

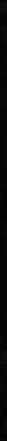


Year in Review

OCTOBER 1, 2010



SEPTEMBER 30, 2011



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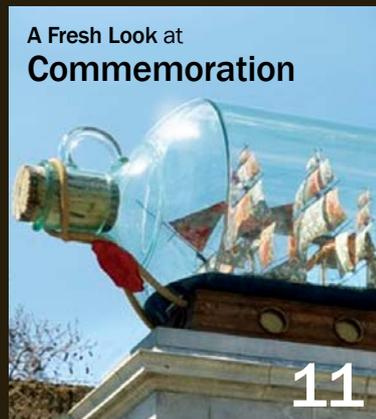
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The National Capital Planning Commission is the federal government's planning agency in the District of Columbia and surrounding counties in Maryland and Virginia. The Commission provides overall planning guidance for federal land and buildings in the region. It also reviews the design of federal construction projects, oversees long-range planning for future development, and monitors capital investment by federal agencies.



# Highlights of the Year



NCPC @NCPCgov 28 Apr



Excited to be joining the Twitter community today! If you don't know us already, check us out on the web. <http://www.ncpc.gov#cplan#dc>

**17**

“As urban planners... we must approach our jobs with a heightened sense of responsibility.”

Chairman Bryant

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# A Conversation with the Chairman and Executive Director

NCPC Chairman L. Preston Bryant, Jr. and Executive Director Marcel Acosta reflect on current issues, the work of the agency, and outline their vision for the future.

## NCPC's impact on the lives of everyday citizens

*L. Preston Bryant, Jr.*

Every day we work on large-scale projects in the DC area that impact the quality of life, health, welfare, and pocketbook of residents, workers, and visitors. All facets of life in our region are affected in some way by the work of the Commission.

*Marcel Acosta*

There is no doubt that the federal footprint, our employment activities, and operational decisions affect our host communities. While NCPC's role is to ensure that federal needs are met, we also fully address the day to day impacts on nearby residents and business through our planning and review process. Ultimately, it's about the federal government being a good neighbor.

## Planning in Washington

*L. Preston Bryant, Jr.*

Only one city in America is the nation's capital. Only one city in America has so many public treasures. And only one city in America has such overlap between federal and local governments. As urban planners, this means that we must approach our jobs with a heightened sense of responsibility. It's an exciting challenge and unique way to serve our country.

*Marcel Acosta*

No other city in America benefits from over two centuries of planning. As stewards to this important legacy, our challenge is to build upon the best parts of those plans while accommodating the changing requirements of a contemporary 21st century city.

## New must-see places

*L. Preston Bryant, Jr.*

For me, the Dr. Martin Luther King, Jr. National Memorial is the most significant new must-see place in the District. And I say this for all the reasons you can imagine, and many more beyond that.

*Marcel Acosta*

Another significant addition is the bold new headquarters of the U.S. Institute of Peace. Its location fronting the National Mall is one of the most prominent in the city's monumental core. It is wonderful that both of these additions to our civic landscape are devoted to peace.

## Coordinating federal development proposals in the region

*L. Preston Bryant, Jr.*

When it comes to coordinating hundreds of projects worth billions of dollars among dozens of agencies, we are successful for a couple of reasons. First, Commission members are diverse in background and bring considerable expertise to the table, and they are also broadly representative of key agencies and jurisdictions. And second, we have community stakeholders, whether federal workers, community activists, or everyday concerned citizens, who are not shy about providing feedback on the initiatives we undertake. Their input and ideas are always very helpful.

## Since 9/11

*Marcel Acosta*

Finding the right balance between openness and security is no easy task. Over the years we have learned that smart integrated designs, such as the security measures around the Washington Monument,

can be just as effective as erecting rows of bollards and barriers. These new approaches are helping to ensure that our capital city remains inviting and reflective of our open democracy.

*L. Preston Bryant, Jr.*

As we engage in local and regional planning, we remain mindful of safety. One thing we know is that threats are always evolving, which means our security and design techniques must also evolve.

## Transportation

*Marcel Acosta*

The federal government, and NCPC, have a long history in this region of supporting facilities near transit and transit options for its employees. Just look at the federal role in construction and rehabilitation of Metro. And in the 1980's, when parking maximums were unheard of, we took the lead and began requiring them at federal facilities. But, we can do better. This year we began updating the Federal Transportation Element of the Comprehensive Plan that the Commission uses to guide its reviews. This update will respond to lessons learned from BRAC implementation and support the Administration's goals for sustainable federal development. Going forward I expect the agency, and our partners, to further emphasize the importance of pedestrian and transit-friendly environments.

## Sustainability

*L. Preston Bryant, Jr.*

President Obama and his team set smart, achievable goals when it comes to urban sustainability. The President issued an executive order laying out goals for environmental protection, energy efficiency, and economic development.

Our charge is to work with federal agencies to see that these goals are met as cost-effectively as possible. We also are fortunate that many of our regional jurisdictions share these goals and are instituting progressive design standards. We're all on the same page.

*Marcel Acosta*

We can only accomplish so much at the individual building scale. To make real progress, we must think more holistically by focusing on sustainability at the multi-block or precinct scale. The Southwest Ecodistrict is a prime example of looking at an entire federal precinct, and how it can operate as an interconnected showcase for sustainability and economic success.

**Regional and national issues**

*L. Preston Bryant, Jr.*

It's impossible to separate urban planning from economic development. Good, innovative planning can promote development and lead to much-needed job creation. We are focusing on this dynamic more and more.

**Engaging stakeholders in the work of NCPC**

*Marcel Acosta*

Planning issues in the nation's capital are important not just to those who live and work in the region, but to all citizens across the nation. To connect with our stakeholders we have increasingly turned to social media, including Facebook, Twitter, YouTube, and collaborative

venues. These tools allow us to not just tell our story, but also receive real-time feedback. When combined with traditional planning tools, it makes our outreach that much more effective.

**In closing, how did you get to work today?**

*Marcel Acosta*

Metrorail. It's a short trip for me — just four stops from my home to the office. In fact, I don't even own a car.

*L. Preston Bryant, Jr.*

Looks like we're both riding the rails. I took Amtrak, as I do most of the time when I travel to the city from my home in Richmond, Virginia.



L. Preston Bryant, Jr.  
Chairman

Marcel C. Acosta  
Executive Director



**The Southwest Ecodistrict Initiative** is a comprehensive effort to re-imagine an existing 15-block federal precinct into a showcase of sustainable urban development. In addition to accommodating the future space needs of the federal government, the ecodistrict will extend the civic qualities of the National Mall, and promote a more walkable, active, and safe federal precinct.

## Priority Areas

**SUSTAINABILITY** | Individually and through coordination with federal agencies and local stakeholders, NCPC works to make the National Capital Region a leader in sustainable development and practices. This includes agency efforts to meet the sustainability goals of Executive Order 13514, leading a signature initiative to establish an ecodistrict in a federal precinct, and coordinating with multiple agencies to address flooding in the monumental core.

