



Action Agenda

The time to act is now. As the nation's capital, Washington is the urban center of one of America's largest and most prosperous metropolitan regions and a thriving city comprised of diverse neighborhoods, renowned institutions, and a downtown that has solidified Washington's position as an international city. Millions of people visit Washington each year to learn about American history and culture, to express their views, to conduct business, or to meet with their congressional representatives. Projected population and business growth necessitates taking action, particularly in a transformational era when land and resources must be used most effectively. The *Framework Plan* contains strategies to help guide and coordinate complex land use, transportation, and public space needs among federal and local interests to achieve a unified vision and contribute to a more livable and sustainable capital city.

The Action Agenda identifies a range of organizational and funding tools along with executive and legislative policies that will help establish an implementation structure. It proposes a series of next steps and recommends priorities. The Action Agenda will help to coordinate the various components of the *Framework Plan* so that the individual projects contribute to a greater whole.

It is important to begin planning for site-specific development so that a unified vision can ultimately be realized in a productive and cost-efficient manner. Some initiatives are relatively inexpensive and can be achieved easily in a few years, while

other initiatives are more complex and will require detailed planning, significant funding, and time for construction.

While the more ambitious goals may not be within the scope of a single federal or local agency's mission, the plan's recommendations should be considered by all agencies and used to help guide future decisions, particularly those related to infrastructure improvements and overall space and facility needs. Some of the complex initiatives would only be considered when the useful life of a facility is close to its end, although they may warrant detailed feasibility studies to begin sooner. The individual projects can be pursued as funding becomes available either through public-private partnerships or special congressional appropriations, particularly for those recommendations that have far-reaching public benefits.

While a range of factors may accelerate one project ahead of another, the Action Agenda recommends ways to coordinate, prioritize, and program future detailed planning studies for site-specific projects. Several of these projects warrant priority status because they will achieve multiple objectives and will be transformational. Some of these priority projects are interrelated and require close coordination to ensure that local and federal interests are addressed; other priorities are complex projects that will require a detailed feasibility study to evaluate impacts, costs, and benefits for a range of development scenarios.

The *Framework Plan's* key action priorities include:

- Southwest Transportation Infrastructure Study
- 10th Street, SW Redevelopment Feasibility Study
- Maryland Avenue, SW Redevelopment Report
- Monumental Core Street-Level Use Report
- Potomac Park Shoreline Restoration and Canal Study
- Potomac Park Access Plan
- The Federal Triangle Heritage Trail Plan
- Old Post Office Reuse Study
- J. Edgar Hoover Building Site Feasibility Study

“To achieve great results, two things are needed: a plan and not quite enough time.”

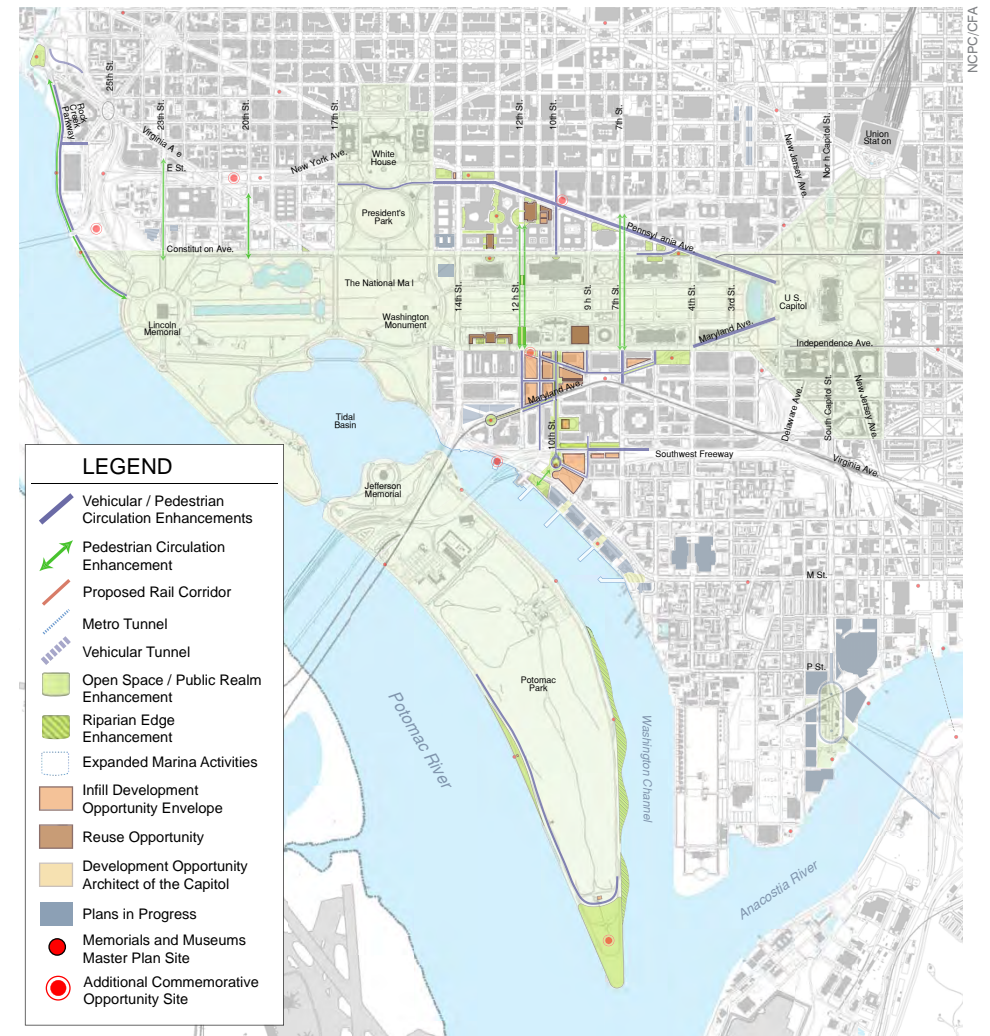
- Leonard Bernstein

The *Framework Plan* strategies and actions vary in scope, ranging from extending museum visitor hours and implementing streetscape improvements, to realigning rail lines and tunneling highways. Collectively, these strategies will affect how people experience the city; contribute to its economic, social, and environmental well-being; and elevate its stature as a great capital city symbolic of our democracy.

