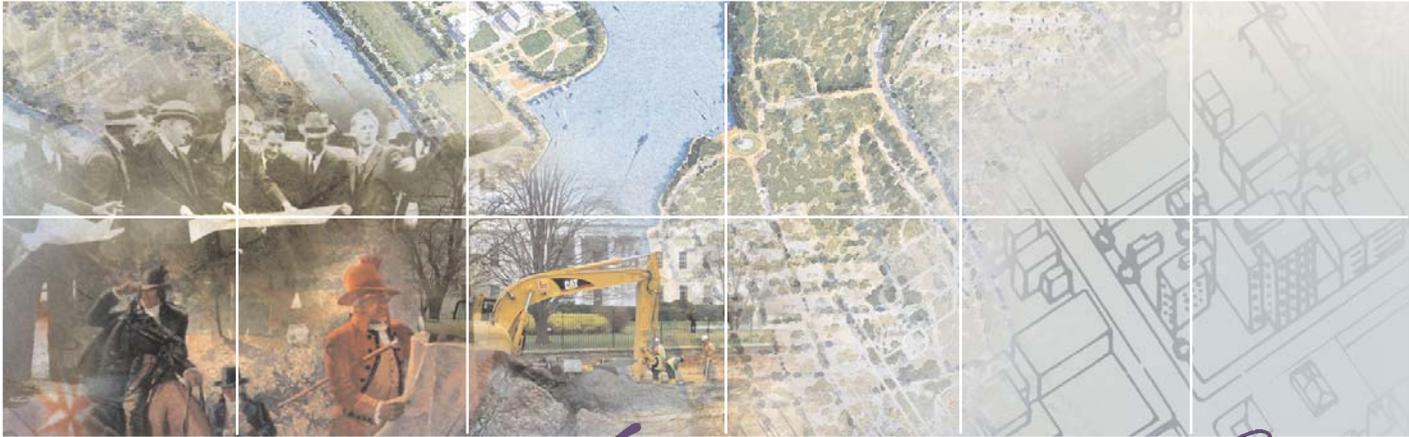


2004

NCPC ANNUAL REPORT



# *Fulfilling the Legacy*

NATIONAL CAPITAL PLANNING COMMISSION





## Fiscal Year 2004

*October 1, 2003 - September 30, 2004*

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## Message from the Chairman and the Executive Director

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“Urban plans shape our cities,  
transform our communities, and  
define the rhythm and fabric of  
our daily lives.”

NCPC Chairman John V. Cogbill, III  
and Executive Director Patricia Gallagher

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At their best, urban plans shape our cities, transform our communities, and define the rhythm and fabric of our daily lives. But to have this power, plans must rise from the page; they must be championed, adopted, and implemented.

Good planning requires a delicate balance of dreaming and doing. At the National Capital Planning Commission (NCPC), we work diligently to push federal plans off the printed page and into the streets and public spaces of the nation's capital.

We are pleased to see many of our visions taking shape as we complete fiscal year 2004. A panoramic shot of the city today reveals a grand transformation of Pennsylvania Avenue at the White House, security enhancements at many of the nation's most treasured icons, the ongoing revitalization of key quadrants of the capital city, and new museums and commemorative works fanning out beyond the monumental core.

Since stewardship of the National Mall is one of the Commission's greatest responsibilities, we felt special pride when the United States Congress passed an amendment to the Commemorative Works Act. By giving the force of law to the Reserve, the no-build area established in NCPC's *Memorials and Museums Master Plan*, the legislation will help ensure the protection of the Mall's treasured open space.

In the past year, we have seen several key proposals of NCPC's *Extending the Legacy Plan* come to life. The Commission's decade-long vision to revitalize the South Capitol Street corridor—a key gateway to the L'Enfant City—is now being advanced by a partnership among congressional leaders, NCPC, the U.S. Department of Transportation, and the District of Columbia government. The vast tangle of freeway ramps in front of the Kennedy Center is soon to be

transformed into an exciting new civic space. A convenient and low-cost transit system proposed by NCPC will be unveiled when NCPC and its planning partners launch the first route of the Downtown Circulator in early 2005.

These and other accomplishments described in the pages of this annual report were years in the making—and we are proud that it was NCPC's visionary planning that first set many of them in motion. Watching them unfold motivates us to do more.

We are currently embarking on several ambitious new initiatives for the coming year including a proposal to realign the rail lines that cut through Washington; plans to protect the region's open space and parks; and studies to develop transportation solutions that reduce traffic congestion and improve air quality. We have reconvened our Interagency Security Task Force to ensure that efforts continue throughout the region to develop well-designed permanent security solutions for federal buildings and landmarks. NCPC will not rest until Washington once again projects the image of an open and accessible city.

We will continue to push our work from study to action, from idea to reality, keeping up our efforts to guide federal development in ways that strengthen the city and region. The National Capital Planning Commission recognizes that urban planning requires the ability to look back at historical traditions and plans while simultaneously looking ahead and mapping a course for the future. We continually strive to do both, so that the Washington of past generations can be preserved and enhanced for generations still to come. We welcome your feedback, and we encourage your participation in the process.

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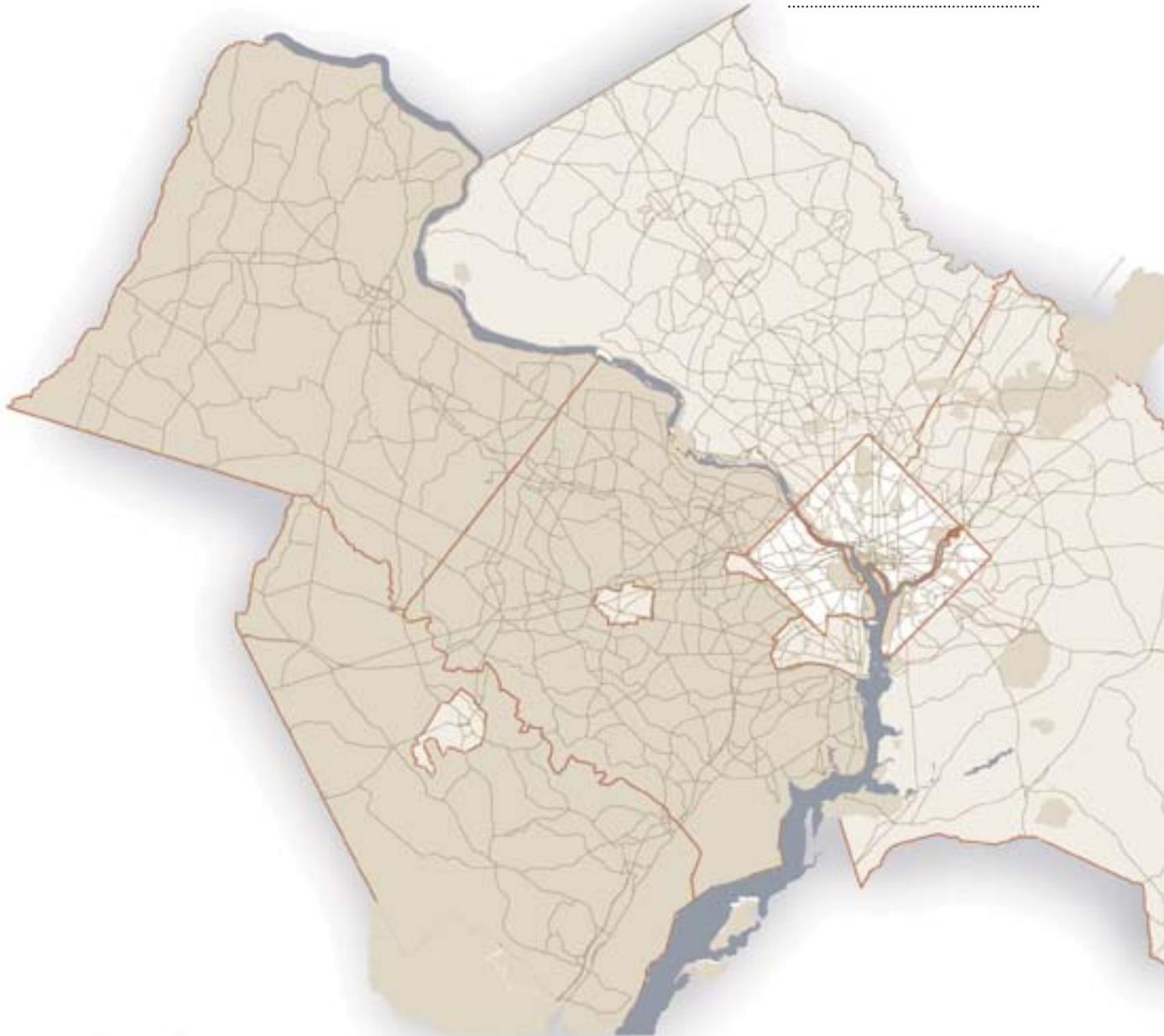
John V. Cogbill, III  
Chairman

Patricia E. Gallagher, AICP  
Executive Director

Congress established the agency in 1924 as the National Capital Park Commission. In 1952, Congress passed the National Capital Planning Act, renaming the Commission and designating it as the central planning agency for the federal and District of Columbia governments. The Commission's authority over planning in the District of Columbia changed in 1973 when Congress established Home Rule, and the Mayor's office took on responsibility for city planning. NCPC continued to be charged with protecting the federal interest by providing overall planning guidance for federal land and buildings throughout the National Capital Region.

Through its planning initiatives and review of development proposals, NCPC seeks to protect and enhance the extraordinary resources of the Washington area. NCPC remains true to its mission today and is committed to balancing federal and local interests in ways that will strengthen both the city and region.

NCPC's principal objectives are to preserve the unique beauty and historic urban design of the nation's capital and to guide federal development in the 2,500-square-mile region.



## I. Meet the Commission



*Commission Members: (seated) Vice Chair Patricia Elwood and Chairman John V. Cogbill, III; (second row) Robert Miller, Richard Friedman, Johanna Hardy, John Parsons, and Arrington Dixon; (third row) Michael McGill, Jerry Shiplett, Victoria Proctor, and José Galvez. Member Ellen McCarthy is not pictured.*

As the central planning agency for the federal government, the National Capital Planning Commission has been responsible for preserving the great beauty and historic urban design of the nation's capital for more than 50 years. Through its planning policies and initiatives the Commission is committed to continuing Washington's tradition of visionary civic planning that began more than 200 years ago when Pierre L'Enfant created a city of broad avenues and grand public spaces.

NCPC helps to preserve L'Enfant's vision by providing overall planning guidance for federal land and buildings in the region; reviewing the design of planned federal projects and memorials; overseeing long-range planning for future development; and monitoring capital investment by federal agencies. Through these activities, the Commission strives to ensure that the nation's capital remains a world-class city worthy of the admiration bestowed on it.

The diverse membership of the Commission reflects our unique planning and coordination role in the region and ensures a balance between federal and local interests. The 12-member Commission includes three presidential appointees; two mayoral appointees; representatives of the three major federal landholding agencies (the Department of Defense, the Department of the Interior, and the General Services Administration); one member of the U.S. Senate; one member of the U.S. House of Representatives; the mayor of the District of Columbia; and the chairman of the Council of the District of Columbia.

During monthly public meetings, Commissioners vote on important planning and development issues affecting the National Capital Region after carefully reviewing project proposals and hearing public input. Through this healthy democratic process, the Commission works to shape a dynamic, well-designed, and well-planned metropolitan region.

### NCPC's Four Primary Responsibilities:

- ▶ Conduct comprehensive planning to direct federal activities and protect federal interests.
- ▶ Review and approve all federal development projects in the city and outlying region.
- ▶ Lead specific initiatives to enhance the region.
- ▶ Annually prepare a Federal Capital Improvements Program.