### Southwest Ecodistrict

The Southwest Ecodistrict Initiative aims to transform the 10th Street and Maryland Avenue, SW corridors located south of the National Mall. Led by NCPC in coordination with the General Services Administration (GSA), the DC Office of Planning, and other local and federal agencies, the initiative is reimagining a 15-block area of the nation's capital as a showcase of sustainable urban development and infrastructure practices.

A multi-agency task force is analyzing the benefits and challenges associated with redeveloping the area as a model ecodistrict, where federal buildings and related infrastructure will function as a single environmentally low-impact unit. In FY 2011, NCPC completed an existing conditions assessment of the study area including a high-level energy analysis of existing buildings; developed urban design objectives and sustainability goals and targets; analyzed a range of development scenarios, including rehabilitation, redevelopment, and infill alternatives for the parcels; and conducted a cost-benefit analysis for a range of sustainability and urban development strategies.

The ecodistrict initiative will advance recommendations from earlier NCPC plans to provide attractive locations for new museums, memorials, and public events; meet the evolving future space needs of the federal government while establishing a vibrant, mixed use neighborhood; and connect the National Mall to the city's southwest waterfront. The task force is exploring redevelopment scenarios and identifying action steps, and expects to release its strategic plan and recommendations in summer 2012.

### Sustainability/Executive Order 13514

In October 2009, President Barack Obama signed Executive Order (EO) 13514, which holds federal agencies accountable for reducing their environmental impact. As part of EO 13514, all federal agencies are required to track and reduce their greenhouse gas emissions.

As the federal government's planning agency for the National Capital Region, NCPC is well positioned to assist other agencies and regional partners in achieving these ambitious sustainability and energy standards through ongoing review of federal master plans and projects, the *Federal Capital Improvements Program*, planning partnerships, and Comprehensive Plan activities. NCPC is committed to improving the National Capital Region's sustainability, and to using this Executive Order to further enhance the agency's planning capabilities.

NCPC is working towards meeting the goal of a Zero Environmental Footprint for the agency as established by EO 13514. In 2011, NCPC answered the call to be greener by instituting a range of in-house initiatives, including an aggressive recycling program, using bicycles for short-distance travel, implementing a lights-out policy when offices are not in use, and piloting the use of the vehicle sharing service Zipcar.

#### Quick Fact

95%

of NCPC's employees commute by walking, biking, or taking transit. This puts NCPC among the top five federal agencies with the lowest Green House Gas emissions per employee commute.

Source: The White House Council on Environmental Quality

“The milestones we’ve hit and the products we’ve produced under the Executive Order on sustainability are a direct result of interagency collaboration.”

*Michelle Moore, Federal Environmental Executive, White House Council on Environmental Quality*

**SPEAKER SERIES: A Peek at Progress –  
Federal Sustainability One Year Later**

NCPC’s commitment to sustainable design was exhibited by hosting Michelle Moore of the Council on Environmental Quality, and Stephen Leeds of the General Services Administration, who provided a first year progress report on federal agency compliance with EO 13514.



*Stephen Leeds of GSA and Michelle Moore of CEQ*

**Going Green from Top to Bottom**

The nation’s capital isn’t just the epicenter of the U.S. government, it also leads American cities and states in green building. According to the U.S. Green Building Council, Washington, DC has 799 Leadership in Energy and Environmental Design (LEED) certified projects. Through requirements that mandate how federal buildings meet higher energy efficiency standards, to commitments from the Department of Defense and GSA for a minimum LEED Silver rating for new construction, the federal government plays a critical role in greening the nation’s capital. Through its plan review process NCPC encourages and applauds innovative green practices at federal facilities. Over the past year the Commission reviewed projects for green roofs or solar panels at headquarters buildings for the Internal Revenue Service, the U.S. Department of Energy, and the U.S. Department of Housing and Urban Development. In addition, geothermal heating will be used to heat National Park Service visitor kiosks around the National Mall.

NCPC reviewed a number of projects that incorporated sustainable features during the last fiscal year, including one at the Mary E. Switzer Building in Southwest Washington (shown below). Planned improvements balance green infrastructure with security, including a new landscaped plaza, which will replace an area of existing surface parking.

The Switzer Building improvements are part of a much larger vision to transform C Street, SW, a vehicle-dominated street characterized by an abundance of surface parking and impervious surfaces, into a welcoming, pedestrian friendly “Green Street” containing sustainable amenities such as landscaped plazas, permeable surfaces, LED lighting, cisterns, bio-swales, and geothermal heating and cooling. The project is another example of precinct-level planning, an approach strongly supported by NCPC.



GSA took a sustainable approach to exterior improvements at the Mary E. Switzer Building in Southwest Washington.

### **National Mall Levee Improvements**

In November 2010, federal and District agencies attended the ground-breaking for improvements to the National Mall Levee. The levee improvements will help protect the Federal Triangle, the National Mall, and portions of Southwest Washington from river flooding. The improved levee closure will consist of a temporary post-and-panel barrier connected to masonry walls and earthen berms that can be rapidly deployed when necessary. To minimize its visual impact on the Mall’s sensitive cultural landscape, great care was taken to design a system that will seamlessly blend with its historic setting. Completion is expected in 2012.

The levee’s location on the National Mall triggered an extensive review process. Recognizing the need to move quickly while still ensuring that both engineering and design goals were met, NCPC facilitated an unprecedented collaboration among federal and District agencies that resulted in a successful design. Both federal and District agencies contributed funding and technical expertise to advance the project.

### **Federal Triangle Stormwater Drainage Study**

In June 2006, facilities, infrastructure, and operations in the Federal Triangle were disrupted by stormwater flooding resulting from intense rainfall and the area’s low-lying location. Since then, NCPC has led multi-agency efforts to better understand flooding impacts and explore individual and area-wide strategies to address flooding. The *Federal Triangle Stormwater Drainage Study*, along with a companion report summarizing the partner agency working group’s review of the findings, was completed in September 2011. The study provided in-depth flood modeling for different storm events and evaluated the technical feasibility and cost of area-wide strategies. NCPC coordinated a subsequent seminar for interested agencies, covering location decisions, best practices in flood-proofing for new construction and retrofits, and specific mitigation measures being undertaken at federal facilities in the area.



### **ASLA Legacy Project at Coolidge High School**

NCPC partnered with the American Society of Landscape Architects Potomac Chapter to develop a master plan for a greenhouse garden at Coolidge High School in Northwest Washington. The project, implemented through the efforts of many stakeholders, is also a solid representation of one of the “Six Big Ideas” (Improving Public Schoolyards) outlined in CapitalSpace, the plan for Washington’s vast network of parks and open space.



