City of Alexandria, Virginia
Department of Planning and Zoning

Carlyle and Eisenhower East District

Submission for the 2009 Rudy Bruner Award for Urban Excellence

December 15, 2008
# PROJECT DATA

Please answer questions in space provided. Applicants should feel free to use photocopies of the application forms if needed. If possible, answers to all questions should be typed or written directly on the forms. If the forms are not used and answers are typed on a separate page, each answer must be preceded by the question to which it responds, and the length of each answer should be limited to the area provided on the original form.

<table>
<thead>
<tr>
<th>Project Name</th>
<th>Carlyle and Eisenhower East District</th>
<th>Location</th>
<th>Alexandria, Virginia</th>
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</thead>
<tbody>
<tr>
<td>Owner</td>
<td>Carlyle Development Corporation</td>
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<tr>
<td>Project Use(s)</td>
<td>new mixed-use district and headquarters of U.S. Patent and Trademark Office</td>
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<tr>
<td>Project Size</td>
<td>85 acres</td>
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<tr>
<td>Total Development Cost</td>
<td>$1.8 billion</td>
<td></td>
<td></td>
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<tr>
<td>Annual Operating Budget (if applicable)</td>
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<td>Date Initiated</td>
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<td></td>
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<tr>
<td>Percent Completed by December 1, 2008</td>
<td>78%</td>
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<tr>
<td>Project Completion Date (if applicable)</td>
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Application submitted by:

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Signature: Faroll Hamer
# ABSTRACT

Please answer questions in space provided. Applicants should feel free to use photocopies of the application forms if needed. If possible, answers to all questions should be typed or written directly on the forms. If the forms are not used and answers are typed on a separate page, each answer must be preceded by the question to which it responds, and the length of each answer should be limited to the area provided in the original form.

**Project Name**: Carlyle and Eisenhower East District  
**Address**: Duke and John Carlyle Streets  
**City/State/ZIP**: Alexandria, VA 22314

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1. **Give a brief overview of the project, including major project goals.**

   The Carlyle and Eisenhower East district was designed as an extension of the established urban core of Alexandria. The area is located between Duke Street (north) and Eisenhower Avenue (south), two major corridors in the City, and framed by a historic cemetery to the east and Washington Metro tracks to the west, with two stations to the north and south. The 85-acre site originally operated as a railroad yard and included other industrial and warehouse uses. Today, the district includes a mix of uses in over 7.5 million sf, comprised of 4.3 million sf of office, including the U.S. Patent and Trademark Office, 230,000 sf of retail, a federal courthouse, 1,800 residential units, and 500 hotel units.

   The district was shaped into what it is today by two main planning approvals. The first occurred in 1991 with the approval of the Carlyle Plan to redevelop 76 acres of the site. This proposal led the City to create a new zoning tool, the coordinated development district, which divided the area into development blocks and a road grid and applied general development criteria (allowable floor area, height, and use) to each block. The second planning approval occurred over a decade later in 2003 with the adoption of the Eisenhower East Small Area Plan, which was undertaken to address the development pressures that were occurring as a result of the build-out of the Carlyle blocks.

   Although some of the Eisenhower East area continues to be developed in accordance with the Small Area Plan, the completed portion included in this application has merged seamlessly with the Carlyle blocks to create one congruent district. The goals for the district were to develop an urban extension of the established city grid that was sensitive to the historic neighborhoods that Alexandria is famous for. This entails creation of a new street network of walkable and pedestrian friendly blocks that are composed of a mix of uses. Another goal for the district included maximizing the use of the Metro and other transit to reduce reliance on automobile use.

2. **Why does the project merit the Rudy Bruner Award for Urban Excellence? (You may wish to consider such factors as: effect on the urban environment; innovative or unique approaches to any aspect of project development; new and creative approaches to urban issues; design quality.)**

   The plan for the Carlyle and Eisenhower East district is one that has been realized with success. Manifest in this new transit-oriented district are several years of community-focused planning, sensitive design review, and tight-knit collaborations with developers and other agencies. An early example of form-based code, the area contains mixed-use residential and commercial properties, and is designed as a traditional yet contemporary community that offers an animated, authentic streetscape.

   Located minutes from Reagan National Airport and serviced by two lines of Metrorail, Amtrak passenger train service, and the Northern Virginia Commuter Rail, the Carlyle and Eisenhower East district was a brownfield that has been transformed into a vibrant neighborhood with a balance of jobs, residences, shops, and open spaces. The Carlyle and Eisenhower East area is a new district that functions successfully as an extension of the urban grid of Old Town Alexandria. Modeled on the proportions of the classic Georgian plan, this district contains ample green space that are scaled to and integrated with residences, shops and commercial buildings. As revealed by the landmark architecture in Carlyle and Eisenhower East, the architectural design respects the traditions of Old Town Alexandria and the Georgian heritage. A high-quality pedestrian environment is maintained through the Design Review Board review process that has served as a model for other jurisdictions. The area is also home to an award-winning condotel, the Westin Hotel and Jamieson Condominiums.

   The Carlyle and Eisenhower East district encompasses the vitality, interaction, texture and security of a real community. The development of its distinctive interconnected system of streets and blocks have been realized in a relatively short period of time during which the Department of Planning and Zoning ensured a democratic, transparent planning process. Alexandria’s cultural heritage was also highlighted, within the nine-acre African American Historic Park, commemorating the contributions of Black Americans to the history and culture of Alexandria.
Please answer questions in space provided. Applicants should feel free to use photocopies of the application forms if needed. If possible, answers to all questions should be typed or written directly on the forms. If the forms are not used and answers are typed on a separate page, each answer must be preceded by the question to which it responds, and the length of each answer should be limited to the area provided in the original form.