There are specific actions that can be taken in each of the precincts to further the goals of the *Framework Plan*. Since many of these actions are interrelated, it will be important to understand and coordinate their sequencing and timing. Initial studies will require various degrees of planning, programming, and design, and projects must comply with the National Historic Preservation Act, the National Environmental Policy Act, the Height of Buildings Act of 1910, and other federal laws as applicable.

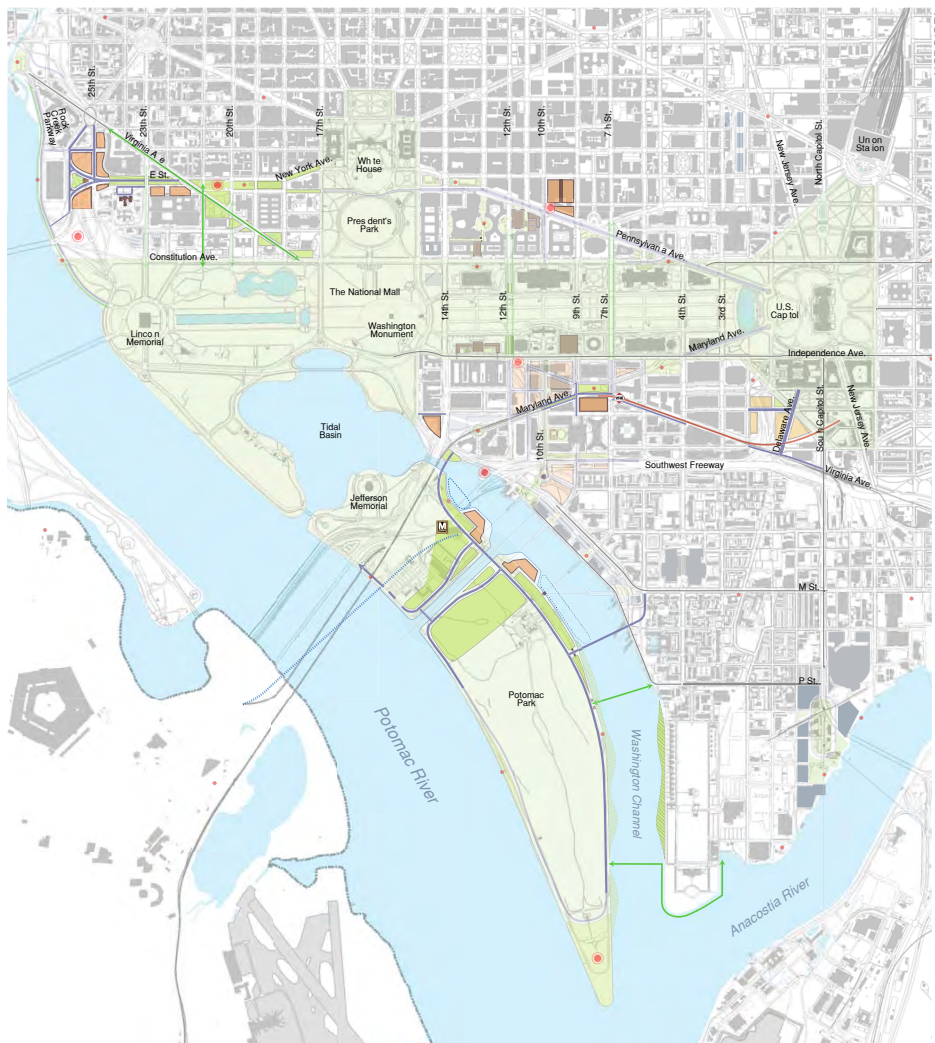
The *Framework Plan* can serve as a tool to coordinate near-, mid-, and long-term initiatives over the next five to thirty years or more. The sequencing diagrams illustrate how various components of the plan contribute to the whole and how all of the identified projects can be built over time. Easier, less complex, and lower-cost projects can move forward in a way that will support, not impede, the more complex and expensive infrastructure projects to come at a later date—thereby enabling the overall vision to be realized. The more complex capital improvement projects that involve reconfiguring bridges, highways, rail lines, and buildings are most likely to occur when the useful life of the infrastructure comes to an end, or when the projects are contingent upon other major initiatives occurring in advance or concurrently. Under either scenario, these complex projects will likely be accomplished in the mid- to long-term.

While numerous influences will create opportunities to accelerate one project in front of another, the *Framework Plan* provides a flexible structure to coordinate, prioritize, and program future actions and projects.



