

SANTA MONICA AIRPORT TO PARK CONVERSION



Lord **BIG** HR&A **LANGAN**
Cultural Resources

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CAMPUS MASTERPLAN & SPORTSBOWL
CLAREMONT, CALIFORNIA, USA

INSIDE COVER:

EAST SIDE COASTAL RESILIENCY
NEW YORK, NEW YORK, USA



BIG - Bjarke Ingels Group
Contact: Mr. Stephen Pinto, Business Development Manager

SUPERKILEN PARK
COPENHAGEN, DENMARK



HELLO, NEIGHBOR!



BIG'S NEWEST PERMANENT STUDIO OPENED IN SANTA MONICA IN MARCH 2023

This month, BIG opened its sixth permanent studio, located in Santa Monica just three miles from the airport site. This new studio is the culmination of a decade of work in California, including projects such as the Google Campus Masterplan and HQ in Bay View, the Claremont McKenna College Campus Masterplan and Sportsbowl in Claremont, the Oakland A's Masterplan and new Ballpark, and 670 Mesquit, a mixed-use development in the LA Arts District. We have been honored to undertake such impactful and equitable planning projects across California and proud to call Santa Monica home. The timing is serendipitous that we should now have the opportunity to work with you, our new neighbor, on this once-in-a-generation planning project, the transformation of Santa Monica Airport to a Great Park.

This project is of a scale, typology, and ambition where BIG excels. In New York, we are working on the design and delivery of our competition-winning 'Big U' masterplan to protect ten miles of Manhattan coastline from extreme weather events. The 'social infrastructure' we are delivering combines essential resiliency measures with community amenity in the form of a 10-mile continuous park. Elsewhere, our design solutions have transformed a crumbling section of the Brooklyn-Queens Express into a connective urban park; celebrated cultural and artistic diversity at Superkilen, a new urban park in Copenhagen; and advanced towards a more carbon neutral environment with mass timber buildings at airports in Zurich and Luxembourg.

BIG is proposing as a prime consultant, primarily for scope item 3. BIG will provide overall project management, as well as expertise in scenario planning, urban design, and landscape concept design. We are joined by an initial team of experts in key project areas: HR&A for economic feasibility, Lord Cultural Resources for creative & cultural arts integration, and Langan for site and civil engineering, including mobility. If selected for shortlist, we will expand our team with additional collaborators and could be considered to lead a combined team for scopes 1-3 based on additional input and contractual preferences of the City of Santa Monica.

We are excited by the opportunity to work with you to create a visionary plan for the future of Santa Monica Airport, testing possibilities and envisioning a vibrant new public space. We look forward to what is to come!

Leon Rost
Partner | BIG | Los Angeles

*Submitting Organization:
BIG - Bjarke Ingels Group
BIG acknowledges receipt
of Addenda #1-2.*

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QUALIFICATIONS

A. OUR TEAM







*BIG'S OFFICE IN NEW YORK CITY
BROOKLYN, NEW YORK*

BEING BIG

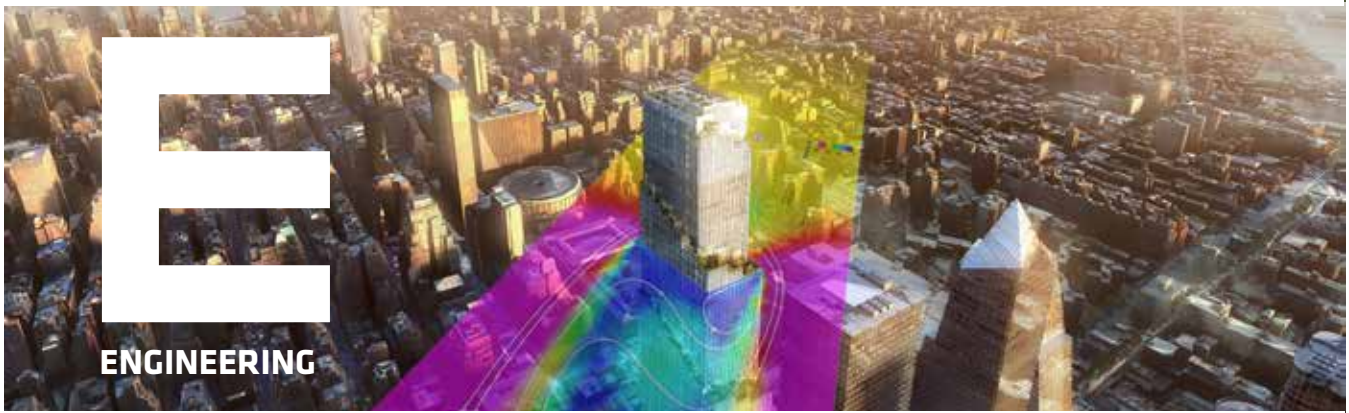
BIG - Bjarke Ingels Group is a group of architects, designers and thinkers operating within the fields of architecture, landscape, urbanism, interior design, product design, research and development. Originally founded in 2005 in Copenhagen, Denmark, followed by NYC in 2011, BIG now has offices in London, Barcelona, Shenzhen and **as of March 2023, our newest permanent studio in Santa Monica**. Globally we are a team of nearly 800, led by 23 global partners, with a wide background of knowledge and experience, and nearly 200 people between our US studios. We are able to confirm our ability to successfully commence a project of this scale with staffing at current levels and according to the schedule outlined in the RFQ documents shared by City of Santa Monica.

BIG has created a reputation for completing masterplans, buildings, and landscapes that are as programmatically and technically innovative as they are cost and resource conscious. In our architectural production, we demonstrate a high sensitivity to the particular demands of site, context and program as well as the developmental and market conditions. BIG is currently designing ten contiguous miles of resiliency and social infrastructure called The Big 'U' in New York City; the 'Brooklyn-Queens Park' in NYC, a **transformation of the crumbling expressway into an integrated park** and renewed infrastructure; the Claremont McKenna Campus Masterplan, a 135 acre historic University Campus Masterplan on the West Coast; the Google campus in Mountain View, CA; a masterplan for the Smithsonian Campus in Washington, DC and numerous other education, sports, residential, commercial, urbanism and cultural projects around the world. Recently completed works include: Amager Resource Center waste-to-energy plant in Copenhagen that acts as a public amenity and ski slope (2019), MECA arts center in Bordeaux (2019) & Google HQ in Mountain View, CA (2022).

DESIGN PROCESS

As designers of the built environment, we test the effects of scale and the balance of programmatic mixtures on the social, economic, and ecological outcome of a given site. Like a form of programmatic alchemy, we create architecture by mixing conventional ingredients such as living, leisure, recreation, working, parking and shopping to realize imaginative and responsible solutions. Our philosophy recognizes the added value to be brought to each building site, and our recipe of programmatic alchemy allows for the development of constructible and economical designs. We have gradually introduced spatial diversity and density as well as **programmatic and cultural mix into built and natural landscape**. Until recently all elements would have been rejected as alien, but they are now being recognized as integrated elements of the urban tissue. Through the success of our projects and research in Copenhagen we are now being commissioned by forward-looking developers and municipalities across Europe, North America, Middle East, and Asia. In these projects, we apply our research-based approach and study to local conditions and concerns in an effort to realize their global and sustainable aspirations.

PROFILE



*The **BIG LEAP** encompasses **BIG's** design methodology as an integrated practice.*

BIG LANDSCAPE is a group of landscape architects, urban designers, and strategic thinkers integrated within BIG's larger design practice reclaiming the role and place of nature at both scene-making and city-making scales. With departments in Copenhagen and New York City, **BIG LANDSCAPE** has completed projects on four continents and twenty-one countries. Committed to making each project unique because each context is unique, **BIG LANDSCAPE** transcends traditional disciplinary boundaries by weaving together building and landscape, planning and programming, indoor and outdoor, public and private, to generate unforeseen typologies and synergies between the built and the grown. **BIG LANDSCAPE** engages in a broad range of mandates including placemaking, biophilia, coastal resiliency, masterplanning, and futureproofing projects. To make those visions come true, **BIG LANDSCAPE** strategically engages stakeholders, communities, institutions and the broader design field.

BIG ENGINEERING is a special unit dedicated to integrating engineering knowledge and expertise into BIG buildings globally. Through our collaboration with some of the best firms in the world, we have learned the value that great engineering has to offer architecture. **BIG ENGINEERING** covers a wide range of disciplines including structural and MEP engineering as well as indoor climate, daylight and energy analysis. Within **BIG ENGINEERING** is our **BIG SUSTAINABILITY** team, who offer a wide range of services such as environmental analysis, Life Cycle Assessment (LCA), sustainability frameworks and certifications. **BIG Sustainability** uses advanced computational tools and methods to support an efficient design process for sustainable design at BIG. We work closely with our architects and designers from conception to completion and focus on creating an engineering story which compliments and reinforces the architectural narrative.

BIG ARCHITECTURE tests the effects of size and the balance of programmatic mixtures on the triple bottom line of the social, economic, and ecological outcome. By hitting the fertile overlap between pragmatism and utopia, we as architects once again find the freedom to change the surface of our planet, to better fit contemporary life. In all our actions we try to move the focus from the small details to the **BIG** picture. Included in **BIG ARCHITECTURE** is our **BIG SPACE PLANNING** team, whose mission is to explore and understand the unique DNA of our clients to provide space relations customized for each individual building. **BIG SPACE PLANNING** collaborates with the design teams at BIG from the very beginning of each project, to ensure a symbiotic relationship between the overall design of the building and interior space layouts, space relations, circulation and fit outs. With **BIG INTERIORS**, we look at our buildings inside and out to ensure that the interior spaces are in unity with the overall design and reflect the needs, wishes and dreams of its users.

BIG PLANNING operates in several different layers. Projects of this character demand a will to deal with the futures of unknown possibilities. This includes technological breakthroughs, developments of new materials, climate changes, economical variations, human mobility, and social experiments. Our master planning process begins with a search for the optimal programmatic combination as a form of programmatic alchemy. This way of thinking also produces the possibility of creating new architectural typologies that generate new value on the site, around the street, in the neighborhood or throughout the city in general. In the urban planning process we are capable of defining a strong overall concept whilst working at a more detailed urban and human scale.

PROFILE



1 ft²

From our website to the very font we use everyday to the design of a simple light fixture like the Gople Lamp - no detail is too small for us to consider when designing.



10 ft²

Take a seat on the Brick sofa - we design furniture, too. From sofas for home to the very desks we use everyday in our offices, we work at every scale of a project.



10,000 ft²

An urban park wedged into the city makes a big difference in this culturally-rich neighborhood on the outskirts of Copenhagen, Denmark.



100,000 ft²

Our recently completed Isenberg School of Management - Business Innovation Hub at the University of Massachusetts Amherst provides a hyper-collaborative study and social space to one of the top-30 public business schools in the US.



100 ft²

BIG designed the 2016 Serpentine Pavilion in London's Kensington Gardens. The small intervention in the park hosted thousands of people for events throughout the Summer of 2016.



1,000 ft²

The Danish Pavilion for the World Expo exhibited the best practices of Danish design and living within a few 1,000 square meters.



1,000,000 ft²

Claremont McKenna Campus Masterplan expansive fosters an exchange between the existing historical campus and the new program composed of academic & student services and sports & recreation facilities.



10,000,000 ft²

Our BIG U Dryline Resiliency Project is a protective system around downtown Manhattan, in response to the vulnerabilities exposed by Hurricane Sandy, to better protect residents from future climate events.

PROFILE



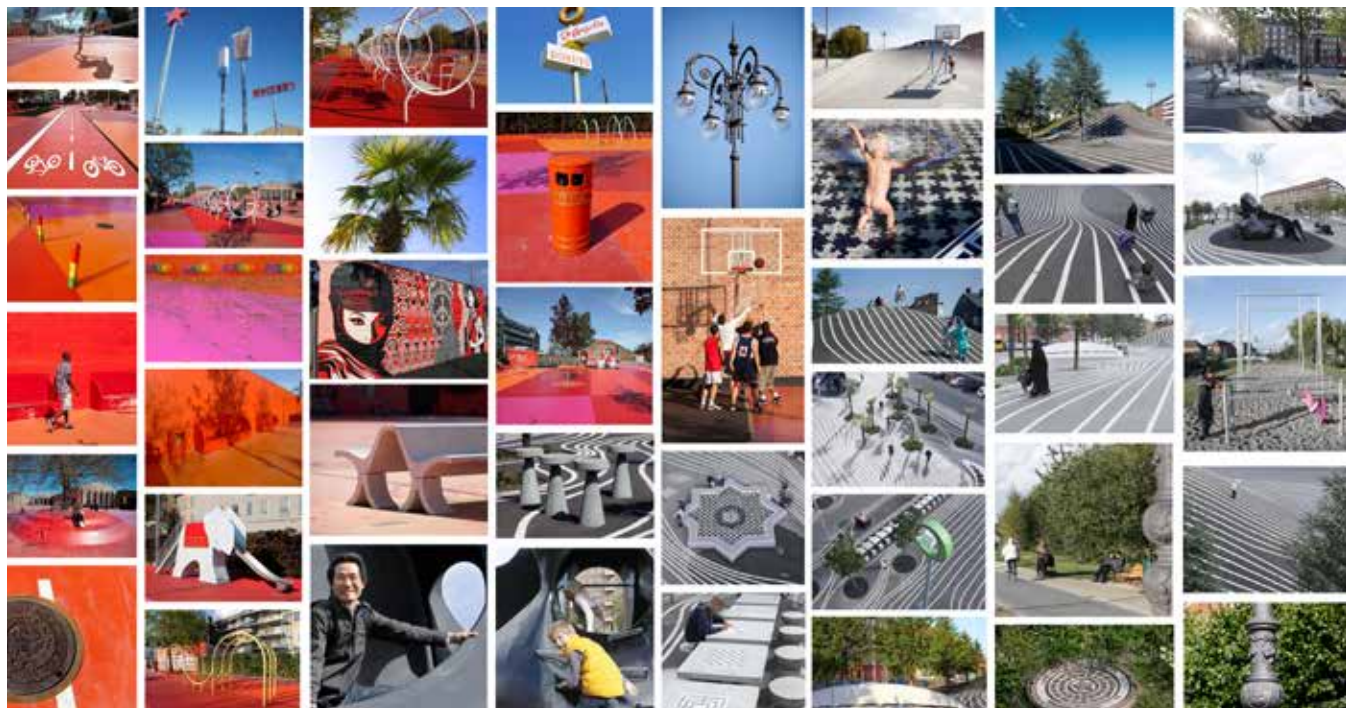
THE EAST SIDE COASTAL RESILIENCY PROJECT CREATES 2.5 MILES OF COASTAL RESILIENCY AND SOCIAL INFRASTRUCTURE IN NEW YORK CITY.

BIG LANDSCAPE & MASTERPLANNING

BIG Landscape is a group of landscape architects, urban designers and strategic thinkers integrated within our larger design practice to reclaim the role and place of nature at both scene-making and city-making scales. With departments in both New York City and Copenhagen, BIG Landscape leverages landscape principles and urban design to create seamless links between the territories within our control—and the surrounding city—spanning across the traditional boundaries of indoor and outdoor, public and private, building and landscape to unify neighborhoods and establish stronger communities. Our urban landscapes and streetscapes aim to create more resilient, connected and equitable cities. To implement this vision, we engage with stakeholders to tailor resiliency, landscape designs and community engagement to each location to create iconic urban spaces.

Our land projects include The Big U, a 10-mile landscape on the New York City waterfront that simultaneously transforms a public park while implementing resiliency measures that safeguard the region from Hurricane Sandy-like flood conditions; and Superkilen, a public space in Copenhagen that creates a sense of place and gathering for an entire neighborhood. The project is a winner of an Aga Khan Award for Public Space.

The BIG U wraps the coast of Manhattan from West 54th Street to East 40th in a ribbon of protective landscapes that defend neighborhoods from storms and sea level rise while providing locally-needed cultural, recreational, and socio-economic benefits. The BIG U comprises a sequence of contiguous compartments that protect a series of topographically discrete flood zones; together these compartments form a shield that will enable New York to thrive in the face of climate change. Protective interventions, design choices,



SUPERKILEN IN COPENHAGEN FEATURES OVER 100 DIFFERENT ELEMENTS OF STREET FURNITURE FROM 62 COUNTRIES.CITY.

and amenities in each compartment are tailored to the needs, desires and character of the coastal neighborhoods protected. Planning and design for each compartment were solidly rooted in community engagement and the resulting design confers financial, ecological and socio-economic benefits.

Superkilen is a kilometer-long urban space wedged in the heart of Nørrebro in Copenhagen, the most ethnically diverse and socially challenged community in Denmark. The park, born out of an intensely collaborative design process, is a place for visitors to gather and play, meet and socialize, and learn about other cultures in a new global neighborhood - and features over 100 different elements of street furniture, play equipment, sculpture and light fixtures from the 62 home countries of the park's neighbors.

BIG Landscape also looks at ways of designing cities and buildings as double ecosystems that are both ecologically and economically profitable, in order to expand the public realm and maximize life quality and enjoyment. BIG has always considered the landscapes around, inside and on top of our buildings to be an integral part of architecture.

It is often hard to distinguish where a building starts and the landscape stops. For instance, The Mountain in Copenhagen provides each resident a terraced garden, offering the suburban lifestyle in an urban context. The 8 House includes a manmade mountain path, maximizing social interaction by allowing its residents and visitors to walk or bike all the way up to the tenth floor. The CopenHill power plant doubles as a giant public park and ski slope, creating a place for discovery, provoking and simulating different ways of interacting with the city and its users.

PROFILE



BIG IS AT THE FOREFRONT OF MATERIAL INNOVATION AND MORE CARBON NEUTRAL DESIGN, INCLUDING A NEW TIMBER FRAME OFFICE BUILDING AT LUXEMBOURG AIRPORT.

SUSTAINABLE & EQUITABLE DESIGN

Design is of course influenced by countless aspects beyond climate and geography: program, function, bureaucracy, economy, technology, unions, politics, materials, culture, preservation, public opinion, logistics, and so on. At BIG, our strategies always look at the ongoing life cycle value by reducing material, money, and time dedicated to maintenance. The general perception of sustainability is guided by an idea of a moral code: that one must make sacrifices in favour of sustainability. However, we challenge this perception and instead seek to design cities, buildings, parks and landscapes as triple ecosystems that are ecologically, economically, and socially profitable. We see our projects as opportunities to increase the quality of life, and we approach the question of sustainability not as a moral dilemma but as a design challenge.

BIG's approach to sustainability is rooted in the Danish tradition of energy conservation which goes back decades as the country had to provide for many with limited resources. We have built and continue to build projects certified by international sustainability standards organizations: LEED, BREEAM, Green Mark, Minergie, German Sustainable Building Council (DGNB), Passive House Standards, and others.

We always collaborate with top experts and knowledge professionals, in our projects we design buildings optimizing their solar orientation, integrate inventive daylighting measures, green roofs, geothermal systems, and greywater systems.



BIG HAS DESIGNED AFFORDABLE HOUSING AROUND THE WORLD, INCLUDING SNEGLEHUSENE IN AARHUS, DENMARK, WINNER OF THE AARHUS MUNICIPALITY ARCHITECTURE PRIZE, 2023.

We work actively with UN's 17 Sustainable Development Goals, and we have been working with the world goals professionally since they were announced in 2015. They are a great tool for early dialogue with clients, stakeholders and user groups about sustainability. We have found that the UN Sustainable Development Goals is a good tool for getting the dialogue on sustainability started - anyone can work with them from the receptionist to the real estate developer. That is what makes them such a powerful tool. We also work actively to incorporate the Sustainable Development Goals in our own offices in Copenhagen, London, Los Angeles, New York, Barcelona and Shenzhen. Where we keep up awareness of how we operate as a business in the world. The work we have done with the Sustainable Development Goals has given us a number of tools on how everyone can implement initiatives at their work place.

Our sustainability strategy, however, delves into a deeper understanding of how we create and then use the energy we need in our lives. We begin every project with a climatic analysis which then allows us to choose the appropriate sustainable strategies and technologies. In past projects, we have sited buildings to optimize their solar orientation, integrated inventive daylighting measures, dealt with lack of daylight in Greenland, green roofs, geothermal systems, and greywater systems, and have dealt with the challenges of brownfield sites. Our strategies always look at the ongoing life cycle value by reducing material, money, and time dedicated to maintenance. We aim for our projects to always meet or exceed local expectations and standards for sustainability.

PROFILE



SOLNA BUSINESS PARK IN STOCKHOLM, SWEDEN.CITY.

OUR APPROACH TO MASTERPLANNING

With master planning projects, we operate in several different layers. Projects of this character demand a will to deal with the futures of unknown possibilities. This includes technological breakthroughs, developments of new materials, climate changes, economical variations, human mobility, and social experiments. With this in mind, our urban projects always include a research phase where relevant problems and potentials are explored. Based on the research we then formulate and develop visionary concepts and thoroughly discussed urban interventions.

We believe that attractive and exciting spaces generally contain a wide mix of programs and activities. For urban master plans, this mix can include housing, commercial programs, culture and sports activities to create vibrant and liveable neighborhoods throughout the entire day. For cultural master plans, it is more about mixing exhibition space, administrative and back-of-house spaces, public areas, and collections storage into a seamless, well-functioning system.

Our master planning process begins with a search for the optimal programmatic combination as a form of programmatic alchemy. This way of thinking also produces the possibility of creating new architectural typologies that generate new value on the site, around the street, in the neighborhood or throughout the city in general. In the urban planning process we are capable of defining a strong overall concept whilst working at a more detailed urban and human scale; including ideas for building volumes, art placement, facade materials, streetscapes, pavements, plazas, green areas, and, not to forget, the small cozy spot for the bench in the sun.



AARHUS HARBOR BATHS EXTENDS PUBLIC SPACE INTO THE WATERS OF THE CITY.

ACTIVE DESIGN

As the 2013 AIA National Honor Awards for Regional and Urban Design Jury explains: “sport is one of the few activities in society, where people can still agree on the rules. No matter where you’re from, what you believe nor which language you speak, it is always possible to play football together.” As an extension of this tenet, we try to integrate active design as an urban extension of the internal life of each project. Recreational offers should range from highly active sports (e.g. basketball, boxing, biking), to more leisurely activities (e.g. picnicking, chess, walking) to accommodate and include a diverse range of ages, interests, and abilities. We design our projects to create opportunities to meet others through physical activity and games. To encourage interaction with one’s local environment on a daily basis, we strive to design interesting and stimulating spaces through which to walk and with which to engage. To achieve this, our designs relate to human scale, are identifiable and memorable, and offer a complexity and visual richness. Outdoor green space is critical in our designs for encouraging physical activity, hence why we have collaborated with talented landscape architects to develop landscapes that complement spatial developments and respond to local environment. In 2004, we completed the Maritime Youth House, a 2.000 m² community facility that is shared by the local sailing club and the youth center. By tucking the program under an undulating roof, we also created an active landscape for play that is open to all residents and visitors. Similarly, in our design for the Superkilen Urban Park, we created three different zones: the “Red Square” is a multifunctional rubber surface open to ball games, markets, parades, and a skating rink in winter. While the “Black Market,” with its chess tables and benches invites reflective relaxation. Finally, the “Green Park” is designed as rolling hills sprinkled with playgrounds, picnic spots, and incorporating existing sports fields.

PROFILE



PUBLIC MEETINGS & WORKSHOPS WITH COMMUNITY BOARDS & AGENCIES INCLUDING NYC PARKS DEPARTMENT, NY HOUSING AUTHORITY, NYCEDC AND LOCAL COMMUNITY BOARDS

COMMUNITY ENGAGEMENT

At BIG, we strongly believe that the most sustainable buildings are the ones that are beloved by their communities. For that reason, the community engagement process is of particular importance to us. Our project Superkilen is a prime example for this as we held over 100 public meetings about the project and listened to the many constituents and neighbors of the site. We listened, we took notes, and we incorporated their input so that the park has become theirs and that they have ownership of it, as opposed to the design team or city.

This is also the type of process that we undertook for the Big U, a post-Sandy resiliency work for the Department of Housing & Urban Development, where BIG led both the design and the community engagement process comprised of 50 stakeholder meetings. We have learned that design does not always flow from the top down, and that sometimes the best or most stimulating ideas come from the community of users themselves, discovered through workshops and public presentations. Partnered with LESReady! (a coalition of more than 25 community groups coordinating preparedness and planning efforts for the Lower East Side neighborhood in Manhattan), our Big U team conducted a series of public outreach work sessions with community end-users. Residents were invited to build their own resilient waterfront through drawings and interactive models with an array of options for creating a collective vision for their waterfront. After discussions with the Battery Conservancy and the Downtown Alliance, we were invited to expand our design efforts to include the Financial District and The Battery.

We look forward to participating in a robust engagement effort with the community in Santa Monica.



WALKING THE SITE OF EAST SIDE COASTAL RESILIENCY WITH PUBLIC STAKEHOLDERS

“... this promise of resilience, this capacity of the [The Dryline’s] approach and the potential of the collective result [is] why I am truly impressed by the team’s work, their strong coalition and the real innovation they brought forward.”

*- Henk Ovink
Principal ‘Rebuild by Design’*

PUBLIC AGENCIES & APPROVALS

Our philosophy of an inclusive and proactive design process emphasizes the early and on-going involvement of City officials and authorities who have jurisdiction over the sites we are working upon. Through projects like The Big U and Superkilen, we have experience working with the various agencies and the complex approvals process that are required for large and small scale projects and have even undergone the landmarks approval process on a handful of projects.

Throughout the development of our East Side Coastal Resiliency Project, we have held a number of public workshops and more than 100 additional meetings with community stakeholders, elected officials, and government agencies to inform our design and implement standard regulations for approval and permitting. At the state level, we have worked with the Department of Environmental Conservation (NYSDEC) on permits related to activities in tidal wetlands, and the Department of Transportation (NYSDOT) on flood protection design and construction activities approvals. At the city level, we’ve worked with agencies such as the Department of Parks & Recreation (DPR) on parkland permits and approvals; the Public Design Commission (PDC) on the review and approval of art, architecture, and landscape features for City-owned properties; and the Department of City Planning (DCP) on waterfront area planning, zoning and compliance.

We understand approvals will be similarly complex for this project and look forward to working with you towards a preferred scheme that is both visionary and achievable.

PROJECT TEAM



LOS ANGELES STUDIO PARTNER IN CHARGE LEON ROST (RIGHT)

TEAM COMPOSITION

Our team is excited to work with the City of Santa Monica. The team will be led by BIG as prime consultant and lead for project management, scenario planning, masterplanning, urban design, and landscape concept. The proposed BIG team is an integrated team of architects, urban designers, and landscape architects led by Leon Rost, BIG's partner in charge of the Los Angeles studio located in Santa Monica. Leon is a registered architect in the State of California.

BIG is joined by a core group of proposed subconsultants who will each lead an essential pillar of project delivery. HR&A will take the lead as it comes to testing economic feasibility for the various scenarios that are generated, including testing park programming. Lord Cultural Resources will lead the creative and cultural arts integration, providing outreach to Santa Monica's vibrant arts community and planning for the future of arts and culture at Santa Monica Airport. Langan is our team's lead engineer and they will oversee scope as relates to site, soils, and environmental analysis, civil engineering, mobility and transportation studies, and more.

This group represents our core team for the project and we intend to identify additional experts as needed to fulfill Santa Monica's needs for this project. The team we propose is composed of firms and individuals at the top of their field uniquely qualified for this project's scope, and possessing past experience working together on similar scopes. The potential consultants we have recommended were assembled with consideration to the specifics of this project. In response to the City's interest in a collaborative approach to team formation, we welcome your suggestions and recommendations should we be selected, and look forward to learning more about the City's preferences and priorities.

ORGANIZATION CHART



CITY OF SANTA MONICA



BJARKE INGELS
CREATIVE DIRECTOR
BIG



LEON ROST
DESIGN PARTNER
BIG



ARAN COAKLEY
PROJECT MANAGER
BIG



JAE YOON LEE
LANDSCAPE PM
BIG



GIULIA FRITTOLO
LANDSCAPE PARTNER
BIG



EINAT LUBLINER
URBAN DESIGNER
BIG



ISABELLA MARCOTULLI
DESIGN LEAD
BIG



MÓNICA GALIANA
LANDSCAPE DESIGNER
BIG

CORE CONSULTANT TEAM

HR&A
ECONOMIC FEASIBILITY
LEAD

LORD CULTURAL RESOURCES
CULTURAL ARTS
LEAD

LANGAN
SITE & CIVIL
LEAD

RESUME



Biography

Bjarke Ingels started BIG Bjarke Ingels Group in 2005 after co-founding PLOT Architects in 2001 and working at the Office of Metropolitan Architecture in Rotterdam, The Netherlands. Through a series of award-winning design projects and buildings, Bjarke has developed a reputation for designing buildings that are as programmatically and technically innovative as they are cost and resource conscious. Bjarke has received numerous awards and honors, including the Danish Crown Prince's Culture Prize in 2011, the Golden Lion at the Venice Biennale in 2004, and the Urban Land Institute (ULI) Award for Excellence in 2009. In 2011, the Wall Street Journal awarded Bjarke the Architectural Innovator of the Year Award. In 2016, Time Magazine named Bjarke one of the 100 most influential people in the world today.