1. Describe the underlying values and goals of the project. What, if any, significant trade-offs were required to implement the project?

Carlyle was named after John Carlyle, a Scottish merchant and Alexandria's first trustee. Creating a human scale for the project was important, as well creating a bridge between the historic – Old Town Alexandria – and the new. Creation of the Carlyle and Eisenhower East district was founded on the following principles: honoring Alexandria's history, balancing housing and jobs, integrated retail, an urban street grid system, linked parks and plazas, community engagement, and economic feasibility. To convince long-term landowners of the economic advantages of a dense, urban center approach to development of this area, plans for the Carlyle and Eisenhower East district demonstrate the financial appeal of mixing retail and office space with recreational amenities in a high quality architectural environment.

Another major goal for the district included maximizing the use of the Metro stations and other transit options to reduce reliance on automobile use. Balancing jobs and housing, limiting parking, and concentrating development around the Metro stations contributed to successful growth of this area. An aggressive transportation management plan included policies establishing maximum parking space ratio requirements, as opposed to minimum requirements, and mandated non-subsidized parking fees for employees working in this district.

One major trade-off was sacrificing the original network of streets to accommodate the five-building, U.S. Patent and Trademark Office (USPTO) campus, which resulted in some larger blocks in Carlyle. City staff negotiated several design improvements as part of this trade-off, including a publicly accessible lobby atrium and screened parking garages.

2. How has the project impacted the local community?

Located on the edge of Alexandria's historic core and adjacent to I-95, the Carlyle and Eisenhower East district was a brownfield and a partially vacant, largely uncoordinated high growth area evolving as a typical suburban model of commercial development with huge unrelated parcels, isolated buildings and acres of surface parking. Developed in the early 1990's, Carlyle catalyzed the development of Eisenhower East, which is still underway. The Carlyle and Eisenhower East district maximizes use of existing mass transit, reduces reliance on the automobile, coordinates design, and integrates public amenities.

As a vibrant pedestrian oriented environment, this urban village features distinctive architecture, a healthy mix of jobs, residences, and retail, linked by a network of plazas and parks. Carlyle has brought cultural venues and events to Alexandria, including the USPTO Museum, the Annual National Trademark Expo, and the Alexandria International Film Festival.

This new district of Alexandria utilized a creative approach to transit-oriented development and is proof that high-density development does not need to result in high traffic. The Alexandria community was fearful of the increased traffic that would be brought to adjacent neighborhoods through the development of this area. However, through aggressive transportation demand management, a more than 25 percent reduction in peak hour traffic has been achieved for this area. Carlyle and Eisenhower East have developed into a center with high pedestrian traffic and transit ridership, supporting the walkable urban character of Alexandria.
3. Describe the key elements of the development process, including community participation where appropriate.

The development process for the Carlyle and Eisenhower East district was initiated by an application in 1990 for development of the 76-acre railroad yard as a mixed-use community. This application was reviewed and approved by the Planning Commission and City Council at a public hearing. Subsequent changes to the design guidelines for this area were also reviewed by these bodies at public hearings. As part of the approval, the Carlyle Design Review Board (DRB) was established to carefully review the development proposals for each block for compliance with the block guidelines. The DRB consists of representatives from the urban design/architecture field, a resident of Carlyle, City Council, and City staff, and their meetings were and continue to be open to the public. As a second phase for the district, a planning process for development of the Eisenhower East Small Area Plan was established in 2001. This two year process included extensive data compilation and analysis and community workshops which resulted in an award-winning plan (Virginia American Planning Association Award, 2004) that placed an emphasis on transit oriented development and continuation of the urban fabric.

In September 2003, a three day community charrette was held to discuss options for improvements of John Carlyle Square, the primary open space within the district. This charrette was targeted towards Alexandria residents and employees of the new office space that had been developed. The charrette resulted in clear design principles for the open space that are now being implemented through the construction phase of the process.

4. Describe the financing of the project. Please include all funding sources and square foot costs where applicable.

The financing for this project has been primarily funded by private sources. The original applicant paid for the initial development plans for the entire Carlyle area, including the applications and approval process. However, the applicant later sold each of the blocks that were created by the approval to private developers. These developers paid for all construction costs, including applicable infrastructure surrounding their block. In addition, each of the developers funded the creation of a Code Enforcement field office to expedite review and inspection of the considerable development activity that was occurring. Finally, a $2 million contribution was provided by one of the developers as an alternative to constructing a screening element on top of the parking garages. This money was used to fund the cost of the charrette and will be used to make improvements to the district's open space.

With regard to public financing, the City maintains the streets and sidewalks that are within the district that were installed by the developers. Additionally, the City is also funding the street widening project for Eisenhower Avenue, one of the main boulevards at the southern end of the project site. Finally, the City funded the planning process for the Eisenhower East Small Area Plan that was created as a second phase for the development of the Carlyle and Eisenhower East district.

5. Is the project unique and/or does it address significant urban issues? Is the model adaptable to other urban settings?

The project is unique in the sense that the City was afforded an opportunity to redevelop a large tract of land, which is very uncommon within Alexandria, and extend the urban fabric of the established City. The district is also somewhat unique given the proximity to a historic area and the development's ability to be sensitive yet complementary of this important area. The project also emphasized higher density and a mix of uses around the two metro stations, which is consistent with transit oriented development principles.