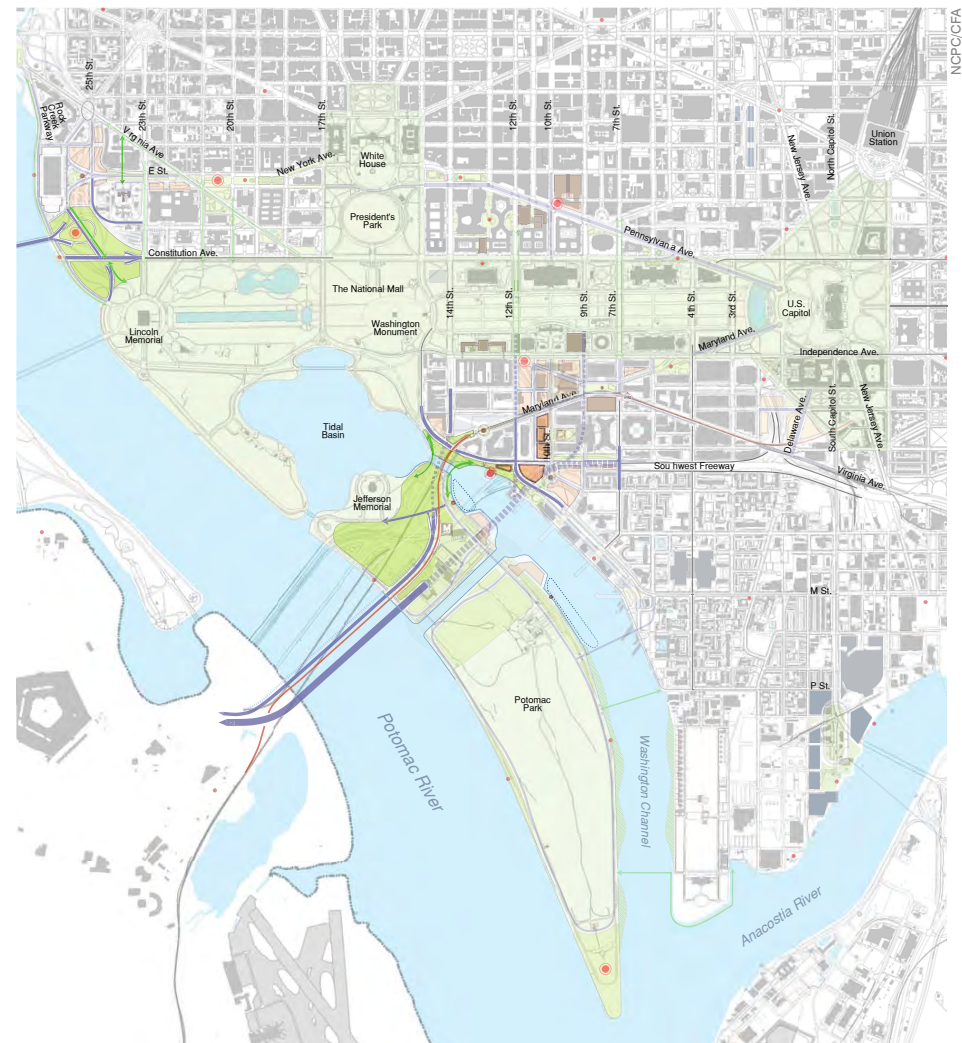
Near-Term

- Southwest Rectangle**
 - 10th Street Corridor and Overlook Redevelopment
 - Forrestal Complex Redesign
 - Cotton Annex Complex Redevelopment
 - Maryland Avenue Reclamation and Infill Development
 - Whitten Building Cultural Development
 - Arts and Industries Building Reuse
- Potomac Park**
 - Potomac Park Shoreline Repair and Riverwalk Enhancement
 - Potomac Park Pedestrian Connections
- Northwest Rectangle**
 - Northwest Riverfront Promenade
 - Virginia Avenue Parks and Streetscape Enhancements
- Federal Triangle**
 - Freedom Plaza, Pershing Park, and Woodrow Wilson Plaza Improvements
 - Pennsylvania Avenue Streetscape Enhancement
 - Federal Triangle Heritage Trail
 - Old Post Office Building Reuse
 - Additional Metrorail Entrances at Federal Triangle and Archives-Navy Memorial-Penn Quarter Stations
 - 10th Street, NW Streetscape Redesign
- All Precincts**
 - Streetscape and Public Space Enhancements



Mid-Term

- Southwest Rectangle**
 - Reservation 113 Restoration
 - Liberty Loan Building Cultural Reuse or Redevelopment
 - General Services Administration Redevelopment
- Potomac Park**
 - Potomac Canal, Potomac Harbor Development, and Washington Channel Crossings
 - Potomac Park Metro Station and Crossing
 - Recreation and Golf Course Redesign and Enhancement
- Northwest Rectangle**
 - Kennedy Center Expansion
 - State Department Expansion
 - Old Naval Observatory Public Programming and Enhancement
 - E Street, NW Improvements Between 17th Street and the Kennedy Center
- Federal Triangle**
 - J. Edgar Hoover Building Site Redevelopment
 - Constitution Avenue Streetscape Redesign



Long-Term

- Southwest Rectangle**
 - U.S. Postal Service Headquarters Development
 - U.S. Capitol Complex Development
 - Public Space and Access Improvements to 11th, 12th, and F Streets, SW
- Potomac Park**
 - Potomac River Bridge and Roadway Crossings
 - Passenger Rail Crossing
 - Jefferson Memorial Festival Grounds
- Northwest Rectangle**
 - Theodore Roosevelt Bridge Approach Ramps and Lincoln Memorial and Kennedy Connections
 - Constitution Avenue Belvedere Restoration and Enhancement

Key Improvements (Pages 35-45)

- Redefine 10th Street as an inviting, lively, mixed-use corridor that connects the National Mall to the waterfront, exemplifying state-of-the-art sustainable development practices.
- Restore Maryland Avenue as a grand urban boulevard that links the U.S. Capitol to the Jefferson Memorial while enhancing mobility and environmental quality.
- Repair the urban fabric by restoring the street grid, decking over highways, and redeveloping superblocks to improve the public realm, integrate open space, increase development density, and improve the mix of uses.

Next Steps

10TH STREET REDEVELOPMENT FEASIBILITY STUDY

This initiative includes preparing a feasibility study and environmental assessment to address the complex interrelated issues associated with redeveloping the 10th Street Overlook and corridor, and surrounding environs. This study will include:

- (1) Preparing concept design alternatives for the development of the 10th Street Overlook. A range of development alternatives, a cost-benefit analysis,

a feasibility assessment for developing above the freeway, and urban design guidelines to coordinate with adjacent development of the Southwest Waterfront and the L'Enfant Promenade will be included in this study.

- (2) Studying the feasibility of a range of redevelopment alternatives for the Forrestal Complex and environs (20 acres between Independence and Maryland Avenues and 9th and 12th Streets, SW). This component of the study will include identifying potential uses, costs, and benefits associated with: (a) developing the air-rights and unused portions of the site; (b) redeveloping the site to accommodate the Department of Energy's needs while adding publicly accessible ground-floor uses and a museum site; and (c) relocating the Department of Energy to a prominent location in the monumental core, while reprogramming the site for cultural, federal office, and commercial uses.

- (3) Preparing a redevelopment feasibility study for the U.S. Postal Service Headquarters site. This study should address costs and benefits for a range of uses for the site, including infill development that provides for publicly accessible ground-floor uses or redevelopment of the site to accommodate federal office spaces and commercial uses as well as the U.S. Postal Service.

