

2005

NCPC ANNUAL REPORT

# Shaping a City for the 21<sup>st</sup> Century

NATIONAL CAPITAL PLANNING COMMISSION

## NCPC'S LEGISLATIVE MANDATE

The U.S. Congress gave NCPC a broad legislative authority over a range of issues affecting everything from the city's major monuments and historic treasures to its zoning maps and regulations.

Congress established the agency in 1924 as the National Capital Park Commission. In 1952 Congress passed the **National Capital Planning Act**, renaming the agency and designating it as the central planning agency for the federal and District government in the National Capital Region (NCR). The Act, amended after D.C. Home Rule and the creation of the District Office of Planning, charges NCPC to provide overall planning guidance for federal land and buildings in the NCR.

The **Zoning Act of 1938 mandates that NCPC** serve on the District of Columbia Board of Zoning Adjustment. The Board hears many cases that involve land adjacent to or affected by federal landholdings.

Through the **National Historic Preservation Act of 1966**, NCPC serves as a steward of the region's historic buildings, districts, landscapes, and views. The Commission also operates under the **National Environmental Policy Act (NEPA)**, which requires federal agencies to evaluate the environmental impacts of proposed projects.

The **1968 International Center Act** established a campus for foreign chanceries in Northwest Washington. Development plans for all chanceries in the 47-acre International Center are subject to NCPC's approval. The **Foreign Missions Act of 1982** establishes the criteria and procedures by which foreign missions may locate in the District of Columbia. Under the law, NCPC's executive director must serve as a member of the Foreign Missions Board of Zoning Adjustment, which considers applications by foreign missions.

The **1986 Commemorative Works Act (CWA)** provides that the site and design of memorials and monuments in the District and its environs are subject to NCPC's approval.

# Shaping a City for the 21<sup>st</sup> Century

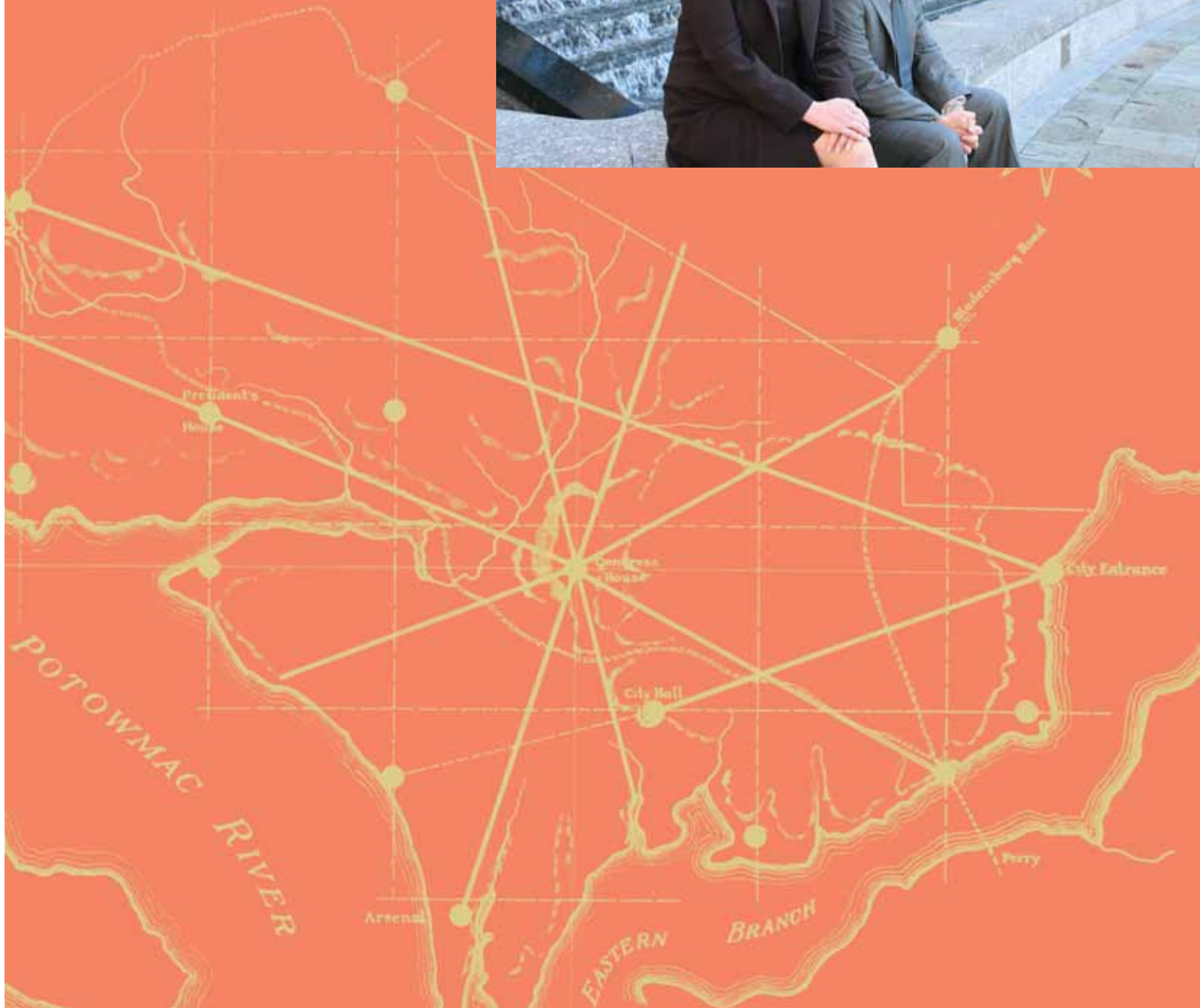
October 1, 2004 – September 30, 2005

## Contents

Message from the Chairman and the Executive Director	2
I. The Commission: Representing a Diverse Community	4
II. NCPC's Signature Initiatives	5
III. Urban Design Review	14
IV. Long-Range Planning	23
V. International Outreach	24
VI. Achievements	26
VII. Financial Report	27
VIII. Looking to the Future: NCPC's Year Ahead	28



# Message from the Chairman and the Executive Director





## As federal planners,

we recognize that Washington, D.C. embodies our nation's democratic ideals. As a symbol of our republic, the capital city must be beautiful. It must *inspire*. However, planners also must lay the groundwork for a functioning city that provides practical services like convenient and reliable transportation; welcoming parks and open space; and attractive, accessible streetscapes that foster lively neighborhoods and active city life. In short, the city must be *livable*.

At NCPC, we touch upon the ideals that shape our national heritage, and we grapple with the everyday challenges facing any modern municipality.

As trustees of our nation's heritage, we work to preserve some of the country's most important buildings and public spaces. This past year saw the reopening of Pennsylvania Avenue to pedestrians, the unveiling of new security features at the Washington Monument, and the adaptation of Judiciary Square to meet modern needs while preserving the historic setting.

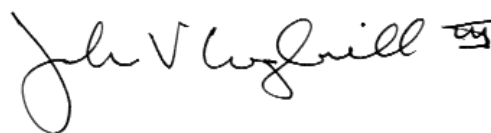
When we review plans for memorials and museums, we honor the principles that founded our nation as well as the individuals, groups, and ideas that shaped our history. This year, NCPC lent its planning expertise and state-of-the-art technical assistance to the Smithsonian Institution for site analyses for the National Museum of African American History and Culture. We also worked closely with the National Law Enforcement Museum to ensure that its final design is integrated into its historic surroundings.

We are proud to report that through effective partnerships, the Circulator, a low-cost addition to the city's transit options, launched in July. NCPC developed the Circulator idea in 1997 to reduce traffic congestion in

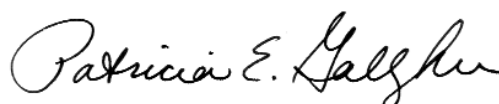
the monumental core by offering convenient transportation to Washington's landmarks, restaurants, and workplaces not accessible by the Metro system. We are delighted to see the eye-catching buses traveling the city's streets just eight years later, and we are proud that NCPC's transit solution has been realized, helping the city to function more smoothly.

Washington, D.C. belongs to its residents and workers, but it also belongs to the nation as a whole. While we plan for those who live here, we also plan for the thousands of citizens who visit each year and all those who have a stake in the nation's capital. We serve both groups of constituents by developing long-term plans such as those crafted for the South Capitol Street corridor. Since our South Capitol Street efforts began in 1997, we have conducted numerous studies, culminating this year in design scenarios for transforming the boulevard. When South Capitol Street becomes the grand gateway that NCPC has long envisioned, it will attract locals and visitors alike and become a source of pride for all citizens.

When city planners realize lofty ideals while developing practical solutions, they shape a world-class city. At NCPC, we strive to strike such a balance, to create an inspiring but livable, lofty but practical, national city. Please join us in this process and ensure that Washington, D.C. is a city *by the people* as well as *for the people*.