As a testament to the success of this project, the district and the buildings within have been honored with several awards including: 2004 Virginia American Planning Association Outstanding Master Plan Award for the Eisenhower East Small Area Plan, 2007 Energy Star Award for the U.S. PTO building, 2008 Builder's Choice Merit Award Winner for the Post Carlyle residential building (Block L), and 2008 Northern Virginia NAIOP Best Building Mixed Use Project for the Westin/Jamieson (Block F).

This model is very adaptable to other urban settings, even within the City, since it is a prime example of how development should be concentrated and mixed near transit options. In fact, the City is using the lessons learned from the Carlyle and Eisenhower East district in redevelopment of the other railroad yard in the City, Potomac Yard. It also offers an excellent example of blending new, higher density uses with older historic areas.
PUBLIC AGENCY PERSPECTIVE

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This sheet is to be filled out by staff representative(s) of public agency(ies) who were directly involved in the financing, design review, or public approvals that affected this project.

Name Al Cox, FAIA
Title City Architect

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Signature Al Cox, FAIA

1. What role did your agency play in the development of this project? Describe any requirements made of this project by your agency (e.g., zoning, public participation, public benefits, impact statements).

In 1989, the City of Alexandria Department of Planning & Zoning (P&Z) lead extensive public review of Carlyle, the proposed new urbanist redevelopment of a former railroad switching yard, to facilitate evaluation of the effect of its scale, mass and architectural character on the adjacent National Historic Landmark District, the George Washington National Masonic Memorial and the Alexandria National Cemetery. City staff worked closely with the Cooper Robertson & Partners Architects and the developer to create building massing guidelines and Streetscape Design Guidelines during adoption of the development’s Special Use Permit, to provide assurance that the buildings and public spaces would be constructed over a 20 year period with the same level of quality represented by the developer in the initial renderings. These guidelines are used by the Carlyle/Eisenhower East Design Review Board — composed of citizens, architects, P&Z staff and a City Council member — to streamline individual building approvals within the overall project master plan. P&Z staff continues to coordinate citizen task forces and other City agencies to implement transportation management plans, retail development and the design of public/private parks. With the build-out and success of Carlyle, individual developers began proposing unrelated projects in the surrounding Eisenhower East area. P&Z staff, therefore, initiated a Small Area Plan land use process in 2001 with the public, property owners and the Planning Commission to expand the Carlyle plan to build upon its new urbanist and transit oriented design principles.

2. How was this project intended to benefit your city? What trade-offs and compromises were required to implement the project? How did your agency participate in making them?

The projects in Carlyle and Eisenhower East are intended to stabilize and enhance the City’s predominantly residential tax base and provide modern commercial development opportunities adjacent to the 18th century downtown without compromising the City’s historic architectural character or quality of life. The Eisenhower East Small Area Plan is based on a framework of pedestrian friendly streets linking public open spaces surrounded by high quality architecture supporting a balanced mix of uses. This small area plan is carefully controlled while providing flexibility when positive opportunities are presented. For instance, when the 2.5 million square foot US Patent & Trademark Offices (PTO) selected Carlyle to consolidate their headquarters, the street grid and retail focus areas were amended. P&Z staff reevaluated the master plan and proposed a relocated retail street anchored by public parks and utilizing the PTO parking garage. The result is a different but, perhaps, even stronger urban plan.
3. Describe the project’s impact on your city. Please be as specific as possible.

The project has shifted the center of gravity of the Central Business District toward the Metro stations and allowed retention of businesses that otherwise would have left Alexandria because the historic downtown did not provide buildings with adequate floor areas or parking. This has, obviously, had a net positive impact on the tax base. Because Eisenhower East is located adjacent to two Metro transit stations and the Capital Beltway, and the project’s Traffic Management Plan limits parking and strongly encourages mass transit, automobile traffic in the City has increased only minimally. The project’s success also appears to have changed the public’s opinion about density, mixed uses and urban parks for the better, and are more receptive to Smart Growth style redevelopment around other transit stations and brownfield sites in the city.

The primary impact of the Eisenhower East area on Alexandria has been the creation of a very attractive and convenient place for our citizens to live and work.

4. Did this project result in new models of public/private partnerships? Are there aspects of this project that would be instructive to agencies like yours in other cities?

Carlyle was the first coordinated development district in Alexandria to utilize tools such as Design Guidelines and a Design Review Board outside of the historic districts. This allowed a much higher level of public confidence that the projects would be constructed as represented and let the developer skip the usual Special Use Permit process for individual buildings. In addition to Metro, mass transit is a combination of the City bus system and free circulator buses funded and managed by the property owners association but available to the general public. Open space within Eisenhower East is also unusual in that it is generally privately owned and maintained to a higher standard than normal City parks but is fully accessible to the public. Special events in the parks will be produced using private developer funds held by the City.

5. What do you consider to be the most and least successful aspects of this project?

The careful development and management of the Small Area plan for this project has captured the economic and aesthetic benefits of development with little or no adverse effect on the existing community. The modern office and residential buildings are much larger than would be possible in the adjacent 18th century district and stabilize an urban edge of this district that was previously fragmented due to the historic rail uses. The Design Review Board insures that the architectural character of the district is modern but visually compatible through the use of predominantly punched windows in a traditional load bearing masonry style. The Transportation Management Plan and mix of residential, office, hotel and retail uses have kept automobile traffic far below levels initially feared by citizens and substantially increased ridership at these Metro stations.