Alongside his architectural practice, Bjarke has taught at Harvard University, Yale University, Columbia University, and Rice University and is an honorary professor at the Royal Academy of Arts, School of Architecture in Copenhagen. He is a frequent public speaker and has spoken in venues such as TED, WIRED, AMCHAM, 10 Downing Street, and the World Economic Forum.

Languages

Danish | English | Spanish

Education

The Royal Academy of Arts, School of Architecture | 1999 | Copenhagen, DK
Escola Tècnica Superior d'Arquitectura | School of Architecture | 1998 | Barcelona, ES

Selected Experience

Bjarke Ingels Group | Since 2001 | CPH + NYC | Creative Director
Claremont McKenna Univ. and Masterplan | 116,700 SF | In Design | Claremont, California, US
Johns Hopkins Student Center | 150,000 SF | In Construction | Baltimore, US | Partner-in-Charge
Amager Waste To Energy Plant | 950,000 SF | Completed 2019 | Copenhagen, DK
Wilson Secondary School | 165,000 SF | Completed 2019 | Arlington, US
Faroe Islands Education Center | 207,750 SF | Completed 2019 | Torshavn, FO
Isenberg School of Management Business School | 70,000 SF | Completed 2018 | Amherst, US
Lego Brand House | 53,000 SF museum & visitor center | Completed 2017 | Billund, DK
Tirpitz Museum | 30,700 SF bunker museum | Completed 2017 | Blavand, DK
The Grove at Grand Bay | 600,000 SF residential | Completed 2016 | Miami, US
VIA 57 West | 861,100 SF mixed use | Completed 2016 | New York, US
Danish Maritime Museum | 53,820 SF | Completed 2013 | Copenhagen, DK
8 House | 667,300 SF mixed use housing | Completion 2010 | Copenhagen, DK
Gammel Hellerup Gymnasium | 11,840 SF | Completed 2013 | Copenhagen, DK
Superkilen Masterplan | 10.6 acres | Completed 2012 | Copenhagen, DK
EXPO 2010 Danish Pavilion | 32,000 SF | Completed 2010 | Shanghai, CN
The Mountain | 255,200 SF residential | Completed 2008 | Copenhagen, DK
Sjakket Youth Centre | 21,530 SF | Completion 2007 | Copenhagen, DK
Helsingør Psychiatric Hospital | 65,000 SF | Completed 2006 | Helsingør, DK
VM Houses | 269,000 SF residential | Completed 2005 | Copenhagen, DK
Maritime Youth House | 21,500 SF | Completed 2004 | Copenhagen, DK
Copenhagen Harbor Bath | 17,200 SF | Completed 2003 | Copenhagen, DK
Telus Sky Tower | 625,000 SF mixed use development | In construction | Calgary, CA
Vancouver House | 670,000 SF mixed use and tower | In construction | Vancouver, CA
Smithsonian Institution Campus Masterplan | 1.3 mil SF | Washington DC, US
40th Precinct Station House | 45,000 SF | In Construction | New York, US
Hyperloop | High-speed transportation pods & station design | In Design | Global
Toyota Woven City | 150 acres master plan & architecture | In Design | Susono City, JP
Google Campus | 3.5 mil SF urban master plan & headquarters | Mountain View, US
The BIG U | 10-mile long urban master plan | New York, US
Los Angeles Arts District | 2.6 mil SF | In Design | Los Angeles, US

PERSONNEL

Bjarke Ingels | Founding Partner & Creative Director



Affiliations	Chief Architect WeWork Honorary Fellow Royal Architectural Institute of Canada Member of the Architect's Association Danish Architecture Association Member of Americas Business Council Foundation Fellows Member of the Jury of European 8 Norway and Cyprus Member of the Danish Cultural Ministry Educational Council Member of Arkitektens Forlags Editorial Committee Member of the Henning Larsen Prize Committee Member of Copenhagen X Architectural Council Member of the Danish Cultural Ministry Educational Council
Academic	Visiting Professor at Yale University 2011 New Haven, US Honorary Professor at The Royal Academy of Arts 2011 Copenhagen, DK Visiting Professor at Harvard University Joint Studio with HBS & GSD 2010 Cambridge, US Visiting Professor at Columbia University GSAPP 2009 New York, US Visiting Professor at Harvard University GSD 2007 Cambridge, US Visiting Professor at Rice University 2005 Houston, US Visiting Professor at The Royal Academy of Arts 2001 Copenhagen, DK
Selected Awards	The 100 Most Influential People Time Magazine 2016 Louis I. Kahn Memorial Award Louis Kahn Memorial Committee 2016 40 Under 40 ULI - Urban Land Institute 2014 Design Award Red Dot Superkilen Masterplan 2013 Honor Award AIA 8 House 2012 Merit Award AIA NY VIA at West 57th Street 2012 Architectural Innovator of the Year Award Wall Street Journal 2011 Prize of Honor The Dreyer Foundation Grant 2011 Crown Prince Culture Prize Danish Culture Fund 2011 Prix Delarue Award French Academy of Architecture 2011 Utzon-Statuette The Mountain 2011 Scandinavian Green Roof Award 8 House 2010 The State Art Fund Working Scholarship 2010 ULI Award for Excellence The Mountain 2009 Nominated at Mies Van Der Rohe The Mountain 2009 MIPIM Residential Development Award The Mountain 2009 Forum Award Best Nordic Architecture The Mountain 2009 Wood Award Maritime Youth House 2008 Wood Award The Mountain 2008 Contract World Best Education Interior Sjakket Youth Center 2008 Mies Van Der Rohe Award Special Mention VM Houses 2007 IOC Award Honorable Mention Copenhagen Harbour Bath 2007 Forum Award Best Scandinavian Building VM Houses 2005 His Royal Highness Prince Henrik of Denmark's Scholarship 2005 The Royal Academy of Arts Eckersberg's Medal 2005 Mies Van Der Rohe Award Special Mention Maritime Youth House 2005 Copenhagen Award for Architecture Maritime Youth House 2004 Venice Biennale Golden Lion Stavanger Concert Hall 2004 Copenhagen Collaboration Award 2004 European Prize for Urban Public Space Copenhagen Harbor Bath 2004

RESUME



Biography

Leon Rost is an architect and partner of Bjarke Ingels Group. Leon has worked with renowned offices in Japan, Scandinavia, and Portugal before joining BIG with the launch of the New York office in 2011, leading a range of projects with a focus on sustainability, technology, and the public realm. In 2023, Leon opened BIG's west coast office in Los Angeles. Leon has led the development of Google's visionary campus and headquarter buildings including the 1.1 million square foot Bay View campus, with another 2 million SF nearing completion. Leon also heads multiple projects for renowned institutional clients including Johns Hopkins University, Claremont McKenna College, Northeastern University, and University of Kansas. At the urban scale, Leon is the partner in charge of the new Oakland A's Howard Terminal ballpark district as well as Woven City, Toyota's prototype city of the future. Leon has participated in lectures and critiques at Yale, Columbia GSAPP, Cal Poly San Luis Obispo, UCLA, and UC Berkeley. He is also part of the ACE Mentorship program which mentors disadvantaged high schoolers seeking university study in the ACE industry.

Languages

English | Japanese

Education

Bachelor of Architecture | California Polytechnic University | San Luis Obispo, US | 2006
Denmark's International Studies | Copenhagen, DK | 2005
Institute for Social & International Studies | Portland State University | Barcelona, ES | 2002

Licenses

California State Architecture License | 2018
New York State Architecture License | 2017

Affiliations

American Institute of Architects (AIA)

Selected Experience

Bjarke Ingels Group | Since 2011 | NYC
Claremont McKenna Integrated Science Building | 117K SF | In Design | Claremont, CA, US | PIC
Google Campus | 3.5 mil SF | Completed 2015 | Mountain View, CA, US | Project Manager
Google Bay View | 1.8 mil SF | Completed 2022 | Mountain View, CA, US | Partner-in-Charge
Google Caribbean | 505,140 SF | In Construction | Sunnyvale, CA, US | Partner-in-Charge
Google Charleston East | 991,800 SF | In Construction | Mountain View, CA, US | Designer
King's Cross Google HQ | 990,000 SF office | In Construction | London, England | Designer
Oakland Athletics Howard Terminal Master Plan | 55 acres | In Design | Oakland, CA, US | PIC
Oakland Athletics Coliseum Master Plan | 180 acres | Idea | Oakland, CA, US | PIC
Toyota Woven City | 150 acres master plan & architecture | In Design | Susono City, Japan | PIC
Johns Hopkins Student Center | 150,000 SF | In Design | Baltimore, MD, US | Partner-in-Charge
The Grove at Grand Bay | 600,000 SF residential | Completed 2016 | Miami, FL, US | Designer
Kimball Art Center | 30,000 SF | Idea | Park City, UT, US | Project Leader
Wiseman Distillery | 252,000 SF | In Design | Bardstown, KY, US | Partner-in-Charge
The Mountain | 255,200 SF housing | Completed 2008 | Copenhagen, Denmark | Project Team

On Office Architects | 2009 - 10 | Porto, Portugal
Space Group | 2008 - 2009 | Oslo, Norway
Klein Dytham Architecture | 2007 | Tokyo, Japan
Shigeru Ban Architects | 2006 | Tokyo, Japan
PLOT | Design Assistant | 2005 | Copenhagen, Denmark

Lectures and Interviews

Moderator and Speaker | AIA '23 San Francisco "Landing a Moonshot" | 2023
Panel Speaker | Living Futures Conference, "Nature in Cities" | 2022
Interview | Metropolis Magazine "What will our Virtual Reality Be" | 2022



CLAREMONT MCKENNA COLLEGE MASTERPLAN & SCIENCE CENTER

PROGRAM Education
SERVICE Architecture
SIZE 116,700 SF / 10,842 M2
COST 160,000,000 USD
LOCATION Claremont, California
STATUS In Construction
CLIENT Claremont McKenna College



OAKLAND A'S MASTERPLAN

PROGRAM Sports
SERVICE Architecture, Landscape
SIZE 473,612 SF / 44,000 M2
LOCATION Oakland, California
STATUS In Design
CLIENT Athletics Investment Group LLC



TOYOTA WOVEN CITY

PROGRAM Urbanism
SERVICE Architecture, Planning, Landscape
SIZE 538,200 SF / 50,000 M2
LOCATION Susono, Shizuoka Prefecture
STATUS In Construction
CLIENT Toyota Motor Corporation
AWARDS World Architecture Festival Smart City WAFx Award Winner, 2021



JOHNS HOPKINS STUDENT CENTER

PROGRAM Education
SERVICE Engineering
SIZE 150,000 SF / 13,935 M2
LOCATION Baltimore, Maryland
STATUS In Construction
CLIENT Johns Hopkins University



GOOGLE MASTERPLAN & HQ

PROGRAM Urbanism, Workplace
SERVICE Architecture, Planning
SIZE 3,767,368 SF / 350,000 M2
LOCATION Mountain View, California
STATUS Completed
CLIENT Google

RESUME



Biography

Named BIG Landscape Partner in 2021, Giulia is an instrumental leader within BIG Landscape. Giulia moved to BIG Copenhagen in 2020 after three years at BIG NYC. She is a Senior Landscape Architect with a multi-disciplinary background in urban design, architecture and landscape architecture. Giulia led the proposal for Toyota Woven City, investigating how recent technologies will shape the future of cities in regard to new forms of mobility, sustainability, ecology and human connectivity. She first joined BIG in 2017 as project lead for the design of Islais Hyper-Creek proposal for the Resilient by Design competition, exploring solutions to adapt and protect the Bay Area from rain flooding, rising sea levels, and other environmental risks. Her approach brings focus to urban and natural systems, questioning and rethinking the traditional approach to landscape and city planning. Among her most relevant works are the masterplan for the Coliseum Arena in Oakland; the masterplan for Ravenswood Waterfront in East Palo Alto; and the Vision Plan for Downtown Brooklyn Public Realm. Prior to BIG, she worked for four years as a Landscape Designer and Urban Planner for the Dutch firm West 8. She has extensive experience in resilient master-planning and public space design at various scales. Giulia has led the design of the Duke University Sculpture Park, as well as the Concept Masterplan for Gulangyu Island in China, which contributed to the site being named a World UNESCO Heritage site. Giulia received her Masters Degree with honors from the Polytechnic University of Milan.

Languages

Italian | English | French | Spanish | Dutch

Education

Master of Architecture | Polytechnic University of Milan | IT | 2013
Bachelor of Architecture | Polytechnic University of Milan | IT | 2011

Selected Experience

Bjarke Ingels Group | 2017-2020 | NYC
Singapore Racecourse | Masterplan and vision for a racecourse | Competition | SNG
Argonaut Masterplan | Masterplan for Ravenswood waterfront | In Design | East Palo Alto, US
Downtown Brooklyn Public Realm Vision | Urban and public space masterplan | In Design | New York City, US
Toyota Woven City | 170 acres future city masterplan | In Construction | Susono City, JP
Oakland Coliseum Masterplan | Urban design and masterplan | In Design | San Francisco, US
Resilient by Design Bay Area Challenge | Resiliency masterplan | In Design | New York City, US
The Spiral | Landscape design on commercial tower | In Construction | New York City, US
Shenzhen Opera House | Landscape design | Competition | Shenzhen, China
Resilient By Design Bay Area | Masterplan and resilient design | Competition | San Francisco
The Creamery | Landscape design on and around high-rise | In Design | San Francisco, USA

West 8 | 2013-2017 | Rotterdam, NL + NYC
San Pellegrino Flagship Factory Landscape | 188,400 SF | Under Construction | Bergamo, IT
'T Zand | Theatre square in a UNESCO City Centre | 200,000 SF | Completed | Bruges, BE
Place Gambetta | 8,500 m² | Under Construction | Bordeaux, FR
Duke Sculpture Park | 140-acres | Phase 1 Completed | Durham, USA
Houston Botanical Garden | 120 acres | Phase 1 Completed | Houston, Texas, USA
J.Layton Ferry Terminal & Harbour Square Park | Phase 1 Completed | Toronto, CA
Gulangyu Sea Garden Paradise | Analysis & master plan | Completed | Xiamen CN

Speaking Engagements

Panel Discussion ULI Next Future Cities | University of Madrid | 2020
Keynote speaker & lecturer | Polytechnic University of Milan | 2016
Cairo Ard Al Liwa New Centrality | Polytechnic University of Milan, American University of Cairo | 2012

PERSONNEL

Giulia Frittoli | Landscape Partner



OAKLAND A'S MASTERPLAN

PROGRAM Sports
SERVICE Architecture, Landscape
SIZE 473,612 SF / 44,000 M2
LOCATION Oakland, California
STATUS In Design
CLIENT Athletics Investment Group LLC



RESILIENT BY DESIGN BAY AREA

PROGRAM Public Realm
SERVICE Landscape
LOCATION San Francisco, California
STATUS Idea
CLIENT Resilient by Design Bay Area Challenge
AWARDS ASLA NY Design Awards 2019



TOYOTA WOVEN CITY

PROGRAM Urbanism
SERVICE Architecture, Planning, Landscape
SIZE 538,200 SF / 50,000 M2
LOCATION Susono, Shizuoka Prefecture
STATUS In Construction
CLIENT Toyota Motor Corporation
AWARDS World Architecture Festival Smart City WAFx Award Winner, 2021



MADRID NUEVO NORTE

PROGRAM Public Realm
SERVICE Landscape
LOCATION Madrid, Spain
STATUS Idea
CLIENT DCN Distrito Castellana Norte



EDUCATION ESBJERG MASTERPLAN & BUILDING DESIGN

PROGRAM Education
SERVICE Architecture, Planning, Landscape
SIZE 974,919 SF / 90,573 M2
LOCATION Esbjerg, Denmark
STATUS In Design
CLIENT Education Esbjerg

RESUME



Biography

Aran Coakley is an Associate at BIG who has extensive experience managing collaborative multi-disciplinary teams and overseeing the construction of high profile institutional projects including museums, performance venues, and visitor centers. Aran has led the architectural component of the public review process for the Smithsonian Campus Master Plan in DC, directed the documentation of the Vancouver House luxury residential project, managed the construction administration of the Philadelphia Navy Yard commercial development, and is now leading the project management for the Solar One Environmental Education Center. Prior to joining BIG, Aran was responsible for coordinating projects from schematic design through construction completion. His responsibilities have encompassed client contact, contract, schedule, budget management, consultant coordination, document development, and managing construction administration.

Languages

English

Education

Master of Architecture | Columbia University | US | 2002
Bachelor of Science | Bowdoin College | US | 1997

Licenses

AIA | American Institute of Architects
New York State Architecture License | 2011
Illinois State Architecture License | 2015

Selected Experience

Bjarke Ingels Group | Since 2015 | NYC
Claremont McKenna Masterplan | 116,700 SF / 10,842 M2 | Claremont, California, United States
Smithsonian Institution Campus Master Plan | 1.3 mil SF | Washington DC, US | Project Manager
Delacorte Theater | 80,000 SF / 7,432 M2 | New York, New York, United States
NYPD 40th Precinct Station House | In Design | The Bronx, US | Project Architect & Manager
Solar One Environmental Education Center | 8,000 SF | In Construction | Project Manager
East Side Coastal Resiliency | 2.5 mi resiliency | In Construction | Technical Advisor
Wilson Secondary School | 165,000 SF | In Design | Arlington, US | Project Manager
1200 Intrepid | 78,000 SF Office building | Completed 2016 | Philadelphia, US | Project Architect
Vancouver House | 670,000 SF Mixed-use tower | In Construction | Vancouver, CA | Technical Advisor
Honeycomb | 172,000 SF Luxury residential | In Construction | Nassau, BS | Technical Advisor
Private Recording Studio | 7,200 SF | In Construction | Nassau, BS | Technical Advisor

Ennead Architects | 2007 - 2015 | New York, US
National Museum of American Jewish History (NMAJH) | 120,000 SF | Completed | Philadelphia, US
Vietnam Memorial Education Center | 37,000 SF | In Construction | Washington DC, US
Jazz at Lincoln Center Renovation | 50,000 SF | Completed 2017 | New York City, US

David Hotson Architect | 2005 - 2007 | New York, US
Cafesjian Museum Armenia | Art museum | 500,000 SF | Yerevan, AM

OMA | 2002 | New York, US
Oslo Public Library | Oslo, NO

Academic

Researcher | Hybridon | therapeutic studies involving synthetic oligonucleotides | 1997 - 1999

PERSONNEL

Aran Coakley | Associate / Senior Project Manager



CLAREMONT MCKENNA COLLEGE MASTERPLAN & SCIENCE CENTER

PROGRAM Education
SERVICE Architecture
SIZE 116,700 SF / 10,842 M2
COST 160,000,000 USD
LOCATION Claremont, California
STATUS In Construction
CLIENT Claremont McKenna College



LOS ANGELES ARTS DISTRICT

PROGRAM Work
SERVICE Architecture
SIZE 2,600,000 SF / 241,546 M2
LOCATION Los Angeles, California
STATUS In Design
CLIENT London & Regional Properties



THE HEIGHTS SCHOOL

PROGRAM Education
SERVICE Architecture
SIZE 180,000 SF / 16,722 M2
COST \$108,000,000
LOCATION Arlington, Virginia
STATUS Completed
CLIENT Arlington Public Schools
AWARDS American Institute of Steel Construction IDEAS2 National Award for Steel Construction in the \$75-200 million category, 2021; DESIGNArlington Award of Excellence, 2019;



SMITHSONIAN MASTERPLAN

PROGRAM Culture
SERVICE Architecture
SIZE 1,160,000 SF / 107,767 M2
LOCATION Washington, District of Columbia
STATUS Idea
CLIENT The Smithsonian Institution
AWARDS AIA National Honor Award for Regional and Urban Design, 2016; Society for College and University Planning (SCUP) Excellence Honor Award, 2015; AIANY Design Awards Project Merit, 2015



VANCOUVER HOUSE

PROGRAM Residential
SERVICE Architecture
SIZE 654,000 SF / 60,758 M2
LOCATION Vancouver, British Columbia
STATUS Completed
CLIENT Westbank Projects Corporation
AWARDS The International High-Rise Award, 2022/23; AFBC Architecture Awards of Excellence, 2021; AZ Award Best Multi-unit Residential, 2021; CTBUH Structural Engineering, 2021;

RESUME



Biography

Jae Yoon Lee joined BIG in 2022 as a landscape project manager. Jae has extensive experience in designing public, commercial and residential spaces in various scales internationally. With a particular focus set on the projects' site and users in relation to the larger community and sustainability, she provides her team with in-depth design analysis and strategies. Prior to joining BIG, Jae was a senior landscape architect at Martha Schwartz Partners where she advised design teams as an independent consultant on large scale master plan projects in the Middle East, a mixed-use project in India, a global bank headquarters landscape design project in the UK. Jae also withholds a project manager certification from her years as senior designer at AECOM Asia Company Limited, where she oversaw and led project delivery for public parks, waterfronts, urban studies, and mixed-use developments in China.

Languages

Danish | English | Korean | Chinese

Education

Master in Landscape Architecture | Harvard University | USA | 2010
Bachelor of Fine Arts in Design | Seoul National University | Korea | 2003

Selected Experience

Bjarke Ingels Group | Since 2022 | Copenhagen, DK
Madrid Nuevo Norte | 368,200 M2 park design | Competition | Madrid, ES
Suzhou Art Museum | 52,800 M2 contemporary art gallery | In Design | Suzhou, CN
Martha Schwartz Partners | 2020 - 2021 | London, UK
Public Realm Masterplan for a New Township Development | In Design | SA
Public Realm Design for a Luxury Resort | In Design | SA
International Bank Headquarters | Landscape design | In Design | London, UK
Mixed-us project | landscape design for offices, hotel, retail | In Design | Mumbai, IN
AECOM Asia Company Limited | 2015 - 2018 | Hong Kong, CN
Wanchai Harbourfront | Masterplan | 41ha | Completed 2019 | Hong Kong
Shenzhen Airport Landscape Renewal | 40ha public space | In Construction | Shenzhen, CN
Sanlitun Design District Masterplan | Cultural City District | Competition Winner | Beijing, CN
Sanlin Eco Hybrid Park | Masterplan | 241ha | Competition | Shanghai, CN
Galaxy Silver Bay | Coastal residential development | Huizhou, CN
Wuhan Wetland Park | Artificial wetland park | 70,000 m2 | Competition | Wuhan, CN
Qianhai Binhai Waterfront Park | Masterplan | Competition | Shenzhen, CN
Samsung C&T (Formerly Samsung Everland) | Associate | 2011 - 2014 | Seoul, KR
Samsung xi'an Campus Landscape Masterplan | Xi'an, CN
Nano Stadium Rooftop Sports Park | Hwasung, KR
Samsung Nano-City Campus Renovation Plan | Hwasung, KR

Academic

Design assistant to Prof. N. Cooper | Harvard | 2009 - 2010
Scholarship for High Academic Achievement | Seoul National University | 2002

Selected Awards

Chamartín CBD Management Committee | 2nd Prize | Madrid Nuevo Norte | 2022
Loop Design Awards | Category Winner | Shenzhen Airport Landscape Renewal | 2022

PERSONNEL

Jae Yoon Lee | Landscape Project Manager



MADRID NUEVO NORTE

PROGRAM Urban renewal masterplan, park, commercial and public spaces

SERVICE Landscape and Architectural design

COLLABORATORS E. Bardaji, Systematica, Place Bureau, Citerea, WSP, Atelier 10, Artec3, Modelical

SIZE 368,000 M² / 3,960,000 SF

COST Confidential

LOCATION Madrid, Spain

STATUS Competition

AWARDS 2nd Prize

CLIENT DCN, Distrito Castellana Norte



SUZHOU ART MUSEUM

PROGRAM Museum, Art Gallery, Art Gardens

SERVICE Architectural design, Landscape design, Structural engineering

COLLABORATORS Front

SIZE 30,000 M² / 323,000 SF

COST Confidential

LOCATION Suzhou, China

STATUS In Design

CLIENT Suzhou Harmony Development Group Co. Ltd



PUBLIC REALM MASTER PLAN

*Experience at Martha Schwartz Partners

PROGRAM Township

SERVICE Master plan, Landscape design

COLLABORATORS Broadway Malyan, AECOM

SIZE 399 HA

COST Confidential

LOCATION KSA

STATUS In Design

CLIENT Confidential



SHENZHEN AIRPORT LANDSCAPE RENEWAL

*Experience at AECOM

PROGRAM Streetscape and a temporary park

SERVICE Master plan, Landscape design

COLLABORATORS N/A

SIZE 250 HA

COST Confidential

LOCATION Shenzhen, China

STATUS Partially built

CLIENT Shenzhen Bao'an Administration; Shenzhen Airport (Group) Co., Ltd; China Resources Land Ltd

AWARDS 2021 IFLA Asia-Pacific Region Landscape Architecture Award, 2022 Architecture Masterprize



WANCHAI HARBOURFRONT

*Experience at AECOM

PROGRAM Waterfront

SERVICE Urban Design Study (Feasibility study, master plan and Guidelines)

COLLABORATORS N/A

SIZE 19 HA

COST N/A

LOCATION Hong Kong

STATUS N/A

CLIENT Planning Department, the Government of Hong Kong SAR

AWARDS 2020 HKIUD Urban Design Awards

RESUME



Biography

Isabella joined BIG in 2017 and is currently a Project Leader and Urban Designer in the New York office. Working with clients such as Google, Icon Build and The Metals Company, Isabella specializes in leading research-driven masterplans that bring a focus to how we interact with technology and ecology. Her experience ranges from BIG's notable Silicon Island Masterplan, a new 2300-acre Island in Penang, Malaysia, to defining the role of architects in BIG's growing body of metaverse projects. She has been a key designer for the company's masterplan projects including the Oakland A's Howard Terminal Masterplan and Design Guidelines and the re-envisioning of the A's Coliseum, The Metal's Company plant and innovation district, and the San Diego Aquarium district. In addition to her work at BIG, while working at Henning Larsen New York, Isabella led the winning competition proposal for Toronto's Quayside Bay and published a Framework Plan for Toronto's Downsview redevelopment a 520-acre community and central park. Graduating with the Watkin prize for best thesis, Isabella received her Bachelors of Architecture and Bachelors of Arts in Art History from Rice University in Houston, Texas. Her personal work has been published in Afasia Archzine, Eleven Magazine, and the BLDG BLOG.