John V. Cogbill, III *Chairman*



Patricia E. Gallagher, AICP *Executive Director*

# I. The Commission: Representing a Diverse Community

## NATIONAL CAPITAL PLANNING COMMISSION

### Presidential Appointees

John V. Cogbill, III, Chairman  
Herbert F. Ames  
José L. Galvez, III

### Mayoral Appointees

Patricia Elwood, Vice Chair  
Arrington Dixon

### Ex Officio Members

The Honorable Donald H. Rumsfeld  
*Secretary of Defense*  
Represented by Jerry R. Shiplett

The Honorable Gale A. Norton  
*Secretary of the Interior*  
Represented by Donald W. Murphy

The Honorable Stephen A. Perry  
*Administrator of General Services*  
Represented by Michael S. McGill

The Honorable Susan M. Collins  
*Chairman, Committee on Governmental Affairs  
United States Senate*  
Represented by Amy Hall

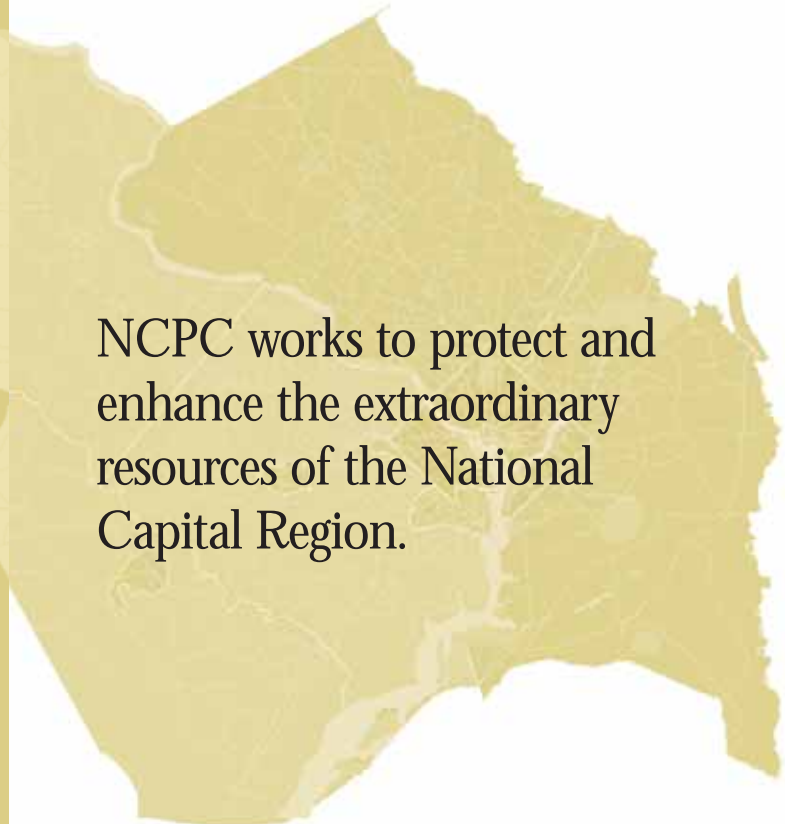
The Honorable Tom Davis  
*Chairman, Committee on Government Reform  
United States House of Representatives*  
Represented by Robert White

The Honorable Anthony A. Williams  
*Mayor, District of Columbia*  
Represented by Jennifer Steingasser

The Honorable Linda W. Cropp  
*Chairman, Council of the  
District of Columbia*  
Represented by Robert E. Miller



Commission Members: (seated) Chairman John V. Cogbill, III and Vice Chair Patricia Elwood; (from left) Robert White, Robert Miller, Arrington Dixon, Jennifer Steingasser, José Galvez, Amy Hall, Michael McGill, Jerry Shiplett, and Donald Murphy.



NCPC works to protect and enhance the extraordinary resources of the National Capital Region.



## II. NCPC's Signature Initiatives

As the federal government's central planning agency in the National Capital Region (NCR), the Commission reviews federal development plans to ensure that proposed projects meet the high standards set forth in federal and local planning policies. Just as important is NCPC's role in developing a vision for the future. Through its signature plans, NCPC leaves the here and now and enters the world of what can be. These long-term efforts, described in the following pages, provide a roadmap for a better city than the one we enjoy today. They strive to enhance the area's historic beauty and abundant cultural, architectural, and natural resources while preserving our heritage for future generations.

### LEGACY PLAN

## South Capitol Street

In the past year, NCPC's decade-long vision to revitalize the South Capitol Street corridor has taken hold. Transformation of the neglected stretch of thoroughfare, a key entry to the nation's capital, has begun. With plans underway for a new Anacostia River crossing and a brand new baseball stadium, NCPC's concept promises to move further forward in the months ahead.

Buoyed by federal, local, and public interest since first depicting the corridor as a stunning gateway to the city in its 1997 *Legacy Plan*, NCPC has studied a variety of opportunities to revitalize the area that stands in the shadow of the U.S. Capitol. In 2004, NCPC convened an interagency task force to explore potential redevelopment scenarios. After 10 months of in-depth study, the task force emerged this March with a detailed plan to transform the corridor into a spectacular new address in the nation's capital.



“NCPC set its sights on a long-range vision for this neglected corridor—a vision that would transform South Capitol Street into a boulevard with magnificent public plazas, parkland, national monuments, and commercial and residential uses.”

**José Galvez III**

**Chairman, South Capitol Street Task Force**

A grand waterfront gateway with spectacular views to and from the U.S. Capitol serves as the centerpiece of NCPC’s vision for South Capitol Street. Open space, mixed-use development, new commemorative works, and an architecturally significant new Frederick Douglass Memorial Bridge would transform South Capitol Street into a vibrant boulevard bustling with life and activity.

NCPC’s plan calls for an oval rotary with a green common enhanced by a commemorative work or civic art where the new bridge intersects South Capitol Street and Potomac Avenue. A waterfront park graces the banks of the Anacostia River between the rotary and a major cultural facility or memorial. From the U.S. Capitol, a stunning view would run to the waterfront—a sight worthy of the nation’s capital.

The plan calls for a mixed-use development zone featuring cultural establishments, retail space, and sites for privately developed federal facilities north of the M Street corridor. Residential buildings will contribute to the makings of a great neighborhood. NCPC’s plan would better connect the area to the rest of the city and build on the momentum of Washington’s planned baseball stadium.

In all of the scenarios, an oval rotary improves traffic flow and creates the South Capitol Commons, roughly seven acres of green space in the rotary’s interior. This setting would be a perfect location for public gatherings, commemorative works, civic art, and landscaping. It also would serve as the front yard to the baseball stadium and an inter-modal transit site. The latter would feature two levels of underground parking for potentially 1,000 cars, with a future light-rail station and bus connection at grade to the east of the rotary.



NCPC believes the new South Capitol Street should maintain its current 130-foot right-of-way, with six lanes of through traffic and permanent parking lanes on both sides of the street. Buildings along the corridor should be set back an additional 15 feet from the road to accommodate landscaping, including a double row of trees on each side of the avenue. Open space at major intersections would allow for a series of important spaces to showcase America’s capital city.

The South Capitol Street corridor and the future bridge represent important federal interests, and NCPC is pleased to see a remarkable number of developments underway in this area. NCPC’s vision stems from meaningful cooperation with the National Park Service, the Department of Defense, the General Services Administration, and the District Department of Transportation, which will oversee the funding, planning, and construction of the new Frederick Douglass Memorial Bridge—a key step in the area’s revitalization. We look forward to the day when South Capitol Street is a signature address in the nation’s capital, and we will continue to build partnerships to accomplish this goal.





### NCPC's South Capitol Street Design Scenarios

**A**

**The central memorial alternative:** a major memorial and smaller civic art in the commons and an amphitheater on the waterfront terminus.

**B**

**The waterfront memorial alternative:** a major memorial on the waterfront terminus and smaller civic art and memorials in the commons.

**C**

**The waterfront aquarium alternative:** a new national aquarium at the waterfront terminus and a major memorial and civic art in the commons.

## LEGACY PLAN

## Transit Solutions

**Rail Relocation Study**

NCPC has joined the District Department of Transportation (DDOT) to conduct an in-depth study of rail lines that pass through the heart of Washington, D.C. The study will examine a seven-mile stretch of rail owned by the CSX Corporation that runs from Alexandria, Virginia to Hyattsville, Maryland.

The segment is vital to the East Coast rail corridor, moving roughly 250 million tons of freight and more than 100 million passengers annually. However, the rail lines carry hazardous cargo right through Washington's monumental core, posing a security threat to the nation's capital. The line also fractures the city, separating the Southeast and Southwest neighborhoods from the rest of the city, dividing Capitol Hill from the Anacostia River, and limiting public access to the waterfront.

The study, *Securing Freight Rail Transportation in the National Capital Region*, will address relocation alternatives and identify a preferred alignment; evaluate the security risks posed by the current route; explore the limitations of the current infrastructure in meeting today's transportation needs; analyze the benefits and costs of relocation;

and assess the redevelopment potential of lands along the current path. In addition, a thorough analysis of the Potomac River within the Washington, D.C. region will be performed to identify suitable locations for a new rail crossing.

DDOT received a \$1 million grant to conduct the study from the Department of Homeland Security. The project is being funded by the 2005 Urban Areas Security Initiative and is expected to begin in early 2006. Recognizing that NCPC has played a vital leadership role on this issue, DDOT invited NCPC to be a partner on the study.