### National Capital Planning Commission

#### Presidential Appointees

John V. Cogbill, III, Chairman  
 Richard L. Friedman  
 José L. Galvez, III

#### Mayoral Appointees

Patricia Elwood, Vice Chair  
 Arrington L. 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 John G. Parsons

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 Johanna Hardy

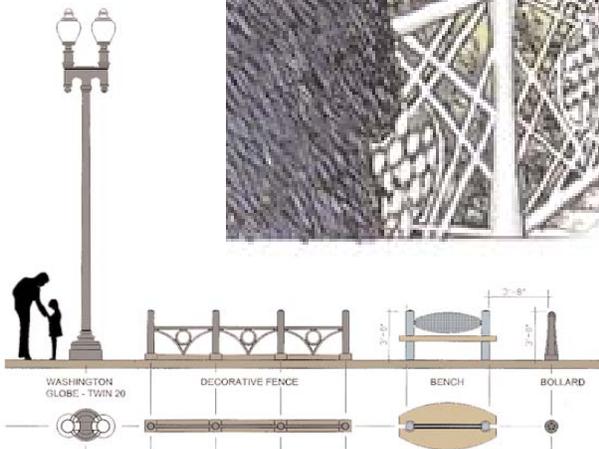
The Honorable Tom Davis  
*Chairman, Committee on Government Reform*  
*United States House of Representatives*  
 Represented by Victoria Proctor

The Honorable Anthony A. Williams  
*Mayor, District of Columbia*  
 Represented by Ellen M. McCarthy

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

## II. Signature Planning Initiatives

# Safety Need Not Be an Assault



*NCPC's groundbreaking National Capital Urban Design and Security Plan demonstrates that effective perimeter security can also be attractive. Garden walls, plinth walls, light poles, and fencing replace jersey barriers, planter pots, and ugly barricades. The plan depicts security solutions that are tailored to each site and integrated into existing landscapes.*

# on Good Design

## The National Capital Urban Design and Security Plan

*I*n Downtown Washington today, well-designed security measures are slowly beginning to replace the unsightly jumble of barriers that have marred the beauty of the nation's capital in recent years. During the two years since the National Capital Planning Commission resolved to eliminate the obtrusive security measures in the nation's capital, we are now starting to see replacements for jersey barriers, planter pots, chain-link fences, and other unattractive barricades.

Makeshift blockades first began appearing in Washington after the bombing of the Oklahoma City federal building in 1995. Concerned by the ugly ad-hoc measures, NCPC convened an Interagency Security Task Force in spring 2001 and then moved quickly to develop alternative security solutions when unsightly barriers were erected in alarming numbers after September 11.

Working with dozens of stakeholders and local and federal agencies, NCPC produced a groundbreaking plan for blending effective perimeter security and attractive urban design. *The National Capital Urban Design and Security Plan* successfully demonstrates that security can provide protection without being an eyesore and that Washington can be a safe city while its beauty and historic urban design remain intact.

The Commission's security plan proposes a wide variety of solutions for a number of precincts in Washington, ranging from federal facilities to our most treasured national monuments and civic spaces. The Washington Monument, the Lincoln and Jefferson Memorials, the National Mall, and Pennsylvania Avenue in front of the White House are all benefiting from the guidelines outlined in the plan.




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“It would have been irresponsible of us to simply watch as makeshift security barriers visually pollute this great city and erode our democratic values. Security must not be gained at the expense of the very qualities we seek to protect—accessibility, openness, and civic beauty.”

NCPC Interagency Security Task Force Chairman  
Richard L. Friedman

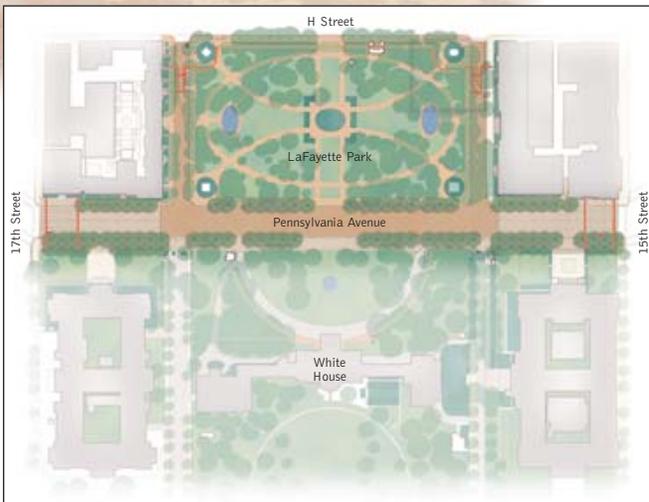
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“The urban design and security plan is sensitive to the varied character of Washington’s downtown commercial and governmental precincts. NCPC planners have recognized that in security design, one size does not fit all and that different design approaches for different areas of the city are necessary.”

D.C. Congresswoman Eleanor Holmes Norton

## Pennsylvania Avenue

Today, construction crews are putting the final touches on the transformation of Pennsylvania Avenue at the White House into a secure, beautiful, and dignified pedestrian plaza. When the new design is unveiled—the streetscape is expected to be ready in time for the 2005 Inaugural Parade—America’s “Main Street” will once again welcome visitors and residents to this important civic space.



When construction is complete, visitors to Pennsylvania Avenue will see new paving materials and guard booths, custom-designed bollards, and more than 85 new trees transforming the area into a park-like setting.

## Conditions Leading Up to the Redesign of the Famous Avenue

After the Oklahoma City bombing, access to Pennsylvania Avenue—one of the country’s most popular tourist attractions—was severely restricted. The Secret Service closed the road to unauthorized vehicles, and ad-hoc security elements such as jersey barriers, police vehicles, and planter pots soon littered the nearby intersections. Following the terrorist attacks in New York and Washington on September 11, 2001, security measures increased and the appearance of the famous avenue drew criticism from locals and visitors alike. Many said Washington looked like a city under siege.

National Capital Planning Commission members and staff led the charge to return America’s “Main Street” to its people by implementing the guidelines laid out in *The National Capital Urban Design and Security Plan*. The plan calls for a distinguished public space that respects the historic integrity of the thoroughfare without compromising security.

After inviting design submissions from four eminent landscape architects, the Commission selected the New York-based design team of Michael Van Valkenburgh Associates, Inc. to return the area to a stately civic space. The landscape plan includes new paving materials; newly designed security booths; a combination of retractable, removable, and fixed bollards; and a route for a planned transit system. One of the plan’s most exciting features is the planting of more than 85 American Elms along both sides of the avenue to create a welcome canopy over the plaza.

The plan encompasses Pennsylvania Avenue between 15th and 17th Streets, and Jackson and Madison Places adjacent to Lafayette Park. The new security features are reversible, so if circumstances permit the lifting of vehicular restrictions in the future, traffic can return to the avenue without the need for major construction.

“We do not believe a secure city has to be an unattractive city—it simply requires vision, focus, and prioritization.”

NCPC Chairman John V. Cogbill, III

### Redesigned Avenue Set for Completion in Early 2005

NCPC looks forward to the completion of the redesign of Pennsylvania Avenue and recognizes that this project would not have happened without valuable input from the public, key stakeholders, the Van Valkenburgh design team, and NCPC’s numerous partners, including the Secret Service and the Federal Highway Administration, which is now managing construction along the avenue.

### First Lady Endorses Redesign of Pennsylvania Avenue at the White House

First Lady Laura Bush endorsed the final plans for Pennsylvania Avenue during a celebration in the East Room of the White House last fall. Mrs. Bush invited the project’s many contributors to celebrate the avenue’s past and future.

Mrs. Bush stressed the importance of renewing and preserving this historic way. She relayed how the avenue has served as the stage for many of the nation’s historic moments—from civil rights activists and suffragists exercising their freedom of speech to the somber funerals of four presidents who died in office. In her remarks, the First Lady noted that “the history of Pennsylvania Avenue reflects the modernization of America,” and the “development of a government and a nation.”

Speakers at the White House celebration included NCPC Chairman John V. Cogbill, III, Federal Highway Administrator Mary Peters, and District of Columbia Mayor Anthony Williams.



A double row of trees will enhance the pedestrian experience along the south side of Pennsylvania Avenue.

“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

# The National Capital Urban Design and Security Plan at Work

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“The nation’s capital has distinct planning and development needs that set it apart from other major cities. Not only is Washington home to numerous federal employees and facilities, it is also the symbolic heart of the nation. That is why it is very important that NCPC adopt a comprehensive and coordinated blueprint for the region that will build upon the standards that have made Washington a world-class capital city.”

NCPC Chairman John V. Cogbill, III

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## Protecting Other National Treasures

### Lincoln Memorial

In FY 2004, the Commission approved permanent security measures for the Lincoln Memorial. The National Park Service will introduce a 35-inch-high granite retaining wall at the edge of the roadway, around the north, west, and south sides of Lincoln Memorial Circle, as well as retractable bollards for a portion of the circle that does not handle everyday traffic. At the Commission’s request, the National Park Service is developing an alternative to a 715-foot line of bollards on the memorial’s east (Mall) side. NCPC commissioners and staff were actively involved in the design development of this important project.

In addition to security measures, the Commission approved traffic and visitor improvements such as safer intersections for pedestrians; a new left-turn lane for vehicles traveling north onto 23rd Street; repaving the roadbed and sidewalks; and two new visitor concession stands with outdoor seating.

### Washington Monument

Construction is currently underway on a landscape security solution for the grounds of the Washington Monument. Designed by the Philadelphia landscape architecture firm Olin Partnership, the new elements will provide the necessary security while preserving the character of the grounds and allowing recreational and civic uses to continue.

When construction is complete, a 30-inch-high granite retaining wall along newly constructed pedestrian pathways will surround the monument. The wall will serve as a vehicle barrier while also providing visitor seating. In addition to new paths, the monument grounds will receive nearly 800 new shade and flowering trees, upgraded lighting, and granite paving on the plaza. Throughout the project’s development, NCPC staff worked closely with the National Park Service, offering design recommendations and coordinating issues related to environmental protection and historic preservation.



*A new landscape security design at the Washington Monument will include pedestrian pathways, upgraded lighting, and hundreds of trees.*

## Federal Agencies Design Better Security Solutions

Numerous federal agencies are adhering to NCPC's guidelines as they make the transition from unattractive temporary security measures to more thoughtful, permanent security solutions. Agencies including the Nuclear Regulatory Commission in Rockville, Maryland; the Department of Energy's facility in Germantown, Maryland; as well as the Federal Reserve System, the General Accounting Office, and the Department of Agriculture in Washington, D.C. are all incorporating landscape and streetscape features appropriate to the settings and security needs of their facilities. The new measures include plinth walls, specially designed bollards, guard kiosks, tree fencing, additional trees, and hardened benches.

### The Smithsonian Institution Develops Exemplary Mall-Wide Security Plan

The Commission enthusiastically endorsed the Smithsonian Institution's concept plan for providing permanent security for 10 of its museums on the National Mall. Guided by NCPC's *National Capital Urban Design and Security Plan*, the Smithsonian developed plans to replace today's planter pots, industrial-looking vehicle barriers, and other temporary security measures with custom-designed elements including benches, light poles, urns, and bollards that complement the historic surroundings of the Mall.

The Mall-wide plans address perimeter security for the National Air and Space Museum, the National Museum of American History, the National Museum of Natural History, the Hirshhorn Gallery, the Smithsonian Castle, the S. Dillon Ripley Center, the Freer Gallery, the Sackler Gallery, the Museum of African Art, and the Arts and Industries Building. Due to architectural differences, varying streetscapes, and different roadway conditions, the Smithsonian is tailoring security solutions to fit each location. Along Constitution Avenue, for example, the Smithsonian proposed constructing freestanding walls on the inside edge of the sidewalk and protecting breaks in the wall with custom-designed bollards.