Maintenance of the urban form has been less successful in some cases. Unlike Philadelphia or Savannah, Alexandria does not have a tradition of urban public open spaces shaped by the surrounding buildings. Therefore, building orientation or the shape of an open space was sometimes compromised due to political pressure during slower economic times. The early market demand for residential uses also affected development as residents in surrounding high rise buildings frequently opposed construction of previously approved commercial buildings which might block their views. Market timing also worked against construction of retail until there were sufficient residents, which was, in part, delayed by the lack of these same neighborhood services. Finally, while the developer’s donation of a land for a federal courthouse facing a park originally seemed an ideal use, events since 9/11/01 have pitted security concerns against a publicly accessible streetscape.
ARCHITECT OR DESIGNER PERSPECTIVE

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This sheet is to be filled out by a design professional who worked as a consultant on the project, providing design, planning, or other services. Copies may be given to other design professionals if desired.

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Signature

1. Describe the design concept of this project, including urban design considerations, choice of materials, scale, etc.
Located on a former railroad yard, the seventy-two acre Carlyle Master Plan incorporates important features of traditional urbanism found in the Washington D.C. area and serves as a model for the infill of urban areas adjacent to mass transit with mixed-use, mid-density development.

Carlyle presents a contemporary and innovative solution to the design of mixed-use buildings and their integration into city blocks. Development surrounds a series of places, each providing an appropriate setting for a variety of uses and activities. The plan’s massing concept recalls the three to five story scale of Old Town precincts while permitting greater density in the commercial areas.

The design has four distinct features. First, it extends and complements the street and block plan and building relationships of the adjacent Old Town of Alexandria. Second, the plan instills a strong sense of place in the pedestrian realm through a balanced system of streets, open spaces, and active street frontages. Third, the impact of the automobile is minimized by maximum use of below-grade parking. And fourth, the project has a phasing strategy in which a major open space is finished with each phase of construction allowing each of the five districts to be fully completed in sequence.

2. Describe the most important social and programmatic functions of the design.
First the project was to be truly mixed use – office, residential, retail, cultural – on a block by block, if not building by building basis.

Second the plan was to be built around a series of public streets and open spaces, an extension of Alexandria’s public realm; rather than a privatized open space for project users only.

Third, the plan was to be a high density, mixed use, transit oriented development, to take advantage of its proximate location to public transit (King Street Metro stop).

Fourth, an historic (pre-Civil War) African-American cemetery was preserved and restored along an enhanced creek-front park (Black Heritage Park) along the eastern edge of the site.

And lastly, as an edge site and a brownfield site (railroad yards) the redevelopment of these 76 acres allowed for a natural expansion of the city fabric into the King Street area of Alexandria.
3. Describe the major challenges of designing this project and any design trade-offs or compromises required to complete the project.

There were two challenges – one a design issue, the other an implementation issue.

The design had to achieve a balance between maintaining the scale of the historic Old Town of Alexandria, while accommodating a vastly different type of mixed-use program and its associated building types. These included the large floor plate office building, large enough to accommodate a federal or state agency for example. Or higher density housing types than what is seen in the historic center of Alexandria.

Rather than recreate a typical superblock office development typically found in suburban Washington, the plan returned to a more traditional pattern of streets and blocks to accommodate the often isolated uses found in a more suburban type office park setting.

The implementation issue concerned the regulating controls for a new kind of development project. The City of Alexandria, up to that time, had only reviewed projects on a building by building basis, for building approval. But this was to be a large scale plan to be built over 20 years. In this case, an innovative set of design guidelines was created, to be administered by the City, to guide development. These guidelines addressed, in considerable detail, on a block by block rather than a building by building basis the following topics: use and density; streets and circulation; parking and service; pedestrian circulation; required infrastructure; open space, density and bulk; phasing, and a rather detailed section on architectural expression.

4. Describe the ways in which the design relates to its urban context.

First the plan called for the site to be an extension of the existing city, with a traditional system of streets and blocks derived from the Old Town grid. The block dimensions are similar to those found in Old Town; thus the relationship to the adjacent city was first controlled by scale and size of blocks.

Second, all of the site's edge conditions were incorporated into the site plan. The plan specifically extended the street, open space, and use patterns of the previously developed King Street Triangle project into the site to the north. Eisenhower Boulevard (to the west) was extended into the site and became an important commercial address. Hoof's Run (eastern edge) became a nine-acre linear park and important residential address. Third, the plan created a series of places, each with its own individual character, linked by public streets. All these places were designed to respond to the scale and dimensions of existing memorable places and streets of Old Town.

Fourth, there was a careful integration of various building scales, heights and sizes, from low-rise to mid-rise to taller buildings, to develop appropriate scale transitions with surrounding town-house neighborhoods.

Finally, in the design guidelines, there was careful considerations given to architectural elements, materials, colors, expression and details which could produce an architecture which was both contemporary and contextual — not to dictate a style nor to replicate Federalist Alexandria, but to develop an architectural language incorporating elements of architectural traditions found in Old Town and Georgetown, as well as older parts of Washington, DC.
DEVELOPER PERSPECTIVE

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This sheet is to be filled out by the person who took primary responsibility for project financing or is a representative of the group which did.

<table>
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<th>Name</th>
<th>Lloyd R. Clingenpeel</th>
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1. What role did you or your company play in the development of this project? Describe the scope of involvement.