The 10th Street Redevelopment Feasibility Study will be led by a task force comprised of major public agency stakeholders. This will include the relevant land-owning

agencies, public tenants of buildings in this corridor, and other federal and D.C. agencies. This effort will be conducted in accordance with the National Environmental Policy Act and Section 106 of the National Historic Preservation Act, as applicable.

MARYLAND AVENUE REDEVELOPMENT REPORT

This study will document the corridor's development potential and include an analysis of the costs and benefits of reclaiming and redeveloping Maryland Avenue and the historic L'Enfant Reservation 113 between 7th and 9th Streets.

LIBERTY LOAN AND WHITTEN BUILDING REUSE STUDIES

These comprehensive studies will assess the options for reuse of the Liberty Loan Building and the Whitten Building, including alternatives for accommodating federal workers in the monumental core and the costs and benefits of each alternative.

SOUTHWEST TRANSPORTATION INFRASTRUCTURE STUDY

The study will determine how the decking of infrastructure, re-creation of Maryland Avenue, and connections to new 11th, and 12th Streets can be efficiently integrated into the southwest road network and improve access to the precinct. This study will assess options to reconnect the street grid in the Southwest area, including accommodating multiple modes of transportation, developing infill parcels, and improving the public realm.

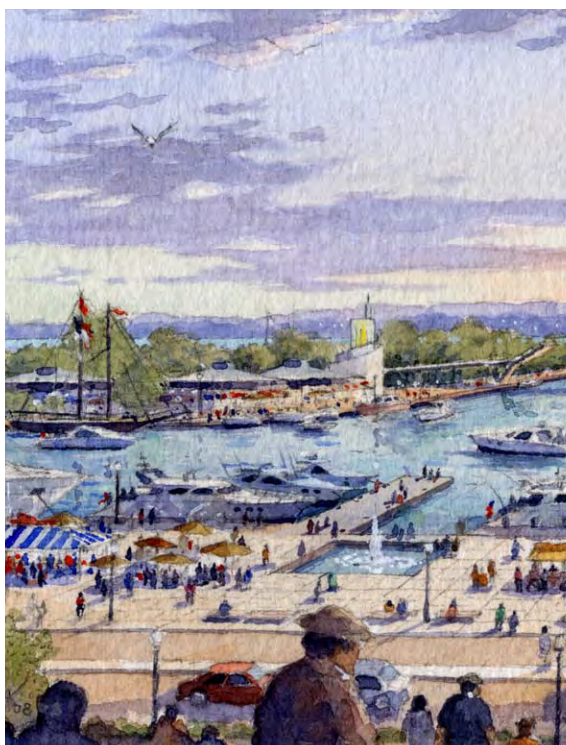


Illustration of Potomac Harbor from the 10th Street Overlook.

Next Steps	Timeframe			
	NEAR	MID	LONG	
10th Street Redevelopment Feasibility Study	Forrestal Complex Redesign	●		
	10th Street Cultural Corridor and Overlook Redevelopment	●		
	Cotton Annex Complex Redevelopment	●		
	U.S. Postal Service Headquarters Redevelopment			●
Maryland Avenue Redevelopment Report	Maryland Avenue Reclamation	●		
	Maryland Avenue Infill Development	●		
	Reservation 113 Restoration		●	
	General Services Administration Redevelopment		●	
Liberty Loan Building and Whitten Building Reuse Studies	Whitten Building Cultural Development	●		
	Arts and Industries Building Reuse	●		
	Liberty Loan Cultural Reuse or Redevelopment		●	
Southwest Transportation Infrastructure Study	Public Space and Access Improvements to the 10th Street Corridor and to Maryland Ave. at 11th and 12th			●

Key Improvements (Pages 47-57)

- Develop Potomac Harbor along both sides of Washington Channel with active uses, visitor support services, an expanded marina, and a wider land bridge.
- Connect Potomac Park to the city by providing multiple linkages that improve access for visitors arriving by foot, bicycle, boat, car, Metro, and water taxi.
- Reprogram Potomac Park for sustainable recreation by offering a range of activities and naturalized areas connected to a continuous waterfront trail.
- Create a festival grounds at the Jefferson Memorial to relieve pressure on the National Mall and allow for a diversity of uses.

Next Steps

POTOMAC PARK ACCESS PLAN This plan will address the feasibility, environmental impacts, and costs and benefits of improving near-term pedestrian access between the mainland and Potomac Park, including: along the northern neck of the Washington Channel; via vehicular and pedestrian

bridges across the Washington Channel at M and P Streets and near Hains Point; and along the waterfront from Georgetown.

POTOMAC PARK SHORELINE RESTORATION AND CANAL STUDY This study will address the impacts of potential sea-level changes on Potomac Park and the engineering feasibility, environmental impacts, and costs and benefits associated with reconstructing the Potomac Park shoreline and constructing a canal across Potomac Park.

POTOMAC PARK MASTER PLAN This initiative includes developing and evaluating alternatives and preparing a comprehensive master plan for Potomac Park. It will assess, at a minimum: (1) park uses; (2) long-term redesign and rehabilitation of the golf course; (3) programming and development of indoor and outdoor recreational and cultural venues, new offices for the National Park Service’s National Mall and Memorial Parks headquarters, and visitor amenities and services; (4) park operations, maintenance, and management; (5) relocation of the National Park Service regional headquarters; and (6) development of new, flexible, multipurpose open space for recreation, festivals, and other public gatherings.

POTOMAC RIVER CROSSING TRANSPORTATION STUDY This study will assess traffic and engineering alternatives and costs and benefits to improve transportation and pedestrian mobility and to create new development and public gathering spaces by relocating and replacing the 14th Street Bridge complex (including the Metrorail and Long Bridge crossings) and constructing a new Metro station at Potomac Park.