In approving the concept plans, the Commission recommended that the Smithsonian address several issues before submitting preliminary plans, including the placement of bollards and guard booths, the design of the freestanding walls, and the design of the security line at specific locations. The Commission called the proposal creative and views it as an excellent example of the high-quality outcome that can be achieved when federal agencies adhere to the design guidance provided in *The National Capital Urban Design and Security Plan*.

“Guided by [NCPC's security plan], our design team studied appropriate solutions to provide Smithsonian facilities with perimeter security... that would maintain pedestrian access to the museums, preserve the open and historic character of the Mall and monumental avenues, and enhance the urban environment...”

Smithsonian Institution



Current security measures at the Museum of Natural History (top left) stand in sharp contrast to planned perimeter security improvements depicted in the renderings.

## Ensuring That Temporary Security Measures Do Not Become Permanent

Recognizing that thoughtful, permanent security measures take time to design and install, NCPC developed guidelines for agencies needing to erect temporary solutions. The guidelines state that temporary security measures intended to be in place for more than 60 days are subject to NCPC’s review and that temporary security measures may not be in place longer than two years. By issuing these guidelines, the Commission will ensure that the goals of its security plan are met without delay, so Washington can once again project the image of an open and accessible city.

## Moving Beyond Washington, D.C.

NCPC’s *National Capital Urban Design and Security Plan* is the first in the nation to systematically address ad-hoc security measures. Through a comprehensive approach, the plan ensures that improvements along streets in the nation’s capital are complementary, and that they enhance the unique character of each precinct while accommodating the special security needs of individual facilities. Although NCPC developed the plan primarily for federal buildings and monuments in the National Capital Region, its principles can be applied to public and private facilities nationwide.

NCPC staff has presented its security and design work to dozens of audiences in Washington and across the country, including the American Institute of Architects, the American Society of Landscape Architects, and the American Planning Association.

A number of cities including New York, San Francisco, and Denver, among others, have sought advice on how to develop their own security plans. Even planners in foreign capitals including Ottawa, Canada and as far away as Canberra, Australia are using NCPC’s plan as a model for similar initiatives in their cities.

From Pennsylvania Avenue to the monumental core and beyond, NCPC’s urban design and security plan demonstrates that good urban design and sound security are not mutually exclusive. Rather, they can go hand in hand to protect some of the nation’s most treasured monuments and civic spaces. Our work to secure the region’s federal facilities and commemorative works—without compromising Washington’s beauty and historic urban design—will continue in the years ahead.

“Our goal is to create an exciting new address in Washington featuring new businesses and cultural and residential uses.”

South Capitol Street Task Force Chairman  
José L. Galvez, III

## Legacy Plan Reorients City

As first portrayed in *Extending the Legacy: Planning America’s Capital for the 21st Century (Legacy Plan)*, NCPC’s long-range vision for Washington included a revitalized South Capitol Street.

The 1997 *Legacy Plan* redefined the city’s monumental core—moving beyond the Mall toward the Anacostia River and moving east of the Capitol to include areas adjacent to North, South, and East Capitol Streets. The plan envisioned South Capitol Street as a grand ceremonial gateway to the nation’s capital and a lively new urban destination.

NCPC further advanced its *Legacy Plan* concept with its 2003 report, the *South Capitol Street Urban Design Study*. The plan offers analysis and design guidance for land use, open space, and commemoration for the South Capitol Street corridor. The study conveys the vast potential of the area and includes three detailed scenarios for transforming the street.



## South Capitol Street: A Gateway to Washington's Monumental Core

NCPC has long envisioned South Capitol Street in the 21st century as a ceremonial corridor leading to the nation's capital. Redeveloped as a pedestrian-friendly, landscaped boulevard with a waterfront park, restaurants, and retail outlets, the South Capitol Street corridor will be a lively destination for residents, workers, and visitors.

Unfortunately South Capitol Street today is a one-mile stretch of roadway where abandoned lots and vacant businesses testify to the area's neglect. Highway ramps and overpasses slice through neighborhoods, and the Frederick Douglass Memorial Bridge is in sore need of replacement. Recent developments, however, indicate that the corridor stands on the brink of change.

In May, the Commission assembled a joint task force to coordinate plans for the long overdue revitalization of this entrance to the capital city. In June, NCPC's executive director joined a coalition of federal, local, and state leaders for the signing of an important agreement pledging the federal government's commitment to facilitate construction of a new Frederick Douglass bridge. Both the creation of the task force and the signing of a memorandum of understanding between U.S. Secretary of Transportation Norman Mineta and Mayor Anthony Williams demonstrate that NCPC's long-standing vision of a monumental gateway is well on its way to becoming a reality.

The South Capitol Street Task Force, chaired by NCPC's José Galvez, brings together one presidential and one mayoral appointee from NCPC, and representatives from the National Park Service, the General Services Administration, the Department of Defense, the Council of the District of Columbia, and the D.C. Office of Planning (DCOP).

Meeting throughout the summer, the task force built on recommendations contained in a recent report from an Urban Land Institute (ULI) advisory panel. NCPC and DCOP jointly commissioned the ULI panel to test the federal and city vision for South Capitol Street against market realities and to shift the focus from planning to action.

"This new and worthy gateway to the nation's capital will attract thoughtfully planned private investment and development while showcasing the capital city in all its grandeur. The residents of the Washington capital region and the people of the United States deserve no less."

Congressman Steny Hoyer

Drawing on several earlier NCPC studies and reports as well as interviews with more than 80 local stakeholders, the ULI panel offered recommendations on the street's redevelopment, including land uses, public open spaces, future memorial sites, and new design concepts for streetscapes and civic plazas.

The ULI panel called for collaboration between federal and local officials to ensure successful redevelopment of the area. They also called for a development corporation and recommended that the federal government play a prominent role in the entity due to the many federal interests in the area and the significant federal resources needed to revitalize the corridor.

Through the South Capitol Street Task Force, NCPC is striving to foster collaboration and advance plans to redevelop this vital neighborhood and gateway to Washington. The task force will produce a plan of action in early 2005 that will outline development strategies that are in keeping with local and federal interests and coordinated with local redevelopment initiatives.

The National Capital Planning Commission considers the revitalization of South Capitol Street a top priority and the agency is committed to building on the momentum generated by recent events to keep this project moving forward. NCPC looks forward to the day when ground is broken on South Capitol Street, marking the start of its transformation into a signature address in the nation's capital.



# A Comprehensive, Consistent,

“The Comprehensive Plan’s policies are based on sound planning principles that will greatly contribute to the region becoming a more positive and healthy place to live, work, and play in the years to come.”

Coalition for Smarter Growth  
Executive Director Stewart Schwartz

## Comprehensive Plan for the National Capital: Federal Elements

Washington, D.C. is the symbolic heart of the country. Through its architecture and physical design, it symbolizes national ideals and values. To many Americans, the nation’s capital sets a national standard for civic architecture and beauty, efficient transportation, environmental stewardship and excellent land use. All of these aspects of a successful city require sound urban planning.

As the central planning agency for the federal government in the National Capital Region, NCPC is charged with planning for the appropriate and orderly development of the national capital and the conservation of its important natural and historic features.

One of NCPC’s key tasks, as laid out in the National Capital Planning Act of 1952, is to prepare and adopt a “comprehensive, consistent, and coordinated plan for the National Capital.” In 2004, NCPC released a new federal Comprehensive Plan. It is the first revision to this important planning document in 20 years. The *Comprehensive Plan for the National Capital: Federal Elements* is the blueprint for the long-term development of the national capital and serves as a decision-making framework for Commission actions on plans and proposals submitted for its review.

The Comprehensive Plan covers a wide range of issues including the location of federal office buildings and their impact on communities; how to manage the area’s transportation challenges; providing thoughtfully designed perimeter security in an urban setting; and how to best manage and improve upon a growing tourism industry. In all there are seven Federal Elements in the plan:

- Federal Workplace
- Foreign Missions and International Organizations
- Transportation
- Parks and Open Space
- Federal Environment
- Preservation and Historic Features
- Visitors

The adoption of the Comprehensive Plan followed a 90-day public comment period during which NCPC made revisions based on input from federal agencies, local government offices, local and regional planning offices, urban design and planning professionals, and other interested parties and individuals. A copy of the plan can be found on NCPC’s website at [www.ncpc.gov](http://www.ncpc.gov).

The *District Elements of the Comprehensive Plan for the National Capital* are currently being developed under the Mayor’s auspices and are targeted for release in March 2006. The District Elements will be subject to NCPC review before being adopted by the Council of the District of Columbia. Those elements will address issues such as local land use, housing, and economic development.



# and Coordinated Plan for the National Capital

## FEDERAL WORKPLACE

The Federal Workplace Element encourages efficient distribution of federal work activities throughout the region and promotes federal development that is compatible with local and regional plans for land use and economic growth. The element analyzes the growing importance of federal contracting and procurement and promotes partnerships with local and regional governments to further mutual planning goals. The element also outlines the Commission's security guidelines contained in its *National Capital Urban Design and Security Plan* for the installation of perimeter security measures at federal facilities.

## FOREIGN MISSIONS AND INTERNATIONAL ORGANIZATIONS

The Foreign Missions and International Organizations Element provides a framework for the United States to fulfill its obligation to foreign governments to obtain suitable locations for their activities. The element is primarily concerned with accommodating foreign missions in the District of Columbia and encouraging diplomatic activities in all quadrants of the city.

## TRANSPORTATION

The Comprehensive Plan adds a separate Transportation Element for the first time. Recognizing the federal government's significant impact on the region's transportation network, NCPC expanded its guidance on transportation into a stand-alone element. The section encourages development of new transportation modes; relates federal parking ratios to the regional transit system with the goal of encouraging public transportation; and supports transportation alternatives such as bicycle commuting. The element promotes transportation solutions that offer more choices, provide greater access and mobility, and improve air quality for the region's residents and visitors.

## PARKS AND OPEN SPACE

The Parks and Open Space Element establishes policies for the use and protection of federal parks and open space in the region. The element encourages approaches that ensure an adequate supply of parkland and open space to meet the needs of a growing population and to fill gaps in the existing system. In addition, it encourages measures that protect open space from overuse, conversion to other uses, and encroachment by inappropriate new development.

## FEDERAL ENVIRONMENT

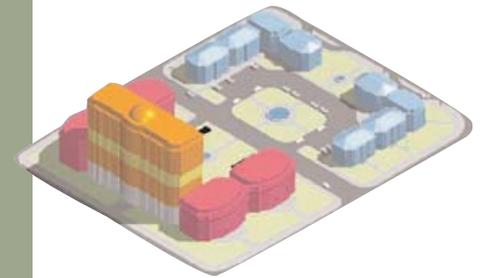
The Federal Environment Element establishes the federal interest in maintaining, protecting, and enhancing the quality of the environment and in protecting the health and welfare of the public in the National Capital Region. It provides guidance for evaluating the environmental implications of federal development proposals and for managing the region's environmental resources.

## PRESERVATION AND HISTORIC FEATURES

The Preservation and Historic Features Element provides guidance for preserving and enhancing the image and identity of the nation's capital and the region and provides a framework for the federal government's treatment of historic properties. The element calls for coordinated federal-local efforts to identify, designate, and protect landmarks and ensure that adjacent development is appropriate. It also addresses the challenge of implementing urban security measures while maintaining the integrity of L'Enfant's historic streets and rights-of-way.

## VISITORS

The Visitors Element responds to the growth in tourism and the continuing interest in creating new federal visitor attractions. It encourages access to federal destinations while ensuring their conservation and protection; addresses visitors' transportation needs; and explores improvements in programming, scheduling, and ticket purchasing for federal visitor attractions. The element also encourages federal agencies and lawmakers to locate new tourist sites away from the Mall, in coordination with NCPC's *Memorials and Museums Master Plan*.



Computer-aided design model prepared by NCPC staff to analyze sites for a new foreign missions center

## Foreign Missions

Foreign embassies and international cultural activities contribute to the cosmopolitan character of the nation's capital, strengthen Washington's role in international affairs, and reaffirm its position as one of the world's great cities.