Languages

Spanish, Castilian | English | French

Education

Bachelor of Architecture | Rice University| USA | 2017
Bachelor of Art History and Architecture | Rice University| USA | 2015

Selected Experience

Bjarke Ingels Group | since 2017 | NYC
Google ReImagine R&D
DeepGreen | CCZ, Pacific Ocean
San Diego Aquarium | 1,000,000 SF / 92,903 M2 | San Diego, California, USA
Oakland A's Howard Terminal | Oakland, California, USA
Google Bayview | 1,100,000 SF / 102,192 M2 | 2022/04/01 | Mountain View, California, USA
Google Borregas | 536,750 SF / 49,865 M2 | Sunnyvale, California, USA
Google Moffat Park | Mountain View, California, USA
Oakland Coliseum Masterplan | 473,612 SF / 44,000 M2 | Oakland, California, USA
The Dutchess Hotel | 85,000 SF / 7,897 M2 | Staatsburg, New York, USA
Toyota Woven City | 538,200 SF / 50,000 M2 | Susono, Shizuoka Prefecture, Japan
BiodiverCity Penang | Penang, Malaysia
MetaCity | Miami, Florida, USA
Silicon Island Masterplan | Penang, Malaysia

Henning Larsen | 2021 | NYC
Quayside Masterplan | 522,720 SF, 12 ac | Toronto, Ontario, Canada
Downsview District | 520 ac | Toronto, Ontario, Canada

Weiss/Manfredi | 2016 | NYC
Tata Innovation Center at Cornell Tech | 235,000 SF | Completed 2017 | NYC, New York, USA
Nelson-Atkins Cultural Arts District | Kansas City, Missouri, USA

PERSONNEL

Isabella Marcotulli | Urban Designer



OAKLAND A'S HOWARD TERMINAL

PROGRAM Urbanism
SERVICE Architecture
LOCATION Oakland, California
STATUS In Design
CLIENT Athletics Investment Group LLC



GOOGLE BAYVIEW

PROGRAM Office
SERVICE Architecture
SIZE 1,100,000 SF / 102,192 M2
COST \$1,056 M (\$960/SF)
LOCATION Mountain View, California
STATUS In Construction
CLIENT Google



TOYOTA WOVEN CITY

PROGRAM Urbanism
SERVICE Engineering
SIZE 538,200 SF / 50,000 M2
LOCATION Susono, Shizuoka Prefecture
STATUS In Design
CLIENT TOYOTA MARKETING JAPAN
AWARDS World Architecture Festival Smart City WAFx Award Winner, 2021



BIODIVERCITY PENANG

PROGRAM Urbanism
SERVICE Architecture
COST \$24,011,816,661 (USD); 104,367,348,145 (RM)
LOCATION Penang, Malaysia
STATUS Completed
CLIENT Government of Penang, Malaysia



GOOGLE BAYVIEW

PROGRAM Office
SERVICE Architecture
SIZE 1,100,000 SF / 102,192 M2
COST \$1,056 M (\$960/SF)
LOCATION Mountain View, California
STATUS In Construction
CLIENT Google

CARRISAN WU NORTH AERIAL

RESUME



Biography	<p>Monica Galiana joined BIG in 2022 as a Senior Urban Designer. As a former Project Manager at SLA, Monica has extensive experience with leading international urban planning and landscape design projects. She is a strong team player and holds great experience in facilitating efficient and fruitful processes between SLA, collaborators, external stakeholders, clients, and municipalities, thus ensuring a positive project delivery altogether. Monica has led several urban development projects in the Middle East, where her use of nature-based design has helped to solve societal, economic, and environmental challenges, resulting in innovative urban planning and landscape projects of high architectural quality. Monica is also a leading specialist in landscape architectural lighting. Her expertise is in linking landscapes, public spaces, and structures with innovative, smart, and sensuous lighting. In all projects Monica uses her skills in combining lighting, landscape, infrastructure, and sustainability with public life, safety and security, stronger community, and adventurous atmospheres.</p>
Languages	Danish English Spanish
Affiliations	Project Leader Program Promentum 2022 Lecturer How to integrate security within nature-based design UM 2021 Exterior Lightning Design Advanced Certificate LIA 2020
Education	Master in Architecture and Urban Planning ETSAM Spain 2009 Landscape Architecture Program ETSAM Spain 2007
Selected Experience	Bjarke Ingels Group 2022 - present Copenhagen, DK Port Kembla Masterplan 200 hectares Wollongong, Australia Design Lead SLA 2013-2017 Copenhagen, DK Al Fay Park Urban nature park 27.550 m ² Completed 2021 Abu Dhabi, UAE Project Manager Confidential Large-scale masterplan 930ha Ongoing Abu Dhabi, UAE Project Manager Boschetsriederstrasse Local plan for mixed-use area 29.800 m ² Ongoing Munich, DE European Spallation Source 76ha 2013-2023 In construction Lynd, SE Project Manager Bjørnvika Masterplan and Urban space 8 ha 2005-2023 Oslo, NO Design Support Khalifa parks 6 neighbourhood parks 60.000 m ² In Construction Abu Dhabi, UAE Noida International Airport Landscape design 10ha In Construction Dehli, IN Tredje Natur 2011-2012 Copenhagen, DK House Of Water Showroom and brandplatform Completed 2014 Copenhagen, DK Bright Blue Visions Harbor Ppan Completed 2012 Copenhagen, DK The First Climate District Urban park design 105ha Completed 2016 Copenhagen, DK House Of Water Showroom and brandplatform Completed 2014 Copenhagen, DK
Select Awards	Lightning Industry Association Winner for Outstanding Achievement 2022 Lightning Industry Association Nomination to Lightmongers' LIA Award I 2022 ULCG and Metropolis Guangzhou International Award for Urban Innovation 2016

PERSONNEL

Monica Galiana | Senior Urban Designer



CONFIDENTIAL

*Experience at SLA Design Studio

PROGRAM Mixed-use sports and leisure masterplan & landscape strategies
SERVICE Landscape Detailed Master Plan and microclimate strategies
SIZE 9,300,000 M²
COST Confidential
LOCATION Confidential
STATUS In Design
CLIENT Confidential



AL FAY PARK

*Experience at SLA Design Studio

PROGRAM Biodiversity park
SERVICE Park, microclimate & lighting design; planting & irrigation strategies wayfinding
SIZE 27,500 M²
COST Confidential
LOCATION Abu Dhabi, UAE
STATUS Completed in 2021
CLIENT The Department of Municipal Affairs and Transport - The Municipality of Abu Dhabi



EUROPEAN SPALLATION SOURCE

*Experience at SLA Design Studio

PROGRAM Landscape design
SERVICE Landscape design; nature-based security measures; biodiversity report
SIZE 760,000 M²
COST Confidential
LOCATION Lund, Sweden
STATUS In Design
CLIENT European Spallation Source ESS AB



BJØRVIKA URBAN INTERVENTIONS

*Experience at SLA Design Studio

PROGRAM Harbor and waterfront mixed-use neighborhood
SERVICE Landscape Architecture, Planning, urban design
SIZE Masterplan 18 ha, urban spaces 80,000 M²
COST Confidential
LOCATION Oslo, Norway
STATUS In Design
CLIENT Bjørvika Infrastruktur, Bjørvika Utvikling, Oslo S Utvikling, Stor-Oslo Eiendom



WUNDERKAMMER

*Experience at SLA Design Studio

PROGRAM Masterplan; 150.000m² offices, housing, hotel, retail, day-care centre, gastronomy & leisure
SERVICE Urban Design/Masterplan
COLLABORATORS KCAP architects, COBE, Studio Vulkan
SIZE 4,7 hectare
COST Confidential
LOCATION Munich, Germany
STATUS In Design
CLIENT Horus Sentilo Projektentwicklungsgesellschaft GmbH

RESUME



Biography

Einat began her collaboration with BIG in NYC in 2020 and is currently a Urban Designer in the United States. She has been involved in a variety of is architectural and masterplanning projects of varying typologies. Most recently, she has been working on the masterplan for Toyota Woven City alongside Leon Rost and Giulia Frittoli. In California, she is working on the new Golf Links project at Sea Ranch and previously worked on the urban design for a new development around the new Los Angeles Metro station at La Cienega and Wilshire. Previous large-scale projects include planning at the Shenzhen Airport East Hub, Oceanix Busan, and BiodiverCity in Penang.

Languages

Hebrew (modern) | English

Education

Master of Architecture and Urban Design | Columbia University | 2020

Affiliations

AIA Associate | 2020

Licenses

Licensed Architect | Israel

Selected Experience

Toyota Woven City Masterplan | 80 hectares | Susono, Japan
Sea Ranch Golf Links | 163 acres | Sea Ranch, California, USA
Metro La Cienega/Wilshire | 592,500 SF / 55,045 M2 | Beverly Hills, California, United States
Shenzhen Airport East Hub | 8,686,476 SF / 807,000 M2 | Shenzhen, China
BiodiverCity Penang | Penang, Malaysia
Oceanix Busan | 101,000 m2 M2 | Busan, South Korea
Silicon Island Masterplan | Penang, Malaysia



SHENZHEN AIRPORT EAST HUB

PROGRAM Infrastructure
SERVICE Architecture
SIZE 8,686,476 SF / 807,000 M2
LOCATION Shenzhen, China
STATUS Idea
CLIENT Shenzhen Metro Group Co., Ltd.

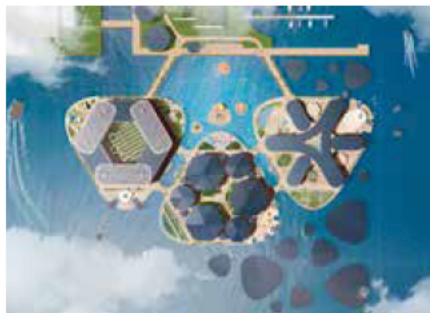


PROGRAM Urbanism
SERVICE Architecture
SIZE 592,500 SF / 55,045 M2
LOCATION [REDACTED]
STATUS Idea
CLIENT [REDACTED]



BIODIVERCITY PENANG

PROGRAM Urbanism
SERVICE Architecture
COST \$24,011,816,661 (USD); 104,367,348,145 (RM)
LOCATION Penang, Malaysia
STATUS Completed
CLIENT Government of Penang, Malaysia



OCEANIX BUSAN

PROGRAM Urbanism
SERVICE Architecture
SIZE 101,000 m2 M2
LOCATION Busan, South Korea
STATUS In Design
CLIENT OCEANIX USA Inc.



PROGRAM Urbanism
SERVICE Engineering
LOCATION [REDACTED]
STATUS In Design
CLIENT [REDACTED]

RESUME



Candace is the Chair of HR&A Advisors, Inc. and has over 35 years of experience in the management of complex, public-private real estate and economic development activity. Candace has devoted her career to crafting sustainable urban redevelopment strategies in cities across North America. Her specific areas of expertise include supporting master planning efforts for large-scale revitalizations, including of downtowns and waterfronts; ensuring the long-term viability of urban open space; leading organizational planning for non-profits and institutions; and addressing the financial challenges of making commercial and multifamily residential buildings energy efficient.

Pronouns: She/Her/Hers

Education

Harvard University Law School, Juris Doctor, 1986

Amherst College, Bachelor of Arts, American Studies, 1981

Work Experience

HR&A Advisors, Inc., 1988 – Present
Atlantic Avenue Local Development Corporation, Chair and Executive Director, 2000-2005

Webster & Sheffield, Real Estate Associate, 1986 – 1988

Lincoln Institute of Land Policy, Research Associate, 1985 – 1986

Massachusetts Bar Association, Committee on Alternative Dispute Resolution, Research Associate, 1984 – 1985

New York City Office of Management and Budget Office of Community Board Relations, Analyst, 1981 – 1983

Affiliations

American Society of Landscape Architects, Honorary Member
Urban Land Institute, Chair, Placemaking Council, Former Member, Redevelopment and Reuse Council

University of Pennsylvania, School of Design, Adjunct Professor, 2015 – Present

City Parks Alliance, Member, Board of Directors, 2012 – 2021

Regional Plan Association, Fourth Regional Plan, Member, Steering Committee, 2014 – 2019

Brooklyn Bridge Park Planning, Brooklyn, NY

For the Downtown Brooklyn Local Development Corporation served as the project manager and chief consultant to the Brooklyn Bridge Park Development Corporation, a state-funded not-for-profit organization, which planned the development of a financially self-sustaining, 85-acre waterfront park on the East River, facing the Manhattan skyline.

Redevelopment Planning for the Sarasota Bayfront

Assessed redevelopment options for a 75-acre waterfront cultural district in Downtown Sarasota. Established guiding principles to shape the community-based planning process for a district of vacant and underdeveloped parcels and prominent cultural and education facilities. Assisted a coalition of civic organizations in advocating for the vision plan and creating the Sarasota Bayfront Planning Organization (SBPO) to lead a waterfront master planning process in partnership with the City and community groups. Subsequently helped the SBPO select a master plan design firm and then oversaw implementation and financial planning for the district, while also supporting governance and programming strategies. Following unanimous approval of the master plan by the City Council, supported the implementation of the plan's first phase, including the successfully creation of a new \$200 million tax increment financing district to fund a portion of project costs.

Seattle Waterfront Park Operations and Maintenance Strategy

Created a funding and management strategy for the operations, management, and maintenance of a new waterfront park in Seattle, Washington. For the City of Seattle, evaluated the economic benefits of expected public and private investment, including increments in real estate value and visitor spending. The planned park, designed by award-winning landscape architect James Corner Field Operations, will stretch two miles along the city's downtown waterfront.

San Diego Downtown Parks Implementation Master Plan

Supported the creation of a parks implementation master plan for the Centre City Development Corporation and on behalf of the City of San Diego Redevelopment agency. Advised on the governance and funding of new and enhanced open spaces throughout the city. Identified strategies and

mechanisms to sustain the long-term implementation, management, and operations of the Centre City Park System.

Long-term Maintenance Strategy for Atlanta BeltLine

Led development of a long-term maintenance strategy for the Atlanta BeltLine's planned 22-mile mainline Trail, on behalf of Atlanta BeltLine, Inc. (ABI). The BeltLine is one of the nation's most iconic urban greenways. While its completion was recently guaranteed by the passage of a special assessment district that will complement tax increment financing, ensuring the BeltLine's legacy requires a sustainable long-term maintenance and funding strategy. Researched and compiled both best practices and existing BeltLine maintenance-related data and developed a long-term maintenance vision and operating budget. Advised on potential maintenance funding strategies and related governance issues.

Benefits Case for Pittsburgh Parks Equitable Investment Strategy

On behalf of The Pittsburgh Parks Conservancy (PPC), completed a comprehensive Benefits Case and Economic Impact Study of the Restoring Pittsburgh Parks initiative, which plans for prioritized investments in the city of Pittsburgh's parks, based on equitable and transparent investment metrics. Described quantitative benefits to job creation, real estate value, city competitiveness, health, and resilience, and other metrics, both quantitative and qualitative. Restoring Pittsburgh Parks initiative received voter approval for taxpayer-funded investments in November 2019.

Funding Strategy for Silver Lake Reservoir Complex Master Plan

On behalf of the Los Angeles Bureau of Engineering and as part of a design team led by Hargreaves Jones, oversaw development of a funding strategy for the Silver Lake Reservoir recreation complex and park improvements for the 117-acre complex, which comprise two reservoirs that were decommissioned from the public drinking water system, as well as a public trail and park areas. Evaluated the potential for value capture mechanisms to support construction and eventual operations and maintenance of the complex. Following this initial evaluation, directed development of a funding strategy that relies primarily on establishment of a Community Facilities District (CFD) to support both upfront construction and long-term operations and maintenance. Subsequently, estimated high-level operating budget needs and evaluated options for public-private management of the park complex.

Freshkills Park Master Plan, Staten Island, NY

Supported the development of the master plan for Freshkills Park, a 2,200-acre former landfill site in Staten Island. Led community outreach, as well as financial and stewardship planning. Provided financial projections and capital and operating budgets for a range of development scenarios and created stewardship and management models for the eventual operation of the park.

RESUME



Pronouns: He/Him/His

Education

University of California Los Angeles, Graduate School of Architecture and Urban Planning, Master of Arts, Architecture and Urban Planning, 1979

University of Illinois Urbana, Bachelor of Science (with Honors), Architectural Studies, 1974

Work Experience

HR&A Advisors, Inc., 1986 – Present

Lincoln Institute of Land Policy
Adjunct, Faculty Associate, 1992

City of Santa Monica, California, Policy Development Manager and Director of Planning, 1983 – 1985

Skid Row Development Corporation, Economic Development Specialist, 1979 – 1983

Urban Innovations Group, Project Manager, 1978 – 1979

University of California Los Angeles, Graduate School of Architecture and Urban Planning, Teaching Assistant and Research Assistant, 1976 – 1978

Pacific Missile Test Center, Pt. Mugu, CA, Public Works Engineering Department, Architect, Plans and Programs Branch, 1975 – 1976

Affiliations

LA County 3rd District Consolidated Redevelopment Successor Agencies, Oversight Board, Chair & Vice Chair, 2018 – Present

Paul has been a leader in HR&A's Los Angeles Office since joining the firm in 1986, Paul specializes in economic impact, fiscal impact, financial feasibility and other real estate advisory services for both private and public clients. This has involved him in television and film studio expansions, hotel developments, high-technology office parks, high-rise office buildings, shopping centers, hospital complexes, university campus expansions, large residential developments, professional sports stadia, mixed-use developments, and a variety of types of planning initiatives. His housing experience ranges from development of affordable housing strategies to drafting regulations for public agencies, to financial analysis for private developers.

Development Advisory for the City of Santa Monica's Ocean Avenue Project

For the City of Santa Monica, peer reviewed economic and financial analyses for a proposed Frank Gehry designed mixed-use development project in the city. Located on 1.89 acres, the Project would include a hotel, residential apartments, cultural uses, retail and dining, open space and a publicly accessible rooftop observation deck in the city's downtown district. To understand the broader economic and fiscal benefits the project would bring to residents and the city, quantified the net fiscal and economic impacts of the Project as compared to a hypothetical baseline scenario based on allowable zoning. In addition, performed a peer review of the developer's Project pro forma to inform negotiations around the provision of community benefits as part of the Project. The results of HR&A's analyses were presented at Santa Monica City Council in July 2022, leading to a unanimous vote from councilmembers to approve the Project.

Redevelopment & Re-Use Planning for the Santa Monica Civic Auditorium

Guided the visioning process for the renovation and reuse of the Santa Monica Civic Center Auditorium, a landmark cultural center which opened in 1958. Advised a civic working group and the City of Santa Monica on balancing funding of capital investments and operations, and opportunities for on-site real estate development. Created an interactive application for use in a series of workshops, which depicted the spatial and financial implications of proposed land use decisions for workshop and at-home participation. The City issued an RFP for development proposals in March 2018.

Real Estate Development Analysis for the City of Santa Monica

Directed value enhancement, financial feasibility, economic impact and/or fiscal impact analysis for various development projects and planning initiatives in Santa Monica including the Bergamot Transit Village, 710 Wilshire retail/hotel project, condominiums at 1940-1944 Cloverfield, a mixed-use residential/retail project at 525 Broadway, the 16th Street Surgery & Oncology project, retail/apartment mixed-use developments at 1650-1660

Santa Monica Redevelopment
Successor Agency Oversight Board,
Chair, 2012 – 2017

Santa Monica-Malibu Unified School
District Financial Oversight
Committee, Member, Former Chair,
2003 – 2017

Southern California Association of
Governments, Forecast Technical
Task Force, Vice Chair, 2002 – 2005

Santa Monica-Malibu Unified School
District, Ad-Hoc Committee on District
Facilities, 1997 – 1998, 2009 – 2010

Santa Monica College General
Advisory Board, Member, 1997 – 1998

City of West Hollywood, Ad-Hoc Task
Force on City Organization and
Management, 1986 – 1987

Southern California Association of
Governments, Planning Director's
Committee, 1983 – 1985

Inner City Law Center, Board of
Directors, 1982 – 1985

Santa Monica Pier Restoration and
Development Task Force, 1982 – 1983

Santa Monica Architectural Review
Board, 1981 – 1983

The American Real Estate & Urban
Economics Association, 2008 –
Present

International Economic Development
Council, 1982 – Present

The Urban Land Institute, 1982 –
Present

American Planning Association, 1979
– Present

American Institute of Architects
(Professional Affiliate), 1976 – Present

Lincoln Boulevard, existing operations at Santa Monica Airport, the 2010 LUCE Draft EIR alternatives and the 2008 RIFT growth control ballot measure.

City of Santa Monica Fee Analysis

Modeled the financial feasibility implications of two proposed new development impact fees in the City of Santa Monica. Analyzed 14 different commercial and mixed-use development prototypes in the city's downtown area and along principal commercial boulevards, and tested incremental and cumulative fee impacts on changes in residual land value, developer profit margin and return on total development cost.

Santa Monica Housing Element Updates

Directed a series of housing issue and real estate financial analyses in support of the City of Santa Monica's 1998-2003 and 2000-2005 Housing Element Updates, including an assessment of the impacts, individually and cumulatively, of several regulations that were alleged in recent litigation against the City to be "governmental constraints" on the development of new housing within the meaning of the California Government Code.

Fee Structure Analysis for LA County Parks and Recreation

Supporting the Los Angeles County Department of Parks and Recreation with analysis and recommendations to update its development fee structure. The Quimby fee allows California jurisdictions to charge development fees for new subdivision projects that do not otherwise provide onsite park amenities, and there is no similar fee for non-subdivision multifamily housing developments. Conducted analysis of land market values and general market conditions and developed recommendations for updating the Quimby fee structure, including a replicable methodology that will enable more regular updates in future years. Conducted high-level analysis of a potential new multifamily fee to enable Department leadership to consider the potential for a new fee that also considers market trends.

Evaluating the Feasibility of a Public-Private Partnership for the Renovation and Expansion of the Los Angeles Convention Center District

On behalf of the City of Los Angeles, directed a multiple-phase analysis to evaluate the potential and support the creation of a business plan for a public-private partnership to renovate and expand the Los Angeles Convention Center and its surrounding district. Analysis included a study of real estate market and demand to determine a market-supportable program for a range of private real estate land uses on up to 14 acres of land that may be made available as part of the project. Managed the creation of a complex ground lease revenue model to estimate fiscal and financial revenue capacity to support the proposed convention center renovation; identified key implementation and governance success factors and a range of potential disposition options to maximize value to the City of Los Angeles.

RESUME



Pronouns: She/Her/Hers

Education

Massachusetts Institute of Technology, Master in City Planning, 2009

University of Pennsylvania, Wharton School, Bachelors in Economics, Minor in French, 2002

Work Experience

HR&A Advisors, 2013 – Present

Alliance for Downtown New York, Director of Planning, 2013

Alliance for Downtown New York, Planning Analyst, 2010 – 2013

DLA Piper US LLP, Paralegal, 2005 – 2007

Affiliations

Landscape Architecture Foundation, Member, Board of Directors, 2019 – Present

Urban Land Institute, Member

American Planning Association, Member

Based in HR&A's Los Angeles office, Connie is a leader in HR&A's planning and open space practice where she develops programming, funding, and partnership strategies that enable successful public-private partnerships. Her work guides strategic investments in civic infrastructure and catalyzes signature public realm projects. Connie's open space practice ranges from the revitalization of existing assets to the introduction of completely new amenities to a community, using market data to ground business planning. Prior to joining HR&A, Connie was Director of Planning at the Alliance for Downtown New York, where she managed its planning efforts districtwide, including the activation of public open spaces in collaboration with commercial property owners and small businesses. Connie also serves as the Managing Principal for HR&A's Los Angeles office, where she focuses on talent development and business strategy.

Denver International Airport Real Estate Land Plan, Denver, CO

On behalf of the Denver International Airport and in collaboration with Sasaki Associates, developed a land plan and urban design vision for 9,400 acres of developable land owned by the Airport. Recommended development opportunities for a range of uses, as well as public and open spaces for aviation & non-aviation uses, to inform the visioning, development framework, evaluation of alternative land use programs, and implementation considerations that will guide non-airport development over the course of a generation.

Business Planning at Orange County Great Park, Irvine, CA

On behalf of the City of Irvine, and in collaboration with Entertainment + Culture Advisors and Management Resources, advised on development implementation issues for the Cultural Terrace, a proposed 250-acre campus within the Orange County Great Park. To inform visioning and business planning goals, led development of case studies of aspirational and peer cultural campuses and reviewed basic operating characteristics for desired cultural uses and other potential commercial uses. Presented preliminary findings and workshopped potential programmatic concepts with City stakeholders. Prepared a business planning and implementation framework for the Cultural Terrace to advise the City on financially feasible programmatic mixes and implementation considerations.

Civic Auditorium Redevelopment Planning, Santa Monica, CA

Guided the visioning process for the renovation and reuse of the Santa Monica Civic Center Auditorium, a landmark cultural center which opened in 1958. Advised a civic working group and the City of Santa Monica on balancing funding of capital investments and operations, and opportunities for on-site real estate development. Created an interactive application for use in a series of workshops, which depicted the spatial and financial implications of proposed land use decisions for workshop and at-home participation. Developed recommendations with the working group to present to city council.

I-5 Freeway Lid Feasibility Study, Seattle, WA

On behalf of the City of Seattle's Office of Planning and Community Development, supported a multidisciplinary team in completing a feasibility study for a freeway lid that would cover a ¾-mile stretch of the I-5 freeway through Downtown Seattle. Led the real estate market analysis to understand supportable demand and absorption potential for a variety of uses on the lid. Building on the market analysis findings and an engineering study of the structural capacity of the lid, led by team leader WSP, developed test program scenarios. Led financial feasibility testing for each scenario, including the viability of incorporating policy goals and covering lid infrastructure costs under alternative development programs. Also supported the consultant team's economic impact analysis, evaluation of funding and financing approaches, and best practices for lid governance.

Dorothea Dix Park Funding and Implementation Strategy, Raleigh, NC

Supported a multi-disciplinary team led by Michael Van Valkenburgh Associates (MVVA) working on behalf of the City of Raleigh to develop a master plan for Dorothea Dix Park, located on a 300-acre tract of land adjacent to Downtown Raleigh. The City of Raleigh acquired the land in 2015 with the aspiration of developing a world-class destination park. Conducted a high-level real estate market scan to estimate potential real estate value capture associated with the park's design, evaluated potential operations & maintenance costs, funding gaps, and implementation considerations to inform design and programming concepts. The Master Plan was adopted by Raleigh City Council in 2019.

Funding and Implementation Plan for Taylor Yard G2 Parcel at the Los Angeles River

Developed a funding strategy and near-term activation strategy for the transformation of a 42-acre former railyard site, known as the "G2 Parcel," on the Los Angeles River. The G2 Parcel, when complete, will be the crown jewel of the Los Angeles River revitalization and a world-class public space. Prepared an operations and maintenance funding plan that considers interim and long-term revenue potential from a range of sources.

HUB404 Funding/Implementation Strategy and Benefits Case, Atlanta

On behalf of the Buckhead Community Improvement District, supporting the development of a funding and implementation strategy for a new signature park over Atlanta's GA400 highway. Developed a comprehensive funding strategy for capital investments and operations and maintenance funding. The strategy considered public, private, and other sources for discussion with the board of the improvement district. Quantifying the public benefits, from equitable access and improved connectivity as well as economic benefits, of the project. Established a management and governance strategy for the park, in collaboration with the organization, city, and other implementation partners, to inform long-term stewardship and maintenance. Renamed HUB404, the park's nonprofit is currently advancing planning and fundraising work.

RESUME



Pronouns: She/Her/Hers

Education

Cornell University, B.S. Environmental and Sustainability Sciences, cum laude, Minors in Policy and Governance; Urban Planning; and Climate Change, 2015 – 2019

School of International Training, Zanzibar, Tanzania: Coastal Ecology and Natural Resource Management, 2018

Work Experience

HR&A Advisors, Inc., 2019 – Present

Cornell University, Office of Visitor Relations, Student Manager, 2018 – 2019

Times Square Alliance, Operations Fellow, 2017

Affiliations

Urban Land Institute, Member
Friends of Elysian Park, Board Member

Mara is based in HR&A's Los Angeles office, bringing her technical and analytic background to support a range of projects central environmental justice, climate resilience, and sustainable open space planning. Mara also works to bring communities deeper and more meaningfully into public planning, including leadership in various public engagements and community planning initiatives. Prior to joining the firm, Mara pursued an interdisciplinary education in Environmental Science and Urban Planning, joining physical sciences, planning theory, and policy and governance.

Origin Park Benefits Case and Impact Analysis, Louisville Metro Region

The River Heritage Conservancy, which is advancing the design and development of a new park at the Ohio River Falls called Origin Park, engaged HR&A to develop a benefits case for the park to support upcoming capital fundraising and public financing efforts. Conducted stakeholder engagement and created a bespoke analytical model to quantify impacts to three primary park benefits: economic impact of construction and operations of the park, improvement in health equity, and the regional brand benefits as the park makes Southern Indiana a more welcoming place to live, work, and play. The Conservancy has already used this analysis to successfully secure funding for the park; Southern Indiana will receive \$50M (the maximum amount) from the Indiana Regional Economic Acceleration and Development Initiative (READI) grant, with Origin Park playing a central role in the regional strategy.

Buffalo Olmsted Parks Business Planning and Governance Strategy

Prepared a strategic plan targeting the long-term business plan and governance strategy of the Buffalo Olmsted Parks Conservancy (BOPC), a not-for-profit organization that promotes, preserves, restores, enhances and ensures maintenance of Olmsted Parks and Parkways in the greater Buffalo area. First, completed internal stakeholder outreach and analyzed the annual budget, including a comparison to peer organizations' annual operating budget. Next, developed a business revenue model focused on revenue optimization for the organization. The project culminated in a final [Strategy Plan](#) with actionable next steps and strategies to implement business and governance recommendations over the next five years. As part of the recommendations, now leading a workshop series to update the mission statement of the organization and develop a new vision statement to align with the programmatic aspirations of the Conservancy.

Buffalo Parks Unified Investment Framework

Based on HR&A's work on behalf of both the City of Buffalo, Ralph C. Wilson Jr. Foundation, and the Buffalo Olmsted Parks Conservancy, currently developing an investment framework for the citywide park system. First, led development of a benefits case that qualitatively and quantitatively summarized the impact of the park system to the Buffalo region. Second, assessed budgetary data to identify the operating needs of the park system

and the current operating gap, and assessed potential funding sources to fill the gap. Now, evaluating governance structures that will effectively bring together major operating partners to equitably distribute funding and share responsibility for maintaining and programming the park system.