Alexandria-Southern Properties, Inc. (ASPI) role in development of the Carlyle site involved coordination with the City of Alexandria in the establishment of an acceptable redevelopment plan and design guidelines for the proposed transformation of a 75-acre brownfield industrial area containing a municipal landfill, a scrap yard, and a railroad yard into a high-density commercial/residential mixed use community, known as Carlyle. After city approval of the redevelopment plan and adoption of the design guidelines for Carlyle in 1990, ASPI commenced the construction and oversight of the infrastructure, and remediation of environmental issues.

2. What trade-offs or compromises were required during the development of the project?

The most significant change during development of the project was revision of the master development plan to accommodate development of a 15-acre central portion of the site for a new 2.4 million square foot headquarter campus for the U.S. Patent & Trademark Office (USPTO). This revision required 45 public meetings to familiarize the community with the development change which consisted of relocation of certain floor area within the project, reconfiguration of interior streets, changes to footprint, setbacks, height and building envelopes, elimination of below ground parking, and development of non-USPTO townhouse style office space to screen two above ground parking garages.
3. How was the project financed? What, if any, innovative means of financing were used?

The infrastructure development of the project and certain environmental remediation was financed through equity capital by Norfolk Southern Corporation. Norfolk Southern Corporation is a Virginia-based company with headquarters in Norfolk, Virginia. Although its primary function is controlling a major North American freight railroad, Norfolk Southern Railway Company, it also is parent company of Alexandria-Southern Properties, Inc., which was incorporated to own, buy and sell, develop, and improve real estate, and to engage in various other non-carrier functions.

The USPTO project and other individual projects within Carlyle, except for the U.S. Federal Court, were financed by the contract purchasers of the specific parcel/s with private-sector debt and equity capital. In addition, ASPTI contributed certain amounts to environmental remediation escrow funds, which were used to pay for site specific environmental remediation.

4. What do you consider to be the most and least successful aspects of the project?

The most successful aspect of the project is the overall transformation of the Carlyle site from an abandoned industrial use brownfield to a well designed and integrated high-density commercial/residential community that fits appropriately within a community whose roots date back to the founding of our country and returns this area to a thriving community worthy of its heritage. Carlyle has truly been transformed into a vibrant community with an appropriate mix of residential, office, and retail density with mitigated traffic impacts due to flexible work hours of the major employer, USPTO, and the extensive use by Carlyle residents and employees of mass transit systems in close proximity to the site.

The least successful aspect of the project is the lack of development of the last remaining parcel, Block P. Although this Block has been conveyed, its development has been delayed indefinitely by the contract purchaser due to the current economic crisis.
DEVELOPER PERSPECTIVE

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This sheet is to be filled out by the person who took primary responsibility for project financing or is a representative of the group which did.

Name: William Hard
Title: Executive Vice President/Principal
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Signature: 

1. What role did you or your company play in the development of this project? Describe the scope of involvement.

A subsidiary of LCOR acquired a 15.5 acre site within the Carlyle planned development for the specific purpose of building a new 2.5 million SF headquarters facility for the United States Patent and Trademark Office. LCOR worked with the community, City officials, government representatives, and design and planning professionals to obtain the necessary land use approvals by modifying certain elements of the zoning in place at the time. LCOR then lead the team that designed, financed, constructed and currently manages the facility.

2. What trade-offs or compromises were required during the development of the project?

In the area of land use three primary compromises were negotiated, as follows:

1. The original street pattern called for a true grid, reminiscent of Old Town Alexandria. To achieve the government's goal of a unified campus the City agreed to abandon certain segments of the grid. In exchange LCOR agreed to fund additional road improvements in the area and create a significant green space in the heart of the campus.

2. The government program required all buildings to be connected, which was accomplished under the original design through walkways above certain public streets. The City would not permit this so LCOR modified the design to incorporate a below grade concourse.

3. Original City plans for the area contemplated below grade parking, which ran counter to the government's security concerns about parking beneath buildings. The compromise moved the parking (3,560 cars) into 2 large above grade structures which are screened on the public side with either buildings or an elaborate brick facade. Further LCOR agreed to install a trellis on the top level of both garages, to screen cars from view of adjacent residential buildings. This requirement was later removed in exchange for a monetary contribution to enhance Carlyle's public spaces.
3. How was the project financed? What, if any, innovative means of financing were used?

The project was financed from several sources. Approximately 85% of the cost was financed by lease revenue bonds underwritten by Lehman Brothers, secured by the real estate and the government leases, rated by Standard & Poor's and insured by MBIA. The balance of the funds came from interest earnings from the bond issue (5%), a government contribution for above standard tenant improvements (3%), a contribution from the land seller for environmental remediation (2%), equity (4%) and miscellaneous (1%). No public funds were used. The cost of the garages, which were not included in the initial lease with the General Services Administration, was financed partially on the basis of a separate lease with the USPTO.

4. What do you consider to be the most and least successful aspects of the project?

The most successful aspect was accomplishing the final product - the USPTO buildings - in the face of seemingly insurmountable issues: the impact of 9/11 on the financing markets (we closed the financing December of 2001), ever increasing construction and interest costs in the face of a fixed rental rate, and protracted litigation against the government from USPTO's landlord at the time. In terms of land use the most successful feature is converting portions of an old railroad yard into a state of the art building facility that blends seamlessly into the surrounding neighborhood. When you stand in the middle of the open spaces you do not feel as if you are in a sterile government complex but rather a vibrant, thriving community. The buildings' scale and proportions are appropriate. Impact on traffic on adjacent roadways has been minimal due to high employee use of mass transit and flexible work hours.

It is very difficult to select a "least successful" aspect of the project. Perhaps less use of brick, which was mandated as part of the Carlyle Design Guidelines, would have resulted in more diverse building aesthetics.
1. How did you, or the organization you represent, become involved in this project? What role did you play?

