

# NATIONAL MALL TIDAL BASIN IDEAS LAB MANUAL



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“The National Mall—the great swath of green in the middle of our capital city and stretching from the foot of the United States Capitol to the Potomac River—is America’s civic stage. This historic open space with its planned vistas provides an inspiring setting for national memorials, many of them symbols of our democracy. It also provides a visual connection between the branches of government, and a backdrop for government buildings and the great cultural institutions of our nation. For more than 200 years it has symbolized our nation and its democratic values, which have inspired the world. ‘We the People’ come here to demonstrate our rights and celebrate our freedoms, our history and culture, our unity and diversity, and our way of life.” —**NATIONAL MALL PLAN 2010**



National Trust *for*  
Historic Preservation®



TRUST FOR THE  
NATIONAL  
**MALL**

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# WELCOME TO THE IDEAS LAB FOR THE NATIONAL MALL TIDAL BASIN

On behalf of the millions of visitors to the National Mall Tidal Basin, we are pleased to welcome you to the Ideas Lab—an innovative, collaborative, and multidisciplinary design exercise.

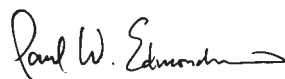
Presented by American Express and sponsored by the National Trust for Historic Preservation, the Trust for the National Mall, and the National Park Service, this is the first critical step in a multi-phased process that is intended to raise awareness, elevate an important discourse, and educate and engage the public about the future stewardship of the Tidal Basin. We are delighted that you are adding your name to our list of partners, along with Skidmore, Owings & Merrill LLP (SOM) who is serving as Civic Partner to the Ideas Lab.

The historic National Mall Tidal Basin is one of our nation's most iconic, significant, and beloved public cultural landscapes and commemorative spaces. A complex, 107-acre public place with remarkable scenic, recreational, and symbolic values, the Tidal Basin is a unique and irreplaceable element of the National Mall in Washington, D.C.

Unfortunately, this landscape is endangered. The instability of the land underneath, daily flooding, and crumbling infrastructure threaten its sustainability and visitor enjoyment. With your help, we are taking the first step to ensure that the National Mall Tidal Basin will meet the demands of a changing modern environment. We are grateful that you have agreed to lend your expertise, insight, and creativity to this important effort to reimagine the future of the Tidal Basin with innovative ideas and bold provocations that will respect, preserve, and enhance this iconic landscape.

***Thank you for joining us and we look forward to collaborating with you to help envision a resilient future for the Tidal Basin so that it may endure for generations to come.***

Sincerely,



**Paul Edmondson**

*President and CEO*

National Trust for Historic Preservation



**Catherine Townsend**

*President and CEO*

Trust for the National Mall





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# INTRODUCTION

The National Mall Tidal Basin is an extraordinary public space that plays an important role in crafting the collective memory and legacy of United States history. As part of “America’s front yard,” it is home to some of the most iconic landmarks and traditions in the nation’s capital, including memorials to Thomas Jefferson, Franklin Delano Roosevelt, and Martin Luther King, Jr., as well as the beloved cherry trees.

This cherished and deeply symbolic place is at a pivotal moment, as subsidence, daily flooding, increasing visitation, and crumbling infrastructure threaten its long-term sustainability. To ensure the National Mall Tidal Basin can meet the demands of a changing landscape, the public, and modern safety and accessibility needs, we need a bold, creative, and integrated approach respectful of the symbolism and history of this significant place.

In response to these increasing and complex challenges at the Tidal Basin, the National Park Service (NPS) invited the National Trust for Historic Preservation (NTHP) and the Trust for the National Mall (TNM) to form a partnership to help preserve and enhance the National Mall Tidal Basin for the public benefit. This joint effort capitalizes upon the Trust for the National Mall’s deep technical knowledge and experience in advocating for the site, the National Park Service’s stewardship role, and the National Trust for Historic Preservation’s broad preservation and community outreach expertise.



The centerpiece of the partnership is the National Mall Tidal Basin Ideas Lab, presented by American Express, a new forum for bold creative exploration and innovative thinking to reimagine the future of the Tidal Basin.

Unlike a Design Competition, which typically selects a winner with a conclusive master plan, the Ideas Lab is a platform for the exchange of solutions and approaches between designers, stakeholders, and the public. It is a critical first phase in a multi-phase process to precede and supplement the National Park Service’s mandated environmental review, master planning, and detailed design.

Submissions to the Ideas Lab need not be constrained by current planning and zoning law, budget, or existing approval processes. Results should be provocative ideas that present cultural landscape opportunities in a new light, challenge conventional thinking, and tackle fundamental issues in a comprehensive, integrated, and respectful manner befitting the importance of the Tidal Basin.

Results of the Ideas Lab, intended to inform and engage the public in the National Park Service’s stewardship of the Tidal Basin, will be on view at a curated exhibition in Washington, D.C. in spring 2020 and available widely on a dedicated website. The results will showcase creative collaboration and design opportunities relevant for the Tidal Basin today and for generations to come.