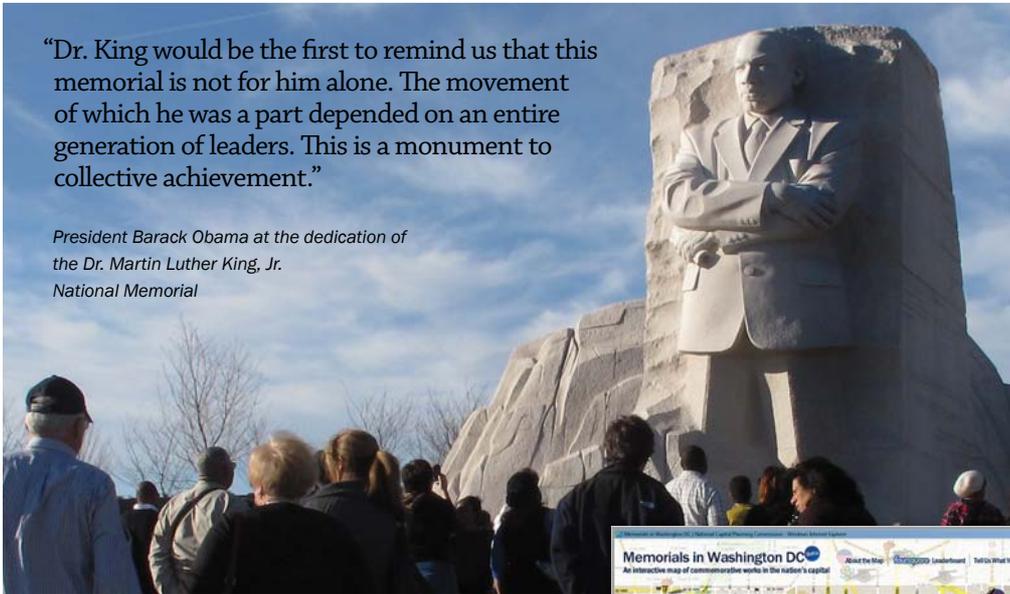
Students, educators, parents, and the community joined with landscape architects to design and build the new garden at Coolidge High School in Northwest Washington.

# Priority Areas

COMMEMORATION | NCPCC conducts long-range planning to understand the commemorative landscape and accommodate future memorials and museums in a manner that enhances the nation's capital. Research, projects, and outreach undertaken in 2011 will guide upcoming initiatives to explore new opportunities and approaches to tell stories important to the nation.

“Dr. King would be the first to remind us that this memorial is not for him alone. The movement of which he was a part depended on an entire generation of leaders. This is a monument to collective achievement.”

*President Barack Obama at the dedication of the Dr. Martin Luther King, Jr. National Memorial*



## Washington as Commemoration Study

NCPCC and the National Park Service (NPS) are researching new approaches and best practices for establishing commemoration in cities around the world. The research is intended to place Washington's practices for establishing commemoration on federal lands within a comparative context.

## Catalogue

NCPCC compiled the Commemorative Works Catalogue, the first-ever comprehensive inventory of all commemorative works on federal land in Washington, DC. Each record includes the work's title, location, a short description of its purpose, landholding agency, sponsor, year of authorization, year of dedication, authorizing law, and major themes represented in the work. The catalogue is a first step in understanding spatial and thematic patterns for commemorative works.



## Interactive Map

Using data from the catalogue, NCPCC produced an online interactive map to help the public locate and learn about commemorative works in the nation's capital. The tool allows anyone to view memorials by theme, and see the full history and significance of each. Additionally, each entry can include photos and comments from the public. Due to public feedback and interest, additional commemorative works in northern Virginia and Maryland will be included in a second release of the map in early 2012.

## Commemorative Works and Monumental Features

NCPC has significant responsibilities for reviewing the location, design, and program of commemorative works in Washington, DC and surrounding environs. In FY 2011 the Commission reviewed a collection of projects that contribute to Washington’s ceremonial and commemorative landscape, including:

- ▶ Final plans for reconstruction of the National Mall’s three easternmost center lawn panels
- ▶ Concept designs for perimeter security at the Jefferson Memorial
- ▶ Concept designs for the Dwight D. Eisenhower Memorial
- ▶ Preliminary plans for the National Museum of the United States Army
- ▶ Revised concept plans for the Smithsonian National Museum African American History and Culture

Additionally, NCPC sits on the National Capital Memorial Advisory Commission, which provides early review of the subject matter and location of commemorative proposals. For example, comments were provided on the proposed Adams Memorial to honor former President John Adams, his wife Abigail Adams, former President John Quincy Adams, and the family’s legacy of public service.

### Quick Fact

There are **18** memorials to presidents. Washington and FDR have two each, and Lincoln has three.



Source: *Washington as Commemoration Study*

### NCPC SPEAKER SERIES: Beyond Granite – Global Approaches to Commemoration

Are permanent tributes in stone and bronze the best way to pay tribute to America’s most significant people and events? Or might temporary public art installations prove to be powerful alternatives to the nation’s commemorative landscape? These were a few of the questions addressed by a trio of international public art experts at the December 2010 session designed to shape NCPC’s work on commemoration. The program featured an examination of several high-profile temporary installations including exhibits at the Fourth Plinth in London’s Trafalgar Square and “Tribute in Light” at Ground Zero in New York City. On the following day, NCPC hosted an informal discussion with several of the panelists, as well as historians and colleagues from Washington’s arts and planning communities. Participants exchanged ideas about introducing the concept of temporary art in a commemorative context to Washington.

### Moving Beyond Granite

As a result of the ideas sparked by the Beyond Granite forum, NCPC and GSA’s National Capital Region Office of Planning and Design Quality partnered to sponsor a juried design competition for a site-specific outdoor, temporary installation in Washington, DC. The competition, scheduled for 2012, is intended to support a broad public dialogue about forms of remembrance and celebration beyond permanent commemoration. The competition will be conducted through GSA’s Design Excellence Program.



A gigantic “Ship in a Bottle” on London’s Fourth Plinth and New York City’s “Tribute in Light” demonstrate the breadth of opportunity afforded through temporary commemoration.

# Priority Areas

**SECURITY** | While much has changed in the decade following 9/11, recent projects in the National Capital Region demonstrate that safety, accessibility, and beauty are enhanced when security and urban design are considered together. NCPC champions effective and innovative approaches to security and design at both the individual building and precinct level through project review and planning initiatives.



The competition-winning design submitted by Rogers Marvel Architects best met the goals of beautifying the security components and improving the visitor experience at President's Park South.

## **President's Park South Design Competition**

Twenty-three firms submitted proposals to improve and beautify the security components and improve the visitor experience at President's Park South, located between the White House grounds and Constitution Avenue, NW. Based on the review and recommendations of the selection committee, NCPC invited five talented design firms to advance to the design phase of the competition. Following a public exhibition at the White House Visitors Center and a live showcase of the designers' plans to NCPC's Interagency Security Task Force, NCPC Chairman L. Preston Bryant, Jr. announced that Rogers Marvel Architects of New York City won the competition.

Rogers Marvel's design defines the edge of the Ellipse by adding a seating wall with integrated pedestrian lighting, while subtly raising the grade of the Ellipse. This establishes a new security feature, reinforces the Ellipse as an event space, and minimizes the visual appearance of adjacent surface parking. The design culminates in a new E Street terrace that joins the enhanced space of the Ellipse with the White House South Lawn. Should threat conditions change in the future, this design could also accommodate re-opening E Street, NW without significant changes.

12 The results of NCPC's design competition will inform the development of alternatives for President's Park South that will be undertaken by the National Park Service and the United States Secret Service.

