

Reimagining the Santa Monica Airport (SMO)

Santa Monica, California



Request for Qualifications

#SP2641

March 13, 2023

Henning
Larsen —



STUDIO-
MLA

P S O M A S

BURO HAPPOLD

HR&A

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WAFX Award & Future
Projects Award in
Masterplanning,
2022 World
Architecture
Festival



Downsview Framework Plan — Toronto, ON, Canada
Henning Larsen

Public spaces define much of the vision for the
Downsview Framework Plan where local communities
and the natural ecosystem are both nurtured.

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Building upon the Ethos of Santa Monica, the transformation of SMO will merge nature and urbanism, community and destination. The future of this site has the potential to become a connective tissue between public realm, culture and innovation, bringing together the community in renewed and dynamic ways —



Michael Sørensen, Partner
Henning Larsen

March 13, 2023

Henning
Larsen —

Peter D. James
Chief Operations Officer —
Strategic Initiatives
Public Works Department
City of Santa Monica
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Santa Monica, CA 90401
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**Re: Santa Monica Airport Conversion (SP2641) – Design Services
Qualifications for Scope of Work #3**

Dear Peter James, and the Public Works Department of the City of Santa Monica:

Henning Larsen is honored to submit our qualifications for the Santa Monica Airport Conversion, pertaining to the Scope of Work #3, *Scenario Planning and Identification of Preferred Scenario*. Henning Larsen would act as Lead Urban Designer and Project Manager for this scope. Known for our collaborative spirit, we are excited to work with your team, City Council, and the community towards the conversion of SMO's 227 acres, to be centered around a "Great Park" concept. As your partner in delivering this project, building trust and consensus among all project stakeholders will be our mission.

Our goal will be to work with your team, the selected Community Engagement Specialist, and our proposed subconsultants to develop a preferred scenario for the future of SMO that works within the context of the neighboring Sunset Park and Mar Vista residential communities, the adjacent Business Park, and the City of Santa Monica's broader cultural, educational, recreational, and entrepreneurial spirit. We would aspire to creating an inclusive and dynamic public realm with focus on activating program, preserving biodiversity, enhancing the pedestrian and bicyclist' experience, and promoting a socially, environmentally, and financially resilient and sustainable development that will endure for generations to come. Given our parallel project experience leading the design of the 520-acre Downsview Framework in Toronto, we understand the responsibility and complexity of converting decommissioned airport sites, and the extensive community outreach and dialogue required to engage the public thoughtfully and meaningfully in our approach.

Founded in Copenhagen with offices worldwide, Henning Larsen is an architecture and urbanism studio with an office in New York City from which we service our North American projects. We are curious and work holistically, creating the setting for transformative ideas to flourish. For this project, we have partnered with Los Angeles-based practices Studio-MLA for Landscape Architecture, Raimi + Associates as our Local Planner, HR&A as our Real Estate Consultant, Psomas as our Civic Engineer, Buro Happold for Mobility, Sustainability, Inclusive Design Process, and our sister company Ramboll, as our Environment & Health Consultant. In addition to Henning Larsen's Downsview Framework project which we profile extensively in Section 02 Qualifications, our firm and subconsultants have worked on several prominent relevant masterplans in California, North America, and globally, which are identified in Sections 02 and 06.

We propose to work with you across shared values: context and open space, community and belonging, and sustainability and resiliency. We are inspired to work to develop a project that can meet the community's needs, budget, and timeline. We have based our submittal on your RFQ and acknowledge receipt of any and all amendments including: Airport_RF_for_Posting_Rev01.pdf, Airport_Conversion_RFQ_(Addendum_231_Revision).pdf, Addendum01_CoverPage_Signed.pdf, and Addendum_2.pdf. At this stage, please reach out to our colleague Amalia Marta Gonzales Dahl, Director of Business Development, North America, at +1.646.288.3217 or adah@henninglarsen.com, with any questions for clarification as you review our qualifications.

Sincerely,



Sara Rubenstein
Principal, CMD Americas
Mobile: +1 (646) 726-3233
sru@henninglarsen.com



Michael Sørensen
Partner, Design Director
Mobile: +1 (646) 667-5499
mso@henninglarsen.com

Henning Larsen Design, Inc.
250 West Broadway, 2nd Floor
New York, New York 10013



Mission Rock Building G (Visa Headquarters) —
San Francisco, CA
Henning Larsen

Mission Rock is a 28-acre mixed-use urban neighborhood located on the San Francisco bay waterfront, across from Oracle Park—home to the San Francisco Giants baseball team. The masterplan design evolved through a highly collaborative process between various Design Architects responsible for each plot, including Henning Larsen, Studio Gang, MVRDV, and WORKac.