# INTRODUCTION

## RECOGNITION OF THE NATIONAL MALL TIDAL BASIN AS A NATIONAL TREASURE

In April 2019, the National Trust for Historic Preservation announced it was naming the Tidal Basin to its portfolio of National Treasures, publicly signaling its partnership with the Trust for the National Mall, the National Park Service, and American Express to mobilize the public and marshal new resources to “Save the Tidal Basin.” The National Treasure program is the National Trust for Historic Preservation’s signature advocacy program for recognizing places of national significance in need of a long-term preservation solution. It is a revolving portfolio of over 100 diverse and

important places across America where the National Trust mobilizes the full range of its preservation, advocacy, and public engagement resources to secure a historic site’s long-term sustainability.

The media turnout for the press announcement and guided tour by the National Park Service and the Trust for the National Mall of the affected areas near the Thomas Jefferson Memorial was robust and coverage was outstanding, including original reporting in the *Washington Post*, CBS This Morning, Al Jazeera and WAMU-FM, the local NPR affiliate. An *Associated Press* story was carried widely, including in *The New York Times*, and ABC News.

## AMERICA’S 11 MOST ENDANGERED HISTORIC PLACES LIST

To further amplify the challenges facing the National Mall Tidal Basin and the need for a comprehensive, preservation-based solution, NTHP named the Tidal Basin to its 2019 list of America’s 11 Most Endangered Historic Places, an annual list that spotlights important examples of our nation’s architectural and cultural heritage that are at risk of destruction or irreparable damage. The May 2019 announcement garnered widespread media attention, including placements in CNN.com, *USA Today*, and *The Washington Post*.

Launch of the National Mall Tidal Basin National Treasure at the Jefferson Memorial in April 2019.



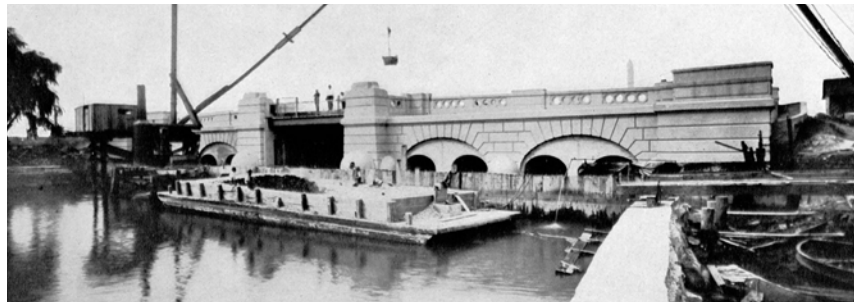
# EVOLUTION OF THE NATIONAL MALL TIDAL BASIN

## REGIONAL AND HISTORICAL CONTEXT

*Flooding is not a new problem on the National Mall.*

The need for the Tidal Basin arose out of a disastrous flood in 1881, which devastated the District of Columbia so severely that much of the southern part of the city was accessible only by boat. Flooded areas included parts of the National Mall such as the Washington Monument, White House Ellipse, and the Capitol.

In the late 19th century, the Army Corps of Engineers embarked on an extensive project on the Potomac River designed to improve the navigability of the river and to address the sedimentary flats that had been deposited along the banks in the area from the White House to the Long Bridge. Following the Civil War, extensive plans were created to create flushing basins that would improve the sedimentation of the Washington Channel.



View of inlet bridge  
under construction.