Since 1968, most new chanceries have been located in the International Chancery Center (ICC), an attractive campus in Northwest Washington where foreign countries leased federal land and built chanceries among neighboring foreign missions. Today, however, the ICC is full.

To address the need for future sites for foreign missions, NCPC staff members have been collaborating with Department of State and District of Columbia officials to identify new chancery locations in Washington. Much of this work was done in conjunction with the preparation of the Foreign Missions and International Organizations element of the *Comprehensive Plan for the National Capital: Federal Elements*. Now that the Comprehensive Plan is approved, NCPC will continue working with its partners to facilitate the creation of a new foreign missions center and to revise zoning laws governing diplomatic missions.

# Meeting 21st-Century Transportation Challenges



A key priority of NCPC is to develop transportation solutions that reduce traffic congestion, improve air quality, and enhance the overall quality of life in the National Capital Region. Toward this end, NCPC has several significant transportation initiatives underway.

## The Circulator: Mobility in the City

NCPC first proposed a new downtown transit system—the Downtown Circulator—in its 1997 *Legacy Plan*. Today, the Commission’s vision of an inexpensive, hop-on/hop-off service is becoming a reality through a partnership with the Washington Metropolitan Area Transit Authority (WMATA), the District Department of Transportation (DDOT), and the Downtown Business Improvement District (DBID).

The Circulator partners are working on several routes that will run through the heart of the nation’s capital and intersect with employment centers, Metro stations, and popular destinations in the monumental core. The Circulator will shuttle residents, workers, and roughly 20 million annual visitors throughout downtown and across the Mall, providing a connection to hotels, restaurants, and entertainment spots. Distinctive Circulator vehicles will follow easy-to-use routes and offer frequent service, running every 5 to 10 minutes.

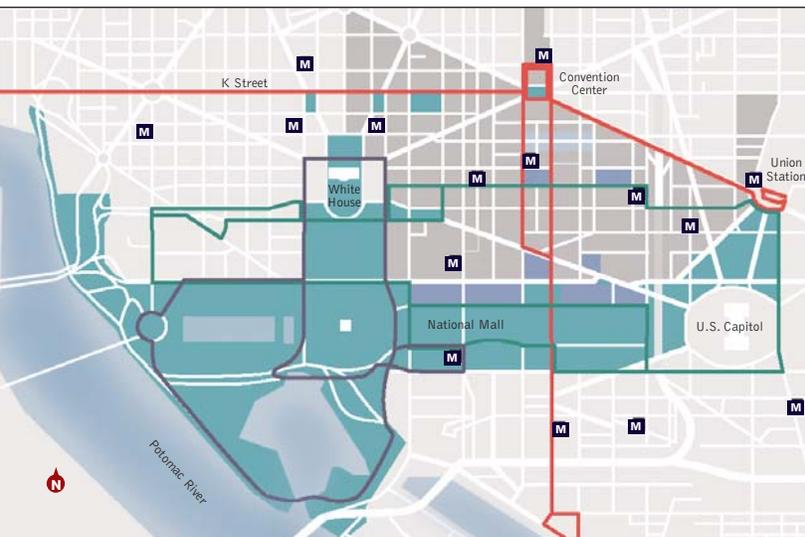
Benefits to the federal government include improved transit services for visitors to federal facilities and attractions, improved traffic flow along the Mall, a reduced reliance on federal employee shuttles, and improved air quality. The new system also will help stimulate economic activity in downtown Washington and will serve as a vital supplement to existing Metrorail and Metrobus services.

In May the Circulator system took a big step forward when DDOT initiated the purchase of 29 new buses. Two Circulator routes will be up and running in early 2005. The first route will run along K Street between Union Station and Georgetown, and the second route will run between the new convention center at Mount Vernon Square and the Southwest waterfront. NCPC views the Circulator as a long-term commitment and looks forward to seeing all four proposed routes in operation, including a monumental route that would circle the National Mall.

“The District of Columbia has one of the largest central business districts in the nation, yet there is no single, high-performance transit link to serve the workers, residents, shoppers, and other visitors who travel this central core.”

District Department of Transportation Director  
Dan Tangherlini

### Planned Circulator Routes



Planned Circulator routes include a K Street route and a North-South route servicing the new convention center (shown in red), as well as a Monuments route and a White House to Capitol route.

## Securing and Improving Rail Service in the Nation's Capital

The East Coast corridor is one of the most heavily traveled rail corridors in the nation, annually moving some 250 million tons of freight and more than 100 million passengers. Seven miles of those rail lines run through Washington's monumental core, a section of track that is vital to the East Coast corridor. Unfortunately, major choke points, antiquated bridges and tunnels, and security concerns present extraordinary challenges for this stretch of the rails. Furthermore, the rail line's proximity to the heart of Washington poses security, riverfront accessibility, and development challenges for the nation's capital. The rail lines, owned by the CSX Corporation and Amtrak, run close to the U.S. Capitol and numerous federal agency headquarters. They also interrupt the street grid and urban fabric of the city and stand as a barrier to development in Southeast and Southwest Washington.

To solve the problems of security, capacity, and urban design, a thorough study of alternatives and impacts must be conducted. NCPC is seeking congressional funding for a proposal to study alternative alignments as a long-term solution to the challenges presented by the location and the aging infrastructure of the rail lines. NCPC is working on this issue with regional partners including the Virginia Department of Transportation, the Maryland Department of Transportation, DDOT, Virginia Railway Express, CSX Corporation, Amtrak, and the Architect of the Capitol. The Federal Railroad Administration and the Department of Homeland Security are also a key part of this effort.



Currently, rail lines interrupt Maryland Avenue.

In July, NCPC hosted a "Ride the Rails" tour for critical stakeholders and government decision makers. More than 50 dignitaries, including members of Congress, District council members, representatives of major federal agencies, and officials from local departments of transportation, along with representatives of commercial rail companies rode from Alexandria, Virginia to Union Station and saw firsthand the challenges the rail lines present and the critical need for improvements.

By conducting an in-depth study of the issues, NCPC and its planning partners can develop solutions to current conditions and identify potential alternative alignments so that the rail lines no longer obstruct the city's form, hinder rail traffic, or threaten the security of the nation's capital. The study also could present a unique opportunity to reconnect the southern half of the nation's capital to the rest of the city, as proposed in Pierre L'Enfant's plan for Washington, and reclaim the historic character of Washington's monumental core, as envisioned in NCPC's 1997 *Legacy Plan*.

Given the regional and national significance of this railroad line, it is critical that this study be coordinated among all stakeholders.



Rendering of a redesigned Maryland Avenue with rail lines realigned.

## K Street: The Intersection of Transportation and Design



Washington, D.C.'s K Street corridor is associated with the best of the Washington business community. Recognized as a center of power within the city, many high-profile law firms, nonprofit organizations, and lobbying firms have offices along the busy thoroughfare, which is considered the heart of Washington's business district.

A broad boulevard with three historic parks, excellent transit accessibility, and a diverse mix of offices, ground floor retail, and restaurants, K Street has much to offer. However, its current infrastructure is roughly 30 years old; traffic congestion is a frequent problem; and pedestrian amenities are lacking, especially near bus stops and intersections.

K Street serves as a vital transportation link for the city. It is a main east-west artery that connects Georgetown to the re-emerging downtown and Capitol Hill. The corridor is a major route for bus transit, and three Metrorail stations can be found within a block of the K Street corridor. However, no continuous transit service runs along the thoroughfare to take visitors to the Convention Center or directly from Georgetown to Union Station. These trips require numerous connections and can be inconvenient and confusing to those unfamiliar with the Metro system.

DDOT and WMATA recently studied the feasibility of constructing transit-only lanes along the K Street corridor. A transitway could accommodate the Circulator, a high-performance downtown transit system first proposed by NCPC in the 1997 *Legacy Plan*, and provide the direct cross-town transit service that the city lacks today.

Recognizing the proposed reconstruction of K Street as an opportunity to improve the street's design, NCPC and DBID convened a K Street design charrette in July. During the three-day event, a panel of national transportation and urban design experts attended informational briefings, participated in walking and driving tours, and interviewed a variety of K Street stakeholders.

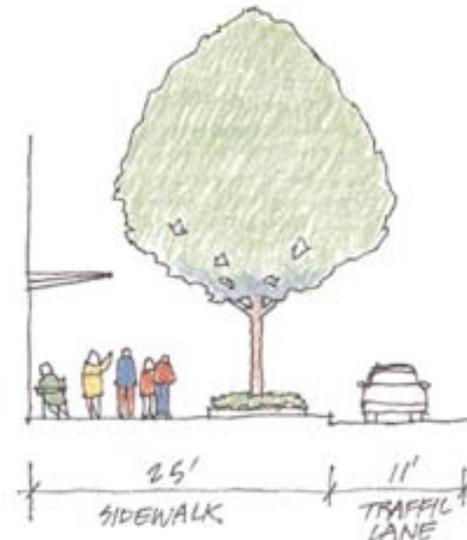
"This is an exciting concept—they have changed the tenor of the conversation from just a transitway to the entire system of streets through this great commercial district."

Downtown Business Improvement District  
Executive Director Richard Bradley

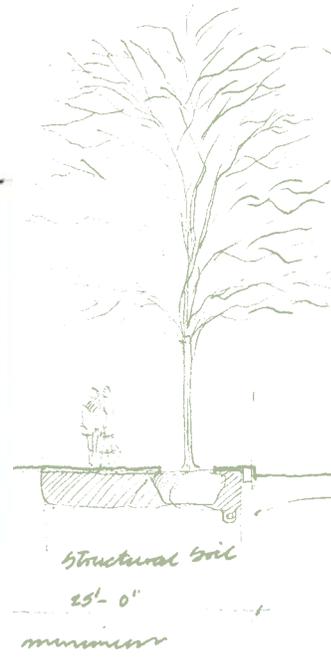
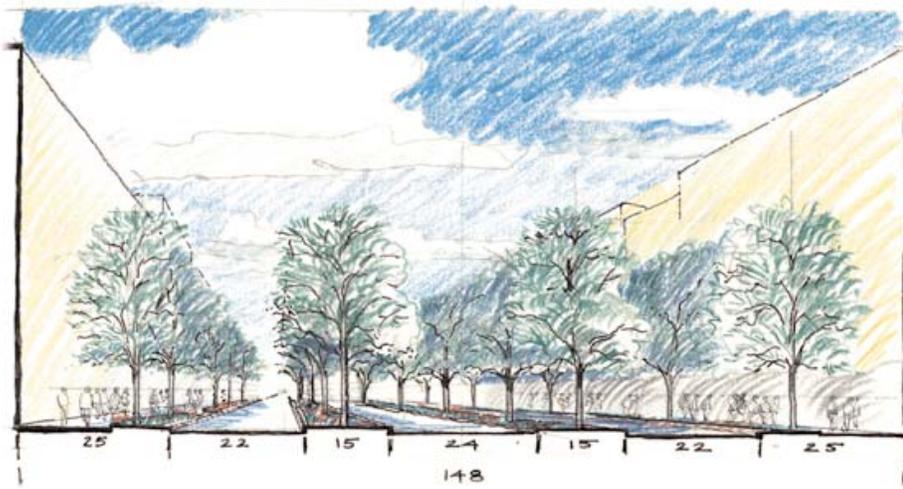
NCPC and DBID developed the design workshop with four goals in mind:

- ▶ To assess potential transportation alternatives from an urban design perspective.
- ▶ To enhance K Street's image to better reflect its stature and importance to the city.
- ▶ To identify public amenities and other features that would benefit the corridor's workers, transit customers, residents, and visitors.
- ▶ To propose an urban design concept that successfully incorporates a transitway while creating a more pedestrian and business-friendly environment.