Next Steps		Timeframe		
		NEAR	MID	LONG
Potomac Park Access Plan	Potomac Park Pedestrian Connections		●	
	Washington Channel Crossings		●	
Potomac Park Shoreline Restoration and Canal Study	Potomac Park Shoreline Repair and Riverwalk Enhancement	●		
Potomac Park Master Plan	Potomac Canal		●	
	Potomac Harbor Development		●	
	Recreation and Golf Course Redesign and Enhancement		●	
	Jefferson Memorial Festival Grounds			●
Potomac River Crossing Transportation Study	Potomac Park Metro Station and Crossing		●	
	Passenger Rail Crossing			●
	Potomac Bridge and Roadway Crossings			●



Illustration of the Potomac Park waterfront.

Key Improvements *(Pages 59-65)*

- Link the Kennedy Center Complex with the Lincoln Memorial by establishing a ceremonial boulevard and enhanced waterfront esplanade that will extend the powerful, symbolic qualities of the National Mall.
- Connect the Kennedy Center with the White House and President’s Park by establishing the E Street corridor as a commemorative linear park with places for cultural enrichment and leisure activities, and by extending the street grid and placing infill development over the Potomac Freeway.

Next Steps

E STREET CORRIDOR MASTER PLAN This initiative entails preparing alternatives, a preferred concept improvement plan, and a cost estimate for E Street and the parks between 17th Street and the Kennedy Center. This area includes Rawlins Park, Whitman Park, and a new cultural site at the intersection of Virginia Avenue and 20th and 21st Streets.

Guidelines should be prepared to reflect the design principles for the preferred alternative. This will also include looking comprehensively at bicycle and pedestrian circulation throughout the corridor.

KENNEDY CENTER ACCESS IMPROVEMENT AND RELATED PROJECTS This project entails reinitiating work on the second phase of the Kennedy Center Access Improvement Project Environmental Assessment. The purpose of this study is to assess the highway operations, modifications, and environmental impacts associated with decking the Potomac Freeway, the E Street Expressway, and the Theodore Roosevelt Bridge ramps to accommodate the Kennedy Center expansion and a ceremonial connection between the Lincoln Memorial and Kennedy Center. The study should also assess new infill development, a waterfront park, and the reestablishment of at-grade streets.

RIVER ESPLANADE AND BICYCLE TRAIL ENHANCEMENT PLAN This planning and design effort will create an accessible and integrated waterfront near the Kennedy Center and will include a traffic study to evaluate the impacts and feasibility of redirecting

traffic from Rock Creek Parkway to the Potomac Freeway to reduce congestion along the waterfront route. It would support improvements to the Potomac Riverwalk and bicycle path between Georgetown and the Lincoln Memorial.

OLD NAVAL OBSERVATORY PUBLIC SPACE FEASIBILITY STUDY This study entails analyzing the feasibility of incorporating public meeting and event space and interpretive exhibits for visitors at the Old Naval Observatory located at the Potomac Annex.

DEPARTMENT OF STATE EXPANSION STUDY This study will evaluate the potential impacts and benefits of providing expansion space for the Department of State.

VIRGINIA AVENUE CORRIDOR MASTER PLAN This initiative entails preparing design alternatives, a preferred concept improvement plan, and a cost estimate for Virginia Avenue parks and streetscape, including bicycle and pedestrian circulation.



Illustration of ceremonial boulevard connecting the Kennedy Center and the Lincoln Memorial.

Next Steps		Timeframe		
		NEAR	MID	LONG
E Street Corridor Master Plan	E Street Improvements between 17th Street, NW and the Kennedy Center		●	
Kennedy Center Access Improvement and Related Projects	Kennedy Center Expansion		●	
	Theodore Roosevelt Bridge Approach Ramps and Lincoln Memorial/Kennedy Center Connection			●
	Constitution Avenue Belvedere Restoration and Enhancement			●
River Esplanade and Bicycle Trail Enhancement Plan	Northwest Riverfront Promenade	●		
Old Naval Observatory Public Space Feasibility Study	Old Naval Observatory Public Programming and Enhancement		●	
Department of State Expansion Study	Department of State Expansion		●	
Virginia Avenue Corridor Master Plan	Virginia Avenue Parks and Streetscape Enhancement	●		

Key Improvements *(Pages 67-73)*

- Establish a new destination on Pennsylvania Avenue by concentrating a mix of office, cultural, and hotel uses between 9th and 12th Streets, NW.
- Enhance the public realm by establishing a welcoming, interconnected system of lively and beautiful streets, introducing sustainable public spaces, and improving the pedestrian experience and symbolic importance of Pennsylvania Avenue and the Federal Triangle.

Next Steps

OLD POST OFFICE SITE REUSE STUDY This initiative should build on previous studies to determine the appropriate program for the Old Post Office and Annex in accordance with Public Law 110-359, including whether and how to accommodate the building's existing uses off-site such as offices, food service, and retail, including bicycle rentals.

FEDERAL TRIANGLE HERITAGE TRAIL This initiative includes preparing a heritage trail that showcases the history, art, and architecture of the Federal Triangle and Pennsylvania Avenue, including a narrative about American governance.

J. EDGAR HOOVER BUILDING SITE FEASIBILITY STUDY This redevelopment feasibility study for the 900 block of Pennsylvania Avenue will assess the cost and benefits of redeveloping or reusing the site for a range of alternative uses. For example, the J. Edgar Hoover Building site could be reprogrammed to accommodate the FBI with publicly accessible ground floor uses and a museum. Another alternative could be to relocate the FBI and redevelop the site with new cultural, federal office, and commercial uses.

CONSTITUTION AVENUE PUBLIC SPACE PLAN This improvement plan will focus on enhancing the public space along Constitution Avenue and will address water management, building security, landscaping, and the quality of the public realm.

PENNSYLVANIA AVENUE PUBLIC SPACE IMPROVEMENT AND MANAGEMENT PLAN This study will include a

concept design plan and cost estimate to enhance and enliven Pennsylvania Avenue from 1st to 15th Streets, NW. The plan will focus on accommodating existing and new civic activities, beautifying public spaces, and improving lighting and pedestrian safety to create an attractive and unified urban park. This park would offer amenities for visitors, residents, and workers, and would address security needs for the federal properties located along the avenue.