NCPC and DDOT will coordinate their efforts with a working group of regional stakeholders that NCPC previously assembled. The group includes CSX, the Commonwealth of Virginia, the State of Maryland, the Transportation Security Administration, the Federal Railroad Administration, the Architect of the Capitol, and the Metropolitan Washington Council of Governments.

**"I am delighted that this important federal grant opens the door to the realistic possibilities for rerouting and greater security."**

**Eleanor Holmes Norton**  
Congresswoman, District of Columbia

**"The rail line not only presents a critical security concern, it presents a barrier to economic development for the District. We look forward to NCPC lending its expertise on this matter as we work to improve rail transit along the East Coast."**

**Dan Tangherlini**  
Director, District Department of Transportation







D.C. Surface Transit Inc.

## Circulator

In July the Circulator, a convenient shuttle bus first envisioned in NCPD's 1997 *Legacy Plan*, began serving residents, employees, and visitors in Washington, D.C. The Circulator provides convenient transportation to Washington's landmarks, restaurants, and workplaces via two routes. The new low-fare service augments existing public transit and is designed to reduce congestion by encouraging residents and visitors to hop on the Circulator instead of driving and parking in town. Recognizing that a world-class transit system is a key component of a great city, NCPD developed the idea in the 1990s to address the need for improved circulation in and around Washington's monumental core.

To educate the public on this new service, NCPD developed a color brochure and map detailing the new transit system and conducted several educational roll-outs of the bus prior to its official launch. The Circulator is a result of a partnership among NCPD, the District Department of Transportation, the Downtown Business Improvement District, and the Washington Metropolitan Area Transit Authority. Two additional routes are currently being explored. One would run from the U.S. Capitol to the White House, and the other would service downtown monuments and museums.

## Anacostia to Test Drive City's First Light-Rail Line

In November the Commission approved concept design plans for the Washington Metropolitan Area Transit Authority's (WMATA) Anacostia Light Rail, Washington's first light-rail line. The 2.7-mile demonstration project and its six stations will serve residential neighborhoods and employment centers on the east side of the Anacostia River, connecting commuters to Metrorail.

In its review, the Commission requested that WMATA provide additional details about pedestrian connections to the Anacostia Metro station, platform and shelter materials for the new stations, and landscaping plans.

The new line will test the viability of light-rail transit in the District of Columbia and is the first phase of a potential citywide light-rail service to complement Metrorail and Metrobus. The Anacostia Light Rail stations will also serve as test cases to see if they serve as catalysts for commercial development.

## Plan and Project Implementation Division

The Plan and Project Implementation Division (PPID) led by Bill Dowd, helps to move NCPD's planning initiatives from the printed page to reality. In the past year PPID worked with local partners on the launch of the Circulator and signed an agreement with the District Department of Transportation for a study exploring the feasibility of relocating seven miles of Washington rail lines that pose security risks in the nation's capital and separate city neighborhoods. The division also steered the agency's work on the redesign of Pennsylvania Avenue in front of the White House.





## NATIONAL CAPITAL URBAN DESIGN AND SECURITY PLAN

## Securing Washington's Treasures

When NCPC adopted its groundbreaking *National Capital Urban Design and Security Plan* in 2002, it offered the first federal standards for security design. In just three years, NCPC's plan has shaped security redesigns at some of Washington's most important icons, including the Washington Monument and Pennsylvania Avenue in front of the White House. In all, the plan has guided more than 62 security projects throughout the nation's capital and more are underway. The plan encourages federal agencies to design security measures that complement a building's existing architecture and are integrated into its surroundings. NCPC's security plan also calls upon federal agencies to create security schemes that are mindful of streetscapes, rather than piecemeal approaches that disrupt urban landscapes.

### Washington Monument Grounds Secured and Beautified

The redesigned grounds of the Washington Monument were unveiled in time for this year's July Fourth celebrations on the National Mall. The redesign offers full security for the landmark while preserving the grace and beauty of the monument's setting. Gone are the unsightly jersey barriers ringing the obelisk; in their place visitors find a security solution that blends into the landscape. Overlapping granite walls, running along new pathways, encircle the memorial. The 30-inch-high walls serve as a vehicle barrier while also providing visitor seating. Hundreds of new trees, upgraded lighting, and a new granite plaza at the base of the obelisk are part of the overhaul. NCPC worked closely with the National Park Service on this project, offering design recommendations and environmental and historic preservation guidance. Today the monument serves as a model, demonstrating that creative security can enhance a landscape while also providing better protection.

### Lincoln Memorial Undergoes Security Overhaul

Construction is underway on part of a security solution for another of Washington's most treasured monuments, the Lincoln Memorial. Designed by architect Henry Bacon and completed in 1922, the Lincoln Memorial is one of the most visited attractions in Washington. In 2003 NCPC approved a 35-inch-high granite retaining wall, currently under construction, that will encircle three-quarters of the monument. The Commission has been working closely with the National Park Service to develop a solution for the remaining portion of the memorial, the east side, which faces the National Mall. Developing a security design for this area has proven particularly challenging because the goal has been to preserve the open vistas between the Lincoln Memorial and the National Mall while minimizing changes to the historic building fabric.

NCPC approved a revised concept design for this area in July. The concept plan is similar to the scheme contained in NCPC's 2002 urban design and security plan. The barrier line crosses Memorial Circle at Bacon and French Drives and descends the memorial's lower stairs to the level of the Reflecting Pool. With its approval, the Commission recommended that the Park Service use a cable fence or other barrier enclosed in hedges alongside the lower stairs. NCPC also recommended that the Park Service develop and test in the field, a bollard design that is appropriate for the setting.

This project involved extensive consultation among NCPC staff and the staffs of the National Park Service, the Commission of Fine Arts, the D.C. State Historic Preservation Office, the Advisory Council on Historic Preservation, and interested citizen groups. Because this portion of the project is only at the concept stage, additional plans will come before the Commission for review. The Commission expects the Park Service to complete an environmental review of the project as plans move forward.





Photo Courtesy of The White House

“After years of planning, Pennsylvania Avenue will once again provide an inviting place for visitors. Barriers will be replaced with towering elms, and benches along the open walkways will make welcome spots to enjoy the historic scenery of Washington, D.C.”

First Lady Laura Bush

### America’s “Main Street” Welcomes Pedestrians Once More

On November 9, 2004, during a ceremony with First Lady Laura Bush, the famous stretch of Pennsylvania Avenue in front of the White House officially reopened to pedestrians after an extensive redesign. The transformation of Pennsylvania Avenue is the first key security scheme from NCP’s urban design and security plan to be completed, just two years after the plan’s release.

Today, the bulky planters and jersey barriers that marred the avenue for nearly 10 years are gone. In their place, specially designed bollards, some that are retractable or removable, protect the area while maintaining a visually open setting. Twin-headed streetlights, originally designed for Washington in 1923 by Henry Bacon, now line the precinct, and granite benches along the walkways on the avenue’s south side provide a welcome resting spot for visitors. The road’s rustic paving helps unify the White House grounds with Lafayette Park, and large granite pavers at the ends of the street and on the sidewalk reconnect the avenue to the city’s urban fabric.

New guard booths complement the classical architecture found along the avenue, and nearly 90 American elm trees, planted in March 2005, will provide a welcoming canopy for pedestrians when they mature.

The project’s design can accommodate the Circulator should a planned route between the White House and the U.S. Capitol be implemented. The design is also reversible, allowing the avenue to reopen in the future, if and when the security environment permits.

The project is the result of the effort of federal, local, and civic agencies that worked with the National Capital Planning Commission, including the Federal Highway Administration, which managed construction of the project, the National Park Service, the United States Secret Service, and the District of Columbia. NCP is grateful to the First Lady for her steadfast commitment to this project. The end result is a design that incorporates necessary security measures while respecting the avenue’s historic character.

“Pennsylvania Avenue is symbolic of...our efforts to better balance national homeland security needs in a dangerous world...with real freedom for our citizens.”

Anthony Williams  
Mayor, District of Columbia

“This is a historic day for America. A true avenue for the people is now a reality due to the work of the many stakeholders and First Lady Laura Bush, whose personal involvement made this project possible.”

John V. Cogbill, III  
Chairman, NCP



Photo Courtesy of The White House

## NATIONAL CAPITAL URBAN DESIGN AND SECURITY PLAN

## Securing Federal Agencies

**NCPC's New Security Policies  
Address Recent Developments**

To address evolving security needs since the plan's release in 2002, NCPC adopted new security policies in May 2005. While offering updated guidance on barrier placement and design, the policies also promote a wider array of risk management strategies, such as enhanced intelligence gathering and improved operational procedures to bolster security while minimizing physical barriers in public view. The new guidelines recognize newly identified threats as well as the latest developments in security technologies. The policies also encourage security solutions that respect the region's transportation network and ensure safe and efficient mobility for residents, workers, and visitors.

The guidelines are applicable to new construction and existing buildings, and their adoption followed a 60-day federal agency review and public comment period. The Commission will apply these policies to all security projects it reviews.

**U.S. Department of State Develops Creative  
Security Solution**

A primary purpose of NCPC's security plan is to help federal agencies develop perimeter security that succeeds from both a design and a security perspective. This year NCPC approved a concept security proposal for the Department of State that is a model for a creative, integrated approach to urban security.