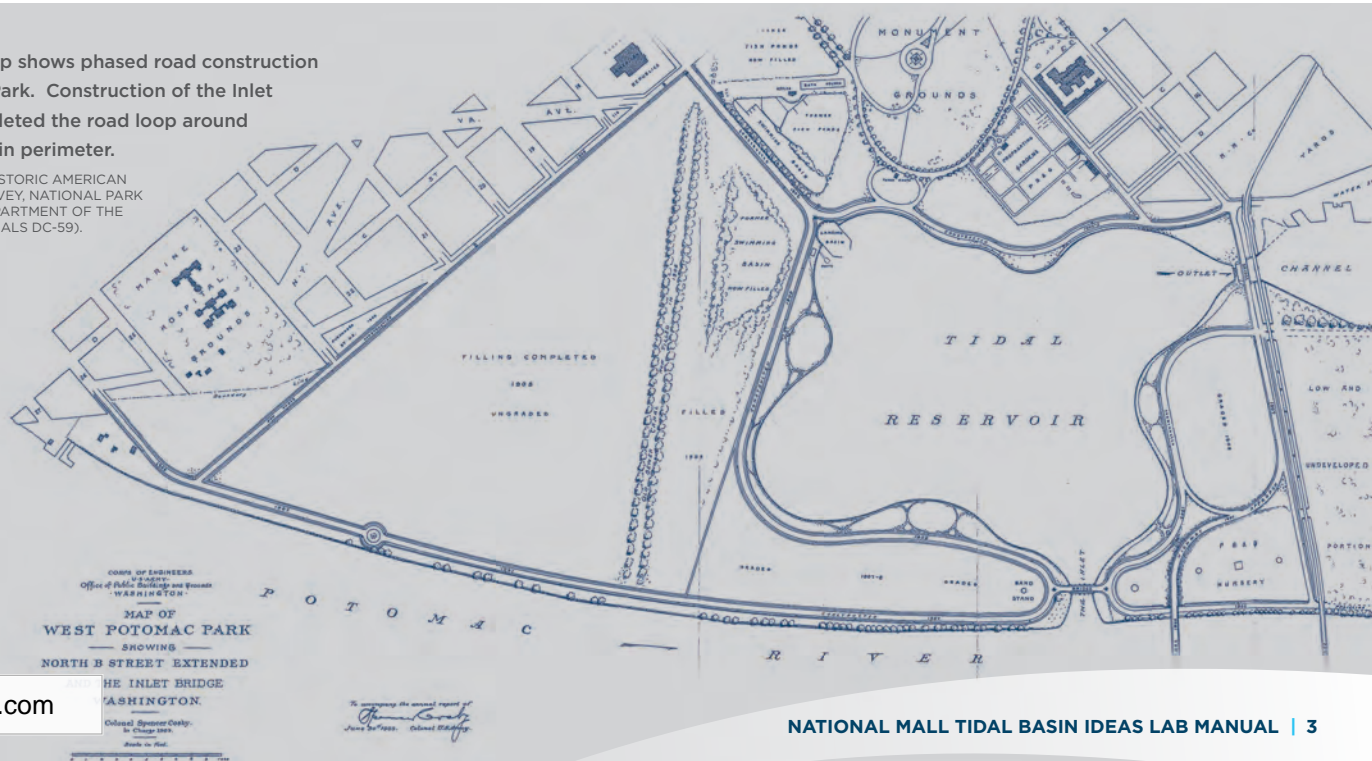
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After the 1881 flood, the Army Corps of Engineers dredged the Potomac River and used sediment from the shipping channel to fill in the tidal wetlands that are now West and East Potomac Park. In 1887, engineers installed gates at the entrance and exit of a newly formed pond (now the Tidal Basin).

The Tidal Basin was designed so that at high tide, the gates open and fill the basin with water. At low tide, the water exits into the Washington Channel, and the rush of water is designed to sweep the leftover sediment away.

This 1908 map shows phased road construction in Potomac Park. Construction of the Inlet Bridge completed the road loop around the Tidal Basin perimeter.

"TIDAL BASIN," HISTORIC AMERICAN LANDSCAPE SURVEY, NATIONAL PARK SERVICE, U.S. DEPARTMENT OF THE INTERIOR, 2017 (HALS DC-59).







This effort resulted in the creation of over 621 acres of reclaimed land from dredge materials and fill—including the 118-acre Tidal Basin and the creation of a seawall to contain the reclaimed land from erosion. In 1897, Congress designated these lands as Potomac Park to be used for the “recreation and pleasure of the people.” The parkland was developed for recreation with drives, bridle paths, swimming and boating facilities, and a bandstand. In 1912, Mayor Ozaki of Tokyo City donated 2,000 cherry trees to D.C. to enhance the growing friendship between the United States and Japan and to celebrate the continued close relationship between the two nations.

Swimmers playing  
“push ball” at the  
bathing beach in 1924.

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## ICONIC CULTURAL LANDSCAPE

The National Mall Tidal Basin is a 19th century hydrological engineering achievement, an integral part of the West Potomac Park landscape, and the setting for renowned monuments reflecting American ideals like freedom of speech, freedom from want, and the fight for civil rights. With the construction of the Jefferson Memorial, completed in 1943, the Tidal Basin began its transformation from recreational park to a setting for major memorials and monuments commemorating significant figures and events in United States history.



Sea wall construction in front of the Jefferson  
Memorial, 1941.

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AMERICAN LANDSCAPE SURVEY, NATIONAL PARK  
BUREAU OF THE INTERIOR, 2017 (HALS DC-59).





Today, there are twelve major historic resources at the Tidal Basin, including those dedicated to Franklin Delano Roosevelt, George Mason, Rev. Martin Luther King, Jr., and Thomas Jefferson, as well as other important historic and cultural resources, including the Cherry Blossom Walkway, Japanese Pagoda, Japanese Lantern, Inlet Bridge, Outlet Bridge, and Kutz Bridge.

The historic National Mall Tidal Basin has evolved into one of the United States' most iconic, significant, and beloved public cultural landscapes and commemorative spaces. It is estimated that 36 million people from all over the globe visit the National Mall annually to experience this great American landscape, and more than 1.5 million visitors come during the National Cherry Blossom Festival to enjoy the stunning bloom of more than 3,700 cherry trees growing around the Tidal Basin.

# EVOLUTION OF THE NATIONAL MALL TIDAL BASIN

**1791**

Washington, D.C. is chosen as the capital city for the new nation, and Pierre L'Enfant drafts his plan for the city layout. Prior to this, American Indians utilized this marshy, estuary area, then part of Tiber Creek (originally called Goose or Tuber Creek), for hunting and gathering.