## Federal Triangle Security and Public Space Initiative

In coordination with GSA and the Interagency Security Committee (ISC), NCPC's Interagency Security Task Force undertook a joint effort to comprehensively evaluate the physical security needs of the agencies located within the Federal Triangle. This project is unique because it looks at perimeter security not only for individual buildings, but for a multi-block city center precinct with multiple tenants.

In the project's first phase the team documented existing security needs and identified building-specific security solutions in accordance with standard ISC procedures. In the second phase, scheduled for completion in early 2012, the group will develop comprehensive campus-wide recommendations that address the Federal Triangle's perimeter security needs while enhancing its public space and design environment.



## Promoting an Active and Open City

Security concerns often lead federal agencies to limit public access around and within their facilities. However, several projects reviewed by NCPC this year provided innovative solutions that fostered inviting and activated public space without compromising security.

These efforts are best epitomized by GSA's plans to add 13,000 square feet of publicly-accessible street level retail to the E Street side of their national headquarters building in Northwest Washington (shown right). This bold approach, coupled with a decision to limit perimeter security, is the result of close collaboration between GSA and NCPC. The proposed ground level retail and public space design demonstrate an overall shift in federal real estate policy towards greater integration with the surrounding community.

Other security-related projects reviewed that successfully balanced public access needs included the H. Carl Moultrie I Courthouse at 500 Indiana Avenue, NW and the National Park Service's plans for improvements surrounding the Jefferson Memorial.

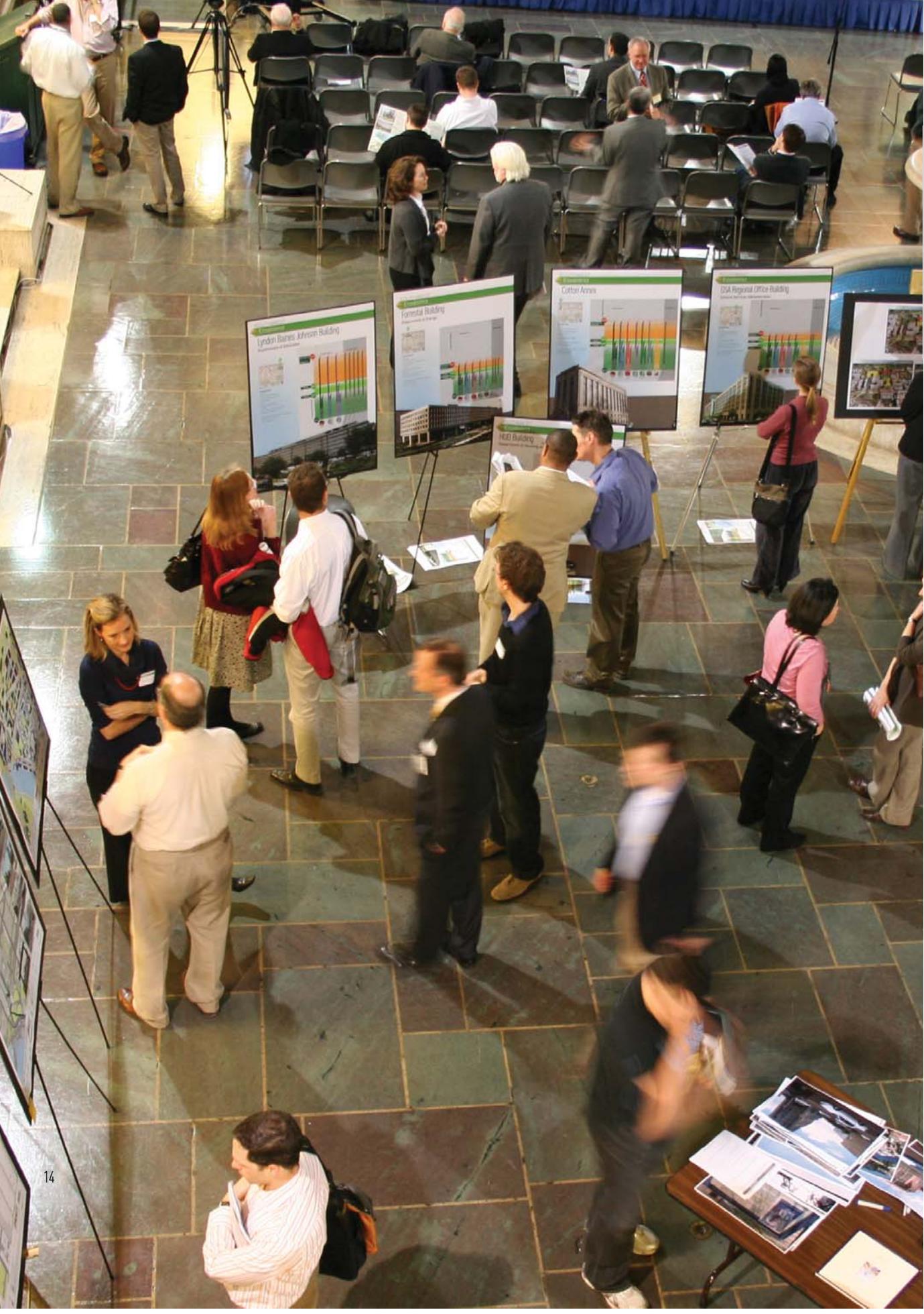


### NCPC SPEAKER SERIES: Redefining Security a Decade After 9/11

NCPC reflected on the tenth anniversary of 9/11 by hosting a panel discussion to examine the current state of security and effective ways to balance security with good design. Representing the security, architecture, and landscape architecture professions, the panelists discussed the evolution and state of the threat environment today; work underway to provide facilities and public spaces with the next generation of security; and future security trends.



Speaker Series panelist Thomas Vonier



## Outreach

REGIONAL RELATIONSHIPS | Federal choices on location, transportation, design, and security continue to shape the region's economic growth and land development, and create opportunities and challenges for host communities. NCPC initiates and supports conversations between federal and regional representatives about projects, activities, and long range goals to help align interests and promote livable, sustainable, and prosperous development.

### Region Forward

NCPC worked collaboratively with the Metropolitan Washington Council of Governments (MWCOCG) on regional planning. The 2011 priority was implementing *Region Forward*, a vision and action strategy adopted by all 21 jurisdictions in the National Capital Region and formally supported by NCPC. The Region Forward Coalition will establish benchmarks, define and support "complete communities," and identify implementation strategies. As a coalition member, NCPC provided perspectives on federal interests and shared federal and regional concerns, particularly development around transit hubs.

### Opportunities at Saint Elizabeths

To strategically support the District of Columbia's short and long term development goals, NCPC coordinated efforts among federal and local government agencies to fully capture opportunities created by the construction of a new consolidated headquarters for the Department of Homeland Security (DHS) at the Saint Elizabeths West Campus in Southeast Washington. NCPC facilitated multiple informal meetings and brown-bag discussions among federal and District agency stakeholders, and conducted research into local and national best practices to inform discussions.

#### NCPC SPEAKER SERIES: Meet RIC – Introducing the Homeland Security Regional Innovation Cluster

In March, NCPC presented the region's newest player: the Homeland Security Regional Innovation Cluster (aka RIC). As part of the event, state and local economic development experts, and federal agency leaders, outlined strategies for spurring innovation and regional economic growth. The session specifically focused on the unique opportunities presented by development of the new DHS headquarters at Saint Elizabeths.



