



Passengers waiting for a train at Wilmington Station (DE)

July 2021



Preface

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There is an urgent need for significant infrastructure investment in the U.S., and improving the Northeast Corridor (NEC) intercity and commuter rail system is the Northeast’s most critical infrastructural need. CONNECT NEC 2035 (C35) is a transformative 15-year investment plan for the NEC that is the result of unprecedented collaboration among Northeast Corridor Commission (the Commission) member agencies. It is the first major milestone towards advancing the Federal Railroad Administration’s (FRA) corridor-wide vision established in NEC FUTURE.

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The Northeast Corridor Commission

NEC Commission Voting Members

- NEC States
 - Massachusetts
 - Rhode Island
 - Connecticut
 - New York
 - New Jersey
 - Pennsylvania
 - Delaware
 - Maryland
 - District of Columbia
- Amtrak
- U.S. Department of Transportation

The Commission was established by Congress in 2008 (49 U.S.C. § 24905) to develop coordinated strategies to improve the Northeast’s core rail network in recognition of the inherent challenges of planning, financing, and implementing major infrastructure improvements that cross multiple jurisdictions. The expectation is that by coming together to take collective responsibility for the NEC, Commission member agencies will achieve a level of success that far exceeds the potential reach of any individual organization.

The Commission maintains a five-year Capital Investment Plan, reports on train performance on the NEC and delivery of the capital program, and implements and updates the NEC Commuter and Intercity Rail Cost Allocation Policy. The Commission’s Cost Allocation Policy allocates over \$1.3 billion annually in shared operating costs and normalized replacement capital costs among the NEC’s right-of-way owners and operators.



Exterior of Wilmington Station (DE)

NEC FUTURE

NEC FUTURE is a corridor-wide long-term vision to improve the reliability, capacity, connectivity, performance, and resiliency of passenger rail services on the NEC by modernizing the existing corridor and expanding capacity to grow the role of intercity and commuter rail to meet mobility needs for 2040 and beyond. The FRA completed a Tier 1 Environmental Impact Statement (EIS) and the NEC FUTURE vision is expressed as the Selected Alternative in its Record of Decision (ROD). The NEC FUTURE vision includes four components:

- Improve Rail Service
- Modernize NEC Infrastructure
- Expand Rail Capacity
- Study New Haven to Providence Capacity

References to passenger rail throughout the ROD consistently refer to both intercity and regional (commuter rail within a metropolitan area) service. The ROD emphasized the importance of collaboration and encouraged the nine railroads to work together to improve connectivity and create efficiencies in the use of existing and planned infrastructure. Service and performance objectives similarly applied to both intercity and regional rail. Travel time targets were estimated for intercity service; and frequency targets were estimated by geographic segment to support both intercity and regional rail service. The ROD provides a framework that recognizes the complex, multi-operator environment of the NEC and builds in the flexibility necessary for each railroad to achieve their service objectives.

The NEC FUTURE vision identifies infrastructure improvements but does not define implementation phases or project sequencing. The next step was to create a phased Strategic Development Plan (SDP) to advance progress towards that vision. The Commission led a collaborative and inclusive process to create a blueprint for advancing the NEC FUTURE vision; **C35 is the initial phased SDP to advance this future vision.**

NEC FUTURE Corridor-Wide Long-Term Intercity Service Vision

Amtrak Acela and Regional Intercity Frequency

10 trains per hour/peak direction from Washington, DC to New Haven, CT

6 – 8 trains per hour/peak directions from New Haven, CT to Boston, MA

Amtrak Acela Intercity Travel Time (hr: min)

Washington, DC to Boston, MA = 5:00

Washington, DC to New York City = 2:10

Washington, DC to Philadelphia, PA = 1:25

New York City to New Haven, CT = 1:05

New York City to Boston, MA = 2:45

Source: NEC FUTURE Record of Decision, Federal Railroad Administration, July 2017