The design team reported its findings on the final day of the session. The recommendations included a center transitway dedicated to bus and/or light rail service; eliminating the service and parking lanes currently bordering the street on both sides; adding improvements such as sheltered bus stops to protect transit riders from the elements; and widening the sidewalks to 25 feet to accommodate pedestrians, outdoor café seating, and an amenity zone filled with landscaping and trees. Trees also would line both sides of the proposed center transitway. The team's vision would transform the avenue into an efficient transitway as well as an elegant pedestrian-friendly boulevard under a canopy of trees. Construction of a redesigned K Street is slated for 2006.



SIGNATURE PLANNING INITIATIVES



The K Street charrette team of national experts recommended a central transitway, wider sidewalks, improved bus shelters, and a canopy of trees to improve the image and functionality of one of Washington's most important streets.



“As a capital city, we have a special obligation to ensure that Washington thrives as a lively center of economic, social, and cultural life for residents, visitors, and workers alike. We have much to share with our international colleagues, and I am confident the strong alliances we are now building will serve us well in the future.”

NCPC Vice Chair Patricia Elwood

### NCPC Hosts International Planning Forum for Capital Cities

The Commission’s ongoing work with its global counterparts reached new heights in fiscal year 2004 when it hosted a week-long international conference for senior policy and planning officials from capital cities around the world.

The event, held in Washington October 19 to 23, 2003, was the second such meeting of the Capitals Alliance, an organization NCPC helped to officially launch in 2002. The Washington program attracted delegates from nine national capitals including the other three founding members—Ottawa, Canberra, and Brasilia. Baku, Berlin, Moscow, Nicosia, Seoul, and Tokyo were all new to the Alliance in 2003. The delegates came to exchange experiences and strategies for building vibrant capital cities and to talk about the unique symbolic and functional role that capital cities play in their homeland.

The international delegates met with Washington policy makers and leading American urbanists, planners, and scholars. They attended a panel discussion on Capitol Hill focused on balancing national and local development interests; they toured Washington’s monuments, foreign missions, and the city’s waterfronts; and they debated the symbolic, cultural, and political role of capital cities in shaping and expressing national identity. Discussions included stewardship of national land and historic buildings; commemoration and national celebrations; and the role of foreign embassies.

During the course of the week, NCPC Commissioners and staff learned that some of the most controversial and divisive issues at home are the same challenges faced by other capital cities. These include how to best secure a capital city against terrorist threats and when and where to establish a memorial on nationally treasured public space. Both issues will once again be featured topics when Alliance members meet for the third annual meeting in Brasilia during fiscal year 2005. The National Capital Planning Commission looks forward to continuing this important dialogue with its sister cities in Brasilia, and at other future Alliance meetings.



Government officials and policy experts examined the local-federal relationship in a panel moderated by Ray Suarez of *The NewsHour*.



“Capital cities play such a vital role in establishing national identity. It is of immense value to trade information on issues that clearly affect us on all sides of the globe.”

Hee-yun Jung  
Capitals Alliance Delegate  
Seoul



*Daniel Libeskind, Patricia Gallagher, and John V. Cogbill, III at the National Building Museum*

### **International Planning Forum for Capital Cities**

One of the highlights of the program was a standing-room-only event at the National Building Museum with international architect and master planner of the World Trade Center site, Daniel Libeskind. The Capitals Alliance delegates attended an invitation-only reception with Libeskind and listened from front-row seats as the renowned architect shared his vision for rebuilding the 16-acre site in the heart of New York City.

“Our nation’s capital is a city filled with history yet fresh with promise. I marvel at Washington’s natural splendor and the beauty of its design, architecture, monuments, and public spaces.”

First Lady Laura Bush  
from the foreword of the soon-to-be released  
second edition of *Worthy of the Nation*



## Worthy of the Nation Second Edition Due in Fall 2005

Washington, D.C. has become a whole new city in the 30 years since NCPC’s *Worthy of the Nation: The History of Planning for the National Capital* was originally published as a chronicle of the capital city from its inception. NCPC hopes to capture the transformation in its second edition of the book, which will be published by Smithsonian Books in fall 2005.

The second edition will chronicle more than 200 years of Washington’s development as the seat of government and symbolic heart of our nation. Antoinette Lee, who worked on the original book, reviewed and revised the existing material and wrote new chapters that cover development in the National Capital Region from 1976 through 2002.

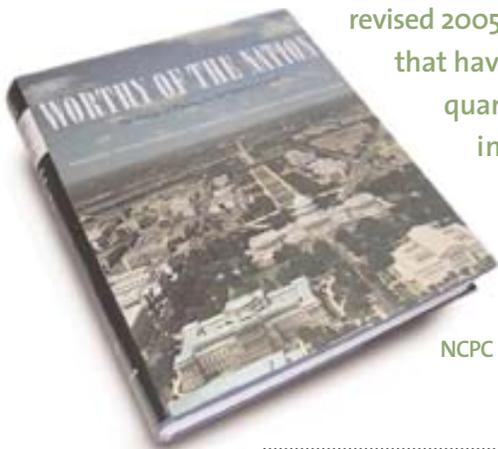
First Lady Laura Bush bestowed a great honor on the National Capital Planning Commission by writing the foreword for the Commission’s updated edition. In it, she shares her fondness for America’s capital and for the visionaries who helped shape it over the years.

In addition to new chapters, readers also will notice new illustrations and a new book design. Members of the commission and staff from the Office of Public Affairs worked throughout the year with the author to review the text and also worked with commissioned photographer Peter R. Penczer to select the final photographs that will be featured in the new book. Staff submitted a completed manuscript to Smithsonian Books in May.

*Worthy of the Nation* has proven to be one of the most definitive resources on Washington’s planning history since its original release in 1977. The Commission hopes that this second edition will continue to provide legislators, planners, architects, scholars, and the public with a comprehensive view of planning in the nation’s capital, while also giving readers a new appreciation for their capital city.

“*Worthy of the Nation* has been recognized as an authoritative source on Washington’s planning history since it was published in 1977. The revised 2005 edition covers events that have unfolded in the last quarter century, giving us insight into the most recent chapter of this fascinating story.”

NCPC Commissioner John Parsons  
National Park Service



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NCPC recommended approval of funding for 175 projects in this year's Federal Capital Improvements Program at an estimated cost of \$9.3 billion.

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### Federal Capital Improvements Program for the National Capital Region, FYs 2005-2010

Much like the average American homeowner, each year the federal government must choose which capital improvement projects are top priorities and which should be deferred. To help the government make these difficult choices each year, NCPC prepares the *Federal Capital Improvements Program* (FCIP), a guide to the public works projects proposed by the Commission and other federal agencies for the coming six years. The FCIP is a budgeting and planning tool in which NCPC reviews federal plans and makes recommendations to the Office of Management and Budget (OMB). OMB uses the information when reviewing federal agencies' budget submissions and in developing the president's annual budget.

The latest FCIP, adopted in 2004 by the Commission, covers fiscal years 2005 to 2010. It contains 214 projects, an increase of 19 projects since last year. Of these projects, NCPC recommended that 175 be funded, at an estimated total cost of \$9.3 billion, and proposed that the remaining 39 projects be recommended for funding in the future. During a 45-day public comment period, federal agencies and departments, state and local governments, and interested organizations and individuals had the opportunity to review the program and submit their comments.

NCPC primarily gave the highest level of endorsement to projects that:

- ▶ Contribute to the efficiency and productivity of the federal government by using existing public infrastructure when possible and/or adapting and reusing historic or underutilized facilities.
- ▶ Improve the security of federal workers, federal activities, and visitors to the national capital, while adhering to the principles of *The National Capital Urban Design and Security Plan*.
- ▶ Protect and unify the historic and symbolic infrastructure of the monumental core, the District, and the surrounding region, in keeping with the goals of NCPC's *Legacy Plan*, *Comprehensive Plan for the National Capital: Federal Elements*, and the *Memorials and Museums Master Plan*.
- ▶ Restore the quality of the Anacostia and Potomac Rivers and improve public access to waterfront areas.
- ▶ Advance regional public transportation and alternatives such as walking and biking as well as transit-oriented development.

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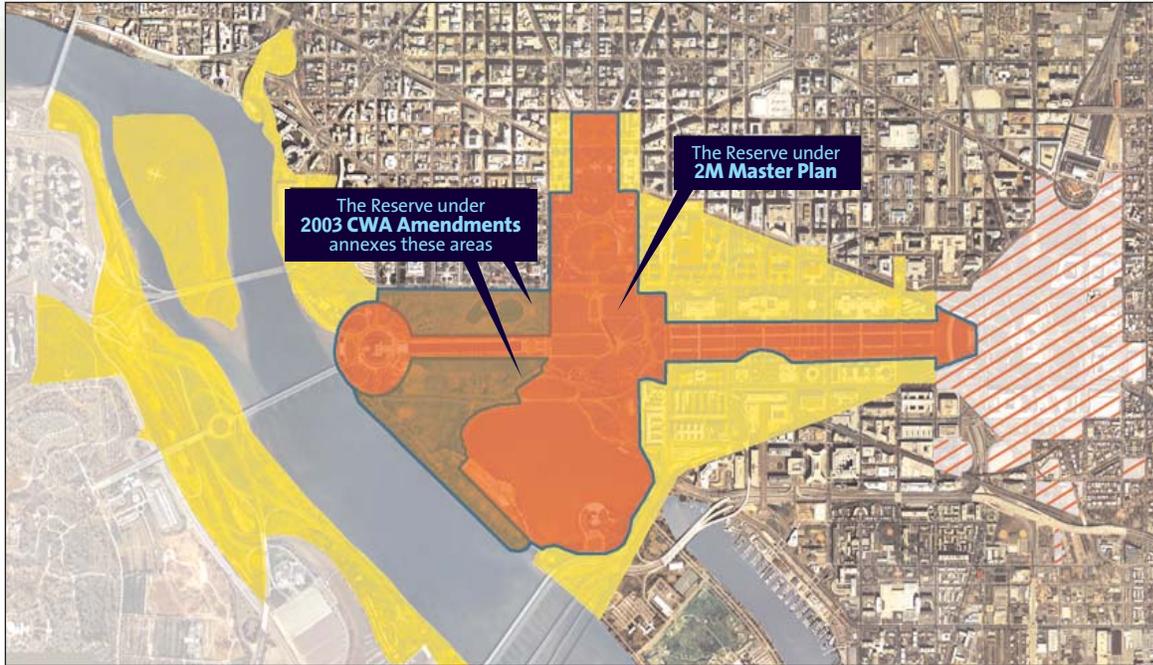
Some of the projects receiving the highest rating in this program include revitalizing South Capitol Street, building a new Frederick Douglass Memorial Bridge, and conducting a Railroad Relocation Feasibility Study. The FCIP for FYs 2005 to 2010 will be available upon request from NCPC or online at [www.ncpc.gov](http://www.ncpc.gov).

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## Congress Gives Force of Law to NCPC's Reserve

Legislation Will Protect Mall's Open Space



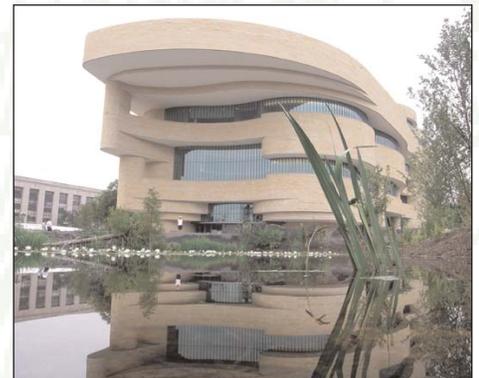
Protecting the historic open space of the National Mall has long been one of the Commission's top priorities, and now NCPC has Congressional backing to support that goal. In November, years of effort by the Commission to safeguard this treasured terrain were rewarded when Congress passed and the President signed an amendment to the Commemorative Works Act designating the Mall as a completed work of civic art.