David Robertson, Executive Director of the Metropolitan Washington Council of Governments, moderates a discussion on Regional Innovation Clusters with state and local leaders.

## Coordinating Federal Development with Local Goals

In 2011, NCPC organized several in-depth meetings bringing together regional planning, economic development, and transportation staffs with federal facilities representatives. These parties discussed short and long term development projects, federal development review procedures, and shared information. This included a February meeting with representatives from Fairfax County, Virginia, and the U.S. Post Office, Fort Belvoir, and the NPS. A November 2010 meeting coordinated by NCPC with Prince George's County, Maryland and GSA representatives focused on attracting federal facilities and coordinating development near existing federal sites and at under-utilized Metrorail stations. In February, NCPC organized a tour of the Saint Elizabeths East Campus and the Suitland Federal Center. This tour was designed to bring together the planning and economic development officials from the District and Prince George's County, along with federal officials from GSA and DHS. The event provided an opportunity to exchange ideas about using federal development as a community development anchor, and to work collaboratively to strengthen development around the Metro Green Line transit stations located in both jurisdictions.

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## Regional Representation and Engagement

NCPC staff provides federal perspectives through representation on several boards and committees. Executive Director Acosta represents the federal government on the Washington Metropolitan Area Transit Authority Board. NCPC representatives serve on MWCOG's Transportation Planning Board, the Planning Directors Task Force, and the Climate, Energy, and Environmental Policy Committee; the District Board of Zoning Adjustment; and the Foreign Mission Board of Zoning Adjustment. NCPC staff actively participates in regional conversations and events sponsored by the Chesapeake Crescent Initiative, Region 2030, the Urban Land Institute's Regional Leadership Institute, the Coalition for Smarter Growth, and the Smart Growth Alliance.

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### NCPC SPEAKER SERIES: Agents of Change – Integrating Federal Facilities into Local Communities

NCPC and the Urban Land Institute looked at the evolving federal workplace and its influence on host communities. Four panelists representing federal and local governments and the private sector, discussed the impacts of federal facilities, including innovative strategies that can contribute to community and regional goals. They also examined whether government location policies intended to maximize the federal workforce's presence in Washington should be modified to include transit-oriented development sites throughout the region.

The completion of the U.S. Bureau of Alcohol, Tobacco, Firearms and Explosives headquarters, together with a new infill Metro station, has spurred redevelopment of the neighborhood north of Massachusetts Avenue (NoMa).



# Outreach

**MAKING CONNECTIONS** | Citizen engagement is a hallmark of successful planning, and NCPC strives to make sure that all Americans can be a part of the agency's work. NCPC provides a number of opportunities for the public to learn about and get involved in planning the nation's capital.

## We're Live

As part of the agency's Open Government efforts, NCPC began streaming live video from all Commission meetings, Speaker Series events, and special in-house educational sessions. Hundreds of people from across the country tuned in to [www.ncpc.gov/live](http://www.ncpc.gov/live) in June to watch the five President's Park South Design Competition finalists present their proposals.



## We're Open

NCPC published its Open Government Plan in March 2011 after soliciting public comments on the draft. The plan outlines a number of proposed initiatives that will provide the public with enhanced access to the agency's records and data, and employs technology to provide new opportunities for engagement.

## Lights, Camera, Action

With more than 70 videos, NCPC's growing library of online media continues to be a source for succinct, informative, and engaging updates about the agency and its work. Each month NCPC produces new features highlighting the agency's initiatives and events. NCPC's videos are available at [www.ncpc.gov/cinema](http://www.ncpc.gov/cinema).

## Taking to the Airways

NCPC staff were interviewed by Federal News Radio several times this year to inform their colleagues about the agency's plans and initiatives, and how they affect the federal government and its workers. Interview topics included evolving plans for building perimeter security, updated Comprehensive Plan policies on workplace and transportation, and the President's Park South Design Competition.

## Becoming More Social

NCPC expanded its use of social media, by adding Twitter to its list of civic engagement tools. The agency also partnered with several area blogs to conduct three live chats focused on the updates to the Comprehensive Plan, the Southwest Ecodistrict Initiative, and efforts to balance historic preservation and urban design.

### Quick Fact

NCPC's first live-streamed Commission meeting received

**2,198**

views since May 2011.

## Leading and Learning

NCPC welcomed several planning and design experts to speak at its offices this year, including British architect and urban planner Tim Stonor, former Miami Planning Director Ana Gelabert-Sanchez, and Lisa Sturtevant of George Mason University's Center for Regional Analysis. NCPC staff also spoke at several regional and national events, including the Annual Loeb Fellowship Lecture at the Harvard University Graduate School of Design, the U.S. Green Building Council Government Summit, the GreenGov conference, and the American Planning Association national conference.

NCPC staff hosted several foreign delegations and planners at the agency's offices in downtown Washington. Visitors from China, Russia, Panama, Belgium, and Switzerland learned about NCPC's mission and current planning initiatives.



## Core Programs

The pace of change at federal facilities is faster than ever. Challenges include balancing security and sustainability, managing transformations in technology, telework programs and new business practices, and adjusting to the impacts of BRAC and other major federal projects. Three core programs guide NCPC's ongoing role shaping federal development in the National Capital Region: the *Comprehensive Plan for the National Capital*, the *Federal Capital Improvements Program*, and its monthly review of plans and projects.

### Comprehensive Plan for the National Capital Region

NCPC began updating the federal elements of the *Comprehensive Plan for the National Capital* (Comp Plan) in response to regional and federal development goals and in support of the agency's most recent planning initiatives. The policies within the Workplace and Transportation Elements were the first reviewed, with updates released for public comment this year.

Additionally, NCPC began development of the first-ever Urban Design Element. This addition to the Comp Plan, crafted in concert with NCPC's Urban Design Task Force, is intended to consolidate existing design policies and provide additional guidance to define and strengthen the design of federal facilities and public spaces.



### Federal Capital Improvements Program (FCIP)

Every year, NCPC prepares a six-year program of capital projects proposed by federal agencies throughout the National Capital Region as part of its legislative mandate. This year, staff developed software that allowed agencies to submit their information online, allowing the data to be efficiently reviewed and commented on by NCPC staff. Data was then imported directly into a document shared with federal and local government agencies for review and comment. This allowed staff to shift efforts from collecting data to working with local and federal stakeholders to make the information more useful and informative.