10TH STREET, NW ROADWAY AND STREETScape IMPROVEMENT STUDIES This study will identify how to enhance the transportation operations and pedestrian quality of the 10th Street corridor from Constitution Avenue to H Street and to improve connections between downtown and the National Mall.

FEDERAL TRIANGLE AND ARCHIVES-NAVY MEMORIAL-PENN QUARTER METRORAIL STATIONS ACCESS STUDY This study includes preparing a Metro entrance assessment to evaluate the demand, engineering feasibility, and cost of constructing additional entrances at the Federal Triangle station and at the Archives-Navy Memorial-Penn Quarter station.

Next Steps		Timeframe		
		NEAR	MID	LONG
Old Post Office Site Reuse Study	Old Post Office Building Reuse	●		
Federal Triangle Heritage Trail	Federal Triangle Heritage Trail	●		
J. Edgar Hoover Building Site Feasibility Study	J. Edgar Hoover Building Site Redevelopment		●	
Constitution Avenue Public Space Plan	Constitution Avenue Streetscape Redesign		●	
Pennsylvania Avenue Public Space Improvement and Management Plan	Pennsylvania Avenue Streetscape Enhancement	●		
	Freedom Plaza, Pershing Park, Woodrow Wilson Plaza Improvements	●		
10th Street, NW Roadway and Streetscape Improvement Studies	10th Street, NW Streetscape Redesign	●		
Federal Triangle and Archives-Navy Memorial-Penn Quarter Metrorail Stations Access Study	New Entrances to Federal Triangle and Archives-Navy Memorial-Penn Quarter Metrorail Stations	●		



Illustration of an enlivened Freedom Plaza.

Proposed Actions

IMPLEMENTATION ALTERNATIVES REPORT This report will document and evaluate a range of organizational approaches and tools to implement initiatives included in the *Framework Plan*. The evaluation should identify the issues, opportunities, and constraints associated with each alternative.

MONUMENTAL CORE STREET-LEVEL USE REPORT This report will address how to integrate active uses into federal buildings. It will include policy and guidelines for locating publicly accessible ground-floor uses in secure federal office buildings, covering a range of issues from appropriate uses and public access guidelines to construction methods.

MEMORIALS AND MUSEUMS MASTER PLAN Update the *Memorials and Museums Master Plan* to reflect current conditions and *Framework Plan* recommendations.

COMMEMORATIVE WORKS POLICIES AND PROCESS EVALUATION This initiative and report will: (1) evaluate the current commemorative works policies and review process; (2) evaluate how the subject matter, funding, public participation, and approvals are coordinated among all stakeholders; and (3) identify potential improvements to achieve a narrative within the commemorative landscape.

MONUMENTAL CORE COMPOSITE PLAN Prepare a summary document to illustrate how key recommendations in relevant plans, such as the *Framework Plan* and the *National Mall Plan* work together to address the sustainability and

livability of the monumental core for visitors, residents, and workers.

FEDERAL LANDS INVENTORY This study will evaluate federal lands within the District of Columbia to identify opportunities for future federal office development. The study should address Comprehensive Plan policies, agency requirements, and location preferences, such as use programming, transit access, security, and operations.

FEDERAL SUSTAINABILITY PLAN This plan will develop a long-term vision and strategy for the sustainable growth of the national capital. This plan is meant to complement the sustainability plan that is currently under development by the District of Columbia. This plan is not meant to supplant other federal and District planning efforts but to focus on principles, goals, and policies that will ensure the economic growth, environmental health, and social vitality of the National Capital Region in years to come.

DC TRANSIT ALTERNATIVES ANALYSIS This collaborative study, prepared with the District Department of Transportation and other stakeholders, will analyze alternative corridors for potential streetcar, rapid bus transit, and express bus service. Transit and technology choices will be evaluated for their support for urban design, service, and development objectives, including protection of views along L'Enfant streets.

DC CIRCULATOR MASTER PLAN Work with the District Department of Transportation and other stakeholders to enhance Circulator service

throughout the center city in support of developing a robust city-wide system. As part of this effort, work with the National Park Service to expand interpretive transit service around the National Mall, East Potomac Park, and Arlington National Cemetery.

WATER TAXI SYSTEM FEASIBILITY AND PLANNING STUDY Work with the District Department of Transportation and other stakeholders to develop and implement a water taxi system connecting destinations along the Potomac and Anacostia Rivers, within the District of Columbia, Virginia, and Maryland.

INTERMODAL TRANSPORTATION CENTER FEASIBILITY STUDY In coordination with the District Department of Transportation and other stakeholders, this study will include developing an enhanced intermodal transportation center at Union Station as the primary nexus for future inter-city and regional transportation systems. In support of this effort, explore the feasibility of additional intermodal centers at locations that might include L'Enfant Plaza, the South Capitol Street oval rotary, RFK Stadium, the Kennedy Center, and 10th Street, NW.

INTERAGENCY COORDINATION Work with the Metropolitan Washington Council of Governments, the District Department of Transportation, and other transportation stakeholders to identify and support transportation projects in local and regional transportation plans and capital funding programs that are consistent with the *Framework Plan*. Include *Framework Plan* proposals in the Federal Capital Improvements Program.



Water taxis will help connect destinations along the rivers. (New York, NY)



The Woodrow Wilson Plaza at the Reagan Building provides a flexible space for events, retail, and restaurants.

Executive, Legislative, and Policy Tools

The federal government has a range of existing legislative tools that can be used effectively to move the *Framework Plan's* recommendations to reality. A number of executive orders, existing laws, and agency policies encourage the federal government to contribute to the shaping of cities across the country. Generally, these policies and legislation have also promoted sustainable urban development by allowing federal land and facilities to contribute to the active civic life of local communities.

FEDERAL SPACE MANAGEMENT, EXECUTIVE ORDER 12072 Promotes the use of federal space to strengthen cities and make them attractive places in which to live and work; to improve their social, economic, environmental, and cultural conditions; and to improve the administration and management of federal agencies.