Funding and Operating Strategy for the Zilker Park Vision Plan

As part of a consultant team led by DesignWorkshop, led analysis of funding and operations of the Zilker Park Vision Plan in Austin, TX. The Zilker Metropolitan Park Vision Plan was a community-driven planning process to establish a guiding framework for the restoration and future development of Zilker Metropolitan Park, and is the first comprehensive planning initiative to encompass the park's 350 acres and associated facilities. Based on preliminary designs, projected a range of operating costs for the park system and evaluating potential sources of funding. Providing input as to the ability of various design elements to generate revenue for the park, including researching precedent funding sources in other Austin parks and Texas cities. Finally, met with key City leadership to discuss findings and recommendations for the operating budget.

Saint Paul River Balcony Programming and Operating Strategy

In partnership with James Corner Field Operations, and on behalf of the City of Saint Paul, currently leading development of a programming and operating strategy for the proposed River Balcony project, a 1.5 mile promenade along Saint Paul's signature Mississippi River bluff. Analysis includes identification of potential River Balcony users, projection of operating costs based on development scenario, and development of an operating strategy that draws together funding sources with potential partnerships and governance models.

Kansas City, Kansas Rock Island Bridge Feasibility Study

On behalf of the Unified Government of Wyandotte County (U.G.), analyzed and quantified the impact and feasibility of the redevelopment of the Rock Island Bridge into a signature public park that will serve both as a destination with retail and event spaces and a bike-ped connector across the Kansas River. The U.G. and a private developer – Flying Truss – envisioned the new public park becoming a catalyst for broader redevelopment along the levee of the river. Drawing on national and local precedents and business models, HR&A evaluated Flying Truss' business plan for the Bridge. Next, HR&A estimated the potential fiscal return to the U.G. as a result of this investment in the Bridge. Finally, HR&A supported the U.G. in its negotiations of the terms of its lease with Flying Truss.

East Hampton Airport Impact Analysis

In a first phase of work, HR&A evaluated the economic and fiscal revenue of the small East Hampton Airport, located just outside of East Hampton, New York. Analyzed the potential impacts of a modified operational scenario or airport closure. Evaluated the potential benefits of site conversion to a passive open space use, including economic, environmental, and social.



Education	Master of Arts, Arts Management, American University, 2004 B. Sc., Public Relations, Minor in Theatre and Visual Arts, Florida A&M University, 1995-99
Certifications	Executive Leadership, Cornell University, 2015 Certified Interpretive Planner, National Association for Interpretation, 2011
Select Experience	President, US, Lord Cultural Resources, 2021-Present Vice President, Lord Cultural Resources, June 2018-2020 Managing Director, U.S. Lord Cultural Resources, New York City, 2014-2018 Principal Consultant, Lord Cultural Resources, New York City, 2012-13 Senior Consultant, Lord Cultural Resources, New York City, 2007-2011 Project Director, Albany Civil Rights Experience, Albany, Georgia, 2007-2008 Research Consultant, Lord Cultural Resources Planning & Management Inc., Washington, DC, 2002 Program Assistant, Institute of Museum and Library Services, 2000-01 Public Relations and Exhibitions Manager, APEX (African American Panoramic Experience) Museum, Atlanta, 1999 Public Relations Intern, Foster-Tanner Fine Arts Gallery, Tallahassee, 1997-99 Museum Education Intern, Museum of Florida History, Tallahassee, 1998 Museum Interpreter, Ivan Allen, Jr. Braves Museum at Turner Field, Atlanta, 1997-99 "Joy in the Morning," Gospel Show Disc Jockey, WAMF Radio Announcer, Florida A&M University, 1995-98 Researcher, Seven Network Australia, 1996 Atlanta Olympic Games
Associations	Board Member, Association of African American Museums, 2010- 2012; 2006-09 Program Chair, Committee for Audience Research and Evaluation (CARE), American Association of Museums (AAM) New York Chapter, National Urban League North Manhattan Alumnae Chapter, Delta Sigma Theta Sorority, Inc. FAMU National Alumni Association Gold Award Alliance, Girl Scouts of America
Select Projects	Apex Museum, Feasibility Study, Atlanta, Georgia Connecticut Historical Society, Strategic Plan, Hartford, Connecticut Hinchliffe Stadium, Exhibition Design, Paterson, New Jersey The Historic New Orleans Collections, Strategic Plan, Louisiana Kingston Cultural Master Plan, New York National Art Educators Association, Strategic Action Plan, Reston, Virginia Newburgh Arts & Culture Plan, New York Prince George's County Cultural Arts Plan, Maryland South Street Seaport Museum, Visioning and Business Plan, New York Frist Art Museum, IDEA Plan, Nashville, Tennessee Turning Point Discovery Center, Institutional Plan, Trenton, New Jersey Smithsonian Institution, Castle / Arts & Industries Building, Revisio

PERSONNEL

Sean Stanwick | Director, Facilities Planning



Education	Bachelor of Architecture, University of Toronto, 1993 Master of Environmental Design (Architecture), University of Calgary, 1998
Select Experience	Lord Cultural Resources, Director Facilities Planning, 2015 – Present Farrow Partnership Architects, Senior Associate Master Planning, 2002-2014 Julian Jacobs Architects, Intern Architect, Business Development, 2001-2002 Turner Fleischer Architects, Intern Architect, Planning, 2000-2001 Resources Management Consultants, Programming Consultant, 1998-2000
Select Projects	Phoebus Foundation Cultural Centre, Antwerp, Facility Programming Greater Vernon Cultural Centre, Vernon, Visioning and Facility Programming Canadian Air Training Plan Museum, Manitoba, Facility Strategy Harry Ransom Centre, Texas, Facility Programming Mackenzie Museum of Art, Regina, Visioning and Facility Programming Maritime Museum of the Atlantic, Halifax, Concept Planning Monterey Museum of Art, California, Visioning and Facility Programming City of Calgary, Facilities Development and Enhancement Study Canadian Railroad Association, Montreal, Facility Programming, Concept Plan Simcoe County Museum, Barrie, Facility Programming Metis Culture and Language Institute, Vancouver, Facility Programming South Street Seaport Museum, New York, Design Assist Bronzeville Centre for the Arts, Chicago, Facility Programming Centre for Black Excellence, Madison, Facility Programming Athenaeum Museum and Library, Dallas, Functional Programming St. Lawrence Market Precinct Planning, Toronto, Facility Programming Canadian Black History Museum, Toronto, Concept Development Lucas Museum of Narrative Arts, Los Angeles, Program and Building Review Royal Military College of Canada Museum, Kingston, Facility Programming El Museo del Barrio, New York, Facility Programming Smithsonian Institution, Castle / Arts & Industries Building Revisioning Connecticut Historical Society, Program Review The Historic New Orleans Collection, Site and Facility Review Arts and Performance Complex, University of Texas, Facility Programming Agnes Etherington Art Centre, Queen's University, Facility Programming Canadian Broadcast Museum, Facility Programming Muscarelle Museum of Art, College of William and Mary, Program Update Art Gallery of Hamilton, Ontario, Facility Programming Vancouver Chinese Museum, Site Evaluation, Facility Programming Art Gallery of Nova Scotia, Program Review, Design Assist Huron Perth Ag Science Centre, Facility Programming Massey College, Revisioning and Feasibility Planning Brockville Museum, Facility Programming Lucy Maud Montgomery Literary Centre, Facility Programming Ajax Library System, Ontario, Site and Facility Evaluation Norval Morrisseau Project, Visioning and Feasibility Planning



- Education** BA, cum laude, Georgetown University, 2006
MA, Art History, Institute of Fine Arts, New York University, 2012
- Select Experience** Public Art Consultant, Google, Mountain View, CA, 2022-Present
Managing Consultant, San Jose Institute of Contemporary Art, San Jose, CA 2021-2022
Deputy Director, San Jose Museum of Art, CA, 2018-2020
Director & Curator of Visual Arts, Brooklyn Academy of Music, NYC, 2013-2018
Lecturer, Marketing for Arts Organizations, MA Art Market Program at Fashion Institute of Technology, NYC, 2017-2019
Curatorial & Program Consultant, Ambulatory Care Division, Memorial Sloan-Kettering Cancer Center, NYC, 2012-2013
Art Historian & Curatorial Consultant, Artsy, NYC, 2011-2012
Research Assistant, Whitney Museum of American Art, NYC, 2011
On-Call Exhibition Registrar, San Francisco Museum of Modern Art, CA, 2010-2013
Assistant Registrar, San Francisco Museum of Modern Art, CA, 2007-2010
Administrative Assistant, Farallon Capital Management, CA, 2006-2007
Internships: Registration & Collection Management, Guggenheim Museum (2006), Exhibitions, Hirschhorn Museum & Sculpture Garden (2005)
- Associations** 92Y Women-in Power Fellow, Belfer Center for Social Impact at 92Y, New York, 2018
Cofounder, Forward Union, LLC, 2016-2020
Development volunteer, GYOPO, Los Angeles, 2022-present
- Select Projects** Independent curator, No Fixed Horizon: Mimi Chen Ting, Sonoma State University Art Gallery & Marin Museum of Contemporary Art, forthcoming in 2023-2024
Finalist, grant author, and producer, Hewlett50 Arts Commission for New Media Art, \$150K award for Naming Names, an interactive performance work by Eve Sussman & sponsored by Long Now Foundation, San Francisco, CA, 2022-ongoing
Consultant, Public Art Master Plan for Google and Lendlease's East Whisman/Middlefield Park VTA Station Community Development Project, Mountain View, CA, 2022-ongoing
Consulting project manager, Conrad Egyir, Ebony G. Patterson exhibitions at San Jose Institute of Contemporary Art, 2021
Project manager, Karma, Do Ho Suh, privately funded public art installation at San Jose Museum of Art, CA, 2019
Sponsorship and project manager, public art initiative with Westfield Valley Fair, San Jose Museum of Art, 2019
Grant author and project manager, Hidden Heritages, a multi-year \$135K "California Creative Communities" creative-placemaking grant administered by California Arts Council, San Jose Museum of Art, 2019
Project manager, Arts & Technology in Museums 2019 Cohort, \$150K Award, Knight Foundation, San Jose Museum of Art, 2019
Project manager, completion and launch of 50X50: Stories from the Collection, San Jose Museum of Art's first digital publication using Quire, Getty Research Institute's open-source publishing platform for museums, CA, 2019
Project design and manager, Facebook First Fridays, six-figure sponsorship with Facebook Open Arts at San Jose Museum of Art, 2019-2020
Founder and alternative fair producer, Forward Union X REDBULL Arts FU Fair, New York, NY, September 2018

PERSONNEL

Tasha W. Hunter | Consultant



Education	MFA (Film and Television Producing, Chapman University, Conservatory of Film and Media Arts) BA (Film and Television/Documentary Production University of California, Los Angeles) Associate of Arts (Journalism, Long Beach City College)
Select Experience	Consultant, Wiggins Hunter Consulting Group, 2018 – Present Executive Director, Uptown Business Improvement District, 2016 – Present Outreach Specialist, Long Beach City College, 2014 – 2016 Operations Program Director, Light & Life West, 2013-2014 Youth Mentor/Consultant, Long Beach Community Action Partnership, 2012 - 2014
Teaching	Race, Class, and Gender in Film, Team Instructor, CSU Fullerton Documentary and Narrative Producing, Instructor, Windhoek's Polytechnic University (Namibia) Pedagogy Development, Peer Instructor, West LA College Film and Producing Lecture Series, Co-Instructor, KAOS Network Gender, Women, and Film, Guest Lecturer, Orange Coast College Graduate Teaching Assistant, Orange Coast College
Outreach	Arts organizations African American Cultural Center of Long Beach – Community Visioning Process Municipal Organizations New Student workshops - Long Beach City College K-12 Institutions, Colleges and Universities Neighborhood Associations, Police Department, Local Businesses, Government Officials
Select Committees	Long Beach Opera, Advisory Chair, Central Park Five 2018-2019 Long Beach Call, Youth Mentor, and Mock Interview executive President (2 terms), Art Council of Long Beach, Board of Directors 2015-2019 Cultural Heritage Commissioner, City of Long Beach Long Beach City College Student Equity Planning Committee 2015 Champions for Caring Connections – Homeless Outreach Leimert Park Artwalk and KAOS Network – Producer/Project Manager, 2009 – present KAOS Network/Leimert Park Artwalk Incubator – Producer/PM 2010 – present City of Long Beach African American Convening Committee



Biography	<p>Diane Fiorelli, PE, GE, LEED AP is a Principal with Langan with over 22 years of experience providing integrated geotechnical, site/civil, and environmental services. Diane's expertise and extensive experience in geotechnical engineering make her an invaluable addition to the Santa Monica airport redevelopment project team. As Principal, she will oversee and approve all geotechnical work, providing expert advice and mitigating risks to ensure a safe and effective geotechnical investigation and engineering services. Diane is committed to reducing risk, ensuring accuracy, and maintaining regulatory compliance with environmental authorities. With her experience and attention to detail, she will ensure that the Santa Monica airport redevelopment project is executed to the highest standards of safety and quality.</p>
Education	<p>M.S., Civil Engineering (Geoenvironmental), University of California, Berkeley B.S., Civil Engineering, The Cooper Union for the Advancement of Science and Art</p>
Registration	<p>Professional Engineer (PE) in CA, AZ, NV, NY, and ID Geotechnical Engineer (GE) CA LEED Accredited Professional (LEED AP) Qualified SWPPP Developer/ Qualified SWPPP Practitioner (QSD/QSP)</p>
Certification	<p>Nuclear Densometer Certified 40 Hour HAZWOPER Certified, OSHA First Aid CPR AED</p>
Select Projects	<p>Apple Retail Store, Santa Monica, CA Multiple projects on Third Street Promenade, Santa Monica, CA Multi-Family Building, Santa Monica, CA Lincoln Residential Apartments, Santa Monica, CA Lincoln Santa Monica Building, Santa Monica, CA Douglas Emmett Portfolio Retrofit, Santa Monica, CA 801 Ocean Ave Seismic Retrofit, Santa Monica, CA 1543 Lincoln Blvd, Santa Monica, CA 3223 Wilshire Blvd Geotechnical Due Diligence, Santa Monica, CA Bob Hope Burbank Airport Regional Intermodal Center, Burbank, CA Los Angeles World Airports (LAX) Geotechnical/Seismic Risk Assessment, Los Angeles, CA Cultural Terrace, Great Park, Irvine, CA Arts District Production Campus at 6th and Alameda, Los Angeles, CA Park 5th Mixed-Use Development, Los Angeles, CA</p>

PERSONNEL

DJ Hodson | Managing Principal, Civil



- Biography** DJ Hodson is a managing principal at Langan with over 28 years of experience leading the Site/Civil Engineering Department in California and delivering services worldwide. He has worked with various stakeholders, including owners, developers, public agencies, architects, construction contractors, design subcontractors, and regulatory agencies. DJ's exceptional leadership and project management skills enable him to drive successful project outcomes by providing clear direction, mitigating risks, and addressing any issues that may arise. DJ Hodson's extensive experience in Site/Civil engineering and regulatory permitting make him a valuable asset to the Santa Monica airport redevelopment project team. DJ will leverage his expertise in master-plan engineering, site analysis and design, infrastructure assessment and design, hydrologic and hydraulic analysis and design, stormwater management and treatment analysis and design, and regulatory permitting to oversee and approve all Site/Civil work. He is committed to maintaining regulatory compliance, reducing risk, and delivering projects on time and within budget.
- Education** M.S., Civil Engineering, Purdue University
B.S., Civil Engineering, Union College
- Registration** Professional Engineer (PE) in CA, NY, NJ, NV, HI, OR, PA
LEED Accredited Professional (LEED AP)
- Affiliations** Urban Land Institute (ULI)
American Institute of Architects (AIA)
NAIOP Commercial Real Estate Organization
California Stormwater Quality Association (CASQA)
American Council of Engineering Companies (ACEC) Land Development Coalition Executive Committee
- Select Projects** NBC/Universal Expansion, Los Angeles, CA
Related Santa Clara Landfill, Mixed-Use Redevelopment, EIR Technical Support, Engineering Design and Permitting, Santa Clara, CA
Saudi Aramco SDHOP Master Plan, Dhahran, Kingdom of Saudi Arabia
Multiple projects on Third Street Promenade, Santa Monica, CA
ULI Panel Member for Master Planning of New Orleans following Katrina
Green Park Residential Community Master Plan, Riyadh, KSA
St. John's University, Master Plan, Jamaica, NY
United Nations Infrastructure Master Plan, Manhattan, NY
Hudson Park and Boulevard Master Plan, Manhattan, NY
Jacob K. Javitz Convention Center Master Plan, Manhattan, NY
Thanh My Loi Development Master Plan, Ho Chi Minh City, Vietnam
Bahrain Bay City Master Plan, Manama, Bahrain
Green Park Residential Community Master Plan, Riyadh, Kingdom of Saudi Arabia
Kuala Lumpur City Centre Master Planning, Kuala Lumpur, Malaysia
Master planning of New Orleans following Katrina (ULI Panel Member)
NYU Langone Medical Center Master Plan, New York, NY
CineDome Focus Area Master Plan, Napa, CA
Hunters Point Shipyard, Block 52, Redev. for Multi-Family Residential, San Francisco, CA
Treasure Island Redevelopment, Peer Review Services, San Francisco, CA
Pier 17 Redevelopment, New York, NY
South San Francisco Civic Campus, South San Francisco, CA
Lincoln Center for the Performing Arts-South Campus, New York, NY
Queens Theater in The Park (QTIP), Flushing Meadows Park, Flushing, NY
New York Botanical Garden, Forest Trails, New York City, NY



Biography	<p>Rory Johnston, PE, BCEE is a Managing Principal in Langan's Environmental Engineering Department and Director of Health & Safety, with over 31 years of experience. His expertise includes environmental investigation and remediation, geotechnical investigations, HSSE compliance, and management consulting. Rory's experience in environmental regulations and policies makes him a valuable addition to the Santa Monica airport redevelopment project team. As a part of the project team, Rory will work closely with the community, City staff, and outreach team to develop alternative land use scenarios that demonstrate the economic, environmental, and social tradeoffs associated with land use decisions. He will ensure the inclusion of a large park space, a key priority for the Santa Monica community. Rory will also explore the Living Community Challenge framework to promote triple bottom line sustainability. With his expertise, the Santa Monica airport redevelopment project will be executed sustainably, benefitting the community for generations to come.</p>
Education	<p>M. S., Civil Engineering , University of California B.S., Civil Engineering, Rutgers University B.A., English, Rutgers University</p>
Registration	<p>Professional Engineer (PE) in CA, NJ, NY, PA, FL, LA, KS, CO, TX, AZ, ND, WV Registered Geotechnical Engineer in CA</p>
Affiliations	<p>American Concrete Institute American Society of Civil Engineers Association of Firms Practicing in Geosciences, Past President American Academy of Environmental Engineers American Water Works Association Chi Epsilon</p>
Select Projects	<p>Chicago O'Hare International Airport, American Airlines Remediation, Chicago, IL JetBlue Airways, Jet Blue Hangar, Orlando FL JFK International Airport (JFK), American Airlines Terminal 8 & 9 Redevelopment, New York, NY JFK International Airport (JFK), British Airways Terminal 7 Remediation, Jamaica, NY JFK International Airport (JFK), Building 22, 260/261 Cargo Development, Jamaica, NY JFK International Airport (JFK), FAA Airside Utilities, Jamaica, NY JFK International Airport (JFK), FedEx Airside Lease Redevelopment, Jamaica, NY JFK International Airport (JFK), Hangar 10, 19, Jamaica, NY JFK International Airport (JFK), Terminal 1, 4, 5, 6, 7 Closure, Redevelopment, Investigation, Remediation Projects, Jamaica, NY LaGuardia Airport (LGA), American Airlines, Redevelopment, Hangar 5 Spill, East Elmhurst, NY Newark Liberty International Airport (EWR), Building 332, 339/340 Newark, NJ Philadelphia International Airport, Cargo Area Development, Philadelphia, PA The Port Authority of NY & NJ (PANYNJ) (Eng. Dept.): BFF and SFF Upgrades Contract JFK-1036, Jamaica NY Westchester County Airport, JP Morgan Airside Development, White Plains, NY</p>

PERSONNEL

Adnan Pasha | Senior Associate, Transportation



Biography	<p>Adnan Pasha is an accomplished traffic engineer and environmental planning consultant with vast experience in transportation studies, traffic circulation studies, construction traffic plans, pedestrian assessments, transit studies, real estate development, finance, regulatory permitting, and project management. He has successfully managed complex transportation studies supporting major master planning, rezoning, and development projects, while also securing regulatory approvals related to the National Environmental Policy Act (NEPA), New York State Environmental Quality Review Act (SEQRA), and New York City Environmental Quality Review (CEQR). Adnan has extensive experience working with both public and private sector clients, including major developers and Fortune 500 companies. His expertise in traffic engineering and project management makes him a valuable addition to the Santa Monica airport redevelopment project team. Adnan will apply his knowledge and experience to help the project team design and develop transportation systems that effectively support the community's needs and interests.</p>
Education	<p>M.B.A., Finance, Executive Program Rutgers Business School Certificate, Business Project Management, New York University M.S., Transportation Engineering and Planning, New Jersey Institute of Technology</p>
Select Registration	<p>Professional Engineer (PE) in CT</p>
Affiliations	<p>Urban Land Institute – Mixed-Use Council American Society of Civil Engineers Institute of Transportation Engineers Transportation and Development Institute of ASCE, Charter Member</p>
Select Projects	<p>JFK International Airport – Terminal 1 Redevelopment, Construction Traffic Plans and Permitting Services, Queens, NY JFK International Airport – Terminals 6/7 Development, Construction Traffic Plans and Permitting Services, Queens, NY Istanbul Grand Airport City, Traffic Services, Istanbul, Turkey New Phnom Penh International Airport, Cambodia Queensborough Hall Municipal Parking, Construction Traffic Plans and Permitting Services, Kew Gardens, NY GSA Feasibility Study, New York, NY Astoria Self-Storage, Traffic Study, Astoria, NY Children's Hospital of Philadelphia (Osler Circle), Vehicular Traffic Study, Philadelphia, PA Temple University Stadium, Traffic Services and Pedestrian Circulation, Philadelphia, PA Story Avenue Traffic Study, Bronx, NY Queens Center Mall Expansion, Traffic Impact Study, Elmhurst, NY 540 West 26th Street, Gallery and Office Building, New York, NY 130-24 South Conduit Avenue, Jamaica, NY USACE - APG Traffic Study, Aberdeen, MD Sunset Park Waterfront Study, Traffic Services, Brooklyn, NY Freshkills Park, Traffic Planning, Staten Island, NY Matrix Global Logistics Park, Staten Island, NY</p>

Biography	<p>David Murray is a highly experienced biologist with over 15 years of expertise in environmental consulting. He specializes in botany, wetland and jurisdictional delineation, habitat restoration, and wildlife surveys, as well as CEQA environmental analysis. With his extensive knowledge of characterizing and evaluating vegetation communities in rugged and remote terrain, David has implemented restoration plans for several large-scale projects, including installation and adaptive maintenance. He has an outstanding track record of identifying special-status plant and wildlife species, completing rare plant surveys, and conducting habitat assessments. David is well-versed in preparing biological resources assessments to meet local, state, and federal requirements and acquiring permits for Federal and State waters. Moreover, his expertise in soil remediation and ecological restoration will be valuable to the Santa Monica Airport Redevelopment project, enabling the team to implement sustainable practices that protect the environment, support municipal infrastructure, and meet the City's goals for social equity and economic vitality. David's contribution to the project team will help with the successful implementation of a comprehensive environmental site assessment that will identify and remediate any potential contaminated soils.</p>
Education	<p>B.S., Environmental Science Humboldt State University</p>
Professional Development	<p>CRAM Training Course (CRAM General Practitioner) Survey Techniques for California red-legged frog, California tiger salamander, and western pond turtle. Flat-tailed horned lizard biomonitor training (CDFW Letter of Authorization for biomonitoring) Mammal tracking techniques Jepson Herbarium Poaceae Course Training on survey techniques for the yellow-billed cuckoo presence/absence protocol.</p>
Select Projects	<p>East Cat Canyon Remediation Project, Santa Maria, CA (Stream and Oak Woodland Restoration) Santa Monica Airport Redevelopment Project, Santa Monica, CA (Environmental Planning and Soils Remediation Services) Vandenberg Air Force Base, CA (San Antonio Creek Clean Water Act Sections 401 & 404 Compliance Project) Marine Corps Base Camp Pendleton, CA (Rare Plant Survey and Base-wide Habitat Enhancement Plan for Thread-leaved Brodiaea) Marine Corps Base Camp Pendleton, CA (Rare Plant Surveys for the Thread-leaved Brodiaea) Oceano Dunes State Vehicular Recreation Area (ODSVRA), San Luis Obispo, CA (Western Snowy Plover and California Least Tern Monitoring) Marine Corps Base Camp Pendleton, CA (Habitat Enhancement and Post-Enhancement Monitoring of Stephens' Kangaroo Rat) Oceano Dunes State Vehicular Recreation Area (SVRA), San Luis Obispo County, CA (Dune Stabilization Project) Marine Corps Base Camp Pendleton, CA (Rare Plant Surveys for the Pendleton button-celery) Marine Corps Base Camp Pendleton, CA (Invasive Plant Species Removal) Marine Corps Base Camp Pendleton, CA (Early Detection Rapid Response Survey and Treatment) Oceano Dunes State Vehicular Area (SVRA), San Luis Obispo County, CA (Rare Plant Surveys and Dune Restoration Project) Oceano Dunes State Vehicular Area (SVRA), San Luis Obispo County, CA (Rare Plant Surveys for Baseline Data)</p>

PERSONNEL

Brett Milburn | Vice President, GIS/Database



Biography	<p>Brett Milburn brings over 19 years of experience in the Architecture, Engineering and Construction industry and is the leader of Langan's Applied Technologies Group. As the leader of a diverse team of analysts, solution architects, programmers, and engineers, Brett has achieved enhanced efficiencies (up to 80%) and quality of information through the various stages of field data collection, quality assurance/quality control review, management of big data, along with the analysis, visualization, and reporting of client data. Brett's expertise in enterprise system architecture design and implementation, needs assessments/gap analyses, process workflow design and development, application development (desktop, web, and mobile), database design and development, software integration, cloud and SaaS offerings, BIM, 3D modeling, data acquisition (GPS, RTK, LiDAR, Photogrammetry), and data conversion and ETL processes will benefit the Santa Monica airport redevelopment project team. Brett's fluency in the use of Esri products including ArcGIS Desktop and associated extensions, ArcGIS Online, Business Analyst, CityEngine, ArcGIS Server, and ArcSDE/Enterprise Geodatabases based on Microsoft's SQL platform and other third-party packages will help achieve the project objectives. With his extensive experience in GIS, enterprise data management, and web/mobile technology related projects, Brett is a valuable addition to the Santa Monica airport redevelopment project team. He will apply his GIS experience to analyze and visualize project data, providing insights to enhance the team's efficiencies and the quality of information throughout the project's lifecycle.</p>
Education	<p>B.S., Geo-Environmental Science Shippensburg University</p>
Certification / Training	<p>Certified GIS Professional (GISP) Esri System Architecture Design Strategies Esri Working with Geometric Networks for Utilities ArcView GIS 10.x ArcGIS Server Administration EQuIS 7x and Enterprise Rockworks 16 40-Hour Health and Safety Training for Hazardous Waste Operations Transportation Worker Identification Credential (TWIC)</p>
Select Projects	<p>NBC/Universal, Burbank, CA Shell, Santa Barbara, CA Hunters Point Naval Shipyard, San Francisco, CA Texas Instrument, Santa Clara, CA Metro-North Railroad, New York, NY Greater New Haven Water Pollution Control Authority, New Haven, CT Brookfield Water Pollution Control Authority, Brookfield, CT Town of Avon, Avon, CT Penn State Hershey Medical Center, Hershey, PA University of Miami, Miami, FL Yale University, New Haven, CT Lehigh University, Bethlehem, PA Carnegie Mellon University, Pittsburgh, PA NGL Energy Partners, LP Hess Corporation, Schenectady, NY Valero Refining Company, Paulsboro, NJ</p>

QUALIFICATIONS

B. SIMILAR PROJECTS



EAST SIDE COASTAL RESILIENCY
NEW YORK, NEW YORK



PROJECTS



PROJECT

East Side Coastal Resiliency Project

CLIENT

City of New York & NYC Department of Design & Construction

CONTACT

Carrie Grassi, Deputy Director for Planning
Tel: +1 212 788 2644

COLLABORATORS

ONE Architecture, Starr Whitehouse, AKRF/
KSE Engineering, Arcadis, CH2M, Mathews
Nielsen, Hardesty and Hanover, Hazen & Sawyer,
Fitzgerald and Halliday, James Lima Planning
+ Development, Siteworks, Wesler Cohen, BIG
IDEAS

COST

\$400 mil USD / 2.7 bil DKK / 2.6 bil RMB

SIZE

2.5 mi/ 1.6 km

LOCATION

New York, US

STATUS

In Construction



COMMUNITY ENGAGEMENT

The East Side Coastal Resiliency project is a result of BIG's winning proposal for the federal Rebuild by Design Competition. In July 2014, the U.S. Department of Housing and Urban Development awarded the project \$335 Million for the first phase of implementation on Manhattan's East Side. This first "compartment," includes 2.5 miles of coastal resiliency and social infrastructure that will reduce the risk of flooding during storm surge events like Hurricane Sandy, while improving access to the waterfront, creating new public spaces, and enhancing natural areas.

