH ON THE NEC

SOURCE: AMTRAK

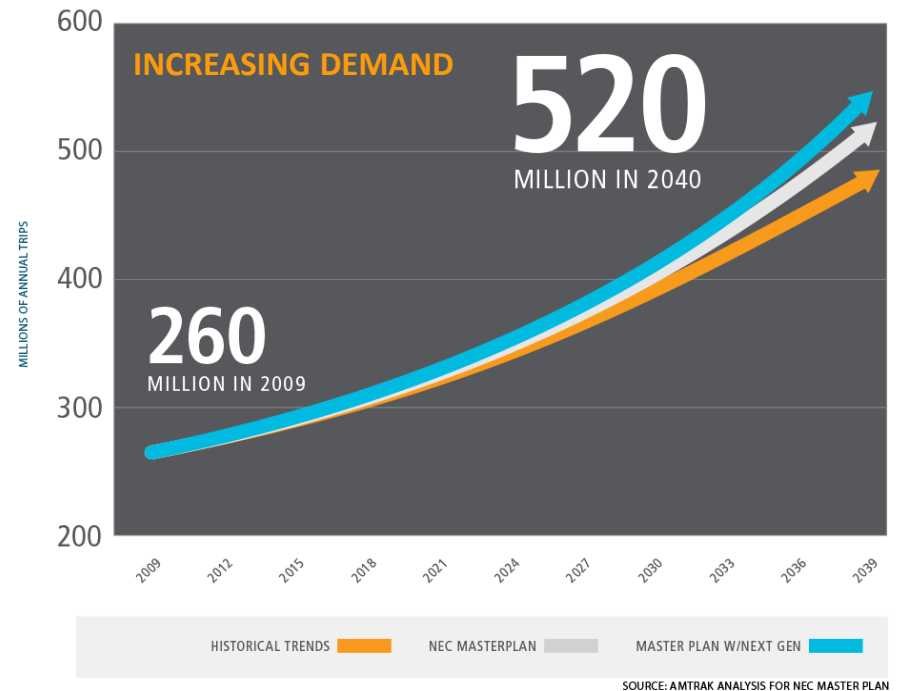
Gross revenues from *Acela* and Regional services have risen steadily over the past decade. NEC Operations, which covered less than 50% of operating costs in the 1970s, now contributes over \$400M annually in surplus revenue for NEC reinvestment.

# HIGH DEMAND ON AGING INFRASTRUCTURE NEC CHALLENGES & OPPORTUNITIES

## CENTURY-OLD INFRASTRUCTURE



SOURCE: AMTRAK



Much of the NEC was built in the early part of the 20<sup>th</sup> century and is in need of rehabilitation as it approaches capacity.



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**DRIVING REVENUE GROWTH**  
**MAJOR STATION DEVELOPMENT**

# AMTRAK STEWARDS OF A NATIONAL PORTFOLIO OF ASSETS



- ✓ Owns and operates over 2 million square feet of mixed-use station properties.
- ✓ Uses over 6 million square feet of maintenance facilities.
- ✓ Occupies approximately 1 million square feet of office space, both owned and leased.
- ✓ 134 station construction projects totaling \$100 million and \$5 billion under design.
- ✓ Majority of Amtrak ownership is concentrated along the busy Northeast Corridor from Boston to Washington, DC.

# REVENUE GROWTH INITIATIVE

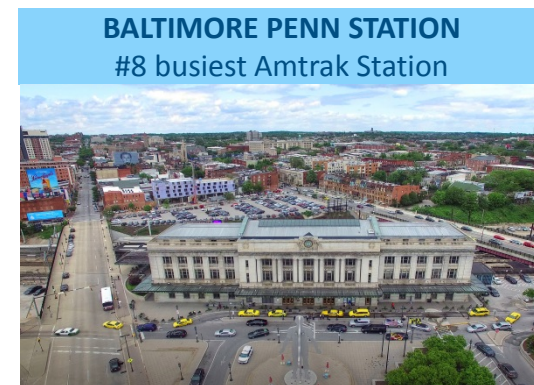
## LEVERAGING ASSETS FOR REINVESTMENT



# AMTRAK MAJOR STATIONS PLANNING AND DEVELOPMENT



Amtrak reviewed opportunities in and around five stations: Chicago Union Station, NY Penn Station, Baltimore Penn Station, Washington Union Station and 30<sup>th</sup> Street Station in Philadelphia.