The plan, approved in December 2004, will safeguard the Harry S Truman building in Northwest Washington, protect employees and visitors, and enhance the streetscape by creating an attractive environment for pedestrians and neighbors.

Using NCPC's *National Capital Urban Design and Security Plan* as a guide, the Department of State developed a design concept that calls for widening the sidewalks along 21st and 23rd Streets and adding street trees and amenities to create a pedestrian friendly environment. A planted median will be created to continue the scheme suggested in NCPC's security plan. New benches, light fixtures, and flagpoles will be integrated into the streetscape along with a hardened rail and bollard component.

The department will install pavilions at its five building entrances to oversee employee entry, visitor screening, and ceremonial entry for dignitaries. To ensure compatibility with the Truman Building, the new pavilions will use architectural elements that are featured in the existing structure. The pavilions will feature stainless steel columns and large projecting canopies. Each entry will be highlighted with round frosted skylights in the style of the original building, and glass and stainless steel will enclose each pavilion.

NCPC will provide the Department of State with further guidance as it continues to refine its plans, but in its review, the Commission commended the Department for its cohesive use of perimeter security elements, attention to improving the streetscape, and its early consultation with the Commission and other review bodies.

**Commission Approves Smithsonian's  
Mall-Wide Security Plan**

In October 2004, the Commission approved preliminary security plans for nine of the Smithsonian's museums on the National Mall. After reviewing the proposal, NCPC Executive Director Patricia Gallagher said, "While some modifications are necessary, the overall preliminary design is creative...and substantially meets the goals of our *National Capital Urban Design and Security Plan*."

The Smithsonian will replace the temporary security barriers that now clutter the Mall with security solutions tailored to each location. The new measures complement each building's architecture, landscape, and streetscape. The plan includes a variety of treatments and site-appropriate security elements such as cast bronze posts, decorative metal fences,

The Department of State's security improvements include new entrance pavilions to screen employees and visitors.



Kam Chen/US Army Corps of Engineers Architects





Courtesy of the Smithsonian Institution

free-standing low walls, fixed and retractable bollards, and custom-designed benches, light poles, and guard booths. The measures will be integrated into the landscape, and barriers will not obstruct the public right-of-way.

The Commission asked the Smithsonian Institution to rework two proposed elements in the plan: a low wall at the National Museum of American History and a line of bollards proposed along Jefferson Drive, SW in front of the Freer Gallery and the Arts and Industries Building. The Commission also advised the Smithsonian to include additional openings in a proposed wall at the Natural History Museum and incorporate security elements into existing retaining walls around the parking area. In lieu of continuous bollards along Jefferson Drive, the Commission recommended alternative streetscape elements and site elements within the building yards of the Freer Gallery and the Arts and Industries Building.

The Smithsonian's preliminary design is consistent with NCP's *Comprehensive Plan for the National Capital: Federal Elements*. It balances security requirements with visitor accessibility and integrates security into the existing setting, preserving the natural landscape wherever possible.

The Smithsonian plan addresses perimeter security for the National Museum of American History, the National Museum of Natural History, the Smithsonian Castle, the S. Dillon Ripley Center, the Freer Gallery of Art, the Arthur M. Sackler Gallery of Art, the Museum of African Art, the Arts and Industries Building, and the Hirshhorn Museum. The project covers the National Mall between Constitution Avenue, NW and Independence Avenue, SW, and between 7th and 14th Streets. Final plans for each museum will be submitted to NCP for review as designs are completed and funding becomes available.

## Surviving Security: Avoiding the Look of a Fortified City

Many have said that Washington, D.C. looks like a city under siege since the September 11 terrorist attacks, with bollards, planters, mechanical vehicle barriers, and security booths littering the landscape. NCP has been working diligently to change this by publishing the first federal security design guidelines and directing federal agencies to develop well-designed security solutions. Last November, reaching out to a larger audience, NCP cosponsored the symposium "Surviving Security: Building Federal/Local Partnerships in the Region."

The Federal Facilities Council, the Greater Washington Board of Trade, and the Metropolitan Washington Council of Governments (COG) joined NCP in sponsoring the event at the National Academy of Sciences. Senior federal and local government officials discussed the short- and long-term impact of pervasive security measures on the local economy, tourism, urban design, and transportation in the National Capital Region.

Several key issues emerged from the seminar, including:

- Washington faces special challenges compared to other cities because of its high concentration of national monuments, federal facilities, and federal employees.
- Federal facilities need varying levels of security according to their mission and work.
- Security solutions should not be developed in a piecemeal fashion; cohesive area plans should be created.
- Federal, local, and private stakeholders must be mindful of the tremendous impact that security measures, alerts, and restrictions have on tourism and businesses in the NCR. Public and private leaders must ensure that Washington remains open and inviting and does not become a fortress.

In closing, participants agreed that an unprecedented level of cooperation will be needed to coordinate and improve security responses throughout the region.

## III. Urban Design Review

One of NCPC's primary mandates is to protect the beauty and historic fabric of the capital city. The Commission accomplishes this important goal by ensuring that the plans it approves meet the highest standards of urban planning and architecture.

In addition to reviewing perimeter security installations, NCPC's regional review authority includes all federal and District of Columbia master plans; federal and District government construction proposals; simple building modifications or zoning changes; and the location and design of national commemorative works and museums. In fiscal year 2005, NCPC reviewed 143 projects planned for the National Capital Region, a few of which are highlighted in this section.

### The Commission's Review and Approval Process

The Commission's review and approval process consists of various stages of both informal and formal review. NCPC welcomes and recommends early, informal consultation so agencies can receive guidance and feedback at a project's beginning stages.

Complex projects routinely include a thorough early consultation as well as three stages of formal review: concept, preliminary, and final. The preliminary and final phases are often combined on less complex projects. For commemorative works, NCPC also must approve the project's location. When reviewing such sites, NCPC evaluates a project's environmental impacts and historic preservation implications.

Throughout the review process, NCPC may require changes and recommend actions to improve a project. At the **concept** stage, some architectural drawings are complete, and a visual depiction of the project indicates its general direction. In moving from concept to **preliminary** plans, agencies will refine, revise, and further develop projects. At the preliminary stage, all requirements of the National Environmental Policy Act must be completed. When **final plans** are submitted for approval, the majority of a project's design drawings are complete, and all requirements of the National Historic Preservation Act must be completed.

By working closely with agencies and providing detailed guidance, NCPC helps shape the best possible built environment for the national capital.

## Memorials and Museums

### Memorial Will Honor Lives Lost to Communism

One hundred million people around the world have lost their lives to communism in less than 100 years. Soon Washington will have an international memorial to honor them.

NCPC approved the location of the Victims of Communism memorial in April. It will sit near Union Station in a triangle formed by the intersection of New Jersey Avenue, Massachusetts Avenue, and G Street, NW. The site, offering a clear view of the U.S. Capitol and the Statue of Freedom atop it, is one of 100 memorial or museum sites identified in NCPC's 2001 *Memorials and Museums Master Plan*.

NCPC expects to receive preliminary and final plans for the memorial early in fiscal year 2006. Organizers have indicated that the primary feature is a sculpture modeled after the "Goddess of Democracy," built by Chinese pro-democracy students in Tiananmen Square in 1989. The Victims of Communism Memorial Foundation hopes to break ground for the memorial in early 2006 and dedicate it by fall 2006.

### Vietnam Veterans Memorial Visitor Center

More than 4 million people visit the Vietnam Veterans Memorial each year to remember the sacrifice thousands of men and women made for our country. To help educate visitors about the memorial and the war, the Vietnam Veterans Memorial Fund (VVMF) plans to develop a visitor center. The facility will feature photos of American military personnel and house the more than 60,000 items left at the memorial's black granite wall over the years.

Congress authorized the visitor center as an amendment to the Commemorative Works Act in November 2003. The National Park Service identified seven potential sites for the center, which were narrowed down to two by the National Capital Memorial Advisory Commission (NCMAC) in May 2005. The NCMAC sites include a parcel of land at the intersection of Constitution Avenue, 23rd Street, and Henry Bacon Drive, directly adjacent to Memorial Circle; and the Interior South Building, located at Constitution Avenue and 17th Street, NW. The Commission expects to review the center's site selection and design guidelines early in the next fiscal year.



The National Museum of African American History and Culture as depicted in a computer model created by NCPC staff

### National Museum of African American History and Culture

Planning has begun for the National Museum of African American History and Culture, which will honor and celebrate the contributions of African Americans to our nation. When authorizing the facility in December 2003, Congress instructed the Smithsonian to consult with the chairman of NCPC as it considered the following potential sites:

- Arts and Industries Building, next to the Smithsonian Castle on the National Mall
- Monument site, across from the Washington Monument
- Liberty Loan Building site at the foot of the 14th Street Bridge
- Banneker Overlook site on 10th Street, SW

To aid the Smithsonian and the architectural/engineering firm evaluating the proposed sites, NCPC provided maps and data for each site and completed evaluations of them using three-dimensional computer-aided modeling technology to depict buildings in each proposed location.