**1809**

Long Bridge is constructed. This is the first permanent bridge across the Potomac to the new capital city. It occupied almost the exact position as the 14th Street Bridge today. It became so heavily used that Congress decided to build a second bridge 75 feet downstream. The area between the bridges became known as Potomac Flats.



**1815**

The Washington Canal is completed.



**1879**

Major W.J. Twining proposes to create flushing basins with automated gates.

**1882**

Congress appropriates funds for the project overseen by Major Peter Conover Hains.

**1890**

Seawalls are constructed to prevent erosion on reclaimed land.

**1897**

Congress designates 621 acres of reclaimed land and 118 acres of Tidal Basin as Potomac Park.

**1902**

The McMillan Plan establishes the site as a future memorial location. Work continues on the Tidal Basin for many years.

**1907**

The entire perimeter of the Tidal Basin becomes accessible to the public via pathways and roads. The area is popular for walking, driving, and horseback riding.

**1901-1909**

Army Corp of Engineers transfers land to Office of Public Building and Grounds.



**1912**

Thousands of cherry trees are planted, facilitated by influence from First Lady Helen Taft.



*continued*





# EVOLUTION OF THE NATIONAL MALL TIDAL BASIN



Construction starts on the Thomas Jefferson Memorial. On this very same day, a group of 50 women march on the White House with a petition to stop damage to the cherry trees that are to be uprooted by memorial construction. The following day, the same women chain themselves to a tree at the construction site, aiming to stop the work. This event becomes known as the "Cherry Tree Rebellion."

1938

1933

National Park Service assumes authority over Potomac Park.



1943

Construction of the Thomas Jefferson Memorial continues. It is sited at a cross-axis with the White House.

Kutz Bridge is constructed along with the lagoon.



1997

The Franklin Delano Roosevelt Memorial (designed by Lawrence Halprin) is completed.



2002

The George Mason Memorial (designed by Faye Harwell) is completed.



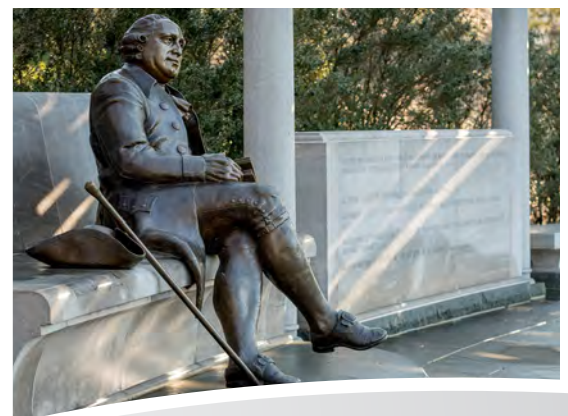
2011

The Martin Luther King, Jr. Memorial (designed by ROMA Design Group) is completed.



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present



# PRESENT-DAY CONDITIONS

Despite the gate system designed to protect it, the Tidal Basin is sinking due to the silt and water of the Potomac Flats. This condition compromises both historic resources and visitors' experiences. Twice each day at high tide, water floods the sidewalks surrounding the Tidal Basin, making them impassable for visitors, impacting infrastructure, and compromising the roots of the cherry trees. During inclement weather, circumstances are even worse: the edge of the sidewalk is indistinguishable from the deeper waters in the basin. This flooding is expected to grow more severe in coming years as sea level rise causes increasingly high tides.

The daily flooding hampers accessibility and creates perimeter and safety challenges. These adverse conditions—combined with what many see as substandard visitor facilities, inadequate historical interpretation, and a lack of connection to streets and neighborhoods beyond the Tidal Basin—all threaten the longevity of this significant and cherished place.

Contributing to the substantial wear and tear on the Tidal Basin are the record crowds that continue to gather year-round to enjoy its scenery, monuments, and recreational opportunities. Growing visitation, escalating costs, and the lack of consistent federal funding has left the National Park Service unable to keep pace with needed repairs at the Tidal Basin. The National Park Service is in a constant state of cherry tree replacement, as the trees do not thrive in current conditions with trampled, compacted, and poor soil and the twice-daily inundation of brackish water.

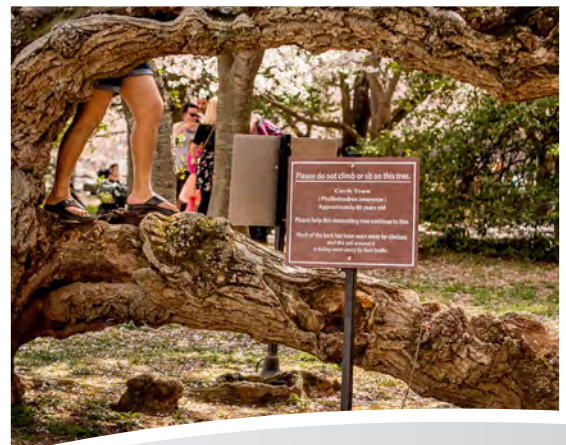
It is estimated that only 4 percent of the original cherry trees remain.



Daily flooding at the Tidal Basin.