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**BALTIMORE PENN STATION  
INVESTMENT AND  
DEVELOPMENT PROGRAMS**

# BALTIMORE PENN STATION A VITAL MULTIMODAL HUB



- Opened in 1911, today it is the 8<sup>th</sup> busiest station in the Amtrak national network.
- Over 3 million Amtrak and MARC passengers passing through Baltimore Penn.
- Serves Amtrak's high-speed *Acela*, Northeast Regional and long-distance trains, MARC Penn Line, City's Light Rail, Buses and University shuttles.
- Amtrak has operated and provided mechanical services for the MARC Penn Line commuter service on behalf of MTA since 1983.
- Identified as hub for expanded BaltimoreLink bus service and potential Bikeshare program.

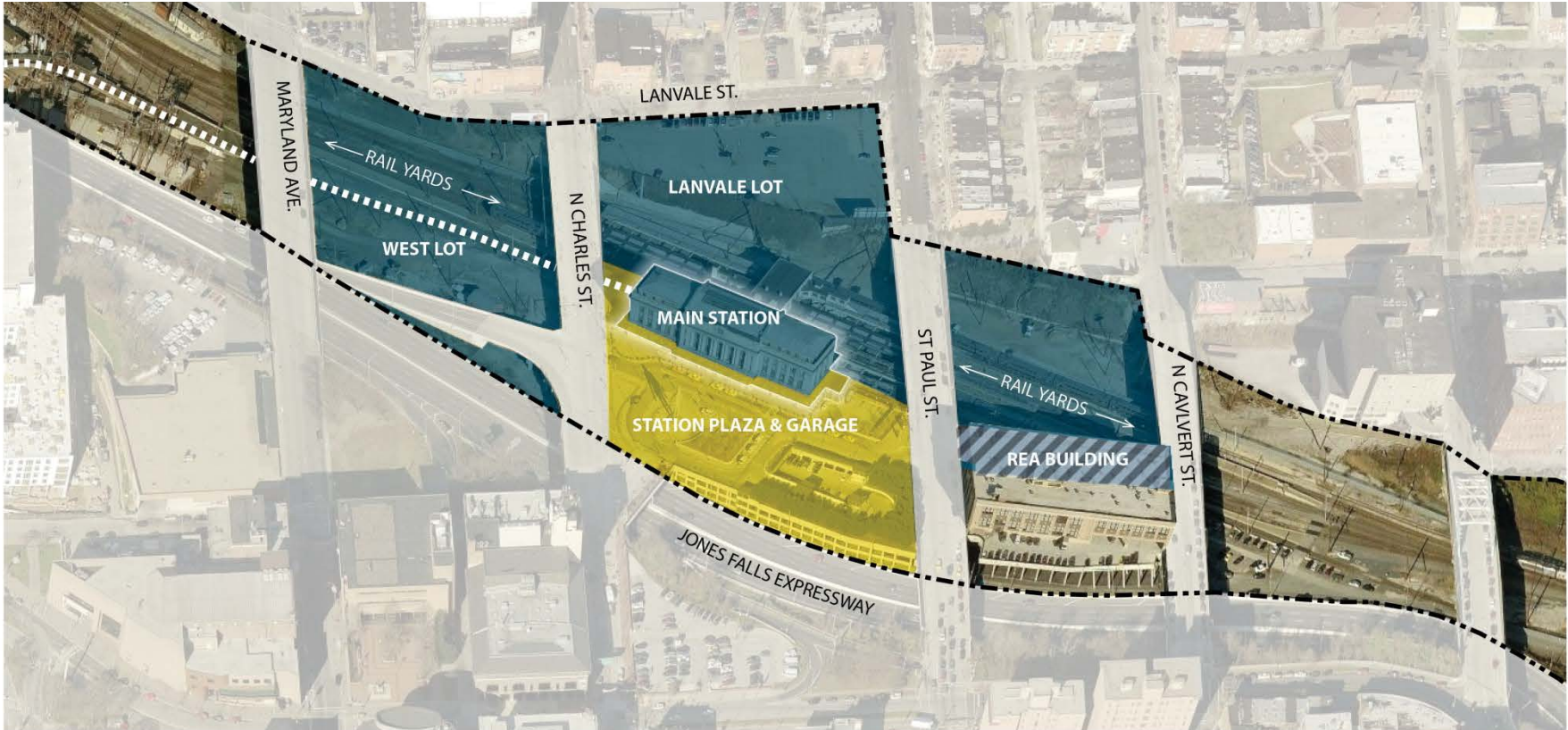
Attract a world-class master developer team to maximize the value of Amtrak's portfolio with a bold, fully integrated mixed-use urban district and a vibrant transportation hub situated at its core.