At East River Park, a system of "bridging berms" between the FDR Drive and the park will help protect the neighborhood from future storm surge and rising sea levels while re-imagining access and pedestrian bridges into the park, supporting diverse new plantings, enhancing views into the park, and creating better open spaces along the waterfront. At Stuyvesant Cove, elevated open spaces will work together with a new ferry landing, cultural facilities, and kayaking amenities to create a vibrant waterfront. The use of deployable elements will maintain views and access to the water at critical --locations, ensuring continued connections between the neighborhood and its waterfront.

Over the course of the concept design, the team has held 11 public workshops and 40+ smaller stakeholder sessions, totaling more than 1,000 participants from the community and surrounding neighborhoods who provided input. Taken together, the ESCR Project builds physical, social, and economic resiliency, strengthening the City's coastline while re-establishing public space, enabling outdoor gathering opportunities, and improving waterfront accessibility.

EAST SIDE COASTAL RESILIENCY PROJECT

New York, New York, USA



PROJECTS



EAST SIDE COASTAL RESILIENCY PROJECT

New York, New York, USA



PROJECTS



EAST SIDE COASTAL RESILIENCY PROJECT

New York, New York, USA



PROJECTS



PROJECT

Brooklyn Queens Park

COLLABORATORS

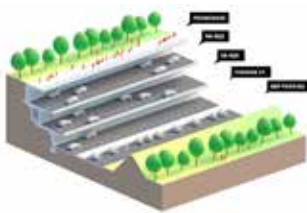
Regional Plan Association, Arcadis

LOCATION

Brooklyn, New York, US

STATUS

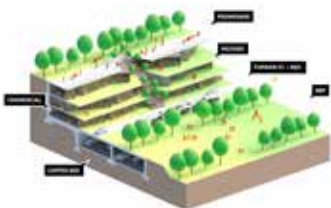
In Design



BQE - EXISTING CONDITION



BQP OPTION A - REINFORCED STRUCTURE



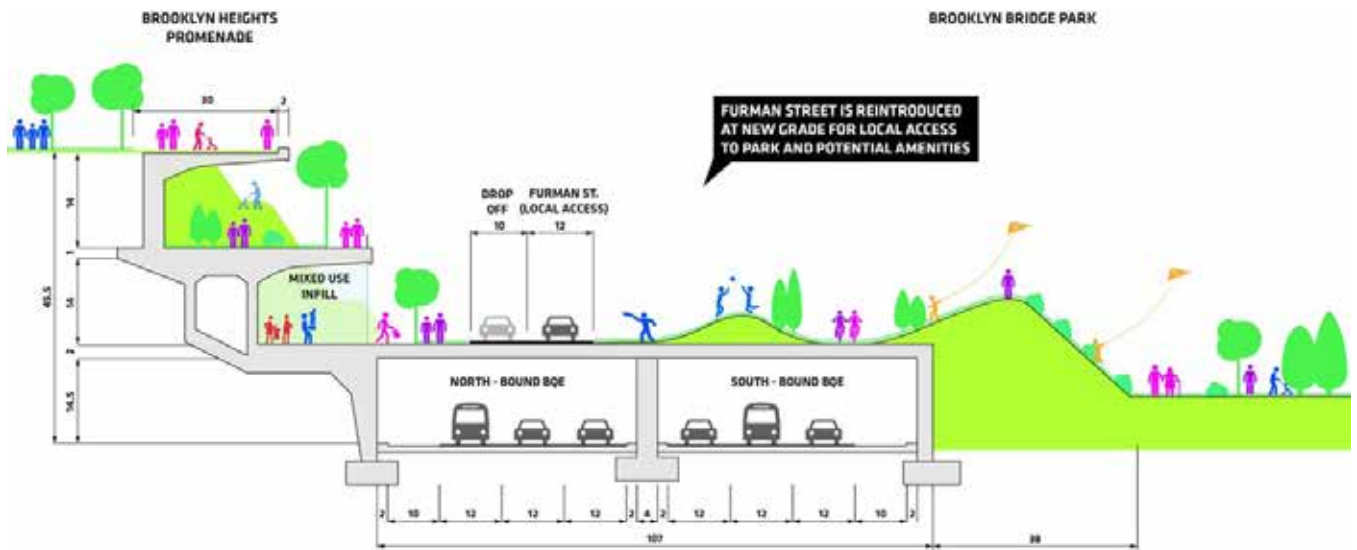
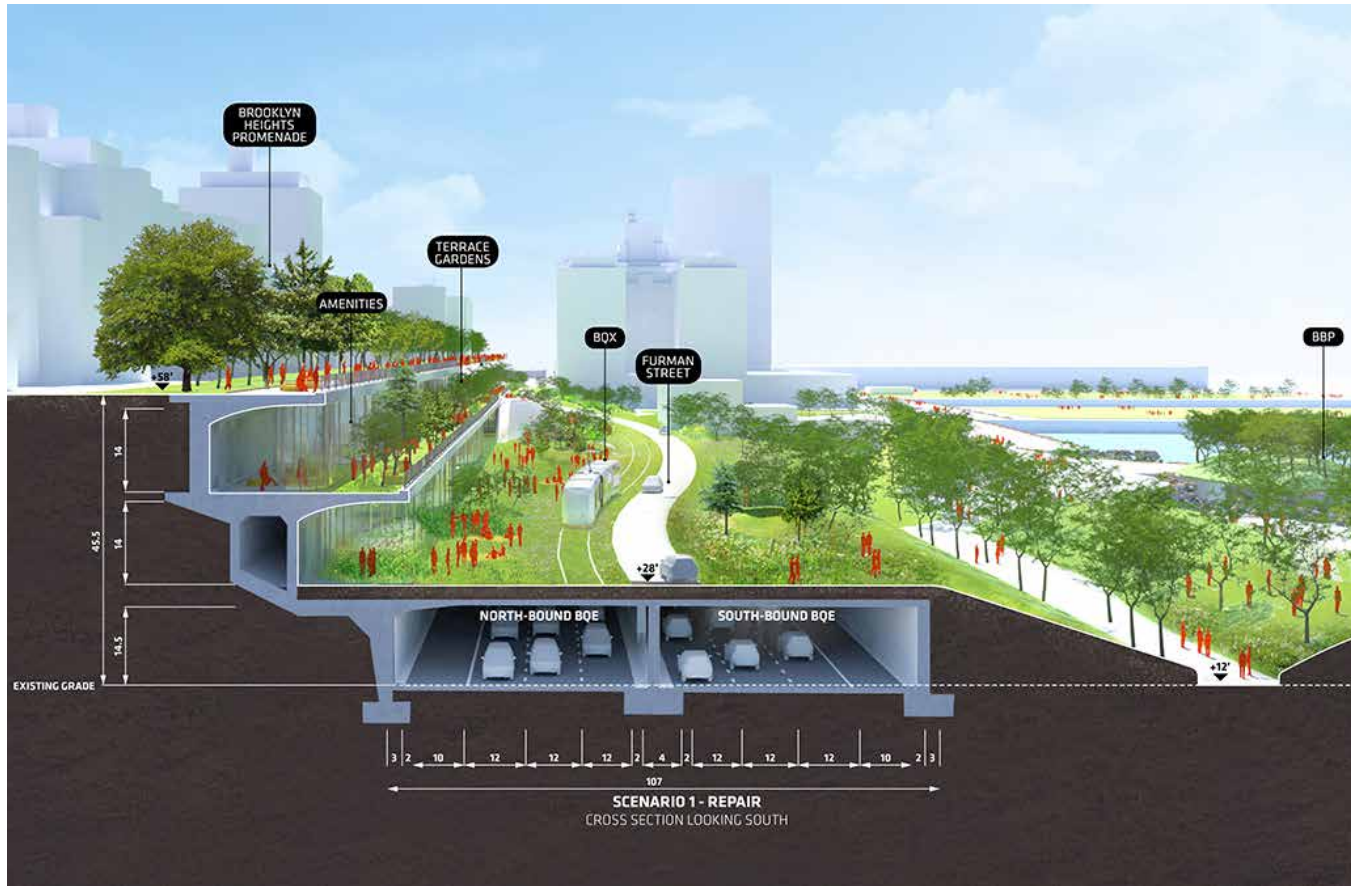
BQP OPTION B - REPLACE STRUCTURE

The Brooklyn Queens Expressway, or BQE, built by Robert Moses in the 1950s, is an iconic piece of NYC infrastructure that has accommodated car and truck traffic for more than 60 years. As the triple-cantilever structure along Brooklyn Heights shows signs of corrosion and aging, New York City has taken on the challenge of repairing the roadway, spanning from Sands Street in DUMBO to Atlantic Avenue in Cobble Hill. Constrained by limitations of working within DOT jurisdiction, official proposals so far have been limited to re-building similar conditions - aging roadways replaced by new roadways, temporary and permanent, which would continue to act as barriers between the Brooklyn community and its waterfront.

Inspired by the opportunity to work in our own backyard, BIG has developed an integrated proposal we dub BQP - how to turn the BQ-Expressway into a BQ-Park, while still accommodating significant vehicle flows along the route. Construction of an at-grade roadway along Furman Street and Brooklyn Bridge Park, covered with a simple deck structure, is the first step of a waterfront transformation. This deck provides a platform for adding significant new parkland along an underused corridor, while connecting Brooklyn Heights to Brooklyn Bridge Park with a preserved or reconstructed cliffside - criss crossed by rampways, greenery and park amenities. Local park access is accommodated on a meandering parkway, while space is created for a potential spur of the BQX light-rail line. The deck structure extends south to Atlantic Avenue - where it creates a new crossing and urban nexus, and the beginnings of a linear park which could eventually connect DUMBO to Red Hook. The simple structural approach, and one-time construction of the new roadway, create a more feasible and less costly solution for reconstruction of the BQE, while delivering far more benefits to the community. The result is a condition more reminiscent of Brooklyn Heights historical conditions - where city and river interlaced seamlessly, prior to construction of the highway.

BROOKLYN-QUEENS EXPRESS PARK (BQP)

Brooklyn, New York, USA



BQP - PRESERVED TRIPLE CANTILEVER

PROJECTS



BROOKLYN-QUEENS EXPRESS PARK (BQP)

Brooklyn, New York, USA

BIG



PROJECTS



PROJECT

Superkilen Masterplan

CLIENT

Copenhagen Municipality, Realdania

CONTACT

Laura Koch Rotne, Copenhagen Municipality

Project Leader

Tel: +45 33 66 35 11

COLLABORATORS

Topotek1, Superflex, Help Communication,

Lemming & Eriksson

COST

\$ 8.4 mil USD / € 7.8 million / 58.4 mil DKK

SIZE

8.15 acres / 3.3 hectares

LOCATION

Copenhagen, Denmark

STATUS

Completion in 2012

AWARDS

2016 Aga Khan Award for Architecture, 2013 AIA

National Honor Award, 2013 Mies Van Der Rohe

Finalist, 2013 ARCHITECT Annual Design Review

Citation, 2012 Civic Trust Award



Superkilen is a half-mile long urban space wedged into one of the most ethnically diverse and socially challenged neighborhoods in Denmark. It was conceived as a giant exhibition of urban best practice – a sort of collection of global found objects that come from 60 different home countries of the people inhabiting the adjacent area. The objects range from exercise equipment from Muscle Beach in LA to sewage drains from Israel, palm trees from China and neon signs from Qatar and Russia. Each object is accompanied by a small stainless plate inlaid in the ground describing the object, what it is and where it is from – in Danish and in the language(s) of its origin. The park serves as a surrealist collection of global urban diversity that in fact reflects the true nature of the local neighborhood – rather than perpetuating a petrified image of homogenous Denmark.

Superkilen is part of a partnership between Copenhagen Municipality and Realdania. The goal is to make the Nørrebro neighborhood become the center of innovative urban spaces of international standard which can be an inspiration for other cities and neighborhoods.



SUPERKILEN MASTERPLAN

Copenhagen, Denmark



PROJECTS



SUPERKILEN MASTERPLAN

Copenhagen, Denmark



PROJECTS

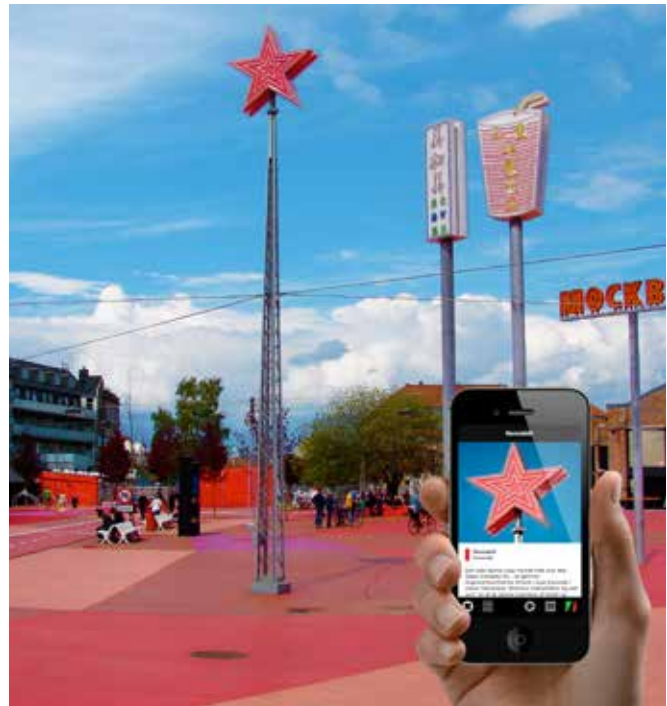


SUPERKILEN MASTERPLAN

Copenhagen, Denmark



PROJECTS



THE SUPERKILEN APP ALLOWS PARK VISITORS TO INTERACT DIRECTLY WITH THEIR ENVIRONMENT



SUPERKILEN SMARTPHONE APP

To continue the interactive legacy of the project, BIG, together with Topotek and Superflex, developed an app that gives visitors more in-depth information about the origins of the 60 objects and stories of the people behind them. The app allows visitors, the city of Copenhagen and the world to connect with one another in a shared appreciation of the park's collaborative nature.

The app interface allows users to view details about various objects through a map view and a list view. Within each object page, users can view images, read interesting facts about its origins and design, and contribute their own images to the record. Just like the hyper-collaborative nature of the park's design, the app is shared, curated, and experienced by individuals with the purpose of sharing a narrative about the neighborhood of Norrebro and the people who live there.



SUPERKILEN MASTERPLAN

Copenhagen, Denmark



PROJECTS



PROJECT

Claremont McKenna College Masterplan and Science Center

CLIENT

Claremont McKenna College

CONTACT

Brian Worley, Director of Facilities and Campus Services
- Claremont McKenna College
Telephone: + 1 (909) 621-8112
Email: brian.worley@cmc.edu

COST

Confidential

SIZE

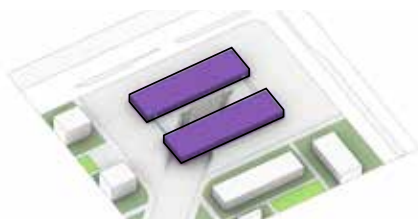
116,700 SF / 10,842 M2

LOCATION

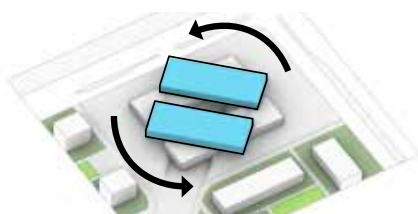
Claremont, California, United States

STATUS

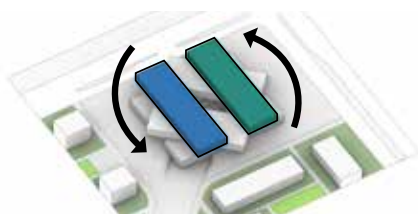
In Construction



CLASSROOMS AND CAMPUS EXTENSION



TEACHING LABORATORIES



RESEARCH LABORATORIES

Claremont McKenna's new campus masterplan was designed with the goal to foster exchange between students, faculty, and the array of disciplines studied at the university. As the new plan aims at creating community on a variety of scales, like the grouping of academic and residential builds into quads, each of these collective's form its own diversified identity, tone, and experience for users as part of the larger campus experience. Strategically, these quads are aisled to create wide corridors and lawns that allow a sense of wayfinding and ease of accessibility where connections about the campus plan are continuous. The corridors allow students view axes that help them navigate and have a more porous experience. Additionally, the strategic positioning of the buildings and corridors in the greater CMC masterplan presents an opportunity to build strong connections to other academic departments on campus, invite students in and inspire the next generation of visionaries and leaders. Engineered serendipity is baked into the campus plan to foster chance encounters among diverse disciplines and essentially generate a cross-pollination of ideas and dialogue among varied groups, interest, and identities to spark potential new thoughts and innovations.

On the exterior of our newly designed Claremont McKenna College Integrated Science Building, timber truss construction, it is surrounded by public spaces, such as 'Maker Place' right outside the makerspace on the ground floor, the 'Art Square' on the East side of the building, and the 'Test Garden' for educational experiments with plant species. Adjacent to these spaces and throughout the masterplan are friendly walkways and prioritized bike lanes that improve the parameter for mobility, promoting healthy modes of transportation for getting around campus.

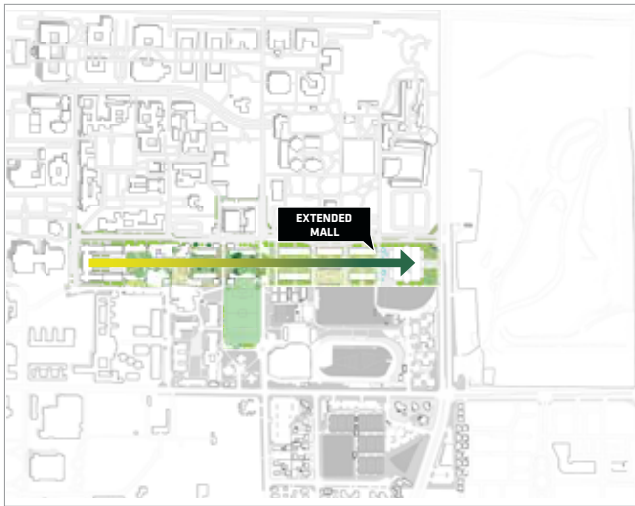
CLAREMONT MCKENNA COLLEGE MASTERPLAN

Claremont Mckenna, California, USA

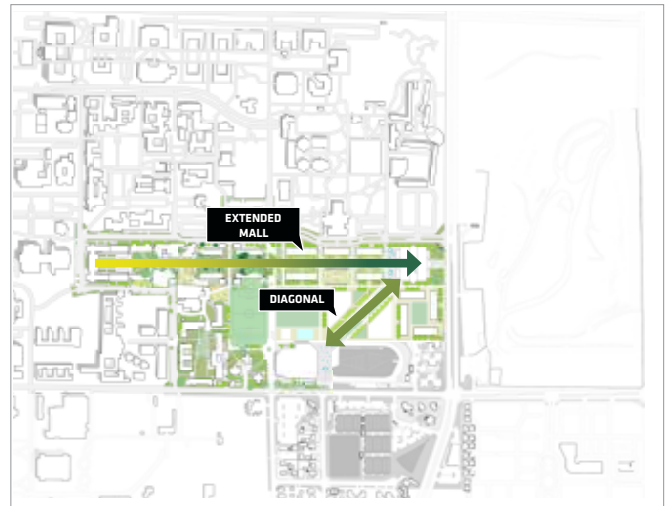


PROJECTS

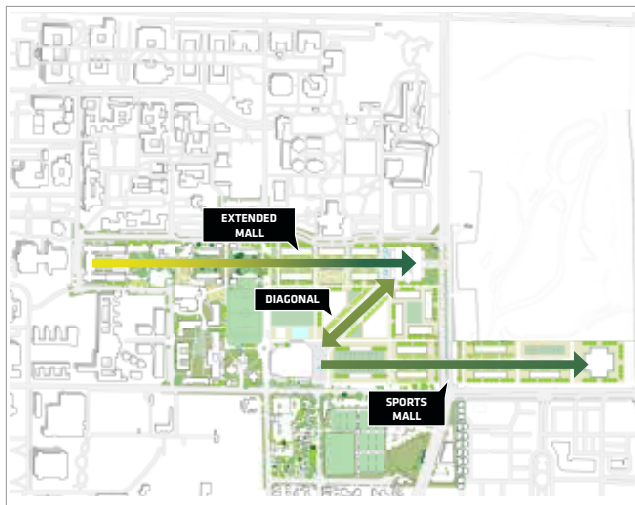
MASTERPLAN - NORTH MALL



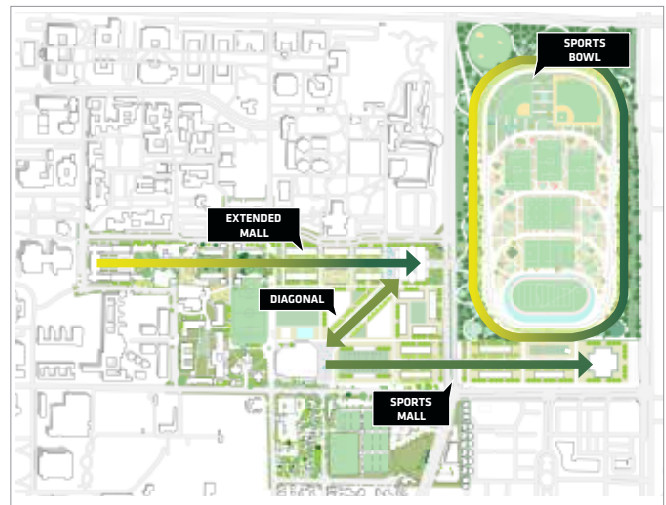
MASTERPLAN - CONNECTION



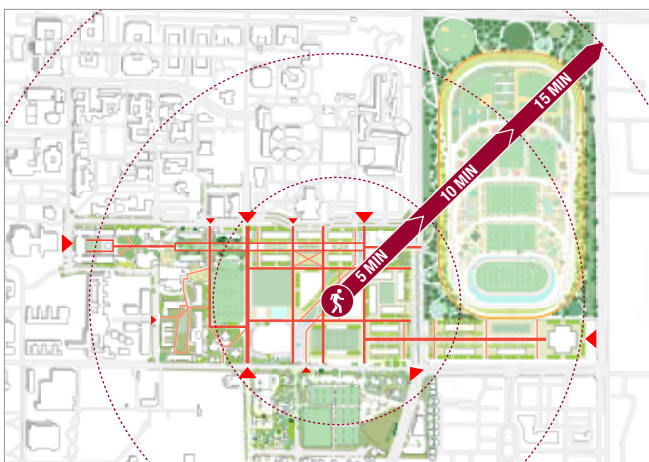
MASTERPLAN - CONTINUATION



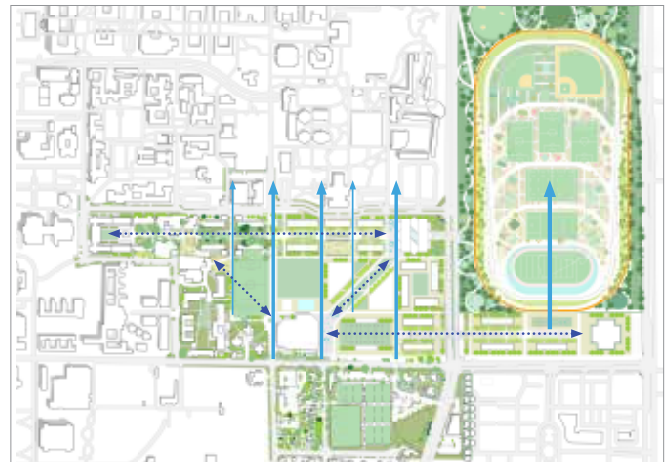
MASTERPLAN - SPORTS FIELDS

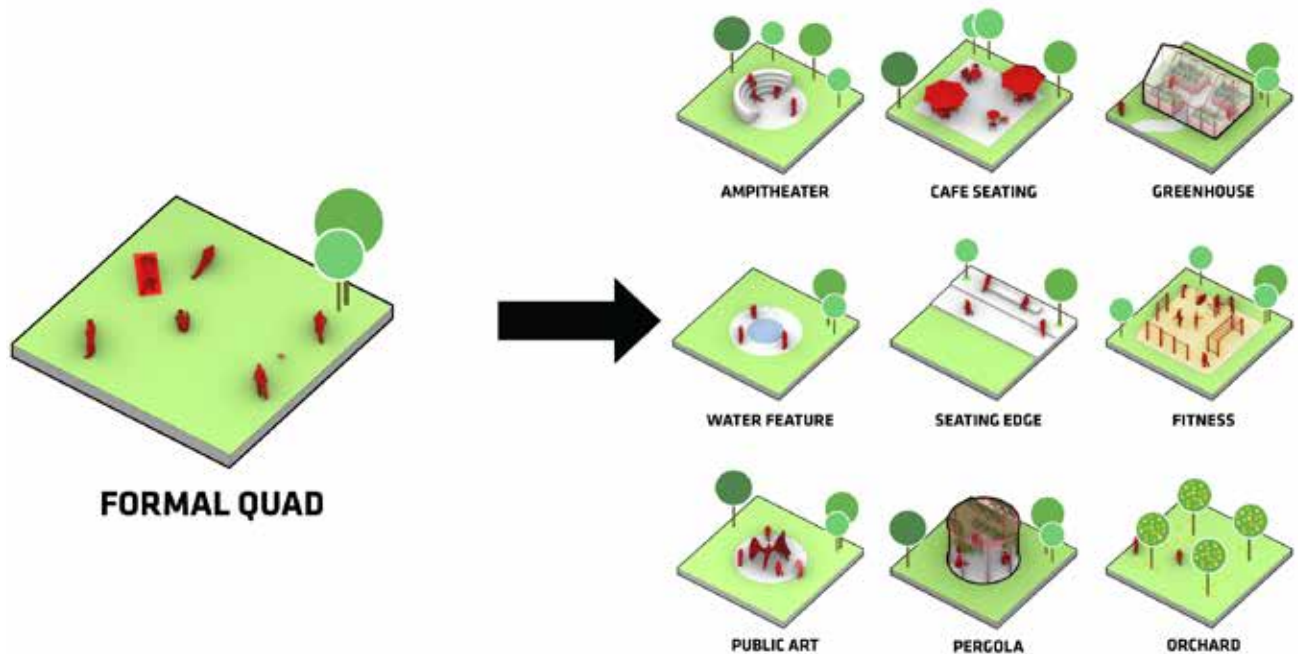


MASTERPLAN - CONNECTIVITY



MASTERPLAN - VIEW CORRIDORS





DIVERSIFYING PUBLIC SPACE

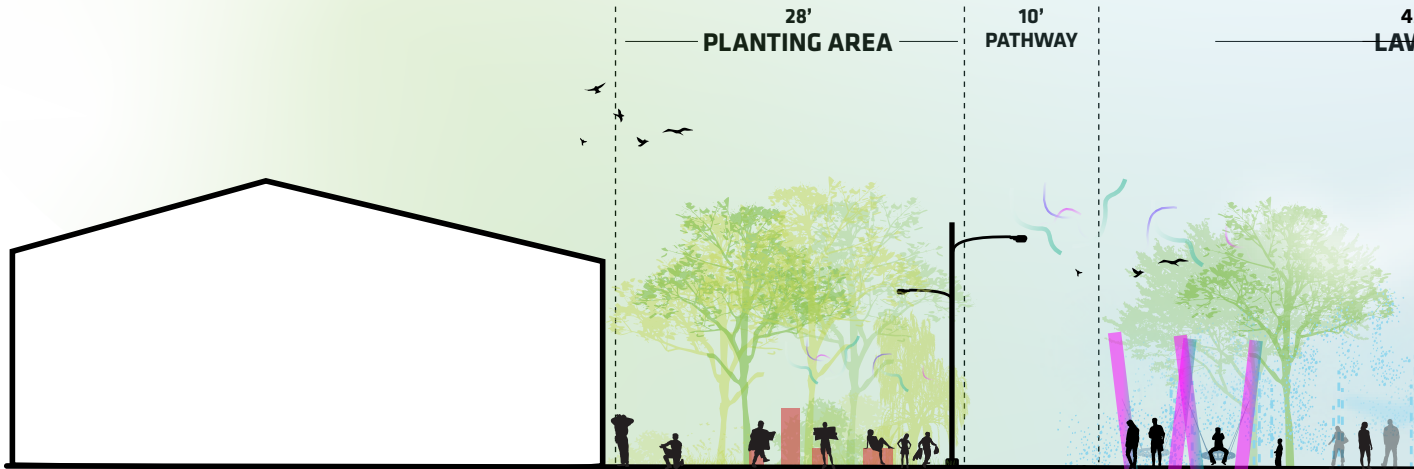
The diagonal viewing corridor presented us with an opportunity to diversify the College’s public space with unique placemaking amenities. The corridor connects the northern campus to the southern campus, cutting through the center of Claremont McKenna.