The Commission received an informational briefing in April 2005 on the site selection study's preliminary findings and expects a second briefing from the Smithsonian early in fiscal year 2006. NCPC is encouraging the Smithsonian to consider the Banneker Overlook site or the Arts and Industries Building as most suitable for the museum. The Banneker Overlook site could serve as an anchor for Southwest waterfront development and allow the sponsors to design and construct a signature building. NCPC supports the Arts and Industries Building as an alternative because it offers a desirable and symbolic Mall location convenient to the Museum of African Art.

The new museum will include a permanent collection of more than 400 years of artifacts, art, and historical materials, including the period of slavery, the Harlem Renaissance, and the Civil Rights Movement. The Smithsonian's Board of Regents is expected to make a decision on the museum's site in early 2006.

### Technology Development and Applications Division

The Technology Development and Applications Division (TDAD), under Michael Sherman's stewardship, ensures the smooth running of the agency's information technology (IT), GIS, and CAD systems and plans for the agency's future technology needs. This year TDAD began testing an electronic submissions system that will enable federal agencies to submit projects to the Commission online. TDAD completed site evaluations for the Commission's analysis of the future home of the National Museum of African American History and Culture, using computer modeling to depict each proposed location. The division also helped the South Capitol Street Task Force develop design scenarios for transforming the corridor.





The National Law Enforcement Museum in Judiciary Square will be mostly underground, but the vaulted glass roofs of the entrance pavilions will extend into the square.



Davis Buckley Architects and Planners

**National Law Enforcement Museum Planned in Judiciary Square**

To honor the dedication and sacrifice of American law enforcement officers, a new National Law Enforcement Museum (NLEM) is planned in Judiciary Square, near the National Law Enforcement Officers Memorial (NLEOM). The museum’s exhibit space will be underground with access provided by two above-ground pavilions.

NCPC reviewed and approved revised design concept plans for the museum in December 2004. Responding to earlier Commission recommendations, the architect refined the museum’s planned pavilions, using vaulted glass roofs for maximum transparency. The pavilions will provide access to the building’s lower level, which will house exhibits, a gift shop, a hall of remembrance, and administrative and utility facilities. The pavilions are currently undergoing review under Section 106 of the Historic Preservation Act; the findings from this review may affect the final design. The Commission recommended that several proposed elements be revised, including two skylights with a surrounding water feature and benches that were proposed for the plaza; ramps leading to the Old D.C. Courthouse entry plaza; and a proposed passenger drop-off area.

**Newseum**

A new, expanded Newseum—an interactive museum of news that celebrates the value of the First Amendment—is taking shape on Pennsylvania Avenue near the U.S. Capitol. The new facility will feature six levels of displays and a great deal more space than the original facility in Arlington, Virginia. Construction of the new museum is slated for completion in 2007.

In June NCPC reviewed and approved temporary perimeter security measures for the Newseum. The plans include perimeter elements from the existing palette of Pennsylvania Avenue streetscape elements, such as benches, planters, Washington globe street lights, and rows of trees. These elements will be installed while a long-range, comprehensive security design is developed for Pennsylvania Avenue.

NCPC reviewed temporary perimeter security plans for the Newseum’s new facility on Pennsylvania Avenue, scheduled to open in 2007.



Polshek Partnership Architects

# Project Review



Foster and Partners

## Patent Office Building

Plans to cover the historic courtyard of one of Washington's oldest buildings with a glass canopy are moving forward. The Patent Office Building, home to the Smithsonian's National Portrait Gallery and the Smithsonian American Art Museum, is a National Historic Landmark that was built in the mid-1800s. Designed by Architect Robert Mills, who also designed the Treasury Building and the Washington Monument, the Patent Office Building occupies a key site in the L'Enfant Plan and is considered one of the best examples of Greek Revival architecture in the country.

In September the Smithsonian Institution requested and received final approval of revised site and building plans to enclose the historic building's courtyard. The Smithsonian revised its plan after the Commission disapproved a similar proposal in June because the Smithsonian had not taken necessary action to mitigate harm to the historic building and setting.

Photographs taken in 1968 show the historic Patent Office Courtyard, including one of two original fountains.

Because the revised submission does not reverse the loss of the building's historic courtyard, previously demolished by the Smithsonian, the Commission directed the Smithsonian to implement the following measures:

- Reconstruction of the F Street staircase to restore the architectural integrity of the portico on the building's south façade.
- Implementation of a landscape and streetscape plan for the Patent Office reservation that will restore its stature and character as intended in the L'Enfant Plan.
- Restoration and installation of the two original courtyard fountains.
- Design and installation of new courtyard landscaping commensurate with the building's historic design character.
- Design and implementation of exterior lighting for the historic facades.

"We are pleased that Smithsonian officials agreed to mitigation measures that enabled us to move forward with this project," said NCPC's Urban Design and Plan Review Director Christine Saum. "NCPC had a responsibility to ensure that the Smithsonian took steps to minimize harm to this historic structure."

In addition to the canopy, the Commission approved the concept design for a contemporary courtyard landscape that will allow visitors to actively enjoy the space. NCPC looks forward to working with the Smithsonian as it refines its plans for the courtyard landscape design and completes the renovation of this historic landmark.



Photos: 1968 Historic American Building Survey

### National Defense University Expands to Better Serve Military Leaders

Located at historic Fort McNair in southwest Washington, D.C., the National Defense University is one of the nation's top centers for professional military education. To meet its classroom, meeting, and conference space needs, the university proposes to construct Lincoln Hall, a new three-level brick and stone building that will serve as a freestanding but architecturally compatible addition to the existing Marshall Hall.

NCPC approved preliminary site and building plans and final foundation plans for the project in February 2005. The plans include a central courtyard and shared atrium between the buildings, a formal auditorium, conference rooms, dining facilities, classrooms, study areas, and an interior courtyard in Lincoln Hall.

The Commission advised the Department of the Army that a proposed east gate to Fort McNair on Potomac Avenue should be more prominent, better preserve the street wall along Second Street, and better accommodate the new Anacostia Riverwalk.

### Old Convention Center Site to Host Events and Short-Term Parking

The demolition of the old Washington Convention Center offers an opportunity to develop a prime downtown parcel. While the permanent plans for a mixed-use development on the site are not complete, the Commission approved preliminary and final site and building plans for temporary development in April.

The design features—landscaping, banners, artwork, a rain garden, and pedestrian pathways—create a visually appealing location that enhances the streetscape, provides amenities for pedestrians, and creates a destination for public events. The 10th Street Art Corridor, featuring artwork supported on steel columns, benches, and a path paved with recycled glass, would provide the primary pedestrian access through the area.

The site will function as a parking lot, offering short-term parking for up to 1,000 vehicles, including tour buses. It also will serve as a location for festivals, markets, and special events. The temporary use is approved for no more than five years.

As part of the 1995 Memorandum of Agreement for the MCI Center, in which NCPC played a major role, it is expected that 10th and I Streets will reopen to vehicles when permanent plans for the site are finalized.



Skidmore, Owings & Merrill LLP

### Census Bureau Constructs Sustainable, Environmentally Sensitive Headquarters

To better fulfill its mission, the U.S. Census Bureau is constructing a new headquarters facility for more than 6,000 employees at the Suitland Federal Center in Suitland, Maryland.

Phase One is under construction, and last October the Commission approved final site and building plans for Phase Two, which includes a contemporary eight-story building with a parking garage near the facility's main entrance.

When complete, the new headquarters will feature three landscaped zones: an urban garden, a natural garden, and a manufactured garden. Together, the three gardens will soften the building's setting and contribute to a green campus.

The Census Bureau headquarters meets numerous policies outlined in NCPC's *Comprehensive Plan for the National Capital: Federal Elements*. The design minimizes the building's impact on the environment, incorporates daylight as much as possible, and creates outdoor gathering spaces. It also supports NCPC's goal of fostering transit-oriented development. The headquarters is within walking distance of the Suitland Metro station. NCPC views the new Census Bureau headquarters as an exemplary new federal facility.



## MASTER PLANS

Master plans are an important long-term planning tool, used to guide development in a specific area or precinct. Through development standards and design guidelines, master plans help ensure consistency in the quality and character of buildings and streetscapes. They also serve as a tool in the review and approval process for proposed plans, helping to achieve integrated development and often preserving a setting's historic character.

### Judiciary Square Master Plan

Today, Judiciary Square is a historic quadrant facing modern-day demands. To meet these needs while remaining sensitive to the square's historic importance, careful revitalization of the square is underway. Changes include a major renovation of the Old D.C. Courthouse and construction of an underground parking garage.

These projects are included in the Judiciary Square Master Plan, which the Commission approved in August along with concepts for landscaping, perimeter security, and tourbus parking. A main goal of the master plan is to coordinate the reorganization of the facilities and the functions of the District of Columbia Courts. In addition, the plan accommodates the proposed National Law Enforcement Museum, most of which will be built below grade. (See page 16).

In May the Commission reviewed the square's master plan but withheld approval of several transportation-related elements, including bus loading, curb lines, and loading dock issues. NCPC facilitated a series of meetings among the parties involved to negotiate solutions to outstanding issues, which led to the plan's approval in August.