CECA represents Carlyle and Eisenhower East residents and businesses before the Alexandria City Council and other Boards and Commissions. CECA was extensively involved in the Carlyle Project and Eisenhower East planning details during their approval processes before the Alexandria Planning Commission and City Council; participation on the Carlyle Livability Task Force; participation and comments/input in the design review process for all blocks and buildings before the Carlyle Design Review Board; updating of the Eisenhower East Small Area Plan; public meetings and hearings for retail uses in various project blocks; and sponsor of a public planning charrette to design a park at John Carlyle Square, the largest Carlyle Project open space. The charrette work product was used to design the park layout and facilities to support an extensive events venue in conjunction with the Project's second largest open space. I was a CECA Board/Carlyle Livability Task Force member representing CECA members in all meetings and hearings and helped to devise comments and strategies to enhance project livability and influence project decisions.

2. From the community’s point of view, what were the major issues concerning this project?

The Carlyle/Eisenhower East community was ultimately concerned with the Project's livability for residents and office workers. Livability was associated with the following major issues: (1) maintenance of the original mixed use, block design; (2) building and block design and construction quality and compliance with approved design guidelines; (3) walkability of the Community allowed by sidewalk design and construction, roadway design and traffic controls; (4) open space quality and utility for Project stakeholders; and (5) the mix of retail functions in each block to support street vitality and needs of office workers and residents.

3. What trade-offs and compromises were required during the development of the project? How did your organization participate in making them?

Significant trade-offs and compromises were made in the Carlyle Project from its inception to its conclusion that primarily involved shifts in Project uses amongst blocks to support legitimate business needs. The major use shifts involved: (1) the development of the U.S. Patent and Trademark Office (PTO) project design in the middle of the Carlyle Project area involving major shifts of office, retail and residential uses; (2) design of a major conference and condominium hotel project that required shifting office density to other Project blocks; and (3) use of building designs and densities to hide the two large parking garages in the PTO complex. Eisenhower East has had only one major issue and that was the assumption of ownership of a portion of the original project area by a municipal entity. CECA participated in the development of the trade-offs and compromises through testimony at public meetings and hearings on the project and extensive meetings with City officials and property owners/developers during the decision making and design phases. CECA also submitted to numerous news interviews designed to inform the general public about the substance and makeup of the proposed trade-offs and compromises and to positively influence decisions.
COMMUNITY REPRESENTATIVE PERSPECTIVE (CONT'D)

4. Has this project made the community a better place to live or work? If so, how?

The Carlyle/Eisenhower East Projects have definitely made the greater Alexandria community and the Carlyle/Eisenhower East community a better place to live and work. The Carlyle/Eisenhower East community is a "true" urban community while most other communities in the region (even other areas of the City of Alexandria) are suburban in nature. The urban versus suburban project nature made planning and project implementation quite different from normal City planning processes and required out-of-the-box thinking to create desired livability/walkability qualities for office workers and residents. The high density, mixed use (residential, office and retail) project designs provide a place in the City where people can live, work and play in a contained environment with quick access to public transportation to and from areas throughout the greater Washington, DC, metropolitan area. The mix of architectural excellence provided by the Carlyle Design Review Board, design guidelines, regulations, construction quality, mix of retail uses, and traffic and pedestrian flow makes the Carlyle/Eisenhower East Community a highly desirable place to live in the City and to enjoy the projects' and City's historical and cultural events and venues without being forced to use automobile transportation.

5. Would you change anything about this project or the development process you went through?

There are few project decisions that I would change. The project development process consisted of numerous public meetings and hearings before the City's Planning Commission and City Council; Carlyle Design Review Board; and a Carlyle Livability Task force where public and stakeholder input could be made to influence project decisions and outcomes throughout the full development process. The updating of the Eisenhower East Small Area Plan involved a full public participation process with consultants hired by the City that extended planning details developed for Carlyle to a larger area. The skill mix of consultants was recommended by CECA to recognize the expanded urban plan into Eisenhower East. These ample opportunities allowed citizens and organizations to provide considerable input into the decisions that affected the project, their quality of life issues and the City as a whole. The City of Alexandria should be commended for its open and transparent processes for citizen participation in the project. While I might not have agreed with every decision that was made, it was clear that decisions were made with the intent to balance the interests of the entire City and project stakeholders.
OTHER PERSPECTIVE

Please answer questions in space provided. Applicants should feel free to use photocopies of the application forms if needed. If possible, answers to all questions should be typed or written directly on the forms. If the forms are not used and answers are typed on a separate form, each answer must be preceded by the question to which it responds, and the length of each answer should be limited to the area provided on the original form.

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Signature  

1. What role did you play in the development of this project?

I have been a member of the Carlyle Design Review Board since 1992, one of two architects serving on the board as mandated by legislation. Appointed by the City of Alexandria, the DRB is responsible for reviewing the architectural design of all projects within Carlyle, including landscaping of private and public open spaces. The DRB review process entails multiple public meetings with developers and architects during each phase of design, from schematic concept to materials selection. A few years ago, the DRB was also authorized to review projects in the area known as Eisenhower East, immediately west of Carlyle.

The DRB process is collaborative rather than adversarial. The DRB’s overarching goal is not only to ensure that projects conform to the Carlyle and Eisenhower East development plans and design guidelines, but also to help project architects and their clients aspire to and achieve the highest possible level of aesthetic quality.