We identified and designed three corridor opportunities, all which would invigorate and invite students to engage with the public space. The first, Social Typography, reinvents the typical lawn with undulating topography, which creates nooks for relaxation and congregation. The second, the Beach, combines water features and islands into a diagonal boardwalk, inviting students to swim, interact, wade, and gather. The third, Trellis, seamlessly integrates amphitheater-style seating into a trellis-lined lawn.

Using our research on the campus history, existing uses, and desired amenities, we were able to design a campus masterplan that reimagines how students interact with public spaces to meet the needs of the student body, the university, and the surrounding community.

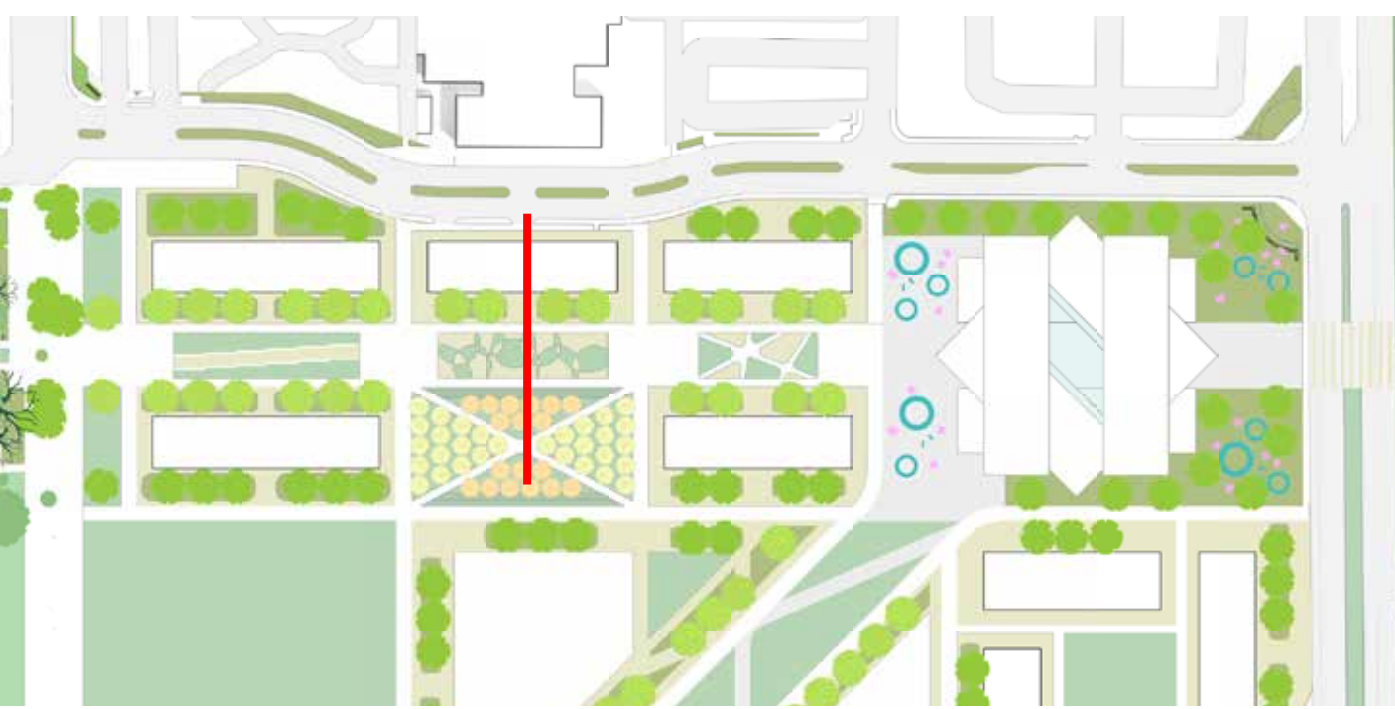
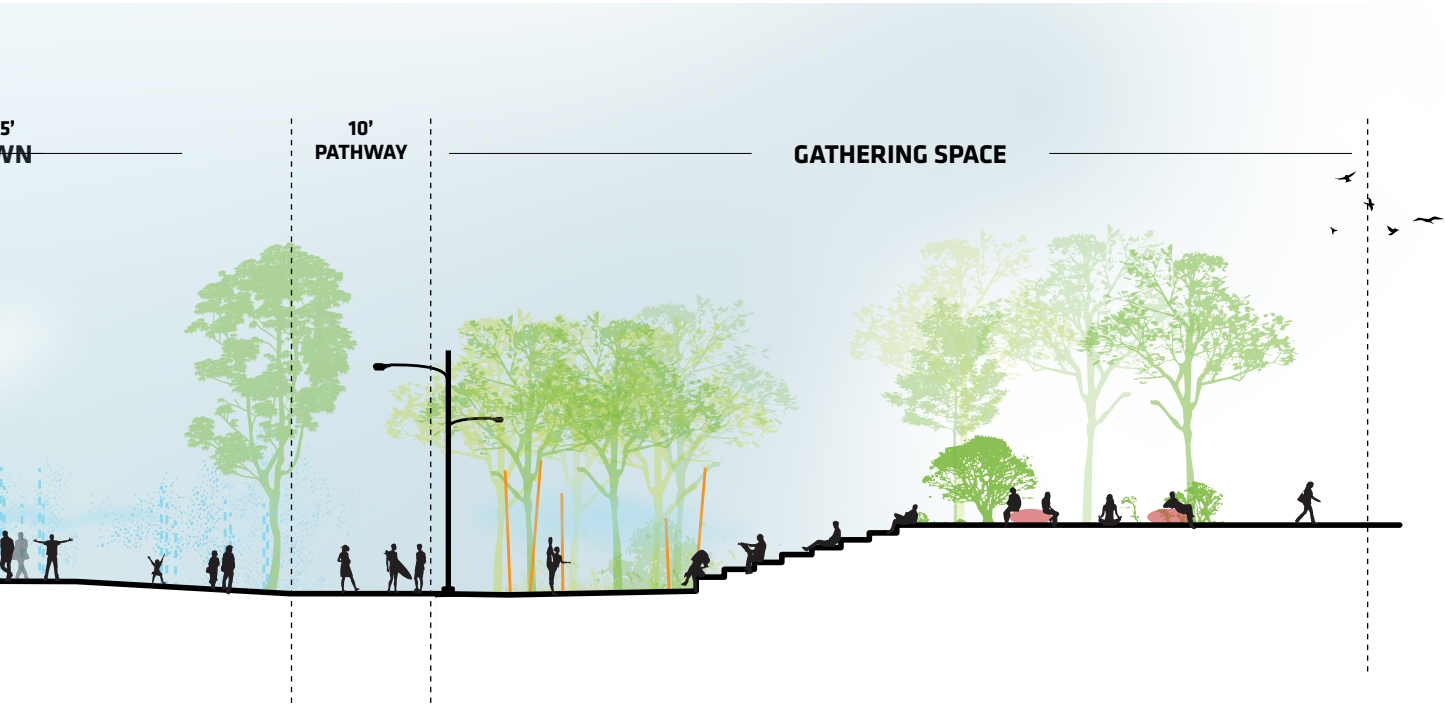
PROJECTS

NORTH MALL PROPOSED SECTION AND PLAN



CLAREMONT MCKENNA COLLEGE MASTERPLAN

Claremont Mckenna, California, USA



PROJECTS



PROJECT

Smithsonian Institution South Mall Campus Master Plan

CLIENT

Smithsonian Institution

CONTACT

Michelle Spofford
Architect at the Smithsonian Institution
Telephone: +1 (202) 633-6558
Email: spoffordm@si.edu

COLLABORATORS

Surfacedesign Inc., Robert Silman Associates, GHT Limited, EHT Traceries, Stantec, Atelier Ten, VJ Associates, Wiles Mensch, PE Group, FDS Design Studio

COST

\$2bil USD

SIZE

1.3mil SF / 123,700 M2

LOCATION

Washington, D.C., US

STATUS

Master Plan Completed 2014; additional work ongoing

SELECTED AWARDS

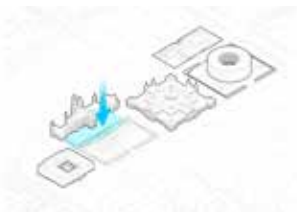
2016 AIA National Award for Regional and Urban Design;
2015 Society for College & Univ. Planning Honor Award;
2015 AIA NY Design Merit Award



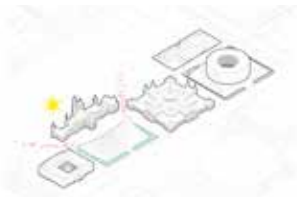
Working closely with the Smithsonian, we conceived a master plan for the South Mall Campus as an example of radical reinterpretation. To resolve the contradictions between old and new, and to find freedom within the boundaries of strict regulation and historical preservation, we chose to carefully reinterpret the elements that are already present in the campus.

The new masterplan design has three primary goals: to improve and expand visitor services and education; to create clear entrances and connections between the museums and gardens; and to replace aging building mechanical systems that have reached the end of their lifespan. The centerpiece of the proposed South Mall Masterplan is the revitalization of the iconic Smithsonian Castle. Opened in 1855, the Castle now serves as a visitor information center and the headquarters of the Institution. The plan calls for a restoration of the historic Great Hall, which has been altered by partitions that cut its floor space almost in half, as well as the addition of a two-level underground space for visitor services.

The new master plan combines several major projects, some of which address known infrastructure needs, including leaking roofs, failing mechanical systems and inefficient energy use. The comprehensive plan also includes expanded visitor services; new Mall-facing entrances to the National Museum of African Art and the Arthur M. Sackler Gallery, as well as improved visibility and access from the Freer Gallery of Art to Hirshhorn Museum and Sculpture Garden.



NEW ENTRANCE FOR CASTLE



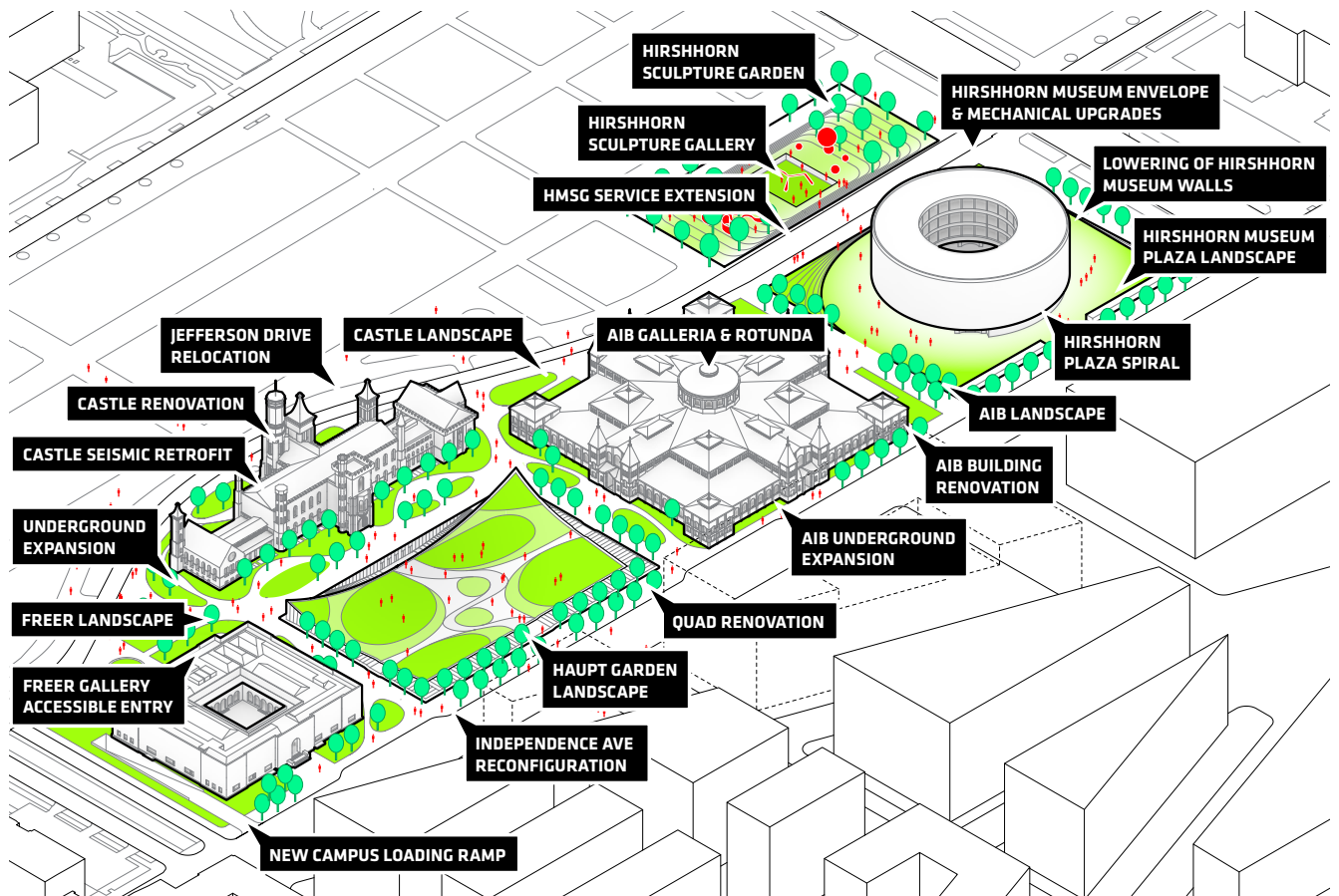
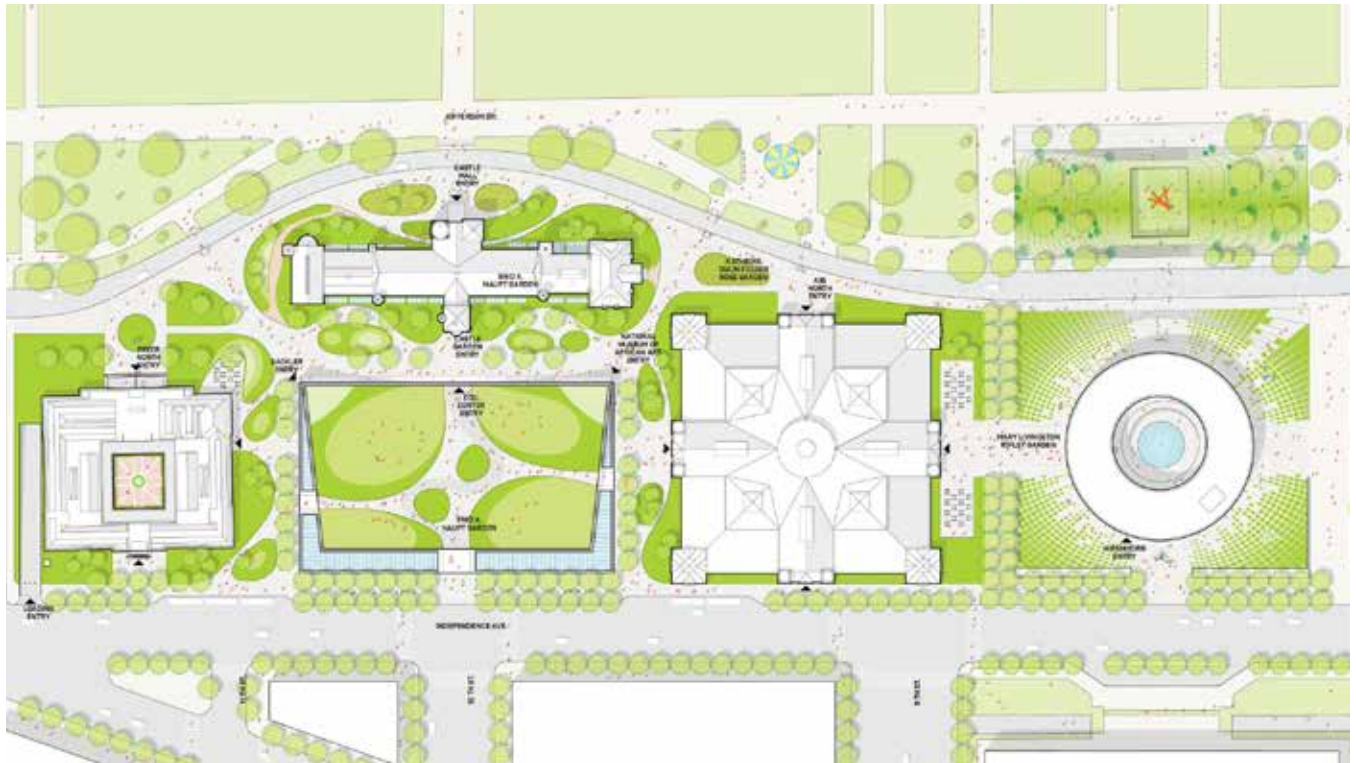
INCREASED DAYLIGHT



GENEROUS PUBLIC SPACES

SMITHSONIAN SOUTH MALL CAMPUS MASTERPLAN

Washington DC, USA



PROJECTS



SMITHSONIAN SOUTH MALL CAMPUS MASTERPLAN

Washington DC, USA



PROJECTS



PROJECT

Google Bay View

CLIENT

Google

CONTACT

Michelle Kaufmann , Director, Google R+D
for the Built Environment
Telephone: + 1 (415) 367-5215
Email: mkaufmann@google.com

COLLABORATORS

Heatherwick Studio, Olin, Thorton Tomasetti,
Integral Group, Sares Regis, Sherwood Design
Engineers, Studios Architecture, Adamson,
Whiting Turner, Loios & Ubbelohde, BfK,
Kleinfelder, ARUP

COST

Confidential

SIZE

1.2 mil SF / 111,500 M2

LOCATION

Mountain View, California, US

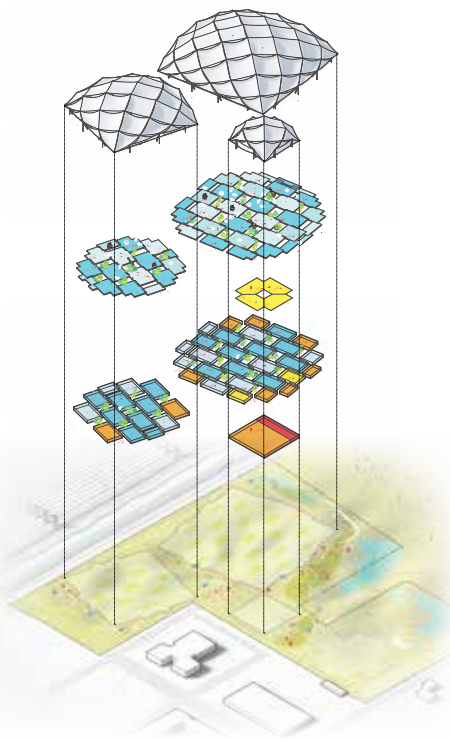
STATUS

Complete 2022



Designed to manifest Google's adaptive and evolving approach to technology, the Bay View Campus organizes its three main structures within the natural California landscape and around a centralized gathering courtyard. The Bay View site as part of the Google Mountain View campus houses a state-of-the-art office space, designed to seat 4350 Googlers in 2 large single volume spaces that rethink the future of workplace design. With an emphasis on human-centered design for optimizing technology, Bay View will feature open plan offices consolidated on a single raised open floor plate, with all the associated support spaces tucked under this level and accessed through a series of place-making courtyards.

The design of Bay View features a large canopy that regulates light, climate, air quality and sound, and encloses flexible building segments that can accommodate the change in office use over time. Both inside and outside of the enclosure we plan to restore the natural habitat of the site. A generous central plaza connects to the two office "squomes" (square domes) and provides a shaded, sheltered and secure outdoor space for large scale events, meetings and dining. This external heart of the complex also provides access to a third structure which houses 1000 and 500 seat live production spaces and smaller break out event spaces. The campus provides the community with enhanced opportunities for active recreation and enjoyment of nature with public access to expanded trails with sweeping San Francisco Bay views, improved bike connections to Stevens Creek and Bay trails, and new bike lanes.





A CITY IN A BUILDING - WAYFINDING

Directions Using urban means of navigation.

There are two main factors to way finding. Identifying a strategy or route to get from A to B, and understanding the destination and how it signals your arrival.

The former relies upon the user understanding systems, signs and visual cues to orient themselves and gain confidence that they are moving in the right direction. These methods are highlighted below and are fundamental tools for navigating urban environments. Due to the scale of Charleston East and Bay View, these ideas will help Googleers to navigate through the building as well as giving character to areas and routes along the way.

Following coordinates

A CITY IN A BUILDING

Urban Elements

Viewing a typical city from above reveals the relationship between organised blocks, open spaces and intersecting streets.

These same elements help organise and define Charleston East.

STREETS

PROJECTS



GOOGLE HEADQUARTERS CAMPUS

Mountain View, California, USA



DESK



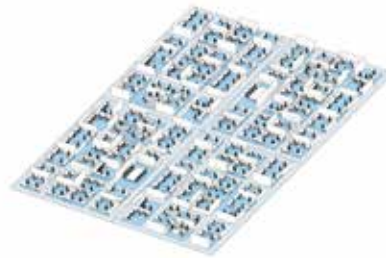
STUDIO



TEAM



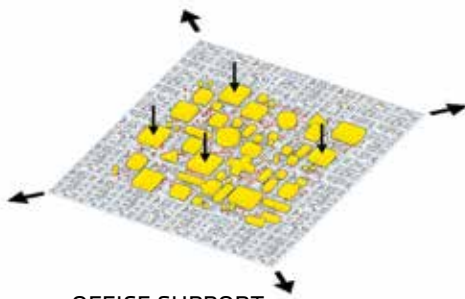
NEIGHBORHOOD



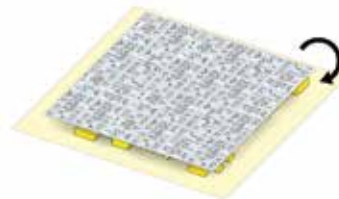
COMMUNITY



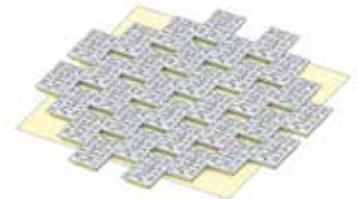
CITY



OFFICE SUPPORT



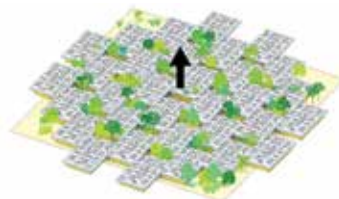
"UNDER THE RUG"



SHUFFLE



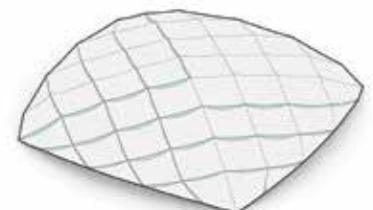
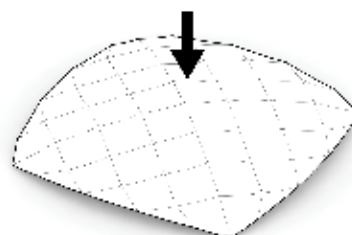
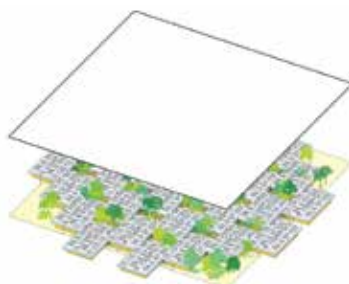
BIOPHILIA



BIOPHILIA
+
RAISED LEVEL



COLUMNS



PROJECTS



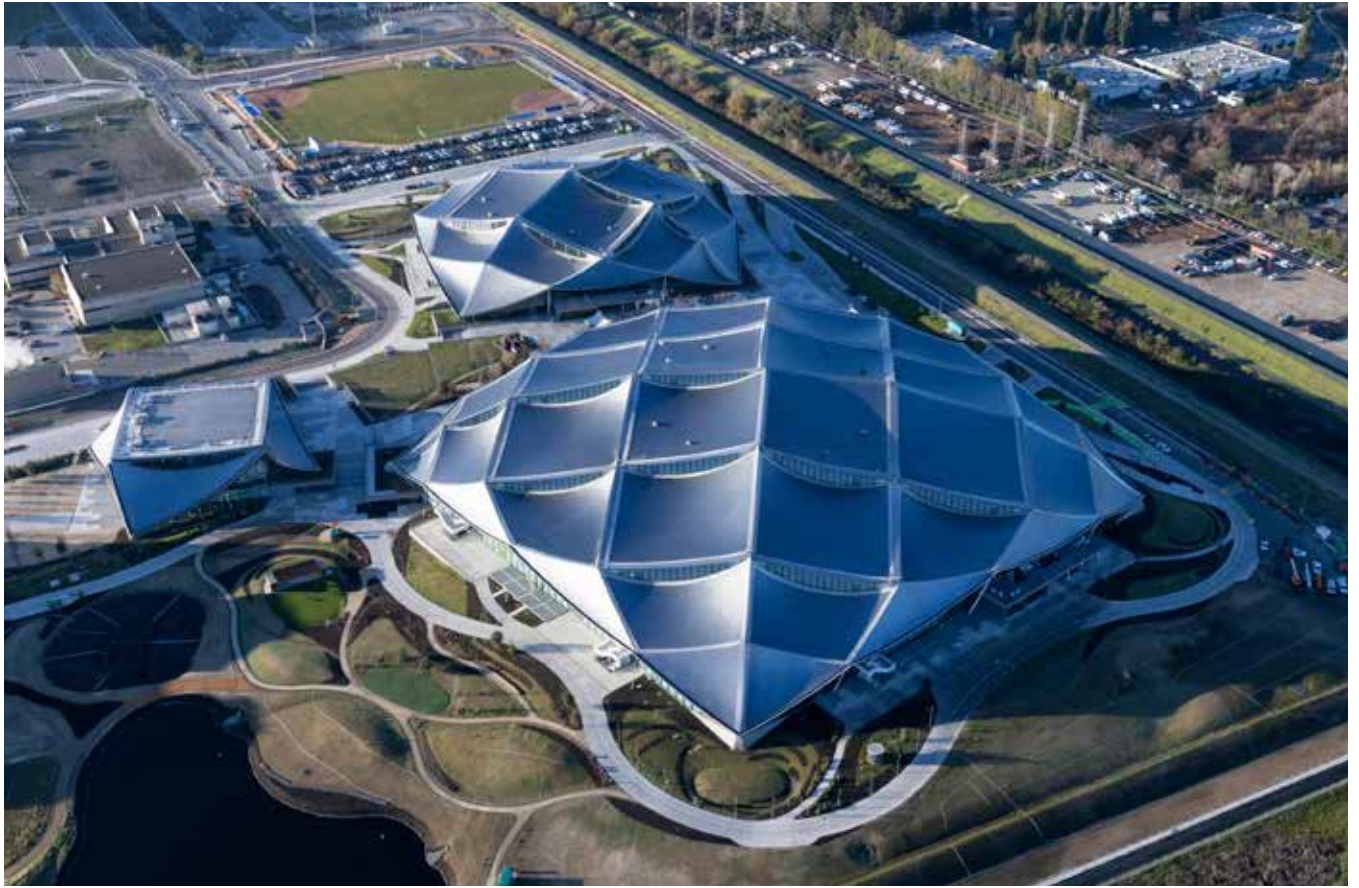
SUSTAINABILITY

The site aims to use only carbon-free energy by 2030 and is net-water positive from its performative campus landscape. Located within the coastal marsh wetland ecosystem of the San Francisco Bay, the campus enhances existing waterways with treatment ponds to recycle all onsite black, grey, and stormwater for campus and municipal use. This engineered ecology hosts a network of accessible pedestrian cycle-friendly pathways threading together exterior spaces, creating a productive campus for both habitat and community.