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Left: A lone cherry tree faces the rising brackish water.  
Right: a visitor climbs the branch of a bowed tree.



## THE NATIONAL MALL PLAN

### *Enriching Our American Experience, Envisioning a New Future*

In 2005, Congress directed the National Park Service to prepare a plan for the National Mall to ensure its long-term protection. The planning effort was publicly initiated in November 2006, and the National Mall Plan was completed in September 2010. The Record of Decision on the National Mall Plan was signed on November 9, 2010, by Secretary of the Interior Ken Salazar and National Park Service Director Jon Jarvis.

The National Mall Plan addresses pressing problems, including the Tidal Basin. As one of the earliest public spaces in our nation, the National Mall has undergone many changes over the last two centuries, and its facilities and infrastructure are not able to accommodate the number of visitors and amount of use that were never contemplated by earlier designers. The plan sets out several objectives to meet visitors' needs which include cultural and natural resource protection; access and circulation; visitor information, education, and enjoyment; visitor amenities; health, public safety, and security; sustainability; and park operations.

The plan proposes to respectfully rehabilitate and refurbish the National Mall so that very high levels of

use can be accommodated. The needs of all visitors and users will be met in an attractive, convenient, high-quality, energy-efficient, and sustainable manner.

The National Park Service has estimated the total cost of “repairing in kind” the seawalls at the Tidal Basin (\$64 million), West Potomac Park (\$20 million), and East Potomac Park (\$245 million) for a total of \$329 million. This sum equals more than half of the estimated deferred maintenance backlog for the entire National Mall: \$636.7 million.

These figures do not address the underlying factors that contribute to the twice-daily flooding, nor do they include any other improvements. While fixing the crumbling seawalls is a major component of needed repairs at the Tidal Basin, it is only one piece of the puzzle.

Given these facts and figures, the total estimated cost for revitalizing the Tidal Basin area is presented as a range between \$300-\$500 million.

[Full report](#)







## Ideas Lab Framework and Process

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# IDEAS LAB

## FRAMEWORK AND PROCESS

### FRAMEWORK

With a goal towards robust public engagement and propelled by visionary philanthropic support, the Ideas Lab pairs private sector ingenuity with thoughtful preservation to develop a bold, ambitious, and integrated vision for one of America’s most iconic public spaces. The Ideas Lab is envisioned as a multidisciplinary creative and thought-provoking exercise that embraces:

- **Collaboration**
- **Diversity and Inclusion**
- **Transparency**
- **Respect of History and Heritage**
- **Innovation**

### CHALLENGES AND OPPORTUNITIES

Design Teams should develop an integrated vision for a resilient future for the Tidal Basin, addressing the full range of challenges and opportunities confronting this complex landscape, including:

<b>Circulation</b>	Pedestrians, Bicyclists, and Automobiles
<b>Security</b>	Safety and Emergency Response
<b>Visitor Experience</b>	Tourism, Recreation, Festivals, Urban Park, and Accessibility
<b>Civic Stage</b>	Expression of American Values and First Amendment Demonstrations
<b>Cultural Landscape</b>	Preservation and Interpretation
<b>Connectivity</b>	Transportation and Visual Connection Beyond the Tidal Basin Boundary
<b>Conservation</b>	Environmental Impact, Sustainability, Ecology, and Hydrology
<b>Resilience</b>	Floodplain, Climate Change, and Sea Level Rise
<b>Infrastructure</b>	Rebuilding and Reimagining



# IDEAS LAB

## FRAMEWORK AND PROCESS

### PROCESS

The primary purpose of this process is to ensure that a broad range of ideas and approaches are being advanced by the collective of five teams and that results of the Ideas Lab are sufficiently diverse and appropriately ambitious. The Sponsors and/or Advisory Committee may ask teams to emphasize, broaden, or deepen certain aspects of their approach in anticipation of the final submissions and public exhibition.

**Confirm Design Teams:** Lead Designers were selected to participate based on past design performance, philosophy and design intent, thoughtfulness, creativity, overall resume, and ability to confront multi-faceted challenges at the Tidal Basin.

**Design Team Site Visit:** The Sponsors will facilitate a briefing and site visit and be available to answer questions regarding the site and program. The site visit is intended to educate teams about the Tidal Basin Ideas Lab and its goals, and to introduce teams to local experts who may provide guidance during design development. It is intended that the site visit will allow teams to deepen their understanding of the issues at the Tidal Basin and thereby strengthen the content of their Statement of Design.

**Question and Answer Period:** All questions received from the design teams within the time period stated on the Ideas Lab Schedule will be answered. Questions must be submitted by email to the Ideas Lab email address [IdeasLab@nationalmall.org](mailto:IdeasLab@nationalmall.org).

#### **Submission of Lead Designers' Statement of Design Intent, indicating Challenges and Opportunities to Explore:**

All Statements must be received at the designated Ideas Lab email address by the date indicated on the Ideas Lab Schedule.

**Evaluation and Feedback:** Evaluation will include assessing each submittal for its suitability as part of an overall curated Public Exhibition.