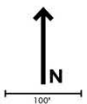
### Master Development Scope:

- ✓ Prepare a comprehensive, buildable and financially viable Master Plan for the Station and adjacent Amtrak properties.
- ✓ Retail and commercial expansion opportunities within the Station, including the upper floors of the headhouse,
- ✓ Commercial development of Amtrak-owned properties surrounding the Station,
- ✓ Modernization of the Station to address state of good repair deficiencies and ADA upgrades
- ✓ Expansion of the Station to accommodate increased passenger volumes through the year 2040 and beyond
- ✓ Operations and maintenance of non-rail and non-railroad operations assets

# BALTIMORE PENN STATION CONTROLLING INTERESTS



-  Amtrak NEC Right-of-Way
-  Amtrak Baltimore Penn Station Property
-  Amtrak Owned Land: City of Baltimore Owned & Operated Garage with Ground Lease
-  Amtrak Sub-surface access rights
-  MTA Light Rail Easement



Amtrak 2016: For Illustrative Purposes Only



# MASTER DEVELOPER PARTNERSHIP RFQ SHORTLISTED TEAMS



- ✓ In November 2016, Amtrak announced the a shortlist of three qualified developer teams to advance into the RFP phase:
  - **Brandywine Realty Trust:** Brandywine Realty Trust, Pinkard Properties, Perkins Eastman, Ayers Saint Gross, ARUP, Clark Construction, Madison Marquette, Langan Engineering and Environmental Services
  - **Penn Station Partners:** Beatty Development Group, Armada Hoffler Properties, Cross Street Partners, Gensler, HR&A, JLL, Mace, Network Rail Consulting, Stifel, WSP | PB
  - **Peebles-AZ Baltimore Penn:** The Peebles Corporation, AZ Group, MacFarlane Partner, Consolidated Contractors Group SAL, AECOM Technical Services Inc., Morganti Group, Beyer Blinder Belle Architects & Planners, Lewis Contractors, Williams Jackson Ewing (WJE), Marks Thomas, Daroff Design
- ✓ Amtrak continues to meet with some of these teams in to discuss the RFP, review preliminary development concepts and begin to review development agreement requirements.

# MASTER DEVELOPER PARTNERSHIP SOLICITATION SCHEDULE



# NEXT-GENERATION INFRASTRUCTURE PREPARING FOR CAPACITY AT PENN STATION

NORTHEAST CORRIDOR RIDERSHIP WILL DOUBLE BY 2040, REQUIRING RAIL AND INFRASTRUCTURE IMPROVEMENTS AT BALTIMORE AND OTHER STATIONS.



Baltimore Penn Station will receive a portion of a \$2.45 billion RRIF loan to prepare track and platform infrastructure for the Next Generation Acela Express trainsets coming in 2021.

## SOLUTION

- The next generation of *Acela Express* trains will be in service by 2021, adding a second hourly frequency to *Acela*-served stations including Baltimore.
- This additional service requires special bypass infrastructure at Penn Station including new track/platform configurations, vertical circulation, and canopies.
- Baltimore & Potomac (B&P) Tunnel adjacent to the station will be reconstructed with four tracks as compared to the current two tracks.

## STATUS

- Phase I upgrades are underway to Charles Interlocking – the total \$8M program is expected to be completed in fall 2017.
- Phase II Concept design was completed 2014; RFP was recently released for additional design necessary to prepare for future next-gen design and construction work.

# STATE OF GOOD REPAIR ADDRESSING AN INVESTMENT BACKLOG

AT MORE THAN 105 YEARS OLD, BALTIMORE PENN STATION  
IS IN NEED OF SIGNIFICANT REHABILITATION



Station roof replacement under at nearly 100% design as part of SOGR program.