Bay View's three new buildings are part of Google's ambition to be the first major company to operate on carbon-free energy, 24 hours a day, seven days a week by 2030. The site is expected to achieve a LEED-NC v4 Platinum certification and become the largest facility ever to attain the International Living Future Institute (ILFI) Living Building Challenge (LBC) Water Petal Certification. Our approach helps to support these campus goals by drastically reducing energy consumption through elements such as geothermal wells and optimized daylight as well as contributing energy to the grid through the use of photovoltaic roof arrays. Bay View operates entirely on electric energy and the campus houses the largest geothermal pile system in North America, estimated to reduce carbon emissions by almost 50% and water used for cooling by 90%. In addition, on-site systems built by Google collect, treat, and reuse all stormwater and wastewater and provide habitat restoration, sea level rise protection, and access to the beauty of natural wetlands for both Googlers and the public on the nearby Bay Trail.

GOOGLE HEADQUARTERS CAMPUS

Mountain View, California, USA



PROJECTS



PROJECT

Oakland A's Stadium and Masterplan

CLIENT

Oakland Athletics

COLLABORATORS

Gensler, Field Operations, Magnusson Klemencic Associates, BKF Engineers, Fehr and Peers, Devcon Construction, Ramboll, Atelier Ten

COST

Confidential

SIZE

2.4 mil SF / 222,575 M2

LOCATION

Oakland, California

STATUS

In Design



RAISED STREET AND RETAIL



GREEN LOOP



PARK IN A PARK

The partnership between BIG and the Oakland A's is bigger than baseball, generating significant benefits for the people of Oakland and catalyzing the city's broader progress on a range of economic, civic, and cultural issues. As the only remaining sports team in Oakland, the A's will give a renewed sense of possibility for the people of Oakland, spurring an inclusive approach to community development. The Oakland A's ballpark at Howard Terminal anchors a vibrant, new waterfront district that features the A's new home, as well as housing, open spaces, parks, businesses, and entertainment. The new ballpark returns the baseball experience to the roots of the sport, while reimagining the ballpark anew. A ballpark within a park, the intimate stadium is nestled carefully into its urban surroundings. To create the most intimate experience in baseball – 27,000 seats are arranged in the closest configuration possible to home plate. With additional standing-room fans essentially become park spectators as an elevated park wraps the bowl, coming down to meet the waterfront. With diverse program embedded within and around the ballpark – cafes, shops, coworking, gyms, homes – we ensure the ballpark, and the park that sits atop it, is active even on the 284 non-game days.

At the existing stadium site, previously home to three professional sports teams, the A's, the Oakland Raiders, and the Golden State Warriors, the site will form its new identity by absorbing the character of the neighborhoods around it, transforming a site dominated by parking into a vibrant new space for the community. By pulling the adjacent neighborhood fabric into the site, we create opportunities for additional housing, jobs, and education for East Oakland. At the heart we create a new resilient central park for East Oakland, anchored by the two focal points of Oakland sports history. An existing arena will be repurposed as an events center, while the field of this stadium will remain as a vestige of the previous era – with the lower bowl integrated in the landscape like an ancient amphitheater – leaving the original baseball diamond to inspire a future generation of ballplayers.

OAKLAND A'S STADIUM AND MASTERPLAN

Oakland, California, US



PROJECTS



OAKLAND A'S STADIUM AND MASTERPLAN

Oakland, California, US



PROJECTS



PROJECT

MADRID MOSAICO, Madrid Nuevo Norte

CLIENT

DCN, Distrito Castellana Norte

COLLABORATORS

E. Bardaji, Systematica, Place Bureau, Citerea, WSP, Atelier 10, Artec3, Modelical

COST

Confidential

SIZE

368,000 M2/ 3,960,000 SF

LOCATION

Madrid, Spain

STATUS

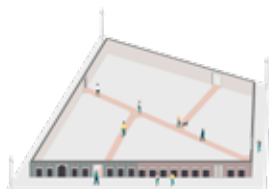
Competition

AWARDS

2nd Prize



URBAN EXPERIENCE



PEDESTRIAN LINKS



TRANSFORMATION TO PARK

Madrid Nuevo Norte is a symbol of sustainable urbanism and one of the largest urban renewal and placemaking initiatives in Europe. Long seen as an urban void in the city fabric, the masterplan seeks to transform the existing railway site into a mixed-use urban structure, formed by a collection of serene parks and vibrant public spaces. At the heart of the new development, the Central Park will become a new key destination for Madrid. A place deeply rooted in the history while looking into the future, where the lively atmosphere of the medieval city center blends with urban ecology and sustainable growth. The diversity of the local community and the eclectic character of each barrios will be preserved and assembled into a new form of public space, where infrastructure, city and nature meet. The park is designed with primary focus on people, by recreating the fine-grained urban experience typical of the historic city center through a diverse combination of edges, streets and nature. Shaped by pedestrian flows and desire lines, a network of paths and micro-mobility routes connects the surrounding neighborhoods one another, while a central promenade links specific access points with Chamartín Station and other mobility hubs. Along this linear spine, the public flows intensify and shape new urban plazas and special gathering places. In the North, the Market Square and the Cultural Plaza become the center of activities, while a variety of commercial spaces and public programming is scattered along Camino the Las Flores, a colorful journey from Calle de Mateo Inurria to Chamartín Station South Terminal. Celebration of Social Inclusion, Madrid Mosaico provides a large collection of programs and spaces adapted to different users and communities, addressing diversity of gender, sexual orientation, ethnicity, age, income and occupation.

MADRID NUEVO NORTE - RAILWAY TO PARK

Madrid, Spain

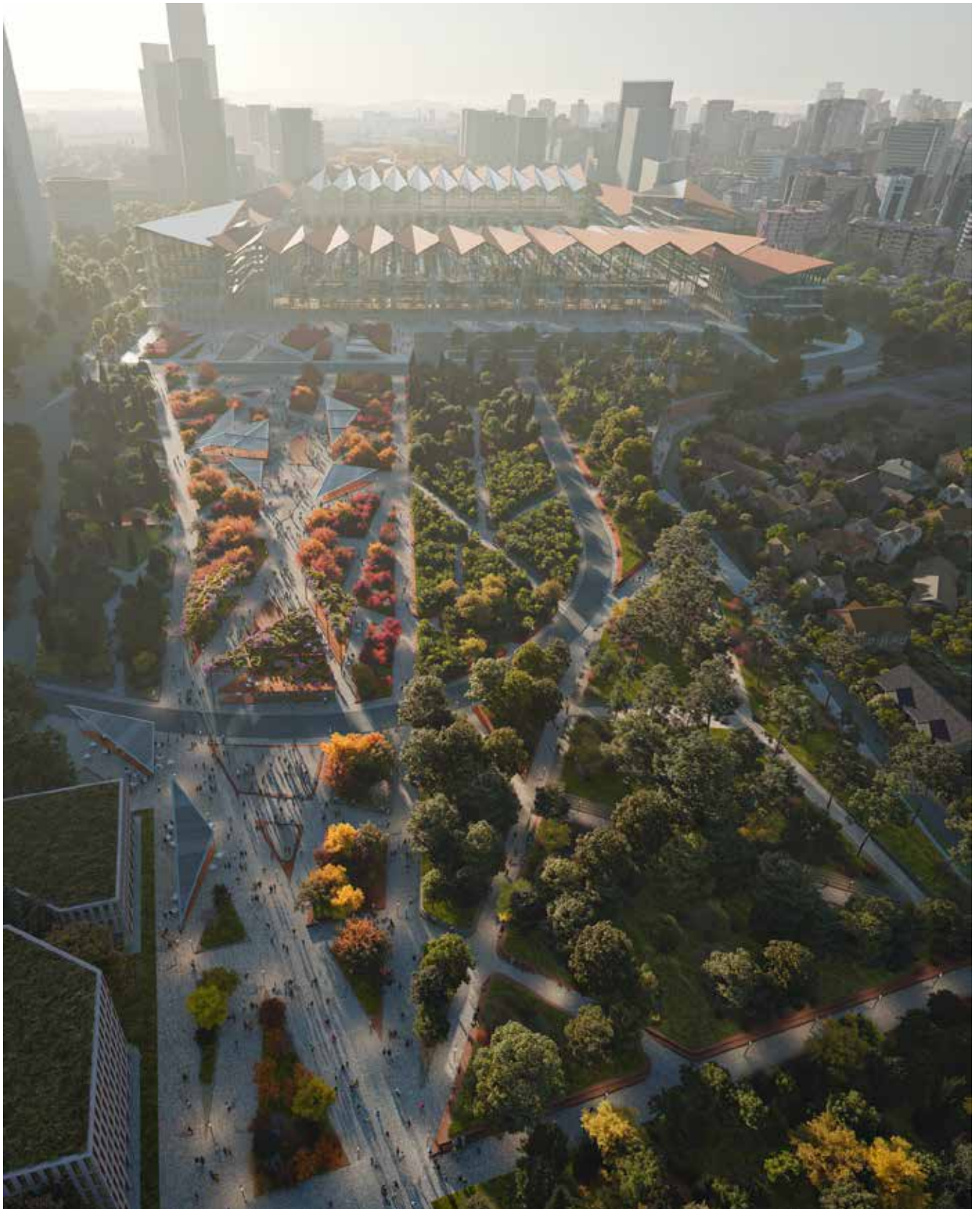


PROJECTS



MADRID NUEVO NORTE

Madrid, Spain



PROJECTS



PROJECT

Toyota Woven City

CLIENT

Toyota Motor Corporation

CONTACT

Karen Jorgensen
+1 2123587750

COLLABORATORS

Nikken Sekkei LTD, Squint Opera, Mobility in Chain, Atelier Ten

COST

Confidential

SIZE

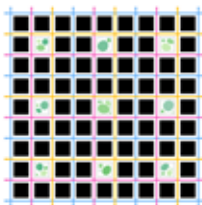
170 Acres

LOCATION

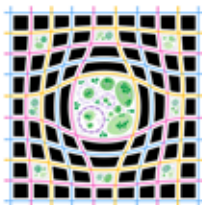
Susono City, Japan

STATUS

Masterplan completed 2019, Phase 1 Architecture in design



WOVEN GRID



MAIN SQUARE



CENTRAL PARK

To accelerate the transformation and advance all aspects of mobility and beyond, a 170-acre former factory site in Susono, at the foothills of Mt. Fuji in Japan, will be transformed into an urban incubator – Toyota Woven City. Envisioned as a living laboratory to test and advance personal mobility, autonomy, mobility as a service, connectivity, hydrogen-powered infrastructure, and industry collaboration, Toyota Woven City aims to bring people and communities together. In Toyota Woven City, the typical road is split into three: Street optimized for vehicular traffic with logistical traffic underneath, Promenade for micro-mobility such as bikes, scooters, and personal mobility, and Linear Park for pedestrians, flora, and fauna. These three strands form the DNA of Toyota Woven City, which are woven together to create a 3x3 city block module. Eight buildings comprise the block which frame a central courtyard accessible only via the Promenade and Linear Park. This framework is extended and replicated to form neighborhoods, and by distorting the grid, a courtyard is enlarged to create a large plaza or park that becomes an amenity at the city scale.

Toyota Woven City aims to create a New Equality – amongst vehicles, alternate forms of movement, people, and nature – streamlined by the future promise of a connected, clean, and shared mobility. The City will utilize solar energy, geothermal energy, and hydrogen and fuel cell technology to strive towards a carbon neutral society. The architecture of Toyota Woven City will advance timber construction; combining the rich and profound tradition of Japanese craftsmanship with robotic fabrication technology and modern construction innovation.

TOYOTA WOVEN CITY

Susono City, Japan



PROJECTS



TOYOTA WOVEN CITY

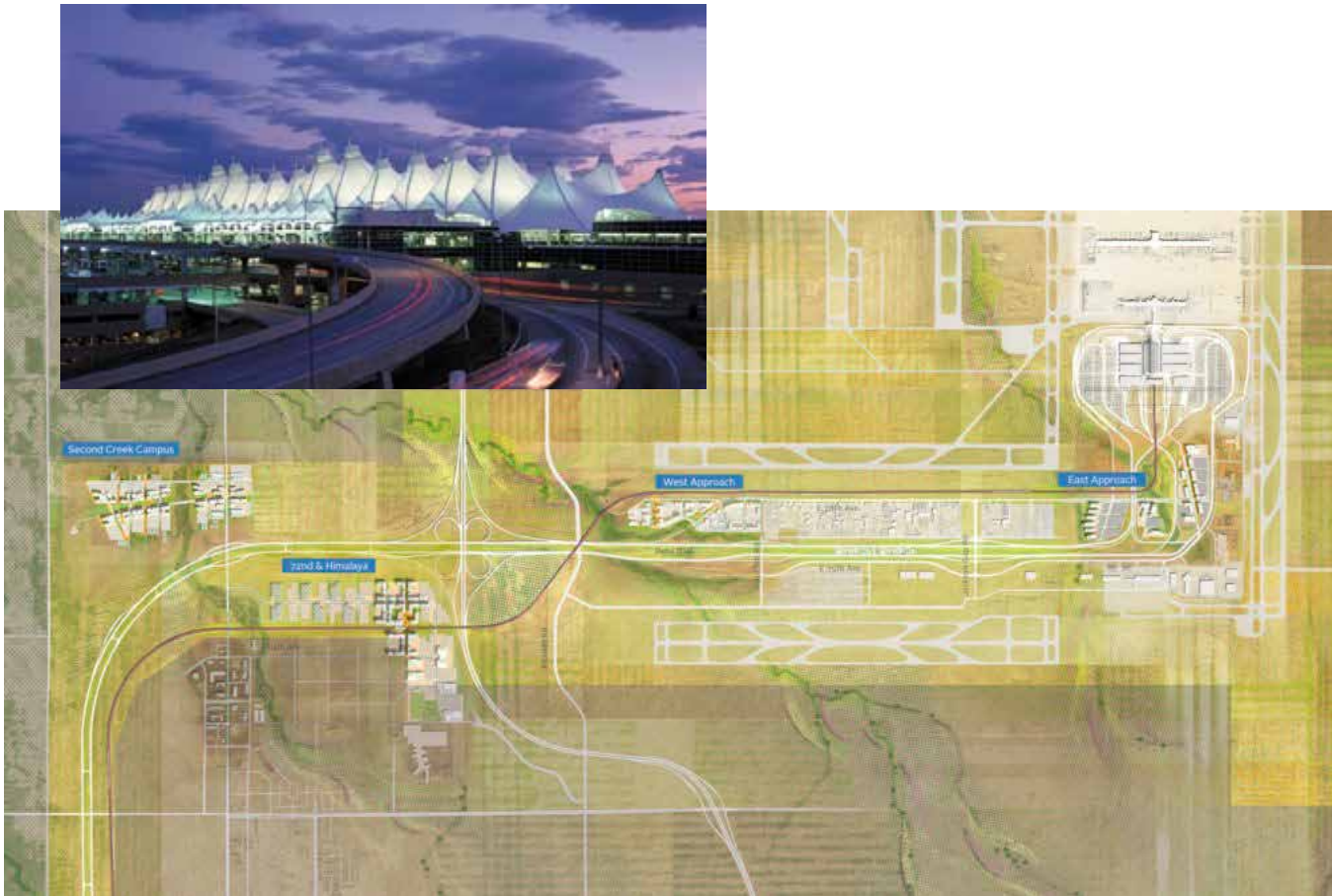
Susono City, Japan



PROJECTS

DENVER AIRPORT REAL ESTATE LAND PLAN

Denver, Colorado



PROJECT

Denver Airport Real Estate Land Plan

CLIENT

City & County of Denver

CONTACT

Laura Aldrete
Executive Director, Community Planning and
Development
Laura.Aldrete@denvergov.org

YEARS

2016 - 2017

SERVICES PROVIDED

Market / Feasibility Analysis

LOCATION

Denver, CO

VALUE OF CONTRACT

\$116,003

Testing Market Feasibility

On behalf of the City and County of Denver, HR&A advised on a land plan and urban design vision for 9,400 acres of developable land owned by the Denver International Airport. The airport's land plan will create recommendations for future real estate development and public and open spaces on land identified at DEN for non-aviation uses. HR&A's core tasks include a market analysis, financial feasibility analysis, and implementation and organizational structure considerations. This work has supported the development and evaluation of alternative land use programs and engaged the DEN Real Estate team, which is tasked with development, around key issues related to implementation.

REDEVELOPMENT PLANNING FOR THE SARASOTA BAYFRONT

Sarasota, Florida



PROJECT

Redevelopment Planning for the Sarasota Bayfront

CLIENT

Sarasota Bayfront Planning Organization

CONTACT

Virginia Haley
President
(941) 955-0991
vhaley@visitsarasota.org

YEARS

2014 - 2018

SERVICES PROVIDED

Economic Revitalization & Community Planning
-Districts/Neighborhoods/Master Plans

LOCATION

Sarasota, FL

VALUE OF CONTRACT

\$111,795

Business Planning for Open Space

Beginning in 2014, HR&A assisted a coalition of community leaders, Bayfront 20:20, in advocating for the redevelopment options for a 75-acre waterfront cultural district in Downtown Sarasota. The district consists of several prominent cultural and education facilities along with adjacent vacant and underdeveloped parcels. HR&A organized and oversaw a wide-reaching community outreach process that led to the creation of six implementation principles to guide future bayfront redevelopment efforts. These principles were first adopted by the coalition, which ultimately included over 50 civic and community groups, and subsequently by City leadership. In a later phase of work, HR&A supported the newly constituted Sarasota Bayfront Planning Organization (SBPO) in selecting a design firm to lead a master plan for the bayfront via an open selection process that attracted responses from two dozen top design firms from around the world.

Once the SBPO selected Sasaki as lead master planner, HR&A continued to support the bayfront redevelopment process by overseeing implementation planning for the district, with a particular focus on crafting a phased funding strategy for capital and operating costs that drew on diverse funding mechanisms including value capture, special assessments, upfront public support, and contributed private funds. HR&A also supported the master planning team in establishing a governance structure aligned with planned funding sources and developing interim and long-term programming strategies for the site. The master plan was unanimously approved by the Sarasota City Commission in September 2018 and the first phase of the park opened in 2022.

HR&A has continued to support park implementation, including helping to create a new tax increment financing district to fund a portion of project costs and supporting the recent consideration and approval by the City and County Commissions of the first \$48M of TIF financing for the next phase of park construction. As of this writing, incremental value in the district established for TIF and in which incremental value can reasonably be attributed to the master plan has reached nearly \$650 million, 66% higher than HR&A's initial, conservative projections and 300% higher than the County's initially skeptical projections

PROJECTS

ORIGIN PARK BENEFITS CASE AND IMPACT ANALYSIS

Jefferson, Indiana



PROJECT

Origin Park Benefits Case and Impact Analysis

CLIENT

River Heritage Conservancy

CONTACT

Scott Martin
Administrator for the Department of Parks and
Outdoors
(423) 643-6881
sdmartin@chattanooga.gov

YEARS

2020 - 2021

SERVICES PROVIDED

Equity Assessment / Capital Planning /
Economic & Fiscal Impact Analysis

LOCATION

Jefferson, IN

VALUE OF CONTRACT

\$100,000

Making the Case for Investment

The River Heritage Conservancy, which is advancing the design and development of Origin Park in the Louisville metro at the Ohio River Falls engaged HR&A to develop a benefits case for the park to support upcoming capital fundraising and public financing efforts. HR&A conducted stakeholder engagement and created a bespoke analytical model to quantify impacts of three primary park benefits: economic impact of construction and operations of the park, improvement in equitable outcomes measured in health impacts, and the regional brand benefits as the park makes Southern Indiana a more welcoming place to live, work, and play. The Conservancy has already used this analysis to successfully secure funding for the park; Southern Indiana will receive \$50M (the maximum amount) from the Indiana Regional Economic Acceleration and Development Initiative (READI) grant.

EDWARDS GARDEN & TORONTO BOTANICAL GARDENS

Toronto, Canada



PROJECT

Edwards Garden & Toronto Botanical Gardens

CLIENT

City of Toronto and Toronto Botanical Gardens

SERVICES PROVIDED

Site Redevelopment, Master Plan, Public Consultation, Management Plan

YEARS

2016 - 2018

LOCATION

Toronto, Canada

Edwards Gardens and the adjacent Toronto Botanical Garden are an oasis of calm in the bustling urban city of Toronto. Edwards Gardens is a former estate garden featuring perennials and roses on the uplands, wildflowers, rhododendrons and an extensive rockery in the valley, as well as an arboretum and children's Teaching Garden. Toronto Botanical Gardens offers 17 themed gardens across nearly four acres, as well as an array of indoor and outdoor learning programs, garden tours and an extensive horticultural library housed in the new Visitor Centre.

Located within the City's parkland and extensive ravine system, the Edwards Gardens and Toronto Botanical Garden complex requires a holistic longterm plan that is ecologically and fiscally sustainable, and one that will elevate the site to the level of other globally acclaimed botanical gardens.

Working collaboratively with Garry Smith, Scott Torrance Landscape Architects, and Moryiama and Teshima Architects, Lord Cultural Resources contributed to the development of a Masterplan and Management Plan. Through extensive public, stakeholder and Indigenous community consultation (including workshops, town hall meetings, on line surveys, etc.), research and analysis, Lord Cultural Resources provided recommendations on facility, program and operations improvements that build on existing strengths, help to improve ecological resilience, accessibility, and functionality, and re imagine the existing gardens as a major cultural attraction offering an unparalleled visitor experience.

PROJECTS

CENTRAL PARK CONSERVANCY

New York, New York



PROJECT

Central Park Conservancy

CLIENT

Central Park Conservancy

SERVICES PROVIDED

Visitor Experience Strategy

LOCATION

New York, NY

In 1980, as a response to the decline of Central Park, a group of civic and philanthropic leaders founded the Central Park Conservancy. It has been a groundbreaking public-private partnership with the City of New York. The Conservancy manages the day-to-day maintenance and operation of Central Park, including 90% of the maintenance staff, and provides 85% of Central Park's annual budget through its fund raising and investment revenue.

Lord Cultural Resources was engaged to work with the Conservancy to develop a Visitor Experience Strategy for Central Park. To develop the strategy, Lord assessed the existing assets, programming, brand, and visitor data to highlight opportunities to broaden and deepen visitors' connection to the Park. Central to the strategy was the need to connect people with the vast accomplishments of the Conservancy and variety of program opportunities.

The strategy is currently serving as a foundation for the redevelopment of the six visitor centers, including Belvedere Castle at the heart of Park. Central to the project was the conceptualization of a Nature Center, which will become the launching pad and testing ground for an integrated strategy to be rolled out over the next several years.

"As The Central Park Conservancy continues to help define Central Park as the most important cultural institution in New York City we must continually develop new strategic objectives to support a growing visitor rate. Lord Cultural Resources has been tremendously helpful in developing a Master Plan for the Visitor Experience. This plan marks a key turning point in the Conservancy's history and the history of Central Park. Their thoughtful guidance as we embark on this next chapter has been instrumental in defining the future of our work. Our entire team has benefitted from their insight and leadership in this process."

– Doug Blonsky, President & CEO,
Central Park Conservancy and Central Park Administrator

NORFOLK BOTANICAL GARDEN STRATEGIC PLAN

Norfolk, Virginia



PROJECT

Redevelopment Planning for the Sarasota Bayfront

YEARS

2014

SERVICES PROVIDED

Strategic Planning

LOCATION

Norfolk, VA

As Norfolk Botanical Garden prepared to celebrate its 75th anniversary in 2013, it was an opportune time to develop a new strategic future while reflecting on the past. The garden had achieved horticultural excellence and now looked toward reestablishing relevance and visibility in the surrounding community. Lord Cultural Resources was engaged to facilitate a strategic plan with an action plan for building enthusiasm and audiences thereby setting a course for the eventual launch of a major capital campaign. Working with the market study consultant, Lord Cultural Resources interviewed local community stakeholders, the staff and board to understand the garden's perception in the community, its strengths and challenges, and the climate for future fundraising efforts. This work pointed to the need for a leadership transition, which Lord also assisted the garden in navigating.

PROJECT UNDERSTANDING



TOYOTA WOVEN CITY
SUSUNO, JAPAN

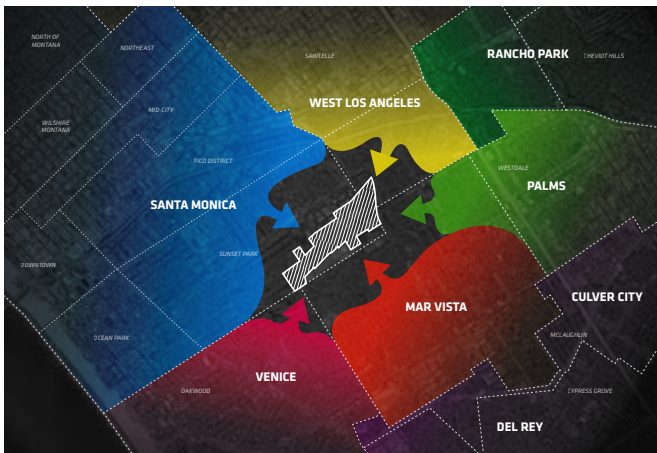


カフェ

コワーキング

UNDERSTANDING

By analyzing adjacencies, mobility, open space and neighborhoods of the site, we can start envisioning how the new park can extend the public realm, become a mobility node, create outdoor arts space and become a catalyst for further development that is seamlessly integrated in the surrounding community. HR&A will lead an economic visioning and programming strategy to activate the park and finance its operations.



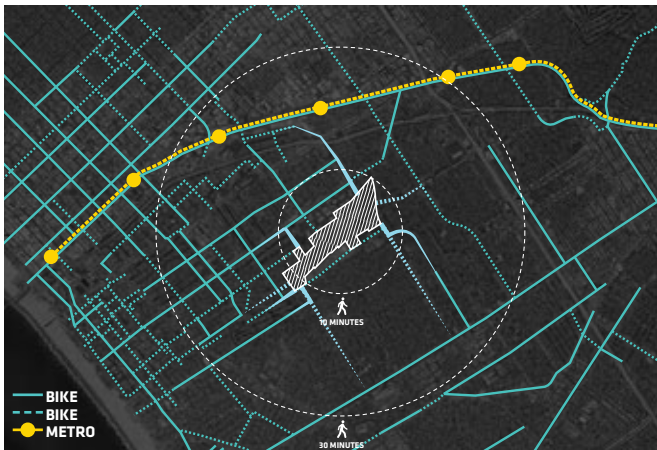
BRIDGING NEIGHBORHOODS

The new open space should create inclusive spaces for the surrounding neighborhoods.



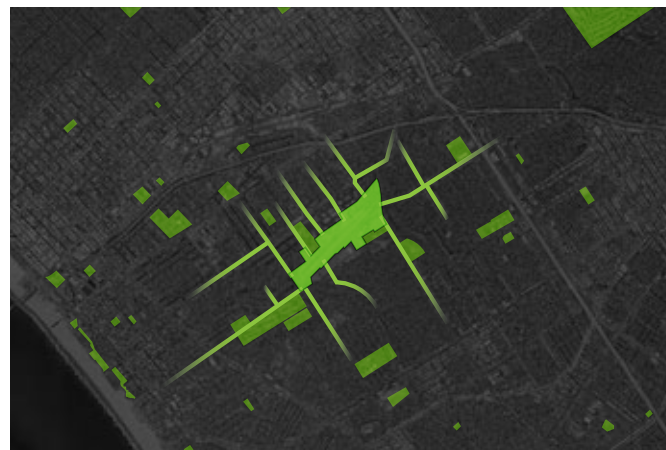
ARTS & CULTURE OUTPOST

The project should become a new center for art shows and cultural events.



MOBILITY NODE

The new park should create a connectivity node for pedestrians, bikes and micromobility, prioritizing slow mobility over heavy car traffic.



GREEN NETWORK

The new park should become a catalyst for a new green network connecting the city's existing open spaces.



COMMUNITY



ARTS & CULTURE



MOBILITY



GREAT PARK

ARTS & COMMUNITY

Public spaces are the anchors of place in our best cities, and the redevelopment of the Santa Monica Airport will be no exception. By providing multiple activities and engaging with the community, we can create an inclusive space that reflects the culture, needs and potentials of the surrounding neighborhoods.



Community engagement through the design of Superkilen, Copenhagen, Denmark



Sport and Fitness



Playground



Park and recreation



Siteplan showing the different zones of Superkilen

At the heart of Santa Monica's vibrant arts scene, the project has the potential to become an incubator for young artists. To this end, we should create a framework of spaces that can host pop-up art installations, cultural and entertainment events. Lord Cultural Resources will help our team with outreach and planning for arts in the new park.