FEDERAL FACILITIES ON HISTORIC PROPERTIES, EXECUTIVE ORDER 13006 Promotes the use of historic buildings and properties for federal occupancy to support Executive Order 12072 and the National Historic Preservation Act.

SECTION 110, NATIONAL HISTORIC PRESERVATION ACT OF 1966 Promotes the preservation and protection of historic properties owned or controlled by federal agencies. The act also provides for the transfer of surplus federal historic properties to ensure their protection and enhancement and for these agencies to undertake planning to minimize harm to National Historic Landmarks that may be directly and adversely affected by actions. This legislation was used to rehabilitate and restore the National War College at Fort McNair in Washington.



Restoration of the Supreme Court Building.

SECTION 111, NATIONAL HISTORIC PRESERVATION ACT OF 1966 Permits long-term leases and adaptive reuse for all or portions of assets listed on the National Register of Historic Places, after consultation with the Advisory Council on Historic Preservation. This legislation was used to adapt the historic Tariff Building located on 7th Street, NW, for reuse as a hotel and restaurant.

PRESERVE AMERICA, EXECUTIVE ORDER 13287 AND THE WHITE HOUSE'S PRESERVE AMERICA INITIATIVE Builds on the National Historic Preservation Act and the National Environmental Policy Act to protect and utilize historic properties to advance economic vitality and foster awareness of U.S. history and American values, particularly through public-private partnerships. They also endorse public agency collaboration to promote the use of historic properties for heritage tourism and related economic development. They support local community preservation activities and heritage tourism programs, including the annual Preserve America grants that may be used for heritage tourism planning and implementation.

THE PUBLIC BUILDINGS COOPERATIVE USE ACT OF 1976 Permits the inclusion of mixed uses in portions of federal buildings and the co-location of federal offices and other cultural institutions or services. In the District of Columbia, this tool was used at the Old Post Office, located at 12th Street and Pennsylvania Avenue, NW.

THE PUBLIC BUILDINGS ACT Permits the General Services Administration (GSA) to exchange or acquire property. This exchange authority requires GSA to determine that any property exchange is in the “best interest of the government.” This authority was used by GSA in 2000 to exchange a federal building in Charleston, South Carolina, for a site owned by the City of Charleston. The exchange allowed GSA to obtain a more suitable site for a new federal courthouse while providing the city with a desirable site for its own purposes.

THE ENERGY INDEPENDENCE AND SECURITY ACT OF 2007 Requires all federal buildings to reduce their overall energy consumption 30 percent by 2015. New buildings and buildings undergoing major renovations must reduce fossil fuel-generated energy consumption 55 percent by 2010 and 100 percent by 2030. The act also establishes the Office of Federal High Performance

Green Buildings within GSA to oversee the implementation of these requirements.

STRENGTHENING FEDERAL ENVIRONMENTAL, ENERGY, AND TRANSPORTATION MANAGEMENT, EXECUTIVE ORDER 13423 Calls for, among other items, all federal agencies to reduce their energy consumption 30 percent by 2015 and requires that at least half of an agency's energy use come from renewable sources.

FLOODPLAIN MANAGEMENT, EXECUTIVE ORDER 11988 Requires that federal agencies avoid taking actions within a floodplain to the extent practicable. Should it be impossible to avoid operating within a floodplain, the agency must design its project to minimize impacts to the disturbed area.

GOOD NEIGHBOR PROGRAM Sets forth the goal of making the federal government's properties safer, cleaner, and livelier while helping to rebuild cities, block by block. The program promotes providing space for shops and restaurants that invite people into federal buildings, and developing plazas and public spaces around federal properties. It encourages property managers to program, design, and maintain public space; streamline and integrate security; improve image and aesthetics; and enhance access and circulation.

FIRST IMPRESSIONS PROGRAM Advances the GSA's Design Excellence goal of creating public buildings that “express the vision, leadership, and commitment of the government in serving the public and expressing the values of the nation.” Specifically, the First Impressions program enlivens public spaces such as lobbies and plazas through better programming and enhanced signage and landscaping.

SPECIAL ACTS OF CONGRESS Can structure public-private partnerships and allow transactions to meet specific objectives. The Southeast Federal Center Public-Private Development Act of 2000 is an example of special legislation that authorized a partnership between GSA and a private developer for a mixed-use project on land fronting the Anacostia River in Washington, DC. Also, in 1972 Congress created the Pennsylvania Avenue Development Corporation to guide and implement the redevelopment and beautification of Pennsylvania Avenue in the nation's capital.

Organizational and Funding Tools

Implementation of the *Framework Plan* will be carried out by many different entities. Depending on the initiative, it may be appropriate for the federal government, the District government, the private sector, a nonprofit organization, or a combination thereof to take the lead in executing the next steps to achieve the vision. There are several alternative organizational approaches that could be used to implement the plan, including cooperative partnerships, the formation of a federal development corporation, or an organizational arrangement created by special legislation.

These organizational strategies are also associated with various funding strategies. In some cases, it may be appropriate to use an agency's existing funding resources. However, many of the *Framework Plan*'s recommendations are intended to achieve broad goals to enliven and improve the built environment around the National Mall and within the monumental core, with benefits accruing to the federal establishment, the city, and the nation. In such instances, a range of funding mechanisms, outside of an individual agency's budget, should be considered. These include innovative federal-local public partnerships, direct congressional appropriations, private financing, and non-profit support.

FEDERAL AGENCY INITIATIVES Some of the objectives of the plan could be achieved through federal agency initiatives using existing authorities and appropriated capital budgets. Examples include signage or the enhancement and programming of adjacent outdoor public spaces in connection with a building modernization project. Infill development that accommodates office expansion or consolidation for an individual agency would be funded by that agency.

COOPERATIVE PARTNERSHIPS Achieving some objectives of the plan will require the participation and support of many stakeholders through innovative public-private partnerships or partnerships between District and federal agencies. In this way, greater resources can be applied to achieve a mutually beneficial goal. For example, a non-profit organization may work in partnership with the federal and local governments to improve or program public space or build a nationally significant memorial or museum. Federal and local governments, the private sector, or some combination thereof could share costs to make necessary street and park improvements.