With the signing of Public Law 108-126, which includes language establishing a *Reserve* or no-build zone in the central cross-axis of the Mall, NCPC and other federal review agencies now have the legal backing needed to limit future development on this valued open space. The landmark legislation will help protect and preserve the integrity of the Mall by precluding additional memorials, museums, and interpretive centers in this prime location.

The Commission and its partners first called for a *Reserve* in NCPC's 2001 *Memorials and Museums Master Plan*. The plan designated the Mall as a completed work of civic art and sought to preserve its historic beauty for future generations. The plan identifies more than 100 potential sites in the National Capital Region where future works can be located. Although not in the *Reserve*, a great number of these sites have important visual and symbolic connections to the Capitol, the White House, and other national landmarks.

The plan has already been used to help locate appropriate sites for the Disabled Veterans for Life Memorial; a memorial to Tomas Masaryk, the first president of Czechoslovakia; and a memorial to victims of communism. NCPC is hopeful that the amended Commemorative Works Act will encourage greater use of the *Memorials and Museums Master Plan*, and the Commission looks forward to working with Congress and with future memorial and museum sponsors to identify suitable sites for their projects.

*The National Museum of the American Indian, the newest museum on the Mall, officially opened its doors on September 21, 2004. The Commission approved final plans for the museum in June 2000.*



### III. Urban Design Review

One of NCPC's primary strategic goals is to enhance the beauty and image of the national capital and ensure its planned development. Each month, NCPC works to accomplish this objective in its review of dozens of proposed plans for development in the National Capital Region including plans to build new federal buildings, renovate existing facilities, or erect a memorial or museum. In FY 2004, NCPC reviewed more than 150 such projects.

#### Memorials and Museums

The Commission reviewed several plans for future memorials and museums in the National Capital Region during the 2004 fiscal year. In November, the Commission approved preliminary and final site and building plans for the **National Museum of the Marine Corps**. The museum, which will be located at the Marine Corps Base in Quantico, Virginia is intended to inspire, memorialize, and educate a wide variety of visitors. The museum's focal area will be its Central Gallery, where displays of marines and their equipment will serve to honor the individual marine. In addition to gallery space, the museum will contain meeting and classroom space and guest amenities.

In April, the Commission approved the design concept for the **American Veterans Disabled for Life Memorial**, one of the first memorial sites guided by NCPC's *Memorials and Museums Master Plan*. The memorial will be located on a

two-acre site on Washington Avenue and Second Street in Southwest Washington. It will honor veterans who have been wounded while fighting in the name of liberty and freedom. The memorial design features fire, trees, a reflecting pool, and walls that will be inscribed with stories of bravery and sacrifice. The trees, fronted by a reflecting pool, will frame and reflect a view of the U.S. Capitol dome.

Also in April, NCPC reviewed a preliminary design concept for the **National Law Enforcement Museum**, to be built on a site adjacent to the Old District of Columbia Courthouse in Judiciary Square. The museum's exhibit space will be underground, and access will be provided by two above-ground pavilions flanking the north entrance of the Courthouse, which is being modernized to house the D.C. Superior Court. After reviewing the project, the Commission directed the museum's sponsor, the National Law Enforcement Officers' Memorial Fund, to reduce the size of the pavilions to be more compatible with the neoclassic proportions of the surrounding building and to simplify the design of the surrounding plaza so that it supports the character of Judiciary Square as a "green precinct." Submission of a modified design concept is expected in fall 2004 (see page 29).

Courtesy Michael Vergason Landscape Architects



Design concept for the American Veterans Disabled for Life Memorial



The World War II Memorial, situated on the National Mall between the Washington Monument and the Lincoln Memorial, was officially dedicated on May 29, 2004. The memorial honors the 16 million people who served in the armed forces and the more than 400,000 who died during World War II.



Hundreds of aircraft and space memorabilia are on display at the Smithsonian's new National Air and Space Museum in Chantilly, Virginia, which made its debut to the public on December 13, 2003, the 100th anniversary of the first powered flights by the Wright brothers.

## **Soaring Air Force Memorial: Spectacular Visual Gateway to the Nation's Capital**

In August, the Commission approved preliminary and final site and building plans for a memorial honoring the men and women of the U. S. Air Force. Designed by James Ingo Freed, the **Air Force Memorial** will be located on a promontory at the eastern end of the Navy Annex in Arlington, Virginia. The site, which is one of 20 prime sites identified in the Commission's *Memorials and Museums Master Plan*, will provide visitors with dramatic views of Arlington National Cemetery and the monumental core.

The design of the Air Force Memorial evokes images of flight. Three stainless steel spires will soar over 200 feet into the air as the central element of the design. Other elements will include a contemplation chamber, a parade ground, and stone seating that overlooks the memorial and the views beyond. The final design incorporates previous recommendations made by the Commission at the concept submission stage, including lighting that precludes the need for flashing red lights that might have been required by the Federal Aviation Administration. It also fulfills many of the goals outlined in the *Memorials and Museums Master Plan*, including establishing a dramatic new visual gateway into the nation's capital. Construction is scheduled to begin this fall, with completion anticipated in September 2006.



## Kennedy Center Vision Takes Shape

In its 1997 *Legacy Plan*, the National Capital Planning Commission envisioned exciting changes to the John F. Kennedy Center for the Performing Arts that would free it from a jumble of freeways and interchanges and reconnect it to the city.

Following the *Legacy Plan's* release, the Federal Highway Administration teamed up with the Kennedy Center to develop detailed plans for improving this important civic space. NCPA staff were integral to the project planning process, and the Commission approved the concept design for a new plaza and access improvements at its June meeting.

The proposed plaza in front of the Kennedy Center entrance will be adorned with a water feature and flanked by two new buildings for rehearsal, office, exhibit, and support space. Composed of white stone with slender colonnades, the new buildings will incorporate glass facades that lend a sense of fluidity to the overall structure. The redesigned plaza will connect the Kennedy Center to the new buildings and also to 25th Street, E Street, and bicycle and pedestrian trails in the vicinity. Extensive access improvements include the design and construction of numerous vehicular, bicycle, pedestrian, and transit connections.

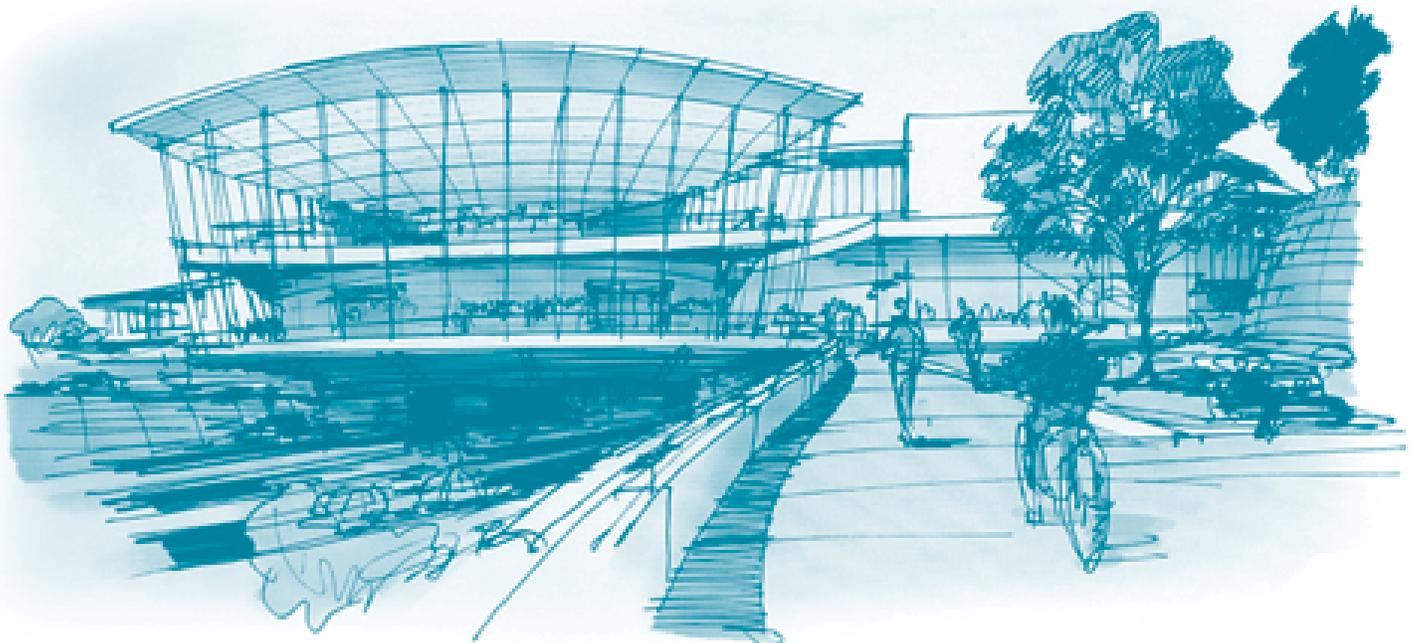
A water taxi landing, as conceived in NCPA's *Legacy Plan*, will be located directly below a proposed river overlook and promenade and will be accessible from the Rock Creek and Potomac Parkway trails.



NCPA provided the Federal Highway Administration and the Kennedy Center with detailed guidance for improving the concept plans. In general, the Commission described ways to achieve better pedestrian and bicycle trail connectivity; to provide better connections to the historic street grid; to minimize impacts on important views; and to create a livelier public plaza.

As a memorial to a beloved president and a center for creative and performing arts, the Kennedy Center is a treasured civic space in the nation's capital. NCPA looks forward to working with the Kennedy Center and the Federal Highway Administration as the design plans continue to evolve.

*Courtesy Rafael Viñoly Architects*



# Enhance the Beauty and Image of

## The Rebirth of the Southeast Federal Center

The General Services Administration's plans for the Southeast Federal Center in Washington promise a lively mixed-use area anchored by the new headquarters for the U.S. Department of Transportation (DOT). With new offices, residential space, stores, community facilities, and a waterfront park, the redeveloped Southeast Federal Center will draw activity to the surrounding South Capitol Street corridor, one of the National Capital Planning Commission's priority revitalization projects.

According to a plan prepared by developer Forest City Washington and reviewed by the Commission in June 2004, projects at the Southeast Federal Center will be

implemented in three phases. First, office space on the M Street side of the DOT headquarters and residential and retail space within the site's interior will be constructed. Next, a waterfront park and additional residential units will go up, and, finally, office, mixed-use, and remaining residential space on the western boundary of the site will be completed.

In approving the Forest City Washington Plan as the master plan for the Southeast Federal Center, the Commission requested the inclusion of a commemorative site, as depicted in NCPC's *Memorials and Museums Master Plan*, and an alleé of trees that will focus pedestrian views to the waterfront. NCPC applauds this redevelopment project and looks forward to the benefits it will bring to the surrounding community.

*The U.S. Department of Transportation's new headquarters will serve as the anchor for the Southeast Federal Center.*



# the National Capital and Ensure its Planned Development

## A New Master Plan to Transform Judiciary Square Is Approved

Judiciary Square is slated for a major transformation over the next few years beginning with significant alterations to the Old D.C. Courthouse and the construction of a National Law Enforcement Museum, most of which will be built below-grade.

Since the approval of a draft master plan for the area in August 2003, NCPC has worked with representatives of the D.C. Courts and the museum's sponsor, the National Law Enforcement Officers' Memorial Fund (NLEOMF), as they developed their designs. When negotiations between the parties stalled over the design of the plaza through which visitors will approach both buildings, Congress directed the D.C. Courts and the NLEOMF to reach consensus.

In April 2004, the National Capital Planning Commission reviewed design concepts for both projects and approved the D.C. Courts' plan—which included both permanent and interim elements—as being most compatible with legislation, the master plan, and the historic character of the area. The Commission directed the NLEOMF to resubmit a more fully developed design concept for the above-ground portions of the museum, including two entry pavilions and a permanent design for the entry plaza (see page 25).