### Pentagon Master Plan Update

For those who live and work in the Washington area, a drive by the Pentagon in recent years reveals a changing campus. More alterations lie ahead as the Department of Defense implements a new master plan, which the Commission approved in June. Two primary objectives—completing the secure perimeter and adopting sustainable environmental strategies—led the Department to update the Pentagon Master Plan for the first time since 1991.

Because the reservation is located within the Chesapeake Bay watershed, the department seeks to reduce the negative effects of storm water runoff. The Pentagon's expansive surface parking lots will be consolidated into multi-level garages with green, vegetative roofs that absorb storm water. Much of the paved areas will be reclaimed and replaced with trees and grass.

The revised master plan also includes design guidelines for enhancing and protecting the historic campus. The Pentagon—a National Historic Landmark—was completed in 1943 to house the rapidly expanding military during World War II and became the headquarters for the Department of Defense in 1947. The new guidelines ensure that development on the site adheres to design rules, preserving a unified and harmonious set of buildings and supporting elements. The guidelines include restrictions on the height of all new structures to protect views to and from the Pentagon.

The 2005 Pentagon Master Plan seeks to achieve a more secure and environmentally sustainable reservation. In years to come, passersby may be less likely to notice security measures—as today's makeshift barriers are replaced with permanent security—and more likely to notice the facility's more natural, park-like setting.

### National Institutes of Health Master Plan Revised

A proposal for 12 new research buildings is just one of the updates to the master plan for the Bethesda Campus of the National Institutes of Health (NIH). The revisions to the master plan include projects that have been planned or implemented since the original master plan was adopted in 1995.

Other updates to the plan include consolidating surface parking into multi-level and underground structures; expanding childcare facilities and retail activities; and providing additional landscaping to enhance the buffer around the campus edge.

The Commission approved this updated master plan in 2003 but instructed NIH to revise its parking ratio to conform to NCPC's *Comprehensive Plan for the National Capital: Federal Elements* and to develop a Forest Conservation Plan as instructed by the Maryland National Capital Park and Planning Commission.

In addition to the revised master plan, NIH submitted preliminary and final site and building plans for a Commercial Vehicle Inspection Facility and Gateway Center. The Commission approved the facilities, which will screen and admit campus visitors.

## A 21<sup>ST</sup> Century Waterfront



### A Vibrant Waterfront for Washington

If current plans take hold, in a few years, Washington, D.C. will showcase a vibrant urban waterfront from Georgetown to the Southwest waterfront and along both sides of the Anacostia River. Parks, trails, sidewalk cafes, shops, apartments, promenades, and new memorials and museums will transform today's neglected waterfront. Several Commission actions in the past year helped bring NCPC's vision of a lively waterfront with abundant amenities closer to reality.

NCPC's 1997 *Extending the Legacy: Planning America's Capital for the 21st Century* envisioned the reclamation of Washington's 22 miles of waterfront and the creation of waterside parks and attractive urban destinations. The District of Columbia, in coordination with NCPC and other federal partners, built on NCPC's ideas and developed *The Anacostia Waterfront Initiative* (AWI) Framework Plan to revitalize the waterfront and integrate it into adjacent neighborhoods. Today the AWI Framework Plan, which furthers NCPC's *Legacy Plan* goals of increased access to Washington's waterfront, is underway. The District of Columbia government has established the Anacostia Waterfront Corporation to implement the plan, and NCPC serves on its board of directors.

### Riverwalk to Give Pedestrians and Cyclists Access to Water's Edge

In June, the Commission approved a key component of the AWI Framework Plan—preliminary and final plans for Section 2 of the Anacostia Riverwalk Trail.

The approved plans cover the length of the trail on the river's western bank, beginning at the Washington Navy Yard and extending northward to Benning Road. The planned riverwalk will include circular resting and orientation areas with benches, bike racks, interpretive signs, and maps. The trail will be integrated into the shoreline, and grasses, shrubs, and a mix of canopy, evergreen, and ornamental trees will enhance the landscape.

When complete, the riverwalk will run for 48 miles along both sides of the river, giving pedestrians and bicyclists continuous access to the western side of the river from 11th Street to Benning Road and nearly continuous access to the east side of the river from South Capitol Street to the Bladensburg Trail in Maryland. Along the trail, safe and convenient entrances will welcome parkgoers from surrounding neighborhoods.



New design standards for the Anacostia Waterfront Initiative area will guide streetscape improvements, the installation of public art, and new street furnishings such as the manhole covers shown here.

### Design Standards to Beautify Southeast and Southwest Washington

Streetscape improvements recommended in NCPC's *Legacy Plan* are beginning to transform the M Street corridor in Southeast Washington, and similar changes are planned for the area covered by the AWI Framework Plan. In February the Commission approved the draft Anacostia Transportation Architecture Design Manual. Prepared by the District Department of Transportation (DDOT), the manual is based on the goals of the AWI and the themes of NCPC's *Legacy Plan*. It establishes design standards for streets in the AWI area and covers streetscape improvements, such as transit and bicycle lanes, street furniture, signage, lighting, landscaping, pedestrian spaces, and the inclusion of public art.

In approving the draft manual, the Commission made several recommendations. For symbolic corridors in the AWI area, NCPC recommended that DDOT

identify alternative contemporary lighting fixtures that are more compatible with Washington's traditional globe light fixtures. NCPC also called upon DDOT to use uniform paving materials along symbolic corridors and suggested that DDOT work with the Washington Metropolitan Area Transit Authority to develop guidelines for bus shelters in the AWI development area.

While remaining true to NCPC's *Legacy* vision, the manual also complies with concepts set forth in NCPC's *Comprehensive Plan for the National Capital: Federal Elements*, including environmental stewardship; increasing waterfront access; promoting pedestrian, bike, and transit-friendly rights of way; enhancing the identity of neighborhoods; and integrating the waterfront with the monumental core and the U.S. Capitol complex.

### Urban Design and Plan Review Division

One of NCPC's core responsibilities is the review of proposed regional federal development projects—including new or renovated buildings, memorials, and museums. The Urban Design and Plan Review Division (UDPRD), led by Christine Saum, reviews all plans to ensure that they meet the highest design standards as well as comply with federal environmental and historic preservation laws. UDPRD also examines all D.C. public projects and proposed policies, plans, and zoning actions for impact on the federal interest. In the past year, UDPRD reviewed several master plan projects, perimeter security plans, and extensive revitalization plans for Washington's waterfront.





**Georgetown Waterfront to be Reborn as an Urban Park**

Efforts to improve Washington’s waterfront are not limited to the Anacostia River shoreline. National Park Service land stretching from 31st to 34th Street, NW, along the Potomac River will be transformed into a 10-acre waterfront park in Georgetown.

In June, the Commission approved the final site development plans for the entire park except the Wisconsin Avenue Terminus, the park’s easternmost section. The final plans address sidewalks, lighting systems, renovation of the seawall bulkhead, a paved promenade, and all plant materials. The plans also reflect the Commission’s request for more simplified paving materials in the park.

In July, the Commission approved preliminary site development plans for the Wisconsin Avenue terminus. Consisting of 2.3 acres, this portion of the park will include a riverfront promenade, interpretive displays, open lawns, and an interactive water feature. The Park Service incorporated NCPC’s earlier direction and ensured that the park provides full and unobstructed views of the river along with a greater sense of openness. The Commission withheld approval of a proposed pergola design and its attendant seating because details on the structure were not available. The Commission also guided the applicant to modify the proposed streetlight design and a pedestrian sidewalk at the Wisconsin Avenue entrance to provide a more welcoming and refined entrance design.

Plans are underway to improve the boardwalk connecting Heritage and Kingman Islands in the Anacostia River to the RFK Stadium grounds.

**Boardwalk Restoration to Connect Kingman and Heritage Islands to the Shore**

The *Legacy Plan* envisions East Capitol Street as a major link between Washington’s monumental core and an Anacostia River that is an ecological precinct of parks, islands, and wetlands. In May the Commission brought this vision a small step closer to reality by giving preliminary and final approval to the Lower Kingman Island Habitat Restoration–Entrance Design Plans.

The District Department of Parks and Recreation will rehabilitate the boardwalk that connects Heritage and Kingman Islands in the Anacostia River to the grounds of RFK stadium. The project will provide mulched paths and striping through the RFK parking lot to Oklahoma Avenue and existing picnic areas. New banners and seating elements will embellish the landing points of the boardwalk, and floating kayak docks will be added to the docking pavilion in Kingman Lake. The project improves an existing connection to Heritage and Kingman Islands through National Park Service land. Future plans include construction of a nature center on Kingman Island.



**Office of the Secretariat**

Secretariat Deborah Young serves as the official liaison between NCPC’s staff and members of the Commission. Ms. Young certifies the Commission’s official actions taken during monthly public meetings. During the past year, the staff of the Office of the Secretariat developed databases to track the resources contained in NCPC’s archives and library. Staff can now search all files related to projects reviewed by the Commission in the past 10 years. All books, documents, and other planning materials in the agency’s collection are also searchable.