PRIVATE DEVELOPMENT The private sector will fund private development, such as the build-out of street-level retail space in federal buildings, or construction in air-rights space above highways or rail lines. Depending on the location and type of project, these efforts would be undertaken in cooperation with the District of Columbia and the federal government.

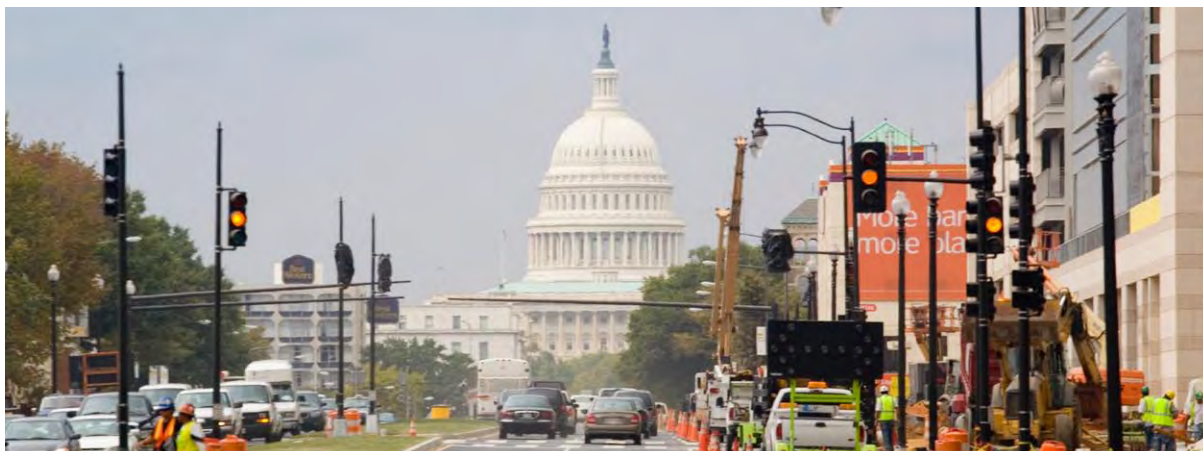
SPECIAL LEGISLATION Congress can enact special legislation and appropriations to authorize a range of actions to meet specific objectives. This is appropriate in specialized cases where legislation is needed to authorize an innovative approach that may fall outside of an agency's normal mandate. Special legislation could include authorization to prepare a detailed study, allow a real estate action, structure a public-private partnership, enter into a development agreement, or fund a project for a specific purpose.

FEDERAL DEVELOPMENT CORPORATION Creating a new federal development corporation may be an effective way to address the more significant recommendations in the *Framework Plan*. Initiatives

that could be implemented by a development corporation include redeveloping federal facilities to increase density; consolidating or expanding federal office space; making room for a nationally significant cultural institution; or rebuilding the street grid. Other significant initiatives may include realigning infrastructure to allow for federal office space, open space, or private-sector development.

A development corporation should be comprised of federal and District of Columbia representatives and have the ability to acquire, exchange, develop, lease, and manage public space and buildings. This organization could be structured to be either fully or partially self-funded. Such an organization could champion the principles of the *Framework Plan* and coordinate federal and local interests. This approach would ensure a common vision, streamline decision-making, and facilitate the complex real estate transactions that may be necessary.

The creation of a new federal development corporation to implement the *Framework Plan* warrants further study to determine the costs and benefits to the federal government and the District of Columbia. In the past, Congress has created several federal development corporations to meet specific purposes. One example is the Pennsylvania Avenue Development Corporation (PADC), which oversaw the redevelopment of Pennsylvania Avenue and its surrounding area in downtown Washington. Another is the Presidio Trust, an entity that is managing the historic Presidio in San Francisco. While either may be an appropriate model, they are both examples of how the federal government has organized its resources for specific development and land management functions.



The transformation of South Capitol Street began with the South Capitol Street Task Force, a joint initiative between the National Capital Planning Commission and the District of Columbia.



Continued stakeholder participation and input is needed to move the *Framework Plan* closer to implementation.

Applicability

The *Monumental Core Framework Plan: Connecting New Destinations with the National Mall* will guide future development decisions for federally owned property in the precincts surrounding the National Mall. The federally owned property covered by this plan is under the jurisdiction of individual federal agencies, such as the General Services Administration or the National Park Service, or a local or inter-jurisdictional agency, such as the District of Columbia or the Washington Metropolitan Area Transit Authority.

The *Framework Plan* does not apply to privately owned land; however, in limited instances the plan suggests how adjacent private properties could be improved, and encourages decision-makers to consider actions that could help to achieve the goals of this plan. As more detailed plans are prepared, the federal and local governments should work with adjacent property owners to coordinate development plans to optimize land use and transportation enhancements as well as public space improvements.

The *Monumental Core Framework Plan* was adopted by the U.S. Commission of Fine Arts on March 19, 2009, and by the National Capital Planning Commission on April 2, 2009. At the NCPC meeting, the Commission directed staff: (1) to advise federal agencies to use the plan as a guide when programming, planning, and designing future development proposals on federally owned land; (2) to prepare an annual report on the status of the *Framework Plan's* key action priorities; and (3) to commence work on the key action priorities of the plan such as those initiatives pertaining to

the Federal Triangle Heritage Trail, street level uses in federal buildings within the monumental core, and feasibility studies for the redevelopment of 10th Street, SW, and Maryland Avenue, SW.

NCPC also directed its staff to use the *Framework Plan*:

- As a basis when evaluating and making recommendations for: (1) development proposals that go beyond the routine maintenance of public buildings, and (2) proposals for improvements to parks, public spaces, and public transportation systems.
- As a guide when providing input into federal, local, and private planning studies and reports.
- As a tool to inform future updates of NCPC's Strategic Plan that describes the Commission's mission, its values, and its vision, and conveys the agency's goals over a specified time period.
- As a basis to develop or amend future NCPC planning studies and reports, including the *Comprehensive Plan for the Nation's Capital: Federal Elements and the Federal Capital Improvements Program (FCIP)*.



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