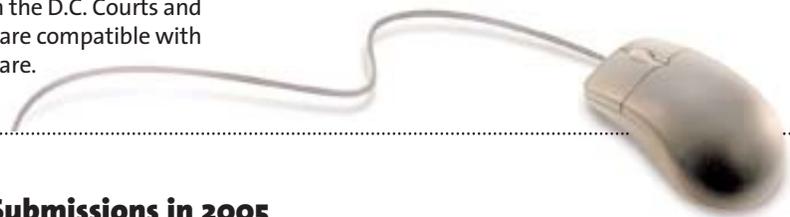
In August 2004, NCPC approved the D.C. Courts' final plans for the courthouse. These plans feature a new entrance pavilion made of glass and structural steel, providing accessible entry to all visitors, and an interim plaza on the site of the future museum. Submission of a revised design concept for the museum, including a permanent design for the plaza, is expected in early fall. NCPC will continue to coordinate with the D.C. Courts and NLEOMF to ensure that both projects are compatible with the historic character of Judiciary Square.

## NCPC Revises Environmental and Historic Preservation Policies and Procedures

In April 2004, NCPC amended its Environmental and Historic Preservation Policies and Procedures, which explain how the Commission evaluates the environmental and historic aspects of projects that it reviews. The updated document, last revised in 1982, reflects public comments and the latest guidance from the Advisory Council on Historic Preservation and the Council on Environmental Quality.

The document guides the Commission and agencies submitting projects for the Commission's review on the process for implementing environmental and historic preservation laws, including the National Environmental Policy Act (NEPA) and the Section 106 Process of the National Historic Preservation Act.

As part of its revisions, NCPC is requiring that applicants ensure public participation at relevant stages of the NEPA and Section 106 processes and determine the scope and significant issues that need to be addressed in evaluating a proposed project. The Commission is also requiring that the NEPA and Section 106 processes be completed before master plans are submitted for NCPC's review. Through the updated policies and procedures, NCPC seeks to better protect the environmental quality and historic treasures of the nation's capital.



## NCPC To Accept Electronic Submissions in 2005

Beginning next year, instead of faxing, mailing, and emailing various portions of project submissions to NCPC, federal and local agencies will be able to file submissions online through NCPC's website. Agencies will be able to submit text and image files in a single submission. Once the files reach NCPC, they will be distributed automatically to appropriate staff and stored for archiving purposes.

This convenient one-stop process will simplify submission procedures for agencies and will provide NCPC with a reliable mechanism for storing and searching project submissions. It also will greatly enhance NCPC's electronic-government (e-gov) services.

## IV. Achievements

“NCPC has advanced the city’s promise as a place to celebrate our cultural heritage, while advancing urban design principles of our profession.”

American Society of Landscape Architects



### The American Society of Landscape Architects Honors NCPC

The American Society of Landscape Architects (ASLA) recognized NCPC with two distinguished awards, its **Medal of Excellence in Landscape Architecture** and its **Communications Honor Award**. ASLA presented the awards in New Orleans in November 2003.

In selecting NCPC for the Medal of Excellence, ASLA acknowledged NCPC’s sustained and significant contributions to landscape architecture policy, research, education, project planning, and design during the past 10 years. ASLA noted, “NCPC has guided the urban fabric and parklands of the capital city for nearly 80 years. We believe that NCPC has advanced the city’s promise as a place to celebrate our cultural heritage, while advancing urban design principles of our profession.”

In addition to the Medal of Excellence, ASLA selected NCPC’s *Memorials and Museums Master Plan* for its Communications Honor Award, noting its achievement in communicating landscape architecture information, appreciation, technology, and practice to those outside the profession. The Plan protects the Mall from further building and offers 100 sites that could accommodate future commemorative projects.

### Public Relations Society Honors Office of Public Affairs

The National Capital Chapter of the Public Relations Society of America honored NCPC’s Office of Public Affairs (OPA) with its 2004 THOTH Award, which honors excellence in public relations. The organization recognized OPA for its creativity and resourcefulness in planning the agency’s Capitals Alliance program that attracted delegates from nine capital cities around the world. OPA took the top award in the multicultural category, as the best public relations program for a culturally diverse group. OPA staff accepted the award at a ceremony at the National Press Club in September.

### NCPC Planner Awarded for Inspiring Work

In March 2004, NCPC Community Planner Kenneth Walton received the digital government Agent of Change award from Accenture and the Massachusetts Institute of Technology. The award recognized his use of computer-aided design (CAD) and 3-D and multimedia technologies to illustrate the implications of development projects long before they are built. Mr. Walton’s efforts allow the Commission and the public to see a project built in the virtual world before plans are approved or ground is broken. His work has been especially useful during the review of proposed security solutions at memorials and federal facilities.

### International Organization Publishes NCPC Abstract on Security Design

The International Federation for Housing and Planning (IFHP), a worldwide network of professionals in the fields of planning, architecture, construction, economics, and the social sciences, selected *The National Capital Urban Design and Security Plan* for inclusion as an abstract in its 2004 World Congress publication. NCPC’s plan to integrate security design into the fabric of buildings and streetscapes will be released at the 2004 World Congress in Oslo, Norway.

### Technology Staff Hosts Annual GIS Event

The Technology Development and Applications Division hosted the 21st Annual Historically Black College and University Geographic Information System Workshop in conjunction with Washington Geographic Information Systems (WGIS) and Howard University. The three-and-a-half-day workshop in July provided faculty, staff, and graduate students from historically black colleges and universities with training in the use of state-of-the-art GIS applications.

### Washington, D.C. Welcomes APA National Conference

More than 5,000 planners descended on Washington, D.C. in April for the American Planning Association’s 2004 National Conference. Events and sessions on issues as diverse as place-making, GIS, transportation, and affordable housing were held over the course of a week at the Hilton Washington and the Omni Shoreham Hotel in Northwest Washington.

NCPC Executive Director Patricia Gallagher served as co-chair of the local host committee and led a panel discussion on the federal presence in the region. NCPC staff developed sessions, led mobile workshops, and prepared the *Planner’s Guide to D.C.* The Washington conference was a great success and gave area planning officials the opportunity to showcase planning and design in the National Capital Region.

## v. Financial Report

### Linking Resources to Performance

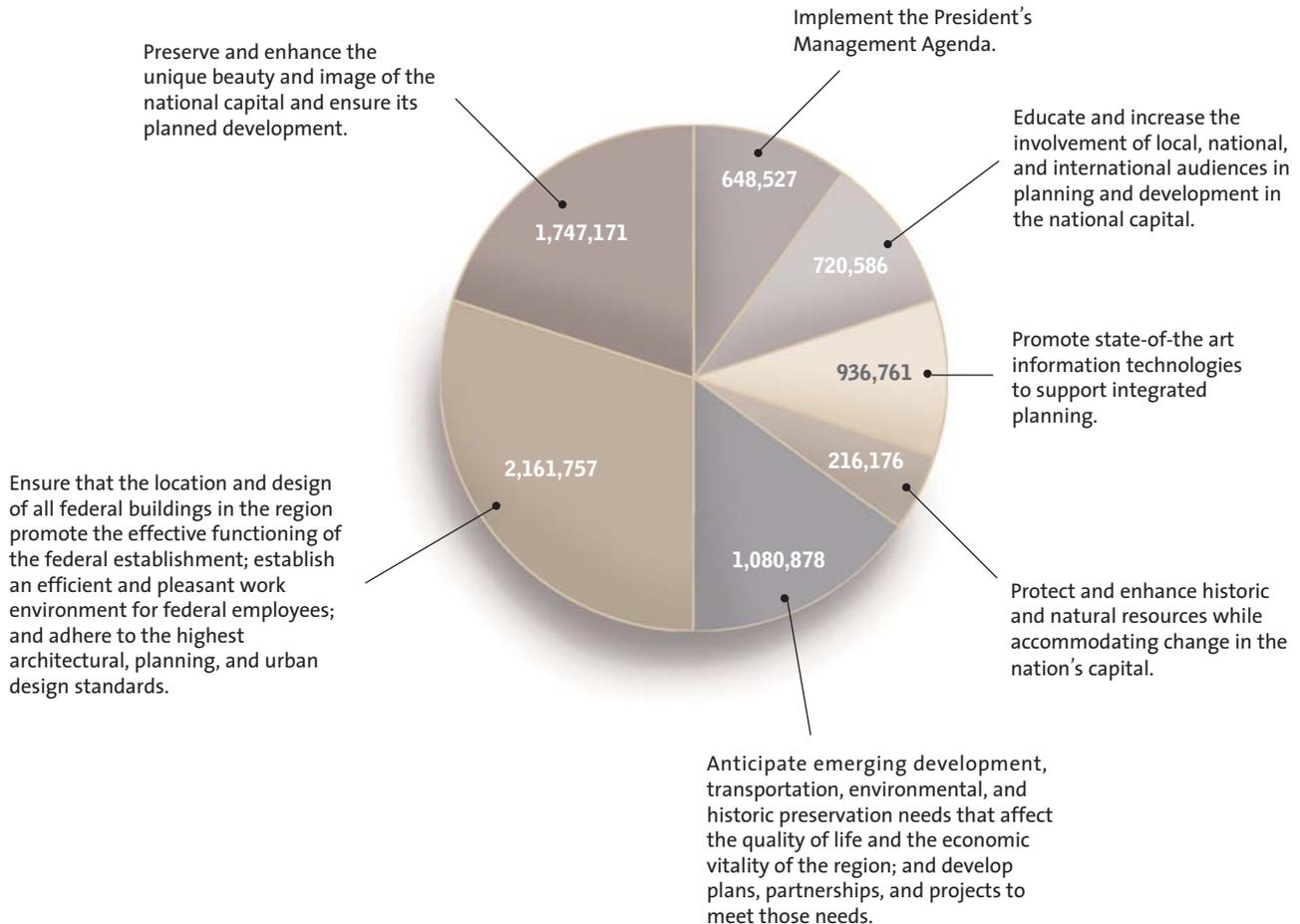
The Commission continued its proactive approach to planning in the nation's capital in fiscal year 2004. In the past year, the Commission and its planning partners have made significant strides in designing for perimeter security, preserving open space, revitalizing South Capitol Street, and reviewing federal development projects to ensure they meet the highest standards of architecture and urban design.

The Commission maintains a fully integrated performance-based budget process that clearly links spending and strategic plan objectives. The total 2004 budget of \$7,634,752 represents a 1.6 percent increase over the previous year.

#### FISCAL YEAR 2004 ANALYSIS OF RESOURCES

Personnel Compensation/Benefits	\$4,774,039
General Operating Expenses <small>(rent, utilities, communications, supplies, equipment)</small>	\$1,748,854
Travel	\$ 52,979
Printing	\$ 69,685
Consulting Services	\$ 765,327
Other Services	\$ 223,868
<b>Total Budget</b>	<b>\$7,634,752</b>

### STRATEGIC GOALS



## vi. On the Horizon: A Preview of the Year Ahead

### Parks and Open Space Initiative

With the arrival of fiscal year 2005, NCPC looks forward to launching new projects that will further protect and enhance the extraordinary resources of the Washington area. One such project is an ambitious region-wide parks and open space initiative. NCPC will create an inventory of the National Capital Region's parks and open space and, through public and private partnerships, develop a regional approach to protecting, enhancing, and managing these resources.

Working with other stakeholders, NCPC will gather information on land owned by federal, state, and local governments. NCPC will create a GIS database to combine the data with sophisticated mapping technology, marking the first time region-wide parks and open space data will be available in one place. As part of this initiative, NCPC, the National Park Service, and the Council of Governments will cosponsor a Green Infrastructure Symposium to raise awareness of parks and open space issues in the region.