## Planning Research and Policy Division

The Planning Research and Policy Division (PRPD) under Julia Koster provides guidance to NCPC on long-range planning and research policies. The division is responsible for updating the *Comprehensive Plan for the National Capital: Federal Elements* and compiling the annual *Federal Capital Improvements Program*. Working with the National Park Service, the D.C. Department of Parks and Recreation, and the D.C. Office of Planning, PRPD also worked during the past year on developing a coordinated open space framework plan for the National Capital Region.

## IV. Long-Range Planning

### Federal Capital Improvements Program

Each year all federal agencies must submit to NCPC their plans for capital improvement projects for the coming six years. NCPC compiles these plans and projects into one document, the *Federal Capital Improvements Program* (FCIP). Published annually, the FCIP gives the Office of Management and Budget a look at all federal construction or renovation projects and their anticipated price tags.

In the FCIP, NCPC evaluates all federal projects and recommends which should be funded. When reviewing projects, NCPC looks for conformity with its own *Comprehensive Plan for the National Capital: Federal Elements*, federal agency master plans, and other important federal policies. OMB uses the FCIP as a guide when preparing the president's annual budget.

This year's FCIP, approved in September, covers fiscal years 2006 to 2011 and contains 210 projects—170 of which were submitted by other agencies—totaling \$7.3 billion. NCPC strongly endorsed 35 projects that it considered critical to federal or local planning initiatives and policies. NCPC recommended another 117 projects that conform to NCPC and local plans and policies. Eighteen projects were categorized as recommended for program purposes only, which means that they do not conform to federal and local planning policies and must be modified.

This year's FCIP was affected by the Base Realignment and Closure Act (BRAC). Because the BRAC decisions were not finalized when NCPC adopted the FCIP, information on DoD facilities is limited or subject to change. NCPC anticipates that future FCIP documents will include detailed information for BRAC-affected facilities, such as Walter Reed Army Medical Center and Fort Belvoir.

The FCIP is available upon request or online at [www.ncpc.gov](http://www.ncpc.gov).

### NCPC and Regional Planners Experience "Reality Check"

Today, the Washington region enjoys a robust job market that has some unfortunate downsides, namely a shortage of affordable housing, congested highways, and a crowded Metro system. What will happen 25 years from now if the job rate and the region's population continue to grow as expected?

In February, the Urban Land Institute's Washington District Council and Washington Smart Growth Alliance held "Reality Check," a brainstorming session to address how the National Capital Region will handle skyrocketing growth. NCPC Chairman John V. Cogbill, III, Executive Director Patricia Gallagher, and staff participated in the event, which attracted nearly 300 elected officials from more than 20 regional jurisdictions. Using maps and Legos<sup>®</sup> to represent jobs and housing units, attendees participated in exercises that challenged them to accommodate the 1 million new residents expected to live in the area by 2020.

Officials identified coordination between jurisdictions as a vital element in planning for the future. Conference participants also endorsed the preservation of open space; development near transit centers; and mixed-use developments. NCPC's *Comprehensive Plan for the National Capital: Federal Elements* provides guidance on how to achieve these and other smart growth goals. The plan is available online at [www.ncpc.gov](http://www.ncpc.gov).

### Washington's Federal Workforce: Planning for the Future

During fiscal year 2005, NCPC's long-range planning staff worked with the Urban Institute to study the region's large federal workforce and its relationship to the region's housing, transportation, and overall quality of life. The commissioned study, "Housing and the Federal Workforce in the Washington, D.C. Region," finds that the metropolitan area's current economic prosperity, while highly positive, could present future challenges for regional and federal decision makers. The study cautions that the region could become a victim of its own success if it can no longer provide affordable housing in good neighborhoods with reasonable commuting times.

The study also provides a rare view of the demographics of the region's federal workforce. Drawing upon data from the most recent census (Census 2000), the study compares the federal workforce to the non-federal workforce, determines where federal workers live and work, and identifies their housing conditions and needs.

The region's healthy economy and growing number of jobs have attracted an influx of new residents. This trend is expected to continue for the foreseeable future. The growing population is placing further strains on already taxed transportation systems and is making affordable homes harder to find.

The study raised questions about various cross-sections of the federal workforce. Why are some federal employees, albeit a small percentage, facing severe housing affordability issues? Are a larger number of federal workers, compared to private-sector employees, willing to tolerate extremely long commutes in order to live in more affordable homes?

These questions coupled with escalating real estate prices in the area have important policy implications for the federal government. NCPC staff is exploring the possibility of conducting a follow-up study that would answer these questions and delve deeper into the impact of rising home prices on the government's ability to attract and retain talented workers in the NCR.

**"This study is a first step toward understanding the complex relationship between the federal workforce and the housing market in the Washington region."**

Michael McGill  
NCPC Commissioner

## V. International Outreach



### Capitals Alliance

The past fiscal year proved to be a busy one for NCPC on the international front. Agency staff collaborated on two Capitals Alliance conferences, the first one hosted in Brasilia in November 2004, and the second in Ottawa in September 2005. Washington is a founding partner in Capitals Alliance, launched in 2002 as an international forum for senior planning officials from around the world. Alliance delegates share strategies for handling challenges that face major urban centers as well as those that are unique to cities serving as the seat of national government.

In September, NCPC's Executive Director Patricia Gallagher and Public Affairs Director Lisa MacSpadden represented the agency in Ottawa. They joined representatives from capital cities in seven other countries: Australia, Brazil, Canada, England, France, Russia, and South Africa. Ms. Gallagher and Ms. MacSpadden discussed how capitals must focus on innovative ways to bring resources and groups together to ensure the successful development of capital cities, from public-private partnerships to joint initiatives by public agencies. NCPC's delegates were pleased to share examples of citizens and partners shaping development in America's capital.

Other conference topics included preservation of open space; the challenges of rapidly growing cities; and implementing security reinforcements while protecting the public realm.



Scenes from Capitals Alliance 2005 held in Ottawa, Canada



Before concluding the week's activities, senior delegates from each city agreed to focus future meetings on how capital cities can serve as models for communities around the world and promote the principles of sustainable development and smart growth. The next meeting of the Alliance is scheduled for early 2007 in Canberra, Australia.

Nearly a year before the Ottawa gathering, Capitals Alliance participants met in Brasilia, the dream city of mid-century Modernists and the venue for the third annual meeting of the Alliance in November 2004. Commission member Jerry Shiplett and staff members Julia Koster and Denise Liebowitz represented NCPCC. Argentina, Australia, Canada, and Korea also sent delegates. NCPCC staff presented briefings on urban planning in the Washington metropolitan region, historic preservation, and security design. The program also featured working sessions on topics of shared interest such as national commemoration and relationships between the capital city and the surrounding region. Brazilian architectural historians led site visits to some of the city's most notable public buildings and urban design features that have become icons of the Modernist movement.

### Sharing Knowledge with Professionals Around the World

NCPCC hosted nearly a dozen visiting foreign delegations during the past year, providing information on the agency's work in the nation's capital and sharing expertise with professionals from a host of other nations. Officials visited from Australia, the Republic of Georgia, Korea, Panama, Nigeria, and China. Several international groups visited as part of the U.S. Department of State International Visitor Leadership Program. The groups were primarily interested in learning how NCPCC balances federal and local interests when reviewing development projects; examples of recent revitalization efforts; cultural and historic preservation issues; and capital city planning.



Top government officials from Canberra, Australia joined NCPCC for a tour of downtown Washington's redevelopment efforts in June.

### Office of Public Affairs

Under Lisa MacSpadden's direction, the Office of Public Affairs (OPA) promotes the Commission's activities and special initiatives. In fiscal year 2005, OPA coordinated NCPCC's participation in numerous public events including an exhibit at the National Building Museum highlighting the agency's urban design and security work; a symposium that brought together local and federal officials to explore how security measures are impacting the quality of life in the NCR; public comment sessions on the agency's vision to transform the South Capitol Street corridor; and informational roll-outs to coincide with the launch of the Circulator transit system.



## Office of the Executive Director

Under the leadership of Executive Director Patricia Gallagher, staff in the Office of the Executive Director (OED) direct the agency's strategic planning activities, oversee NCPC's administrative operations, and offer expertise to the Commission on planned federal development in the National Capital Region. During the past year, OED guided NCPC's role in launching the new Circulator transit system; directed the agency's detailed vision to revitalize the South Capitol Street corridor; and worked to reach an agreement with the District Department of Transportation to study alternative rail alignments in the nation's capital.



## VI. Achievements

### NCPC Is Proud Recipient of Two National APA Awards

Calling it a plan that takes the planning of physically secure environments to a whole new level for important places and structures around the country, the American Planning Association (APA) bestowed its prestigious **Current Topic Award** on NCPC's *National Capital Urban Design and Security Plan*. The 2005 Current Topic Award recognized planning efforts that promote Safe Growth, which balances security and good design. In selecting NCPC's plan, APA recognized its ability to foster perimeter security in the nation's capital that represents good planning and fine urban design and enhances the pedestrian environment while allowing for evacuation routes and emergency services.

APA also selected NCPC's *Comprehensive Plan for the National Capital: Federal Elements* as the **Outstanding Sustainable Planning** entry in the competition for federal projects. The long-range plan is a blueprint for development in the National Capital Region over the next two decades. APA judges said, "...this plan gets a perfect score.... The plan approaches sustainability not simply as a buzzword, but through the careful integration of urban and environmental planning at the metropolitan scale."