Tuborg Musik Skum Pavilion



Street Art



Installations



Outdoor Space for Potential Events



Downtown Brooklyn Public realm expansion vision

MOBILITY

To create a district with a sense of connection and integration to the city, it is important to connect to the grid and grain of the city as much as possible. But as we move away from cars and carriages, this mobility network need not be rectilinear, and can be carefully conceived to bring users out of their cars and onto streets optimized for walking, biking, and leisure: meandering to calm traffic, enhancing ventilation by orienting to prevailing winds, and providing a sense of discovery and unfolding spaces. We envisage a new space echoing Tempelhof in Berlin, a Great Park retaining its roots in mobility.



Mobility and interconnectivity potential at Santa Monica Airport



RUNNING



ROLLERSKATING



SKATEBOARDING



Tempelhof Lanes



ONEWHEELS



SCOOTERS



BICYCLING

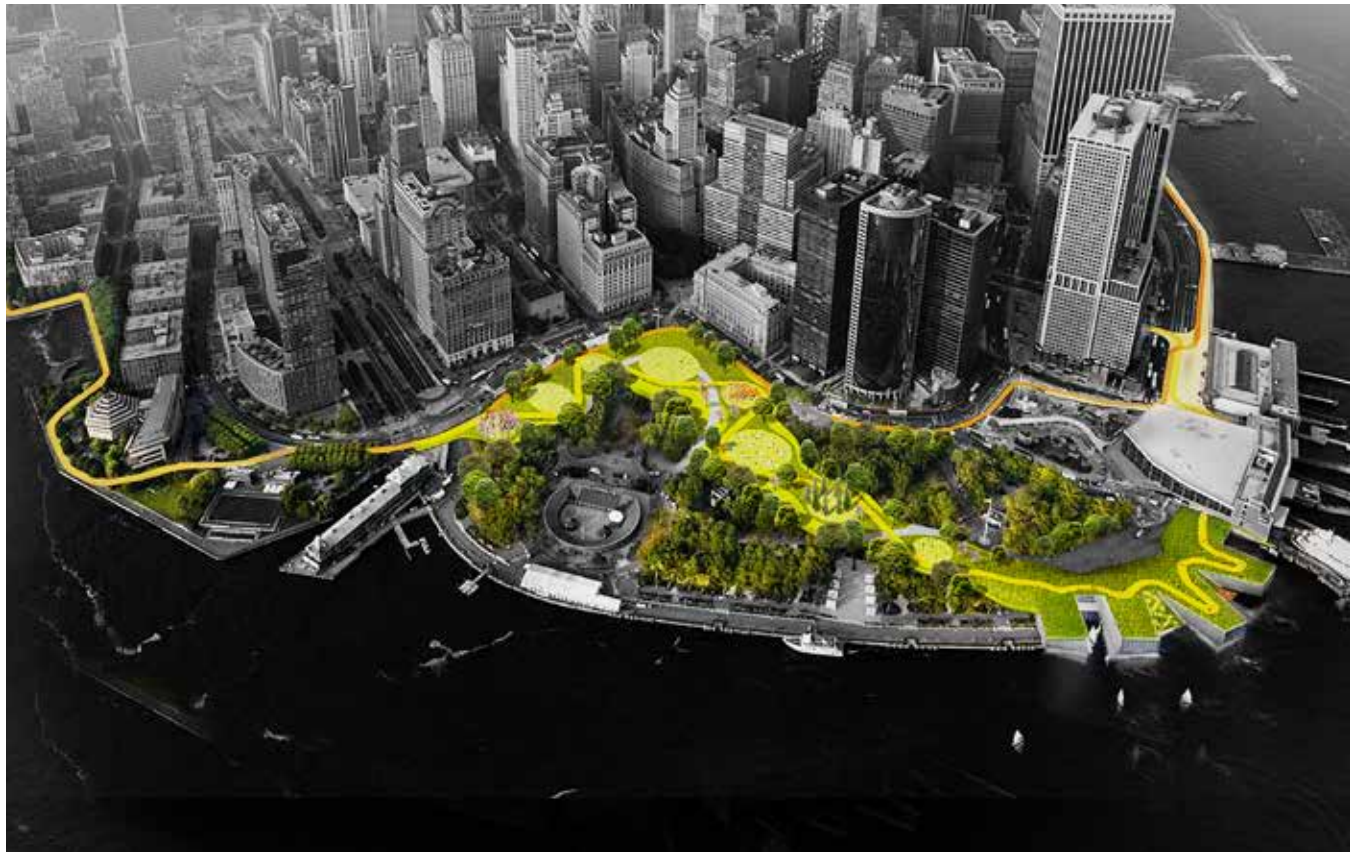


Tempelhof Parks

Mobility types

GREEN NETWORK

The new park could become a trigger for a green network connecting the neighboring open spaces. The park should prioritize nature, water management, and dedicated cycling and walking routes. As part of the design process, resiliency will be seen as an opportunity to more closely relate people, landscapes, and their programming to the unique climatic and environmental conditions that have driven design for millennia. For the Santa Monica project, BIG will approach resiliency through careful consideration of siting and by introducing protective and adaptive measures.



BIG U Coastal Resiliency Development and Public Realm Expansion



Resiliency Infrastructure and Public Realm Principles

STAFFING RATE SHEET



BROOKLYN QUEENS EXPRESSWAY PARK
NEW YORK, NEW YORK, USA

RATES



BIG

Title	USD \$
Senior Partner/Partner	570
Director	350
Senior Project Manager/Project Designer	315
Project Manager/Project Designer	260
Senior Architect	220
Architect	190
Junior Architect	140
Design Assistant	105
Administration	120
Chief Communications Officer	260
Communications Manager	140

HR&A

Title	USD \$
Chair / CEO	560
Senior Advisor	460-560
Partner	460
Principal	410
Director	360
Senior Analyst	275
Analyst	220
Research Analyst	175
Administration	105

These rates are valid through December 31, 2023.

LORD CULTURAL RESOURCES

Title	USD \$
Joy Bailey-Bryant	350
Dov Goldstein	350
Sean Stanwick	295
Holly Shen	295
Tasha Hunter	200

LANGAN

Title	USD \$
Senior Principal	365
Principal	355
Associate Principal	335
Associate	325
Senior Project Personnel II	310
Senior Project Personnel I	300
Project Personnel III	290
Project Personnel II	280
Project Personnel I	270
Senior Staff Personnel III	255
Senior Staff Personnel II	240
Senior Staff Personnel I	230
Staff Personnel III	210
Staff Personnel II	195
Staff Personnel I	185
Technician III	135
Technician II	110
Technician I	90

QUALITY CONTROL



DANISH PAVILION FOR THE 2010 WORLD EXPO IN CONSTRUCTION

QUALITY ASSURANCE / QUALITY CONTROL

BIG's Quality Assurance / Quality Control Program (QAQC) is implemented on all projects and defines how quality will be managed, measured and controlled through standardized procedures. Quality, from the perspective of our clients, is the performance of our services in a manner that achieves the Client's Deliverables requirements and financial goals, within the scope of our Agreement with the Client. Our services vary with each client and project, but are consistent with the standards of the architectural profession, and generally include objectives relating to design program and its scope, schedule, and cost. The goal of the program is to provide assurance to the client that all deliverables produced in-house achieve design and technical excellence, are provided on time, in conformance with applicable regulatory requirements, the client's established goals and objectives, and client's program. One of the most important aspects of BIG's Quality Assurance Program is the process of checking in-progress Design and Construction Documents for consistency with the project requirements.

QAQC reviewers are senior level personnel who should not have any day-to-day responsibilities relative to the project. QAQC reviewers function independently of the Project Team, and have the responsibility to address and resolve all matters which they feel effect the quality of the documents or the end product. To ensure consistency in the process, QAQC reviewers closeout the review with the BIG QAQC Signoff Form. Outstanding items are tracked using the sign-off form and reviewed again at the next phase. They have complete access to all documents that define the project's requirements, systems, materials and details.____



BIG TEAM COLLABORATES TO MEET AND EXCEED VANCOUVER HOUSE PROJECT GOALS

COST CONTROL

*Vancouver House
“recognizes our
vision for city-
building. Every city
needs to have a few
special moments
that take your
breath away, and
Vancouver has
lacked that until
now.”*

*- Ian Gillespie
Westbank President*

At BIG we do not think of design in a traditional way. This is why it is important for us to collaborate with the client to establish a firm grip of the project finances. Through our pragmatic approach to design, in sketch, drawing and detailing, we continuously seek new methods to follow the initial project idea through building completion. It is an established part of our design process to stay within the financial framework of the project by designing creative and alternative solutions. Working closely with the client, we make a virtue of developing and renewing project details to ease production, delivery and mounting in ways that the client and their representatives feel secure to work with. It is our experience that this results in a more precise estimate, and therefore better control of the budget. This approach to budget control requires more investigations in the sketch process, but it is our conviction that the extra work pays off in the building process. Through consultation with experienced cost consultants, our team works to eliminate uncertainties early in the design process and thus avoid unpredicted expenses.

REFERENCES

A vibrant, sunlit park scene. In the foreground, a person in a white shirt sits on the grass, and another person in a green shirt and hat lies on their stomach reading. A runner in black athletic wear is captured in motion on a light-colored gravel path. In the background, a group of people sits on a blanket on the grass. The park is filled with lush green trees, including tall, slender evergreens and large deciduous trees. Purple flowering plants are scattered throughout the landscape. A brick building is visible in the distance under a clear blue sky.

MADRID NUEVO NORTE
MADRID, SPAIN



REFERENCES

BIG



EAST SIDE COASTAL RESILIENCY
NEW YORK, NEW YORK, USA

CLIENT NYC Mayor's Office of Climate and Environmental Justice
CONTACT Carrie Grassi, Deputy Director for Climate-Ready Infrastructure
TELEPHONE +1 212 788 2644
EMAIL CGrassi@cityhall.nyc.gov



SMITHSONIAN INSTITUTION MASTERPLAN
WASHINGTON, DC, USA

CLIENT The Smithsonian Institution
CONTACT Michelle Spofford, Planning Manager
TELEPHONE +1 202 633 6558
EMAIL spoffordm@si.edu



SUPERKILEN MASTERPLAN
COPENHAGEN, DENMARK

CLIENT City of Copenhagen
CONTACT Laura Koch Rotne, Project Leader
TELEPHONE +45 33 66 35 11
EMAIL laurot@tmf.kk.dk



DENVER AIRPORT REAL ESTATE LAND PLAN
DENVER, COLORADO

CLIENT City & County of Denver
CONTACT Laura Aldrete, Executive Director, Community Planning and Development
EMAIL Laura.Aldrete@denvergov.org



REDEVELOPMENT PLANNING FOR THE SARASOTA BAYFRONT
SARASOTA, FLORIDA

CLIENT Sarasota Bayfront Planning Organization

CONTACT Virginia Haley, President

TELEPHONE +1 941 955 0991

EMAIL vhaley@visitsarasota.org



ORIGIN PARK BENEFITS CASE AND IMPACT ANALYSIS
JEFFERSON, INDIANA

CLIENT River Heritage Conservancy

CONTACT Scott Martin, Administrator for the Dept. of Parks & Outdoors

TELEPHONE +1 423 643 6881

EMAIL sdmartin@chattanooga.gov



TORONTO BOTANICAL GARDENS
TORONTO, CANADA

CLIENT Toronto Botanical Gardens

CONTACT Harry Jongerden, Executive Director

TELEPHONE +1 416 397 1346

EMAIL director@torontobotanicalgarden.ca



MEMORIAL PARK
HOUSTON, TEXAS

CLIENT Memorial Park Conservancy, Uptown Houston

CONTACT Holli Clements, Senior Director of Engagement

TELEPHONE +1 832 799 0642

EMAIL hclements@memorialparkconservancy.org

SUBCONSULTANTS





Technician III

SUBCONSULTANTS



BIG'S MODEL SHOP PREPARES MATERIALS FOR A CLIENT VISIT.

OUR TEAM

We have spoken with Clients before about how visioning studies and urban design principles can be difficult to use and implement once they are completed. Our team's skillset is storytelling, which we use to break down complex topics in understandable ways for a wide range of audiences.

The team will be led by BIG as prime consultant and lead for project management, scenario planning, masterplanning, urban design, and landscape concept. The proposed BIG team is an integrated team of architects, urban designers, and landscape architects led by Leon Rost, BIG's partner in charge of the Los Angeles studio located in Santa Monica. Leon is a registered architect in the State of California.

BIG is joined by a core group of proposed subconsultants who will each lead an essential pillar of project delivery. HR&A will take the lead as it comes to testing economic feasibility for the various scenarios that are generated, including testing park programming. Lord Cultural Resources will lead the creative and arts cultural integration, providing outreach to Santa Monica's vibrant arts community and planning for the future of arts and culture at Santa Monica Airport. Langan is our team's lead engineer and they will oversee scope as relates to site, soils, and environmental analysis, civil engineering, mobility and transportation studies, and more.

This group represents our core team for the project and we intend to identify additional experts as needed to fulfill Santa Monica's needs for this project. The team we propose is composed of firms and individuals at the top of their field uniquely qualified for this project's scope, and possessing past experience working together on similar scopes. The potential consultants we have recommended were assembled with consideration to the specifics of this project. In response to the City's interest in a collaborative approach to team formation, we welcome your suggestions and recommendations should we be selected, and look forward to learning more about the City's preferences and priorities.



PROJECT TEAM

BIG - Bjarke Ingels Group, founded in 2005 is a group of architects, designers and thinkers operating within the fields of architecture, landscape, urbanism, interior design, product design, research and development. BIG has created a reputation for completing buildings that are as programmatically and technically innovative as they are cost and resource conscious. In our architectural production, we demonstrate a high sensitivity to the particular demands of site, context and program. Bjarke Ingels is in constant dialogue with the design leadership, ensuring guidance is reflected and maintained throughout the process. Bjarke engages with the team via weekly status updates, frequent internal design reviews, and milestone design meetings scheduled throughout the process. At BIG we pride ourselves on our strong design leadership—from Bjarke, to his partners, to team leaders, and the team itself.



ECONOMIC FEASIBILITY LEAD | HR&A

HR&A has deep expertise in real estate analysis and the economics of open space. We help create more equitable, resilient, and dynamic communities. Our work turns vision into action through rigorous analysis, strategy development, and implementation planning. HR&A has served more than 130 proposed and existing urban open spaces, parks, and park systems, including Exposition Park in Los Angeles, Orange County Great Park, Balboa Park in San Diego, New York City's High Line, London's Queen Elizabeth Olympic Park, Austin's Zilker Park, Boston's The Lawn On D, and the Dallas and Philadelphia Parks system.



CULTURAL ARTS LEAD | LORD CULTURAL RESOURCES

Lord Cultural Resources is the global practice leader in cultural sector planning. We have been a partner in planning and executing many parks and conservancies, botanical gardens, horticultural displays, living collection, and other nature-based cultural initiatives. We employ a human-centric approach to all our projects, engaging with stakeholders, communities, and subject matter experts, to ensure that visitor and user needs, and expectations are first and foremost in an ever-evolving and competitive market. Our team of designers and architects, planners, writers, market and financial specialists and experience creators apply their expertise to a wide spectrum of cultural projects, offering a broad range of integrated services.



SITE & CIVIL LEAD | LANGAN

Langan provides comprehensive, integrated engineering services for a wide range of clients, including developers, property owners, institutions, municipalities, state transportation agencies, energy companies, and private companies. We bring over five decades of experience delivering professional engineering services for thousands of projects around the world, including roadways, parks, building expansions, and airport facilities. With over 1,600 employees located throughout 40 offices worldwide, Langan combines its local expertise and global reach to support complex projects in all major market sectors.

FORMS



AARHUS HARBOUR BATH
AARHUS, COPENHAGEN



FORMS



City of Santa Monica Non-Discrimination Policy Acknowledgment

A. Discrimination.

Discrimination in the provision of services may include, but not be limited to the following:

- (a) Denying any person any service, or benefit or the availability of a facility.
 - (b) Providing any service, or benefit to any person which is not equivalent, or in a non-equivalent manner or at a non-equivalent time, from that provided to others.
 - (c) Subjecting any persons to segregation or separate treatment in any manner related to the receipt of any service.
 - (d) Restricting any person in any way in the enjoyment of any advantage or privilege enjoyed by others receiving any service or benefit.
 - (e) Treating any person differently from others in determining admission, enrollment, quota, eligibility, membership, or any other requirement or condition which persons must meet in order to be provided any service or benefit.
- (1) Contractor shall take affirmative action to ensure that intended beneficiaries of this Agreement are provided services without regard to race, color, religion, national origin, ancestry, sex, age, gender, gender identification, gender expression, sexual orientation, marital status, AIDS or disability.
- (2) Contractor shall further establish and maintain written procedures under which any person applying for or receiving services hereunder, may seek resolution from Contractor of a complaint with respect to any alleged discrimination in the provision of services by Contractor's personnel.

At any time any person applies for services under this Agreement, he or she shall be advised by Contractor of these procedures. A copy of these procedures shall be posted by Contractor in a conspicuous place, available and open to the public, in each of Contractor's facilities where services are provided hereunder.

B. Non-discrimination in Employment

- (1) Contractor certifies and agrees that it will not discriminate against any employee or applicant for employment because of race, color, religion, national origin, ancestry, sex, age, sexual orientation, gender, gender identification, gender expression, marital status, AIDS or disability in accordance with the requirements of City, State or Federal law. Contractor shall take affirmative action to ensure that qualified applicants are employed, and that employees are treated during employment, without regard to race, color, religion, national origin, ancestry, sex, age, sexual orientation, gender, gender identification, gender expression, marital status, AIDS or disability, in accordance with the requirements of City, State and Federal law. Such shall include, but not be limited to, the following:
- (a) Employment, upgrading, demotion, transfer, recruitment or recruitment advertising, layoff or termination, rates of pay or other forms of compensation.
 - (b) Selection for training, including apprenticeship.

- (2) Contractor agrees to post in conspicuous places in each of Contractor's facilities providing services hereunder, available and open to employees and applicants for employment, notices setting forth the provisions of this non-discrimination policy.
- (3) Contractor shall, in all solicitations or advertisements for employees placed by or on behalf of Contractor, state that all qualified applicants will receive consideration for employment without regard to race, color, religion, national origin, ancestry, sex, age, sexual orientation, gender, gender identification, gender expression, marital status, AIDS or disability, in accordance with the requirements of City, State or Federal law.
- (4) Contractor shall send to each labor union or representative coworkers with which it has a collective bargaining agreement or other contract or understanding a notice advising the labor union or workers' representative of Contractor's commitments under this non-discrimination policy.
- (5) Contractor certifies and agrees that it will deal with its sub-Contractors, bidders, or vendors without regard to race, color, religion, national origin, ancestry, sex, age, sexual orientation, gender, gender identification, gender expression, marital status, AIDS or disability, in accordance with the requirements of City, State and Federal law.
- (6) In accordance with applicable State and Federal law, Contractor shall allow duly authorized representatives of the County, State, and Federal government access to its employment records during regular business hours in order to verify compliance with this non-discrimination policy. Contractor shall provide other information and records as the representatives may require in order to verify compliance with this non-discrimination policy.
- (7) If City finds that any of the provisions of this non-discrimination policy have been violated, the same shall constitute a material breach of agreement upon which City may determine to cancel, terminate, or suspend this Agreement. While City reserves the right to determine independently that this nondiscrimination policy has been violated, in addition, a determination by the California Fair Employment and Housing Commission or the Federal Equal Employment Opportunity Commission that Contractor has violated State or Federal non-discrimination laws shall constitute a finding by City that Contractor has violated the provisions of this non-discrimination policy.
- (8) The parties agree that in the event Contractor violates any of the non-discrimination policies set forth herein, City shall be entitled, at its option, to the sum of five hundred dollars (\$500) pursuant to Civil Code Section 1671 as liquidated damages in lieu of canceling, terminating or suspending this Agreement.
- (9) Contractor hereby agrees that it will comply with Section 504 of the Rehabilitation Act of 1973, as amended (29 U.S.C. 794), all requirements imposed by applicable Federal Regulations, and all guidelines and interpretations issued pursuant thereto, to the end that no qualified disabled person shall, on the basis of disability, be excluded from participation in, be denied the benefits of, or otherwise be subjected to discrimination under any program or activity of the Contractor receiving Federal Financial Assistance.



March 13, 2023

Signature/Date

BIG - Bjarke Ingels Group

Name of Proposer

FORMS



NON COLLUSION DECLARATION TO ACCOMPANY PROPOSALS OR BIDS

STATE OF CALIFORNIA }
COUNTY OF LOS ANGELES }

_____, N/A, being first duly sworn, deposes, and says: that She/He is:

(Insert "Sole Owner," "A Partner", "President," "Secretary," or other proper title)

of _____
(Insert name of bidder)

Who submits herewith to the City of Santa Monica the attached proposal; that He, She, It, or They is (are) the person(s) whose name(s) is (are) (strike out words not appropriate) signed to the hereto attached proposal; that said proposal is genuine; that the same is not sham or collusive; that all statements of fact therein are true; that such proposal was not made in the interest or on behalf of any person, partnership, company, association, organization or corporation not therein named or disclosed.

Declarant further deposes and says: that the bidder has not directly or indirectly by agreement, communication or conference with anyone attempted to induce action prejudicial to the interests of the public body which is to award the contract or of any other bidder, or anyone else interested in the proposed contract; that the bidder has not in any manner sought by collusion to secure for himself, herself, itself, or themselves, an advantage over any other bidder. (strike out words not appropriate)

Declarant further deposes and says that prior to the public opening and reading of bids the said bidder:

- (a) Did not, directly or indirectly, induce or solicit anyone else to submit a false or sham bid;
- (b) Did not, directly or indirectly, collude, conspire, connive or agree with anyone else that said bidder or anyone else would submit a false or sham bid, or that anyone should refrain from bidding or withdraw his / her bid;
- (c) Did not, in any manner, directly or indirectly, seek by agreement, communication or conference with anyone to raise or fix any overhead, profit or cost element of his, her, its, their price, or of that of anyone else; and
- (d) Did not, directly or indirectly, submit his, her, its, or their bid price or any breakdown thereof, or the contents thereof, or divulge information or data relative thereto, to any corporation, partnership, company, association, organization, bid, depository, or to any member or agent thereof, or to any individual or group of individuals, except to the awarding authority or to any person or persons who have a partnership or other financial interest with said bidder in his, her, its, or their business. (strike out words not appropriate)

I declare under penalty of perjury that the foregoing is true and correct.



Signature

BIG - Bjarke Ingels Group

Name of Proposer



**CITY OF SANTA MONICA
CERTIFICATION REGARDING DEBARMENT, SUSPENSION, PROPOSED
DEBARMENT, AND OTHER RESPONSIBILITY MATTERS**

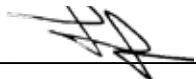
This certification must be completed for your proposal to be considered.

The undersigned certifies, to the best of his or her knowledge and belief, that:

- 1) The Bidder and/or any of its Principals, contractors, subcontractors and sub recipients are not presently debarred, suspended, proposed for debarment, or declared ineligible for the award of or voluntarily excluded from participating in contracts by any Federal agency and are not presently on the Excluded Parties List System (EPLS) or being considered for the EPLS OR ineligible to work on contracts for violations of California Labor Code Sections 1777.1 or 1777.7;
- 2.) "Principals," for the purpose of this certification, means officer; directors; owners; partners; and, persons having primary management or supervisory responsibilities within a business entity (e.g., general manager; plant manager; head of a subsidiary, division, or business segment, and similar position).;
- 3.) The Bidder also certifies that if awarded a contract it shall provide immediate written notice to the City of Santa Monica if, at any time, the Bidder learns that its certification was erroneous when submitted or has become erroneous by reason of changed circumstances;
- 4.) A certification that any of the items in this provision exists will not necessarily result in withholding of an award under this solicitation. However, the certification will be considered in connection with a determination of the Bidder's responsibility. Failure of the Bidder to furnish a certification or provide such additional information as requested by City of Santa Monica may render the Bidder non-responsive;
- 5.) Nothing contained in the foregoing shall be construed to require establishment of a system of records in order to render, in good faith, the certification required by this provision. The knowledge and information of a Bidder is not required to exceed that which is normally possessed by a prudent person in the ordinary course of business dealings; and
- 6.) The certification of this provision is a material representation of fact upon which reliance was placed when making award. If it is later determined that the Bidder knowingly rendered an erroneous certification, in addition to other remedies available to the City, the City of Santa Monica may terminate the contract resulting from this solicitation for default and pursue any other available legal remedies.

By signing below, I declare under penalties of perjury that the forgoing certifications and assurances, any other statements made by me are true and correct.

Name (printed): Leon Rost Title: Partner

Signature:  Date: March 13, 2023

Name of Company: BIG - Bjarke Ingels Group RFQ: Support Services Related to Strategic Planning Activities for the Potential Conversion of the Santa Monica Airport **137**

CONTACT

BIG - Bjarke Ingels Group
Contact: Mr. Stephen Pinto, Business Development Manager

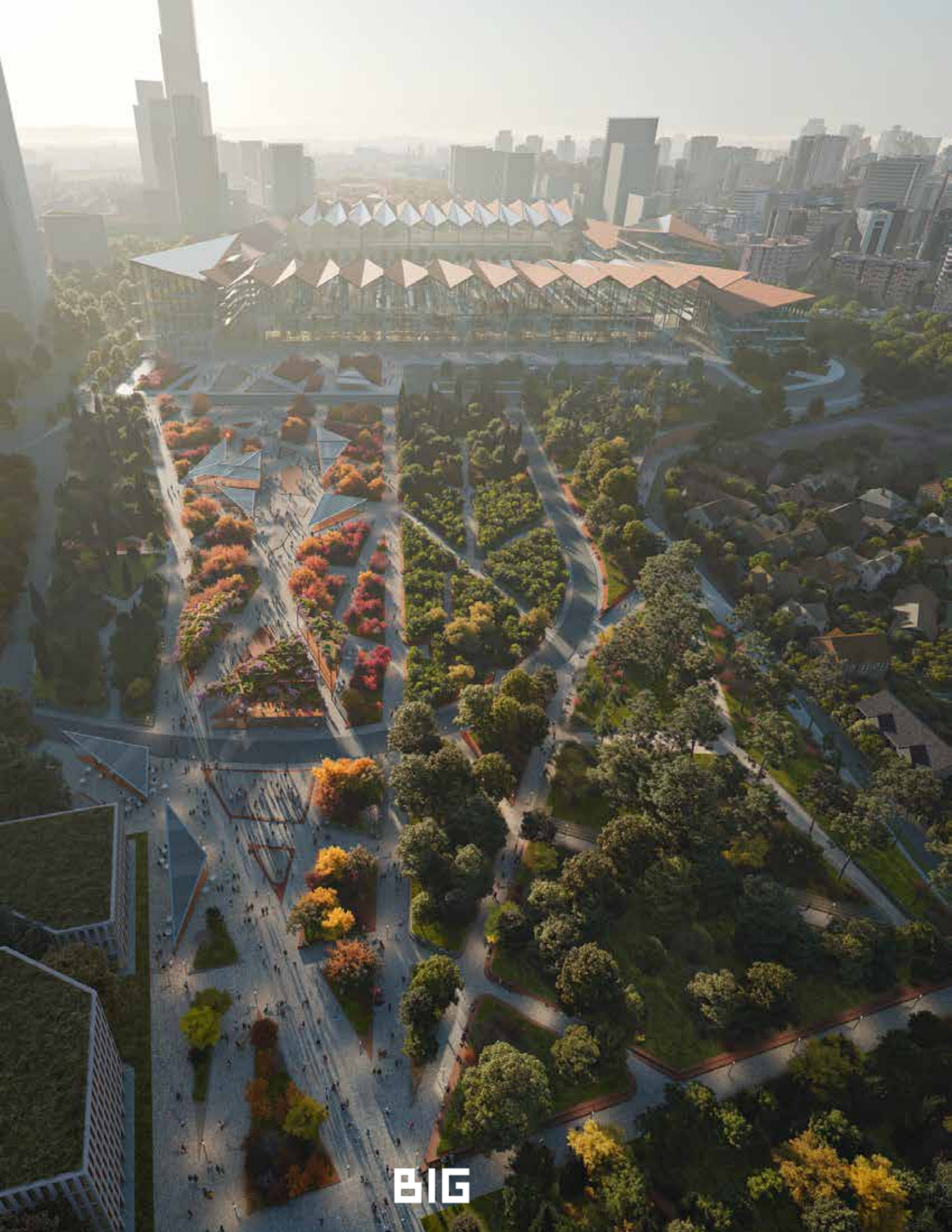
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BACK COVER
MADRID NUEVO NORTE
MADRID, SPAIN

INSIDE BACK COVER
GOOGLE HQ CAMPUS
MOUNTAIN VIEW, CALIFORNIA





BIG