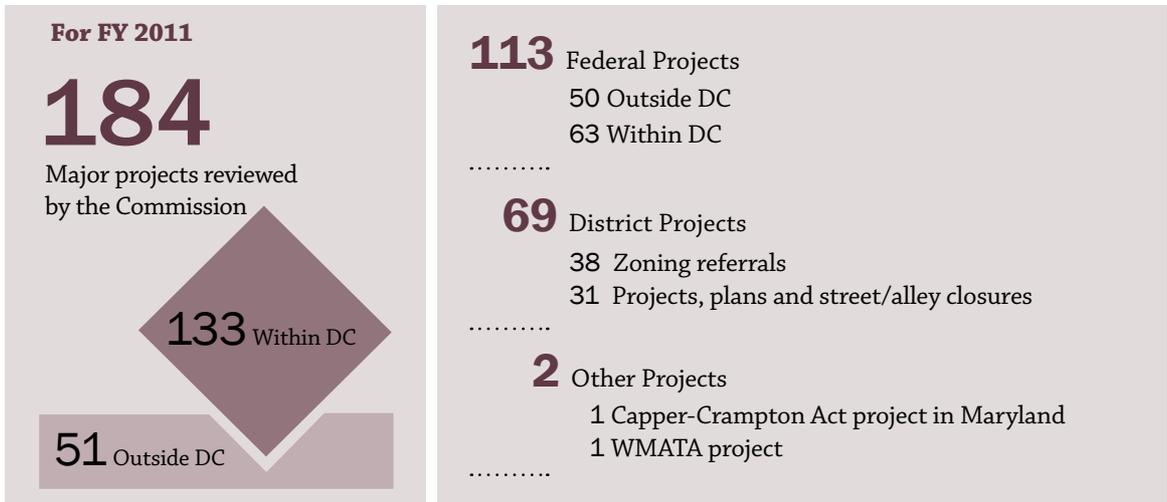
The FCIP for Fiscal Years 2012-2017 contains 142 projects submitted by 14 different federal agencies with an estimated total cost of \$5.3 billion. The Department of the Army has the most projects with 44 and the Department of Agriculture is second with 13. Of the projects, 40 are in the District of Columbia, 33 in Maryland, and 40 in Virginia. NCPC submitted 29 projects for future programming.



# Core Programs

## Urban Design and Plan Review

The Commission reviews federal development projects within the District of Columbia and the surrounding region to ensure that they are consistent with the Federal Elements of the Comprehensive Plan and existing laws. These projects include master plans, individual site and building projects, antennas on federal property, and chanceries (non-residential diplomatic buildings) in the International Chancery Center. In addition, the Commission reviews projects submitted by the District of Columbia government and certain zoning related matters. Following each monthly meeting, Commission Actions are posted and archived on the agency's website.



## Agency Coordination

While NCPC staff continued to host consultations with federal agencies throughout the region, this year staff focused heavily on coordination with the Department of Defense (DoD), as the agency sought to meet the deadline-driven development objectives of the 2005 Base Realignment and Closure (BRAC). This dialogue was also important to better synchronize NCPC's requirements for updated master plans, including transportation management plans, with the environmental review and project authorization process used by the DoD.

**NCPC SPEAKER SERIES: Contemporary Design, Historic City – Balancing Innovation & Preservation**

Because the city is filled with many historic structures and landmarks, architectural preservation in the nation's capital receives a lot of attention. Yet, there is a growing need for new development and a desire for more modern and innovative architecture. Making sure the two can successfully co-exist is the responsibility of the agencies involved in the planning and design review process. In June NCPC invited a panel of distinguished design and planning experts to explore how Washington can welcome new innovative design into its urban fabric while preserving its architectural heritage.



Beyer Blinder Belle

To accommodate the relocation of the DC Court of Appeals at Judiciary Square, a contemporary glass entry pavilion was added to the Historic DC Courthouse, one of the oldest public buildings in the nation's capital.

# Urban Design and Plan Review: Summary

## BALANCE

### Serving the Federal and Hometown City

NCPC's review process provides an ongoing, collaborative approach to identify and address solutions for the day-to-day and project-based issues that arise between federal and local interests. This is particularly true in Washington, DC, the seat of the federal government and home to major federal facilities, national parks, and foreign missions. In addition to working closely with the District of Columbia regarding federal proposals, NCPC's responsibilities include review of changes to the District zoning code and approval of the District Elements of the Comprehensive Plan. Additionally, NCPC reviews development proposals by the District of Columbia government, including street and alley closings and some private sector development.

#### FY 2011 highlights include:

- ▶ Cardozo and Dunbar Senior High School Renovations
- ▶ University of the District of Columbia Student Center
- ▶ Zoning Code updates on Height, Green Area Ratios, and Parking
- ▶ Water Street, SW street closing in support of Southwest Waterfront redevelopment



Andrzej

- ▶ Burnham Place, a mixed-use development, will become a new access point to historic Union Station and an integral part of the Capitol Hill historic neighborhood. NCPC's review considered federal interest issues such as views and compatibility with adjacent historic federal buildings.

## DESTINATIONS

### Guiding the Character of the Nation's Capital

NCPC's review activities are most visible through the iconic monuments, museums, public spaces, and landmark federal buildings that visitors come to see. Not content to simply preserve the past, NCPC encourages innovation in design, sustainability, security, and operations. These advancements support quality visitor destinations and federal workplaces. Additionally, NCPC's review process seeks to ensure that the capital's most important destinations work together as a visual ensemble, while allowing the mission of each individual venue to be celebrated.

#### FY 2011 highlights include:

- ▶ Jefferson Memorial Perimeter Security
- ▶ Smithsonian National Museum of African American History and Culture
- ▶ National Museum of the United States Army
- ▶ Dwight D. Eisenhower Memorial
- ▶ Federal Triangle Building Identification Signs
- ▶ United States Diplomacy Center
- ▶ General Services Administration Headquarters Modernization



- ▶ The National Mall Master Plan calls for a variety of amenity and infrastructure updates, including reimagining the Sylvan Theater, Union Square, and Constitution Gardens.

## COORDINATE

### Connecting With Host Communities

NCPC continued its work with federal applicant agencies and local communities. Major initiatives generated by BRAC actions and the consolidation of the Department of Homeland Security (DHS) facilities remained a significant focus. In 2011, NCPC reviewed a variety of projects and master plans for DoD installations. DHS moved forward on plans for the Saint Elizabeths West Campus and commenced construction on the U.S. Coast Guard headquarters. NCPC also reviewed the master plan for DHS's Nebraska Avenue Complex in Northwest Washington. In scope, scale and impact, these federal installations will permanently change the region and their host communities.

Through its review of larger projects, NCPC looks for ways to leverage opportunities, including ways to spur private innovation, regional economic growth, and sustainable operations. NCPC also plays a critical role supporting ongoing coordination among applicant agencies and local stakeholders.

#### FY 2011 highlights include:

- ▶ Nebraska Avenue Complex Draft Master Plan
- ▶ Joint Base Anacostia-Bolling Draft Master Plan
- ▶ A variety of projects at Fort Belvoir and Marine Corps Base Quantico



U.S. Army Corps of Engineers photo by Marie Barnes

- ▶ The National Geospatial-Intelligence Agency East at Fort Belvoir is now the region's third largest federal building, eclipsed only by the Pentagon and the Ronald Reagan Building.

## OPENINGS

### Supporting New Facilities and Venues

For large, complex projects, NCPC may work with applicants over months or years, with Commission review occurring at key stages. This early and continuing review allows issues to be addressed effectively. FY 2011 saw the completion of numerous projects NCPC reviewed in previous years. Many were funded through BRAC and the American Recovery and Reinvestment Act. These openings include improved visitor facilities, new parks and commemorations, and critical venues to help federal agencies meet national needs.

To the stakeholders associated with each of these projects, NCPC says congratulations on a job well done!