## SOLUTION

- Maryland DOT and Baltimore funded a “State of Good Repair” study in 2014
- Over 100 projects valued at \$67 million categorized into three groups of urgency and strategic phasing
- Group 1 - \$20M of Priority 1 tasks identified as important fire/life/safety elements.
- Execution is dependent on available funding, ideally shortened by the Master Development which may identify sources for SOGR.

## STATUS

- 100% design was completed in January 2017 on a subset of the first package high-priority tasks including the replacement of station roofs and drainage systems, cellar renovations, and targeted structural shoring.
- Amtrak has funding to advance construction of the roof replacement with a 2017 procurement and is currently reviewing the next package of high-priority SOGR projects to advance into design.

# \$20 MILLION+ IN RECENT INVESTMENTS STATION AND VICINITY PARTNER PROJECTS

AMTRAK, MARYLAND AND CITY PARTNERS HAVE INVESTED OVER  
\$20 MILLION IN STATION IMPROVEMENTS OVER THE LAST SIX YEARS.

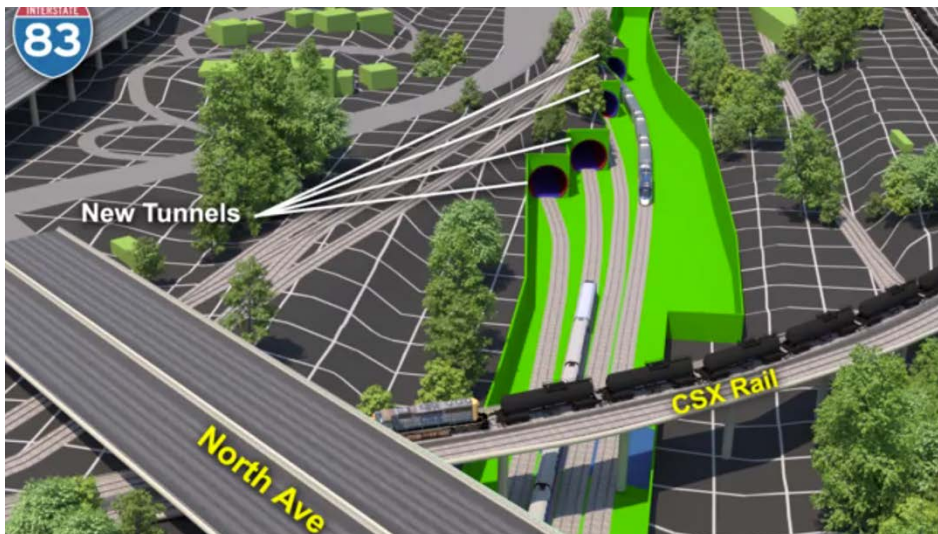
- Station Generator
- New Static Signage\*
- Restroom renovations\*
- HVAC upgrades\*
- Passenger Information Displays\*
- New fire alarm system
- Historic window restoration\*
- New train information board
- Eco-friendly Lighting
- Main hall maintenance & painting
- MARC and Amtrak platform lighting\*
- Passenger Information Displays\*
- New water hydrants for train service\*
- MARC crew base renovations\*
- Welcome sign & hillside landscaping
- Exterior landscaping & planters
- New bike racks, plaza furniture and event programming
- Upgraded in-station Wi-Fi



*At Left: The station's new \$1.3M generator will provide critical resiliency for passenger operations.*

# ADDRESSING A CRITICAL BOTTLENECK BALTIMORE AND POTOMAC (B&P) TUNNEL

**THE PROJECT :** Replace the 144-year-old tunnel with an improved facility capable of higher speeds and expanded conventional service.



## Status:

- Preliminary Engineering (Nominally 30%) and NEPA Documentation , Record of Decision completed March 2017.
- Alternative 3B chosen; new four-track tunnel.

## Funding:

- Preliminary Engineering and NEPA was funded through a \$60M HSIPR grant.
- No funding sources identified for final design/construction.
- Amtrak has a small amount of general capital funds to evaluate early-action design actions.



THANK YOU FOR YOUR TIME  
**QUESTIONS?**

MORE INFORMATION AVAILABLE AT [NEC.AMTRAK.COM](https://www.nec.amtrak.com)