#### **Confirm Final Statement of Design Intent and Challenges and Opportunities to Explore; Begin Design Period:**

All final Statements must be received at the designated Ideas Lab email address by the date indicated on the Ideas Lab Schedule. Over a three-month period as indicated on the schedule, each of the selected teams will create a Design Concept that reimagines the future of the Tidal Basin while addressing the needs of stakeholders and the public.

**Collaboration and Check-In:** The purpose of this in-person forum is to ensure a broad range of ideas are being approached. Teams will be given an opportunity to participate in working sessions, presentations, and interactions with the Advisory Committee, Sponsors, and other invited guests. These groups will provide feedback and may offer suggestions for amendments or refinement of proposed designs. The forum may be recorded for use in the Exhibition. The content is embargoed until the opening of the Exhibition to the public.



# IDEAS LAB

## FRAMEWORK AND PROCESS

### PROCESS, CONTINUED

#### **Submission of Final Design Concepts and**

**Presentation:** All final submittals shall be received at the designated Ideas Lab email on the date indicated in the Ideas Lab Schedule. Final presentations will be recorded on video to be used on the Ideas Lab website and at the Public Exhibition. A release to the media will not be made at this time, as the materials will be embargoed until the Public Exhibition.

**Public Exhibition:** The final submittals will be displayed as part of a curated exhibition

in Washington, D.C. in spring 2020. This will be the reveal of design proposals to the media and the public at large. The public will be invited to respond in person and online to the proposals. The Design Teams will be invited to be interviewed by the media at this time.

**Public Outreach and Engagement:** Optional to attend ongoing public events such as lectures, site visits, and workshops.

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### STATEMENT OF DESIGN INTENT

Lead Designers from invited firms will assemble Design Teams that are capable of executing collaborative concepts and creative solutions for the National Mall Tidal Basin; valuing the existing built and scenic environment; and preserving and enhancing the site. Each Design Team must commit to the purpose of the Ideas Lab and its focus on promoting integrated stewardship to effectively address the confluence of issues that impact the Tidal Basin.

A written statement (maximum of three pages) by the Lead Designers addressing:

- **Commitment to the project**
- **Overall design philosophy and how it translates to the Tidal Basin**
- **Challenges and opportunities to explore**
- **Preliminary design intent for an integrated vision**

**Lead Designers' Bios:** Biographical information (maximum two pages each) to describe education, professional experience, design recognition inclusive of portfolio examples, and description of role in projects.

# IDEAS LAB

## FRAMEWORK AND PROCESS

### FINAL DELIVERABLES

At a minimum, each Design Team will be asked to submit the following. It is also our intention to display these submissions, electronically, in print, or via physical display as part of our ongoing process to remain engaged in public dialogue.

- **An electronic copy of the Design Concept boards in PDF format** (at a size and scale appropriate for web posting and printing) and a copy of the companion document electronically.
- **Release Form:** Signed form assigning intellectual property for submittals to the Sponsors.
- **Press Kit Materials:** Team Bios, narrative, and press-ready photography for inclusion in press kit.

**Final Submittal Requirements:** The final submittal requirements will be refined to confirm that scales, mediums, and presentation composition will best portray the concepts in an equal and unbiased manner.

### ROLES AND RESPONSIBILITIES

**1.1 Sponsors:** The National Trust for Historic Preservation and The Trust for the National Mall are the Sponsors of the Ideas Lab. As the Sponsors, they are responsible for retaining and managing the funding and honorariums, and ensuring appropriate involvement in and support of all activities. The Sponsors for the Ideas Lab shall have final decision authority regarding issues arising during the process.

**1.2 Advisory Committee:** The Advisory Committee was brought together by the Sponsors to serve in an advisory capacity to the Ideas Lab. The Advisory Committee includes representatives of the National Park Service and other stakeholders. The Advisory Committee may provide feedback during the Design Period and host public events to support the Ideas Lab.

**1.3 Project Managers:** The Project Managers are the primary contacts for the participants throughout the Ideas Lab, organizing and coordinating all activities of the Ideas Lab, and facilitating meetings as required. Project Managers are:

**Seri Worden**  
*Field Director*  
National Trust for Historic  
Preservation  
o: 646.576.4184  
sworden@savingplaces.org

**Teresa Durkin**  
*Executive Vice President*  
Trust for the National Mall  
o: 202.407.9421  
tdurkin@nationalmall.org