### Housing the Federal Workforce

NCPC and the Urban Institute are teaming up to examine the state of housing and the federal workforce in the National Capital Region. The program will study where federal employees live in the region, the characteristics of households and neighborhoods with federal workers, and the commuting patterns of federal employees. NCPC will then host a panel of experts to examine the results of the study. By bringing together experts from many agencies and organizations, NCPC hopes to build consensus on sound federal housing policies and potentially develop pilot housing programs to meet the needs of today's federal workforce.

### Urban Design and Security

Urban design and security will remain a top priority for the National Capital Planning Commission in the coming year. The Commission has reconvened its Interagency Security Task Force to address broader security issues within the monumental core and to develop goals, policies, and concepts for well-designed federal security in suburban, campus-style settings. The task force will evaluate and update the policies of *The National Capital Urban Design and Security Plan*, which has seen several of its priority projects enter the implementation phase since the plan's adoption in October 2002.

As the task force further develops innovative yet practical security policies, NCPC will continue to review perimeter security plans for federal facilities throughout the city.

Work along the Mall will proceed as the Smithsonian Institution develops a security concept plan for its museums. The Commission also expects to review security proposals for the Jefferson Memorial in the next year. Perimeter security projects comprised nearly 30 percent of the projects NCPC reviewed in FY 2004, and that trend is expected to continue, if not increase, in FY 2005.

Code Orange alerts, closed streets, barricaded federal buildings—such is the new reality in the Washington metropolitan area. How these security measures are affecting life in the National Capital Region will be the subject of a day-long symposium, *Surviving Security*, cosponsored by NCPC in November. Along with the Washington Board of Trade, the Metropolitan Washington Council of Governments, and the National Academy of Sciences, NCPC will convene a panel of senior federal policy makers and elected officials to examine the impact of security efforts on the local economy, transportation systems, urban design, and Smart Growth initiatives. NCPC and its partners hope the event will stimulate better security coordination among federal and local entities.

### A "Reality Check" for the Region's Growth

In February 2005, citizens will be asked for their views on where regional growth should be directed during a one-day event NCPC is participating in with the Urban Land Institute. Through special computer programs, feedback from the public will be displayed immediately on computerized maps of the area. NCPC is providing information on the federal presence in the region, creating data layers for the computerized maps, and researching background information for the event.

### Advancing Our Vision

In FY 2005 the Commission will once again oversee a range of issues on behalf of the nation's capital and the federal government—from locating memorials and museums in desirable locations away from the monumental core, to developing smart security solutions, to preserving the city's historic architectural treasures as well as L'Enfant's vision for the capital city. The Commission will remain true to the priorities set forth in recent signature planning initiatives even as it broadens its reach and embarks on ambitious new projects in the months and years ahead. We welcome your involvement and look forward to hearing your views.

**VII. Meet the Staff**

**NCPC EXECUTIVE STAFF**

(front row) Christine Saum, Patricia Gallagher, Marcel Acosta, and Lisa MacSpadden; (back row) William Dowd, Sharon Banks, Deborah Young, Wayne Costa, and Barry Socks. Michael Sherman is not pictured.



**OFFICE OF THE EXECUTIVE DIRECTOR**



The Office of the Executive Director (OED) guides the agency in fulfilling the Commission’s mission and principal objectives. Led by **Patricia Gallagher** (pictured far right), a Harvard University Loeb Fellow with 20 years of experience in urban planning, development, and communications, OED sets agency priorities and oversees NCPC’s day-to-day operations.

In coordination with executive staff, OED provides the 12-member Commission with planning expertise and policy recommendations. The office oversees a staff of nearly 60 professionals, including architects, urban planners, engineers, GIS and CAD designers, public affairs specialists, and information technology officers.

Joined by Deputy Executive Director **Marcel Acosta**, Chief Operating Officer **Connie Harshaw**, and Executive Officer **Barry Socks**, Ms. Gallagher’s division represents the agency before Congress and serves as NCPC’s liaison with federal, state, and regional agencies as well as professional organizations and planning boards.



**OFFICE OF THE GENERAL COUNSEL**

**Wayne Costa** is the Commission’s acting general counsel, providing legal guidance and advice to the Commissioners, the executive director, and staff. He advises on legal matters related to planning, plan review, urban renewal, the environment, transportation, zoning, open space, and landmark preservation. Mr. Costa works with the Office of the Executive Director as the legislative liaison with Congress and the Office of Management and Budget and functions as the agency’s ethics official. He also fulfills Freedom of Information Act (FOIA) requests for the agency.

**OFFICE OF THE SECRETARIAT**

As secretariat, **Deborah Young** (pictured center) is the official liaison between Commission members and staff. Ms. Young certifies all official actions taken by the Commission and registers all Commission meeting speakers. The secretariat staff prepares notices, agendas, memoranda of actions, and other materials related to Commission meetings. The office is also responsible for managing NCPC’s archives, which contain materials related to projects the Commission has reviewed since its inception.



**OFFICE OF PUBLIC AFFAIRS**

The Office of Public Affairs (OPA) is the agency’s in-house public relations, communications, and graphic design shop. Led by **Lisa MacSpadden** (pictured front center), the agency’s spokesperson, the office promotes NCPC’s work as the federal government’s planning agency for the National Capital Region. OPA informs members of the general public, the media, federal and local entities, and other targeted audiences about NCPC activities. OPA staff produces the agency’s annual report, planning publications, newsletters, and informational posters and displays. OPA also maintains NCPC’s website and organizes major events for the agency, such as the Pennsylvania Avenue event held at the White House and the agency’s Capitals Alliance program, which attracted officials from nine foreign capital cities.



**OFFICE OF ADMINISTRATION**

The Office of Administration (OA), led by **Sharon Banks** (pictured front center), provides day-to-day business support to Commission members and agency staff to ensure that the agency operates efficiently. The team oversees human resources and recruiting, financial management and accounting, procurement and contracting, office space and facilities management, and mail services.

Administration staff prepares the agency’s annual budget that is presented to Congress and ensures that the agency operates within its budget requirements. In addition, OA provides guidance and expertise to the Office of the Executive Director on federal government issues such as human capital management.



**PLAN AND PROJECT IMPLEMENTATION DIVISION**

The Plan and Project Implementation Division (PPID) is the agency’s newest division, formed in 2002 to develop and implement special projects. Director **Bill Dowd** (pictured front center) and his staff develop planning initiatives and foster partnerships with federal and local agencies to implement special projects that have been identified in NCPC planning studies, such as the *Legacy Plan*, the *Memorials and Museums Master Plan*, and the *National Capital Urban Design and Security Plan*.

Recent projects include efforts to redesign K Street in Washington, the revitalization of the South Capitol Street corridor, a study to examine the potential relocation of railroad tracks in the District, and an analysis of future foreign mission locations in the District of Columbia. Future projects include preparing a cohesive security plan for federal facilities along Pennsylvania Avenue and in the Federal Triangle.





**URBAN DESIGN AND PLAN REVIEW DIVISION**

Before a federal agency can break ground on a new office building or locate a new memorial in the Washington area, the agency must first submit its plans to the National Capital Planning Commission for approval. All plans and projects submitted to NCPC will reach the desks of the Urban Design and Plan Review Division (UDPRD). Led by architect **Christine Saum** (pictured front center), UDPRD works with submitting agencies to ensure that proposals meet the highest design standards and comply with the Comprehensive Plan and federal environmental and historic preservation laws.

UDPRD reviews plans for new federal facilities, memorials, museums, and any federal project in the National Capital Region that will alter the exterior appearance of a building or site, including new construction, additions, renovations, grading and landscaping, street and road extensions, and parking modifications. In addition, the division reviews all District of Columbia public projects and proposed policies, plans, and zoning actions that impact the federal interest.

**TECHNOLOGY DEVELOPMENT AND APPLICATIONS DIVISION**

The Technology Development and Applications Division (TDAD), under the leadership of Director **Michael Sherman** (pictured front center), provides technology planning and maintenance of the agency's information systems in three key areas: information technology (IT), GIS, and CAD. TDAD sustains NCPC's network infrastructure; desktop systems; data management; IT security; and email, web, and remote access services. TDAD also provides audiovisual support for NCPC meetings and events and creates high-quality 3-D visuals and project simulations for agency brochures, presentations, and educational displays.



The division's GIS team creates sophisticated maps and provides geospatial analysis for NCPC projects. In addition, they partner with outside organizations to further GIS technology and information-sharing in the Metropolitan Washington area. NCPC helped found the Washington Geographic Information Systems (WGIS) Consortium and led the group from 1996 until this past year. Under NCPC's leadership, the consortium has grown to include more than 20 federal, regional, and local partners from the public and private sectors.

**PLANNING RESEARCH AND POLICY DIVISION**

The Planning Research and Policy Division (PRPD) conducts long-range planning and research to guide the federal government's physical development in the National Capital Region. Two major plans produced by PRPD are the *Comprehensive Plan for the National Capital: Federal Elements* and the annual *Federal Capital Improvements Program* (FCIP). The Comprehensive Plan's recently updated seven federal elements set long-range policy for federal development in the region. The FCIP, a review of proposed federal capital projects over a six-year period, guides the Office of Management and Budget as it prepares the federal budget each year.

PRPD, led by Acting Director **Julia Koster** (not pictured), is undertaking two new programs: a regional housing initiative and a parks and open space initiative. The first will examine regional housing for the federal workforce and review factors such as pricing, availability, and location. The second initiative will develop a coordinated regional approach to aid in managing the region's parkland and open space, and assessing future needs.



**Commission Members**

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 Richard L. Friedman  
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The Honorable Stephen A. Perry  
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*Chairman, Committee on Governmental Affairs  
 United States Senate*

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*Chairman, Committee on Government Reform  
 United States House of Representatives*

The Honorable Anthony A. Williams  
*Mayor, District of Columbia*

The Honorable Linda W. Cropp  
*Chairman, Council of the District of Columbia*

**Office of the Executive Director**

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 Marcel C. Acosta, *Deputy Executive Director, AICP*  
 Connie M. Harshaw, *Chief Operating Officer*  
 Barry S. Socks, *Executive Officer*

**Office of the General Counsel**

Wayne E. Costa, *Acting General Counsel*

**Office of the Secretariat**

Deborah B. Young, *Secretariat*  
 Marcella M. Brown, *Information Resources Specialist*  
 Priscilla A. Brown, *Executive Assistant*  
 Raksha C. Patel, *Management Assistant*  
 LaWan L. Price, *Management Assistant*

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**Plan and Project Implementation Division**

William G. Dowd, *Director*  
 Stefanie D. Brown, *Community Planner*  
 Lula A. Howard, *Community Planning Technician*  
 Elizabeth D. Miller, *Sr. Urban Planner/Designer AICP, ASLA*  
 George C. Toop, Jr., *Architect (Urban Design)*  
 Michael W. Weil, *Community Planner (Transportation)*  
 Roszonna E. Whitsett, *Management Assistant*  
 David A. Zaidain, *Community Planner*

**Planning Research and Policy Division**

Julia A. Koster, *Acting Director*  
 Kael Anderson, *Community Planning Technician*  
 Jeffrey L. Hinkle, *Community Planner*  
 John A. Mann, II, *Community Planner*  
 Tony Simon, *Community Planner*  
 Ramona E. Taylor, *Community Planner*  
 Stacey T. Wood, *Community Planner (GIS)*

**Urban Design and Plan Review Division**

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 David L. Hamilton, *Community Planner (Architecture)*  
 Gene A. Keller, *Community Planner (Environmental)*  
 David W. Levy, *Community Planner*  
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 Nancy Witherell, *Historic Preservation Specialist*

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 Shane L. Dettman, *Community Planner (GIS)*  
 Nicole Green-Catten, *Community Planner (CAD)*  
 C. Jody Rieder, *IT Specialist*  
 Kenneth T. Walton, *Community Planner (CAD)*

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