NCPC received the distinguished awards during APA's national conference held in San Francisco in March.

### Helping Workers Get to Work

Reducing choking car traffic and helping employees get to work via public transportation earned NCPC an honor as one of the **Best Workplaces for Commuters**. The Environmental Protection Agency and the U.S. Department of Transportation recognized NCPC for its efforts in providing its employees with outstanding commuter benefits to help reduce the region's traffic and air pollution.

### NCPC Security Plan Takes to the Road

NCPC's *National Capital Urban Design and Security Plan* was a featured project in the National Building Museum's exhibit, "OPEN: New Designs for Public Space," in spring 2005. This exciting exhibit presented innovative projects from around the world that demonstrate how cities and towns develop public space in an era of heightened security.

NCPC's groundbreaking security plan anchored the portion of the exhibit showcasing successful U.S. security projects. The exhibit featured two prominent projects from the plan: the redesign of Pennsylvania Avenue in front of the White House and perimeter security at the famous Smithsonian Castle. The exhibit also showcased the works of world-renowned architects Rafael Viñoly, landscape architect Walter Hood, and 2004 Pritzker Prize-winner Zaha Hadid.





## VII. Financial Report

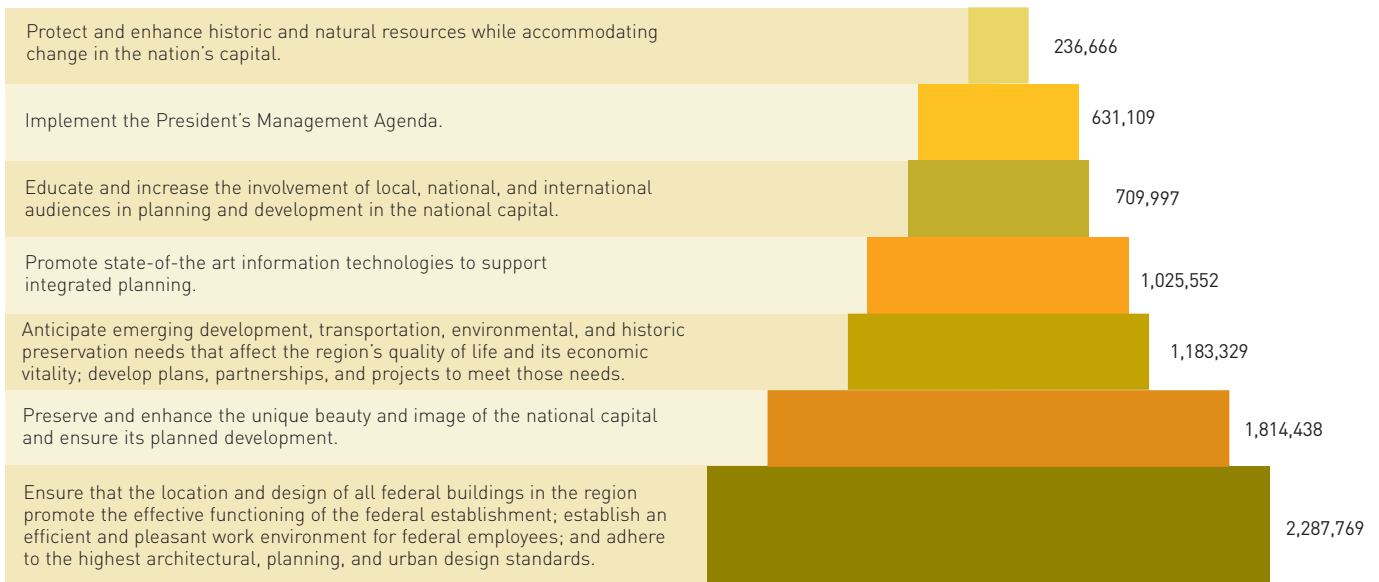
During fiscal year 2005, NCPC embarked on several new initiatives such as partnering with the District Department of Transportation to study railroad relocation alternatives, and developing new urban design and security guidelines to address advances in security technology and provide updated design guidance.

While launching these new efforts, NCPC continued activities related to its core mission, such as ensuring that federal development plans represent the best practices of the design and construction industries, and increasing the involvement of local, national, and international audiences in planning for the nation's capital.

NCPC managed these activities and met strategic objectives in fiscal year 2005 with a budget of \$7,888,860, less than 1 percent increase over the previous year.

### Fiscal Year 2005 Analysis of Resources

Personnel Compensation/Benefits	\$4,997,870
General Operating Expenses	\$1,847,666
Travel	\$ 56,836
Printing	\$ 88,366
Consulting Services	\$ 655,724
Other Services	\$ 242,398
<b>Total Budget</b>	<b>\$7,888,860</b>



### Office of Administration

The Office of Administration (OA), currently led by OED Executive Officer Barry Socks, provides important agency services such as human resources management, budget and financial guidance, procurement, and contracting. In fiscal year 2005, the OA team conducted an agency-wide review that identified critical workforce competencies and linked workforce planning and development to the agency's mission. The office also updated the agency's Merit Promotion Policy, aligning it with current rules and regulations, and developed a new performance management plan for Senior Executive Service staff.





## VIII. Looking to the Future: NCPC's Year Ahead

### NCPC to Focus on the Federal City

In fiscal year 2006, NCPC plans to develop a project that will integrate key elements of its signature planning initiatives, bringing them to bear on the precincts surrounding the National Mall. The intent of the project is to relieve pressures on the Mall by facilitating the development of memorial and museum sites off the Mall; promote high-quality security design; improve visitor services; and foster streetscape improvements along many of the avenues in the vicinity of the Mall. NCPC will develop the project to complement a National Park Service comprehensive management plan for the Mall, slated to begin next year, and will actively involve other federal agencies, local governments, stakeholders, businesses, advocacy groups, the general public, and regional authorities and organizations.

### NCPC and Partners to Develop Parks Strategy

Almost 20 percent of land in Washington, D.C. is devoted to parks and open space. Open space includes community parks, the formal circles and squares established by the L'Enfant Plan, neighborhood "pocket parks," and large forested areas. However, ownership and management of this land is shared by local governments, the federal government, and, occasionally, nonprofit organizations.

Recognizing that more coordinated management of the land could enhance the parks and avoid duplicated efforts, NCPC is joining forces with the D.C. Department of Parks and Recreation, the D.C. Office of Planning, and the National Park Service to develop CapitalSpace, a park system for the nation's capital.

Together, the founding partners of CapitalSpace see an opportunity to achieve a more seamless network of urban parks; manage the conflicting demands placed on parks and clarify appropriate uses; ensure that established and new neighborhoods have adequate parkland; and share scarce resources to design, program, and maintain our parks and open space to the highest possible standards.

CapitalSpace partners plan to establish standards for Washington's parks and open space and develop a shared database containing historic information as well as data on the current conditions. The initiative also will include a needs assessment that culminates in a "State of the District Parks and Open Space" report, followed by a physical plan for Washington's parks and open space. The final phase of CapitalSpace—implementing the recommendations of the plan—is slated for fiscal year 2007.

### Technology Division to Update Region's Aerial Photography

NCPC relies on high-resolution aerial maps to conduct planning and site design analysis for major initiatives such as the *National Capital Urban Design and Security Plan*, design scenarios for South Capitol Street, railroad realignment feasibility studies, and foreign mission site studies, to name a few. All of these projects use critical data layers that describe roads, buildings, and vegetation found on NCPC's maps.

In the last six years, the region's geography has changed significantly. New facilities such as the World War II Memorial, the FDR Memorial, the National Museum of the American Indian, the D.C. Convention Center, and the new Steven F. Udvar-Hazy Center of the National Air and Space Museum do not appear on current Geographical Information System (GIS) maps. In addition, as federal and regional agencies analyze their security needs in the post-9/11 era, demand for accurate map data continues to grow.

NCPC has partnered with several federal and local agencies to update this collection of aerial photographs in fiscal year 2006 and provide a means to access comprehensive regional GIS data in one place for the first time.

The data collected will be used in numerous NCPC projects, interagency e-government initiatives that involve GIS, computer-assisted design, and web-mapping. Federal agencies, such as the General Services Administration and the Department of Homeland Security as well as regional organizations will find the data valuable for emergency preparedness plans.

In addition, the U.S. Geological Survey will integrate the data NCPC collects into The National Map, a network of online databases that provide geographic data to federal agencies and foster reliable and easy data sharing. NCPC looks forward to embarking on this ambitious multi-agency project in the coming year.

### Public is Key to 21<sup>st</sup> Century Capital

NCPC remains committed to fostering public participation in planning for the nation's capital. In the year ahead, NCPC will continue to encourage public involvement as it works to shape the best capital city for our region and the nation. By hosting informational public meetings on major planning initiatives, offering symposia on pressing regional issues, publishing a quarterly newsletter, and soliciting public input during monthly commission meetings, NCPC strives to promote public dialogue on today's most important planning decisions. At NCPC it is our goal to ensure that Washington, D.C. is a city by the people as much as for the people.

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