# TIDAL BASIN IDEAS LAB SCHEDULE

<b>April 3, 2019</b>	Tidal Basin National Treasure campaign launched; Ideas Lab announced
<b>May 31, 2019</b>	National Trust lists the Tidal Basin as one of America's 11 Most Endangered Historic Sites
<b>Fall 2019</b>	Ideas Lab Design Teams Announced
<b>* Fall 2019</b>	Design Team Site Visits
<b>September 15– October 31, 2019</b>	Question and Answer Period
<b>November 1, 2019</b>	Submission of Lead Designers Statement of Design Intent and selected Challenges and Opportunities
<b>November 15, 2019</b>	Feedback on Statement of Design Intent and selected Challenges and Opportunities
<b>December 1, 2019</b>	Submission of Final Statement of Lead Designers Statement of Design Intent and selected Challenges and Opportunities
<b>January–March 2020</b>	Ideas Lab Working Phase
<b>* February 2020</b>	Collaboration and Check-In
<b>April 1, 2020</b>	Submission of Final Design Concepts
<b>* Early April 2020</b>	Presentation of Final Design Concepts
<b>* June 2020</b>	Ideas Lab Exhibition Opens and Ideas Lab Website Goes Live. Public Event.
<b>June–December 2020</b>	Exhibition and Public Engagement Events
<i>*Ideas Lab Activity that takes place in Washington, D.C. and requires travel (4x).</i>	

*Schedule is subject to change.*

# TERMS AND CONDITIONS

These terms and conditions record the rules under which this Ideas Lab is conducted. Agreement by any designer or Design Team to participate in any facet of the Ideas Lab requires compliance with these terms and conditions. The Sponsors reserve the right at any time to amend the terms and conditions at their sole discretion.

## *Communication*

If any participant desires information in regard to the Ideas Lab, the Ideas Lab Terms and Conditions, the program, or the site, the participant shall ask for this information by email to the Ideas Lab address. No Ideas Lab participant or participant's representative shall communicate with the media on matters of this Ideas Lab except as provided in these Ideas Lab Terms and Conditions. This communication protocol is in effect continuously throughout the duration of the Ideas Lab. All questions received in accordance with the Ideas Lab Schedule will be answered in accordance with the Ideas Lab Terms and Conditions.

## *Eligibility/Participant Agreement*

Participation in this Ideas Lab is by invitation from the Sponsors and will be subject to an agreement entered into between the participant and the Sponsors (the "Participant Agreement"). No member of the Sponsors staff, consultants, or Board of Directors is eligible to participate in this Ideas Lab.

## *Ideas Lab Honorarium*

The Design Teams that are invited to participate will receive an honorarium of \$50,000 per team. A schedule of payments will be outlined in an agreement between the Sponsors and the design teams. This honorarium will be inclusive of all required expenses, including without limitation travel expenses associated with initial site visit,

interim review and final presentations. The honorarium will be paid upon submission in accordance with the Participant Agreement and these Terms and Conditions.

## *Ownership and Use of Ideas Lab Submittals*

As set forth in the Participant Agreement, all material submitted for any phase or event in this Ideas Lab will become the property of the Sponsors. Assignment of intellectual property rights to the Sponsors from all members of each of the Design Teams is required. The Sponsors reserve the right to use, exhibit, and publish any and all material submitted at its discretion. The Sponsors shall give appropriate credit to the author or authors of any material used. The authors of any material may use their material for promotion and marketing efforts as set forth in the Participant Agreement.

## *Agreement between the Sponsors and the Design Teams*

The Ideas Lab results will be used to create a curated exhibition. At any time, the Sponsors reserve the right to not proceed with the project.

## *Ideas Lab Address*

The Ideas Lab email address shall be the recipient of all inquiries, during the question and answer period, submittal of Design Intent, Final Deliverables, and other communications that are a part of or in response to the Ideas Lab. The official address for this Ideas Lab is [IdeasLab@nationalmall.org](mailto:IdeasLab@nationalmall.org).

## *Other Terms and Conditions*

Participation in the Ideas Lab is subject to other terms and conditions as set forth in the Participant Agreement and this Manual.





Franklin Delano  
Roosevelt Memorial

## Appendices

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# REFERENCE MATERIALS AND REPORTS

[Contemporary Conditions](#)

[Historic Archives: plans, maps, design drawings, photographs](#)

[Little-Known Stories of the Tidal Basin, Taneil Ruffin, National Trust for Historic Preservation intern, summer 2019](#)

[Landscape Typology Study, Sophia Sennett, National Trust for Historic Preservation intern, summer 2019](#)

[DC Resilience Strategy](#), Washington, D.C. Office of Resilience

[Flood Risk Management Planning Resources for Washington, D.C.](#) National Capital Planning Commission and Silver Jackets

[Climate Projections & Scenario Development](#), Washington, D.C. Department of Energy and Environment

[Appendix A: Technical Report on Climate Change Projections](#), Dr. Katherine Hayhoe and Dr. Anne Stoner. Washington, D.C. Department of Energy and Environment

[Climate Adaptation Plan, District Department of Transportation](#)

[Local Weather and Climate Data](#), NOAA

[Interactive Risk Zone Map](#), Climate Central

[DC Flood Risk Tool](#), Washington, D.C. Department of Energy and Environment

[US Geological Survey \(USGS\) Surface-Water Historical Data](#)

[USGS National Water Information System Mapper](#)

[Open Data DC](#) (Geographic Information Systems), Washington, D.C. Government

[National Mall Plan](#)



# STAKEHOLDER OUTREACH

From February to July 2019, the National Trust for Historic Preservation met with twenty-four organizations and agencies with a stake in the Tidal Basin and in the Ideas Lab. The purpose of these meetings was to gather input on the present and future of the Tidal Basin. In addition to traditional preservation partners, emphasis was placed on connecting with stakeholder groups that may not be part of the historic preservation planning process. Together, these stakeholders represent the Tidal Basin's broad role as a preeminent public place of both local and national importance that is significant to a wide variety of people. The input we gathered helped to inform our list of nine themes surrounding the Tidal Basin today, from circulation to infrastructure. A summary of the stakeholders' opinions and ideas is presented here. For our stakeholders, this national treasure is quintessentially DC and calls for innovation with a light hand. We encourage participating firms to contemplate the stakeholders' input and use it to inform their new ideas for the future of the Tidal Basin.