2. Describe the impact that this project has had on your community. Please be as specific as possible.

Carlyle’s master plan and design guidelines, in effect a form-based code and zoning overlay, have shaped nearly 20 years of development of what had been an empty railroad yard. Along with development of Eisenhower East, this "brown field" has been transformed into a dense, mixed-use urban neighborhood that has shifted Alexandria’s downtown center of gravity decidedly westward. It has fostered and today encompasses thousands of new jobs and dwellings, new parks and civic spaces, new businesses and retail shopping, along with restaurants and other public amenities. Alexandria’s real estate, sales and income tax revenues have risen significantly because of Carlyle and Eisenhower East.

For citizens of Alexandria and many other jurisdictions in the Washington metropolitan region, Carlyle has become a model of urban redevelopment and urban design, a place regularly visited by professionals and non-professionals. Here visitors can see how effectively form-based planning and zoning, along with a rigorous and constructive architectural design review process, can yield a walkable, coherent, aesthetically attractive community.
3. What trade-offs and compromises were required during the development of the project? Did you participate in making them?

The DRB often considered and approved trade-offs and compromises proposed either by developers or by the city. Most trade-offs and compromises were essentially minor variances from dimensional, massing or facade composition requirements embodied in the Carlyle plan and design guidelines. The only consequential trade-off and compromise was amending the plan to accommodate construction of the new headquarters of the U.S. Patent and Trade Office (PTO). This multi-building complex necessitated interrupting and creating a plaza at the end of one of Carlyle’s major streets, somewhat compromising street-grid connectivity yet producing a very attractive civic space, Dulaney Gardens.

Further, because of security concerns, PTO insisted on above-ground garages, which otherwise were not permitted in Carlyle. The garage design compromise entailed wrapping the sides of the multi-level garages facing outward toward public streets with a thin layer of offices, the facades of which were composed to look like traditional rowhouses. Ultimately, the PTO complex is among the most architecturally successful set of buildings in Carlyle, attributable to the diligence and effectiveness of the DRB review process and the talent of the PTO architects, SOM.

4. What do you consider to be the the most and least successful aspects of this project?

Carlyle’s and Eisenhower East’s most successful aspects include: mostly above-average architecture; the district’s visual scale, clear identity and aesthetic coherence; generally well configured, well landscaped and well used plazas and parks; walkability and transit accessibility; and increasing civic and economic vitality. The least successful aspects are questionable architectural details in some buildings, and overly dispersed deployment of retail space - most retail space should have been concentrated along only a couple of streets.
City of Alexandria, Virginia

Carlyle and Eisenhower East District

1 - Entrance to the Carlyle and Eisenhower East district from Duke Street and the concourse connection to the King Street Metro Station

2 - U.S. Patent and Trademark Office campus and Dulany Gardens
Entrance to the Carlyle and Eisenhower East district from Duke Street and the concourse connection to the King Street Metro Station
City of Alexandria, Virginia

Carlyle and Eisenhower East District

3 - Historic view looking southeast from the center of present day Carlyle and Eisenhower East district

4 - Roundhouse within the former railroad yard prior to Carlyle and Eisenhower East development
City of Alexandria, Virginia
Carlyle and Eisenhower East District

5 - U.S. PTO Atrium and Dulany Gardens seating
City of Alexandria, Virginia

Carlyle and Eisenhower East District

6 - Carlyle streetscape and shuttle

7 - Night view of glass sculptures in Dulany Gardens
8 - Trademark Expo - June 2008

9 - John Carlyle Streetscape (in front of Block G)
City of Alexandria, Virginia
Carlyle and Eisenhower East District

13 - Whole Foods (corner of Duke Street and Holland Lane)
City of Alexandria, Virginia

Carlyle and Eisenhower East District

14 - U.S. District Courthouse (401 Courthouse Square, Block I) and Courthouse Square
City of Alexandria, Virginia
*Carlyle and Eisenhower East District*

15 - The Westin & The Jamieson Condominiums (400 Courthouse Square/2050 Jamieson Avenue, Block F)

16 - The Jamieson Condominiums (2050 Jamieson Avenue, Block F)
City of Alexandria, Virginia

_ Carlyle and Eisenhower East District_
18 - Post Carlyle Square interior courtyard (Block L)
City of Alexandria, Virginia
Carlyle and Eisenhower East District

19 - The Meridian Apartments (401 Holland Lane, Block H)
City of Alexandria, Virginia
Carlyle and Eisenhower East District

20 - Mill Race Residential (Eisenhower Avenue, Blocks 13 and 18)
21 - View of John Carlyle Square and surrounding buildings, with the George Washington Masonic Temple in the background
Carlyle gets right into mix
New retail businesses, restaurants open for business off Duke Street
By Mike Salmon
October 4, 2007

Patent and Trademark employee Colleen Rogers is happy to finally have a refuge outside her office where she can take a break from the office and sip her passion tea lemonade without getting in her car. As more businesses and residential buildings open in the Carlyle/Eisenhower East area off Duke Street, the economic engine of the blossoming region is beginning to take shape.

The Starbucks that Rogers frequents is among several cafes, restaurants and businesses located in Carlyle catering to the many government and law offices that have sprouted in the new buildings. There is also a Robeks Smoothie, Jerry's Subs, HSBC Bank and Carlyle Club Restaurant fueling the economic vitality of the region. A Learning Tree International office recently had a grand opening as well. The plan has another 16 businesses opening in the remainder of 2007 and the first half of 2008.