#### 2011 Openings Include:

- ▶ Georgetown Waterfront Park Phase III
- ▶ National Geospatial-Intelligence Agency
- ▶ Martin Luther King, Jr. National Memorial
- ▶ Walter Reed National Military Medical Center Bethesda
- ▶ Intrepid Medical Center
- ▶ National Capital Region Administrative Facility at Joint Base Andrews
- ▶ Fort Belvoir Community Hospital



Tim Hursley

- ▶ The bold new headquarters of the U.S. Institute of Peace, designed by architect Moshe Safdie, epitomizes a balance of contemporary design within Washington's historic city.



### **Framework Plan Wins ASLA Professional Award**

The American Society of Landscape Architects (ASLA) recognized the *Monumental Core Framework Plan* with an Honor Award in its Analysis and Planning category. ASLA presented the award during its Annual Meeting and EXPO held in San Diego in November 2010. The Framework Plan, a joint effort of NCPC and the U.S. Commission of Fine Arts, prepared by AECOM, is an ambitious effort that over the next thirty years will guide planning, development, and investment decisions to transform Washington's monumental core into a more livable and sustainable destination.

# Recognition

## Commission Changes

Presidential appointee Herbert F. Ames completed his term in 2011. NCPC thanks Commissioner Ames for his six years of service. District Mayor Vincent C. Gray appointed Robert D. Miller and reappointed Arrington Dixon as mayoral representatives to the Commission. The Commission also welcomed Howard A. Denis, serving for Representative Darrell Issa, and Meghan Vahey, representing DC Council Chairman Kwame R. Brown.

## North Capitol Study Wins Local Award

The American Institute of Architects DC Chapter named the North Capitol Street Cloverleaf Feasibility Study winner of a Washington Unbuilt Honor Award. AIA DC presented the award during Architecture Week in September 2011. The honor recognizes the efforts by NCPC, the DC Office of Planning, DC Department of Transportation, and Perkins Eastman (formerly EEK) to transform an underused cloverleaf at North Capitol and Irving Streets into an attractive gateway to the city.

## Executive Director Named WMATA Board Voting Member and Committee Chair

In November 2010 NCPC Executive Director Marcel Acosta was elevated to a voting member of the Washington Metropolitan Area Transit Authority Board of Directors (WMATA). Mr. Acosta was appointed an alternate member of the Board in January 2010 and is one of two federal members currently serving. Mr. Acosta was also named Chair of WMATA's Planning, Program Development, and Real Estate Committee.

## NCPC Wins Government Communications Awards

The National Association of Government Communicators recognized NCPC's efforts in two categories at its 2011 Blue Pencil & Gold Screen Awards. The first place Blue Pencil Award honored graphic design work associated with the Daniel Burnham documentary film screening held on the National Mall in June 2010. The agency's monthly e-newsletter ranked second nationally and received a Gold Screen Award. There were more than 430 nominations.

## Committee of 100 Awards



The Committee of 100 on the Federal City awarded the Civil War Defenses of Washington (CWDW) Trail a 2011 Vision Award. This multi-year project was spearheaded by the National Park Service in partnership with the City of Alexandria, Arlington County, Fairfax County, and the Washington Area Bicyclists Association. The CWDW Trail, an identified "Big Idea" prioritized in the CapitalSpace plan, of which NCPC is partner, is an urban greenway that will connect the network of Civil War earthwork forts and adjacent parkland.

The Committee of 100 also presented a posthumous Lifetime Achievement Award to former NCPC Chair Elizabeth "Libby" Ulman Rowe. President Kennedy appointed Rowe as NCPC's first female Chair in 1961 (she led the Commission until 1968).

## New Media Manager Honored

NCPC Web and New Media Manager Christian Madera participated in this year's MIT Knight Civic Media Conference in Cambridge, Massachusetts in June 2011. The invitation-only conference brought together leading journalists, technologists, and civic leaders to share information about how technology is used to improve and empower communities around the world. Planetizen also named Mr. Madera as one of its top 25 Leading Thinkers in Urban Planning and Technology.

## Exceeding Expectations

NCPC staff continued their philanthropic ways by giving generously. Staff rose to the occasion and contributed nearly \$20,000 to the Combined Federal Campaign through in-kind donations and money raised through an auction of staff-donated items. 93 percent of NCPC staff participated, a two percent increase over the previous year's participation rate.

# Fiscal Year 2011

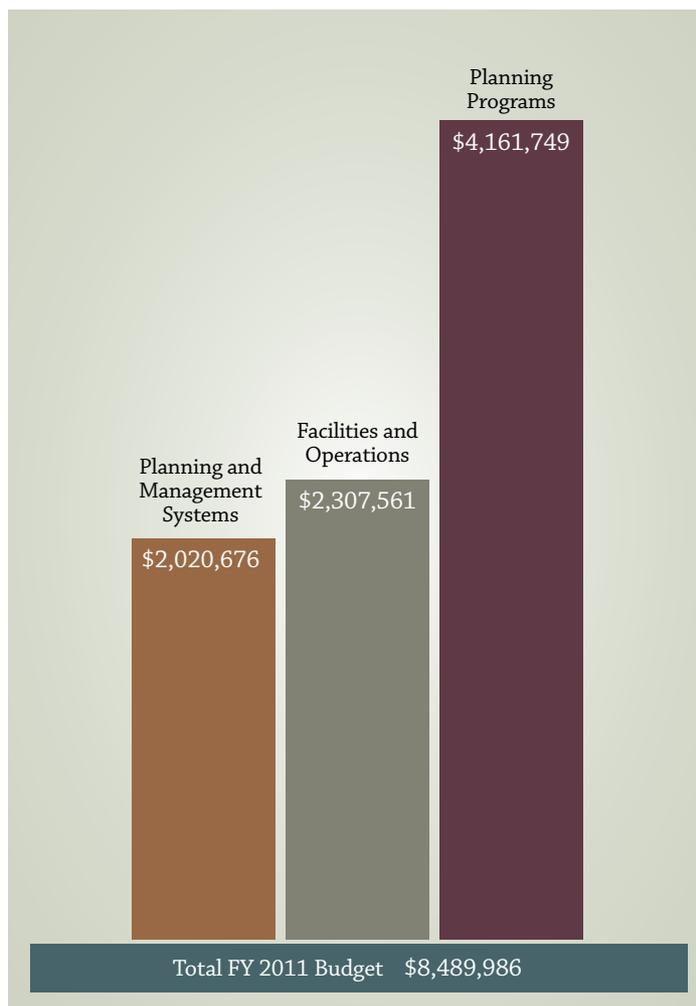
The National Capital Planning Commission operated at peak efficiency, meeting its core objectives and taking on new initiatives despite a slight decrease over the previous year's budget.

In the past year, the Commission and its planning partners made significant strides in encouraging the application of sustainable best practices throughout the National Capital Region, advancing new approaches to national commemoration, promoting a more fully integrated security infrastructure, and reviewing federal development projects to ensure that they meet the highest standards of architecture and urban design.

NCPC continued to ensure that its financial management and accounting practices, internal controls, and financial reporting are performed at the highest possible standards. The Department of Treasury scored NCPC's budgetary financial reporting as "GREEN" in recognition of performance meeting the highest standard for accuracy and timeliness.