**Circulation:** Stakeholders said that circulation around the heavily visited Tidal Basin needs to take into account a variety of transportation modes. While pedestrian-friendliness was referenced most often, stakeholders also frequently brought up the needs of bicyclists. They also mentioned car access, particularly for rideshares, and the possibility of planning for future driverless cars. Busses and bus parking along the riverfront are also of concern. E-scooters are a new mode of transportation increasingly found around the Tidal Basin. Water taxis also were mentioned. However, stakeholders want the Ideas Lab to balance traffic facilitation with the other needs of the Tidal Basin.

**Security:** The most pressing security issue at the Tidal Basin is how to make perimeter security effective yet unobtrusive. Stakeholders noted that this issue is particularly acute at the Jefferson Memorial, which is currently surrounded by concrete Jersey barriers. Security plans should also remember the non-visual security considerations of the road system around the Tidal Basin: Independence Avenue is a major evacuation route, and the road connection between the White House and Fort McNair also passes through the Tidal Basin area.

**Visitor Experience:** The Tidal Basin is a public space where everyone is always welcome, every day of the year and every hour of the day. Stakeholders pointed out that the Tidal Basin hosts a wide range of visitors, from the local to the international. It is the site of grand monuments but also of intimate moments among the cherry blossoms. It is a place for commemoration and contemplation. The Tidal Basin is a city park and a place of recreation for DC residents, though it could serve this function better. It is a place that is open to the public twenty-four hours a day that should be made more welcoming and safer at night. Above all else, the stakeholders told us that the Tidal Basin re-imagined by the Ideas Lab must center the complex needs of the visitors to this extraordinary public place.

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# STAKEHOLDER OUTREACH

**Civic Stage:** Stakeholders recognize the picturesque and symbolic as the highest values of the Tidal Basin. The monuments around the Tidal Basin each stand alone, but with enhanced public interpretation they could converse with each other and with other monuments elsewhere on the National Mall. The Ideas Lab ought to consider how to make these relationships amongst the memorials more explicit and legible to the public in order to enhance the Tidal Basin's symbolic values, prompt public dialogue and reflection, and stimulate visitors to explore, understand, and discuss the American ideals reflected there.

**Cultural Landscape:** Stakeholders believe that the Ideas Lab must respect the dignity of the Tidal Basin as one of our most iconic cultural landscapes. New thinking about the Tidal Basin's future should work with the design language that is already present to create something that respects the past while boldly looking forward. Stakeholders noted that the Tidal Basin is an evolving, not static, landscape. It has changed before and will continue to change. The Tidal Basin also presents opportunities for evolving public interpretation, including re-interpreting the monuments to reckon with the complex histories of the men honored there.

**Connectivity:** Connectivity was the most-cited concern of the organizations and agencies we interviewed. The Tidal Basin needs more links to its surrounding area, especially to the National Mall. There is a lack of pedestrian- and bicycle-friendly connections to the Tidal Basin that could draw more local visitors, particularly from the Southwest where the new Wharf development has brought increased activity to the existing neighborhood. New ideas for the Tidal Basin must improve connections to the Potomac River, including the visual connectivity across the Potomac to Northern Virginia. Importantly, the Tidal Basin must be better integrated into the waterfront pathway along the Potomac and Anacostia rivers, from Georgetown to the National Arboretum.

**Conservation:** As the “crown jewel of the riverfront,” stakeholders feel that new ideas for the Tidal Basin should strive to prioritize the natural environment, be “river-friendly,” and model low-impact and eco-friendly design. The Ideas Lab should consider not only the Tidal Basin itself, but also the health of the national Capital's rivers.

**Resilience:** The undercurrent to all of our stakeholder conversations about the Tidal Basin was resilience. Subsidence, flooding, and climate change are all critical issues facing the Tidal Basin, as many stakeholders noted. Stakeholders feel the Tidal Basin can be a place to educate the public about resilience and to explore new models for resilient public landscapes.

**Infrastructure:** Key to the redesign of the Tidal Basin is how new and existing infrastructure will be maintained over time, especially the Tidal Basin's historic seawall. Several stakeholders were concerned about the existing infrastructure around the outlet bridge, which currently creates a circulation bottleneck. Stakeholders also cited the proximity of the I-395 bridge and its accompanying noise as detrimental to the serenity of the Tidal Basin.

[Further information on the results of stakeholder outreach is available in an appendix to this manual.](#)



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