"It is planned to be a true mixed-use community," said Stephanie Landrum, the senior vice president at the Alexandria Economic Development Partnership, Inc. "There is more office space for more companies to come in, creating more jobs. There's hardly any vacancies," Landrum added.

The location is popular to associations, technology companies, law firms and government contractors because of the proximity to the PTO, the King Street and Eisenhower Metros, and residential potential in Alexandria. "It’s been a very, very popular office space," Landrum said.

LCOR, an urban development company that specializes in office and residential projects, has just broken ground on their last two buildings in the Carlyle area, expected to be completed in 2009.

Vibrant anchor
Over the summer, the Alexandria Chamber of Commerce was invited to a business networking event at the Post Carlyle apartments, which opened last spring. Post Carlyle is a member of the chamber, which is a first for this section of town. In the future, the chamber may be approaching others to join. "It's so vibrant, a key anchor on that end of Eisenhower," said chamber president Christine Michaels.

City council recently discussed the Carlyle area at a work session on Oct. 2. Areas they addressed included retail addition, development on a section bordering the Eisenhower Avenue circle, and the Alexandria Sanitation Authority’s request to amend the Eisenhower East Small Area Plan to add a waste treatment facility as a future land use.

New project begins
Developers are breaking ground on the 1701 Duke Street project across from the Carlyle area that will bring more economic vitality to that area as well. This building, which is going in on Edmunson Plaza,
behind a historic building known as Bruin's Slave Jail, will be a glass and brick structure consisting of 115,000 square feet of office space, over 15,400 square feet of ground-level retail and restaurant space, with room for outdoor patio space as well. It is expected to be completed in 2009.

Although restaurants will be a major part of the growth in the Carlyle area, it will not compete with the restaurants on King Street, Landrum said. "It's a different array of restaurants that new activity shall continue to support the restaurants and activity along King Street," she said.

Retail and Restaurants in Carlyle

<table>
<thead>
<tr>
<th>Restaurant</th>
<th>Open Date</th>
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<tbody>
<tr>
<td>Cruise Holidays</td>
<td>Open</td>
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<tr>
<td>Cafe Gallery Market</td>
<td>Open 1st Qtr 2008</td>
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<td>Chevy Chase Bank</td>
<td>Open Nov. 2007</td>
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<td>Plaza Gourmet</td>
<td>Open Nov. 2007</td>
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<td>Randolph Eatery</td>
<td>Open Nov. 2007</td>
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<td>Quiznos</td>
<td>Open 1st Qtr 2008</td>
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<tr>
<td>PTO Coffee House</td>
<td>Open 3rd Qtr 2007</td>
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<td>Uptowner Cafe</td>
<td>Open Oct. 2007</td>
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<td>Gallery Cleaners</td>
<td>Open Oct. 2007</td>
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<td>Jimmy John's</td>
<td>Open Jan. 2008</td>
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<td>Whole Foods</td>
<td>Open 2nd Qtr 2008</td>
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<td>Burke &amp; Herbert Bank</td>
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<td>Subway</td>
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<td>Learning Tree</td>
<td>Open 2nd Qtr 2008</td>
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<tr>
<td>Starbucks</td>
<td>Open 2nd Qtr 2008</td>
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<tr>
<td>Robek’s Fruit Smoothies</td>
<td>Open Nov. 2007</td>
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<tr>
<td>Jerry’s Subs</td>
<td>Open</td>
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Edward Stratchko
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Incorporated
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Cooper Carry Scores Two Design Awards
For Best Office & Best Mixed-Use

Northern Virginia National Association of Industrial and Office Properties (NAIOP), Nov. 20 - Before a packed house at the NAIOP signature event, Cooper Carry architects accepted two awards last week. The stunning Dulles Station East office building won Award of Excellence for Best Building in the four to seven stories category. Team members include developer Crimson Partners and contractor Harvey-Cleary Builders. The recently completed Westin Alexandria Hotel & The Jamieson Condominiums won Best Building, Mixed-Use Project. Team members include Alexandria Towers, LLC, Regent Partners, LLC, and Balfour Beatty Construction. Cooper Carry has now won six NAIOP design awards in the past three years.

The Dulles Station development sits along the high technology corridor between Dulles Airport and Washington, D.C. The site is only 10 minutes from the AOL headquarters and five minutes from Dulles Airport, and slated to link to a mass transit rail station within the next decade. The six-story East Building greets visitors immediately as they enter the site, with its iconic corner covered in curtainwall. Cooper Carry also provided interior design services for the 180,000-square-foot building, creating a light-filled lobby incorporating Venetian plaster, intricate marble floors and backlit glass panels. Cooper Carry is designing four office buildings on the site, along with two hotels and two parking structures.

The Carlyle Mixed-Use project successfully unites a disparate program - a 320-key full-service Westin hotel, a feature restaurant, 3,500 square feet of retail space, and 79 luxury condo units in the Jamieson Condominiums - all within the skin of an architecturally cohesive whole. Located two blocks from the King Street Metrorail station and surrounded by buildings of similarly ambitious scale, the project site is unmistakably urban in character. The project opened in the fall of 2007.

Cooper Carry is a full service design firm offering planning, architecture, landscape, interiors and environmental graphics. Specialty practice areas include mixed-use developments, planning, education, hospitality, retail, office, corporate facilities and laboratories. Our multidisciplinary approach allows the firm to integrate living, working, learning and leisure space into an environmentally friendly holistic design. Founded in 1960, Cooper Carry has offices in Alexandria, Va.; Atlanta; New York City; and Newport Beach, Calif. For more information, visit:

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