Guide to the Document

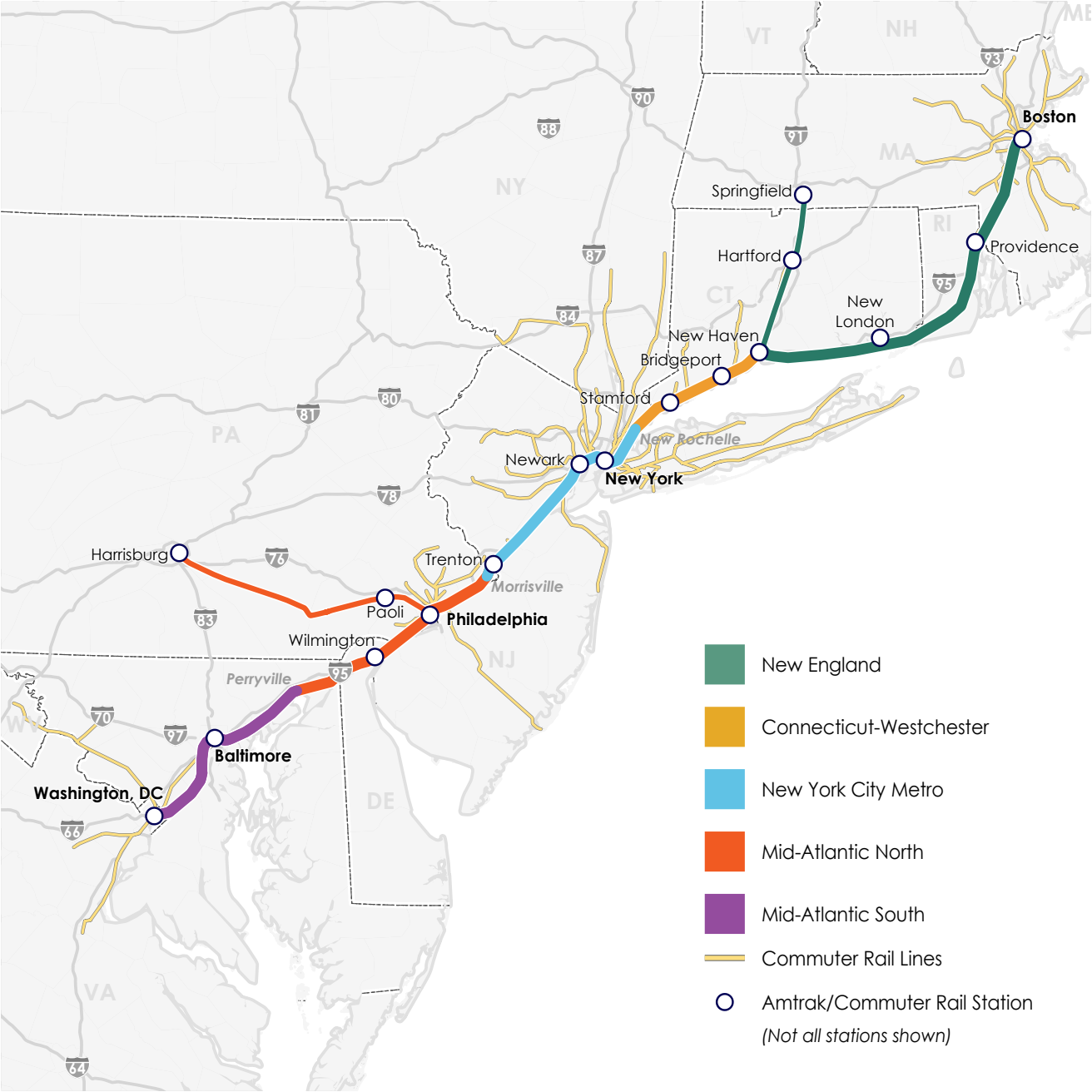
This document reviews the C35 analysis, benefits, investments, funding, and next steps. The document is structured as follows:

- **Chapter 1, Rebuilding the Future** – includes a general introduction to the C35 plan and why this effort is needed.
- **Chapter 2, Planning Process** – provides an overview of the technical analyses and planning processes followed to develop the C35 plan.
- **Chapter 3, Benefits of a Renewed NEC and a Thriving Northeast** – describes the anticipated corridor-wide benefits of investing in the C35 plan. It articulates the service outcomes enabled by the proposed infrastructure investments, as well as the social, economic, and environmental benefits associated with improved mobility.
- **Chapters 4-8, NEC Territories** – for each territory (New England (NE), Connecticut-Westchester (CTW), New York City Metro (NYM), Mid-Atlantic North (MAN), and Mid-Atlantic South (MAS)) highlights the critical infrastructure projects that will advance in the C35 plan, the delivery analysis results including project sequencing, workforce requirements, and costs, as well as the territory-specific benefits of implementing the C35 plan.
- **Chapter 9, Financial Strategy** – summarizes the corridor-wide capital cost, identifies the funding gap, and presents an approach to close the gap.
- **Chapter 10, Next Steps** – discusses the critical next steps to implement the C35 plan.



Main waiting room at New Haven Union Station (CT)

Figure P-1: Territory Map



Source: C35 Analysis, 2021