In meeting NCPC's Small Business Administration's Procurement Preference Goal, 50 percent of agency procurements were awarded to small businesses, well above the 32 percent goal.

In FY 2012, the agency plans to build upon its success and continue to promote efficiencies across all agency activities.



# Looking Ahead

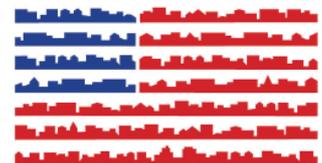
## The Southwest Ecodistrict Report

In early 2012 NCPC will publicly release the Southwest Ecodistrict report, which provides future development scenarios and strategies to manage stormwater, energy, and waste area-wide. These recommendations, together with the DC Office of Planning's *Maryland Avenue SW Plan*, will guide the sustainable redevelopment of key sections of Southwest Washington into a vibrant, multimodal, mixed-use neighborhood with cultural attractions, public spaces, and other amenities.

## Comprehensive Plan Updates Continue

NCPC will continue to update the federal elements of the Comprehensive Plan. With draft polices complete on the Transportation and Federal Workplace Elements, the next elements scheduled for review include Parks and Open Space and the Federal Environment. Additionally, the Urban Design Task Force charged with development of the all-new federal element will continue to explore the values critical to the character of the nation's capital and incorporate these into policy guidelines.

## NCPC > Comprehensive Plan



for the National Capital Region

## Temporary Commemoration Installation

NCPC and GSA's National Capital Region Office of Planning and Design Quality will jointly sponsor a juried design competition leading to the display of an outdoor, temporary installation in the heart of the Federal Triangle. The competition and installation are intended to support a broad public dialogue about forms of remembrance and celebration beyond traditional permanent commemoration, and explore more timely, cost-effective, and creative approaches to share nationally important stories.



## Commemoration Report

NCPC, in concert with the NPS, is preparing a report on key commemoration issues in the nation's capital. The report builds on the research from the *Washington as Commemoration* study to identify and explore challenges and different approaches for reviewing the location, design, and subject of commemoration proposals.

## Security in the Federal Triangle

GSA, the Interagency Security Committee, and NCPC staff will jointly advance the comprehensive evaluation of the physical security needs of the federal agencies located in the Federal Triangle. Based on earlier building-specific evaluations, the partnering agencies will develop comprehensive "campus-wide" recommendations that address the Federal Triangle's perimeter security needs while enhancing its public space.

## (r)Evolutionary Parks - The Future of Public Space

NCPC, the Trust for the National Mall, the City Parks Alliance, and the National Archives will host a public event in January 2012 offering fresh perspectives on successful public spaces, and how people use and enjoy public parks. The proposed program will be a companion event to the design competition the Trust is currently sponsoring to redesign three spaces on the National Mall.

## Anticipated Major Project Reviews in 2012

- ▶ Dwight D. Eisenhower Memorial
- ▶ National Museum of African American History and Culture
- ▶ Washington Monument Visitor Screening Pavilion
- ▶ Washington Navy Yard Master Plan
- ▶ Fort Belvoir Master Plan
- ▶ Pentagon Master Plan

## NCPD Staff FY 2011

### Office of the Executive Director

Marcel Acosta, Executive Director  
Barry S. Socks, Chief Operating Officer  
Christine L. Saum, Chief Urban Designer

### Office of the General Counsel

Anne R. Schuyler, General Counsel

### Office of the Secretariat

Deborah B. Young, Secretariat  
Marcella M. Brown, Information Resources Specialist  
Long Diep, Management and Program Assistant

### Office of Public Affairs

Lisa N. MacSpadden, Director\*  
William H. Herbig, Urban Planner  
Paul A. Jutton, Graphic Designer  
Christian P. Madera, Web and New Media Manager  
Scott Sowers, Multi-media Specialist  
Stephen O. Staudigl, Public Affairs Specialist

### Office of Administration

Charles 'Jody' Rieder, Director  
Stefanie D. Brown, Support Services Specialist  
Tony D. Champ, Information Technology Manager  
Camille R. Lewis, Human Resources Assistant  
Patricia Thompson, Information Receptionist  
Phyllis A. Vessels, Human Resources Officer  
Roszonna E. Whitsett, Management Assistant

### Office of Intergovernmental Affairs

Julia A. Koster, Director  
Andrea L. Lytle Peet, Urban Planner\*

### Physical Planning Division

William G. Dowd, Director  
Elizabeth D. Miller, Senior Urban Planner  
Sarah Moulton, Urban Planner  
Diane Sullivan, Urban Planner  
Amy Tarce, Urban Planner  
Kenneth T. Walton, Architect - Urban Design

### Policy & Research Division

Michael A. Sherman, Director  
Kael W. Anderson, Urban Planner  
Eugene A. Keller, Urban Planner  
Lucy Alden Kempf, Urban Planner  
Stacy T. Wood, Urban Planner  
David A. Zaidain, Senior Urban Planner

### Urban Design & Plan Review Division

David W. Levy, Director  
Shane L. Dettman, Senior Urban Planner  
Carlton E. Hart, Urban Planner  
Jennifer Hirsch, Historic Preservation Officer  
Jeffrey L. Hinkle, Urban Planner  
Cheryl Kelly, Urban Planner  
Michael W. Weil, Urban Planner  
Nancy Witherell, Historic Preservation Officer\*

\* Departed agency service mid-year.

### Student Interns

Justin Chapman, Harvard University  
David Foster, West Virginia University  
Diana Gonzalez, University of California, Los Angeles  
Brandon Gordon, University of Maryland  
Jay Rauschenbach, Virginia Tech  
Deborah Schrimmer, University of California, Davis  
Kim Sparling, Massachusetts Institute of Technology  
Kelly Wagner, University of Virginia  
Stephanie Winnicki, University of Maryland

### DC Summer Youth Employment Program - Interns (SYEP)

Johnwilliam Carroll  
Brielle Catalan



## Commission Members

### Presidential Appointees

L. Preston Bryant, Jr., NCPC Chairman  
John M. Hart  
(Third Seat vacant)



### Mayoral Appointees

Arrington Dixon  
Robert D. Miller, NCPC Vice Chairman



### Ex Officio Members

The Honorable Leon E. Panetta  
Secretary of Defense  
Represented by Bradley Provancha



The Honorable Ken Salazar  
Secretary of the Interior  
Represented by Peter May



The Honorable Martha N. Johnson  
Administrator of General Services  
Represented by Mina Wright



The Honorable Joseph I. Lieberman  
Chairman, Committee on Homeland Security  
and Governmental Affairs  
U.S. Senate  
Represented by Elyse Greenwald



The Honorable Darrell Issa  
Chairman, Committee on Oversight and  
Government Reform  
U.S. House of Representatives  
Represented by Howard A. Denis



The Honorable Vincent C. Gray  
Mayor, District of Columbia  
Represented by Harriet Tregoning



The Honorable Kwame R. Brown  
Chairman, Council of the District of Columbia  
Represented by Megan Vahey





# The Federal Planning Agency for the Nation's Capital

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