Qualifications

**SMO presents an opportunity
to set a new standard for
regenerative urbanism...
to redefine public space
and infrastructure for
Greater Los Angeles —**



Daniel Baumann, Partner
Henning Larsen

Architect/Masterplanner Firm Profile

Henning Larsen

Henning Larsen strives to create sustainable societies where people and nature flourish. Our projects are more than designs; they are solutions to specific challenges.

As an interdisciplinary practice working across architecture, landscape, urbanism, interior, graphic and lighting design, Henning Larsen challenges conventional practices to co-create, innovate, and cultivate desirable futures through design.

Founded in 1959 by Danish architect Henning Larsen whose legacy we carry today, we navigate the complex connections that bind together our built environment, ecological systems, and societies at large.

On our mission to meet tomorrow's challenges, we believe that working and innovating across disciplines has never been more essential. Our design approach is born out of a process that challenges preconceived notions of the built environment and pushes the boundaries of what it can offer.

Henning Larsen works at the nexus of creativity and experimentation, always looking at the lasting impact on communities and their environments. Our team of architects, urban designers, landscape architects, thought leaders, strategists, natural scientists, and researchers, are at the forefront of new technologies which produce world-class design, creating places and spaces that shape the conditions for all species to thrive.

Global Network

Headquartered in Copenhagen, with studios worldwide, Henning Larsen consists of a diverse group of approximately 800 people, with local roots that unite in a global commitment to reconnect humans to our cities, the natural world, and one another.

Partner for Sustainable Change

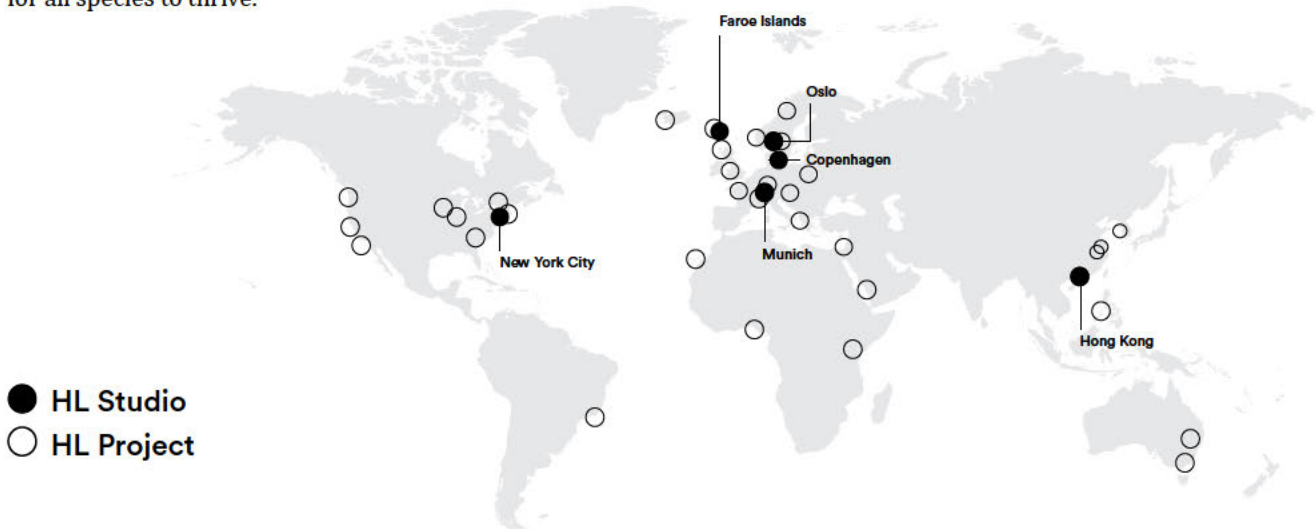
Henning Larsen became part of Ramboll Group in 2019 in a joint ambition to pioneer tomorrow's sustainable design solutions. We invest in R&D for decarbonization, resilient societies, circular economy, and biodiversity.

North American Presence

30+ architects and urbanists servicing clients in the US and Canada

Core Typologies

Urban designs and masterplans, civic and cultural destinations, mixed-use and residential, landscapes, academic and research facilities, flagship offices and headquarters



A history of Curiosity From 1959 to today

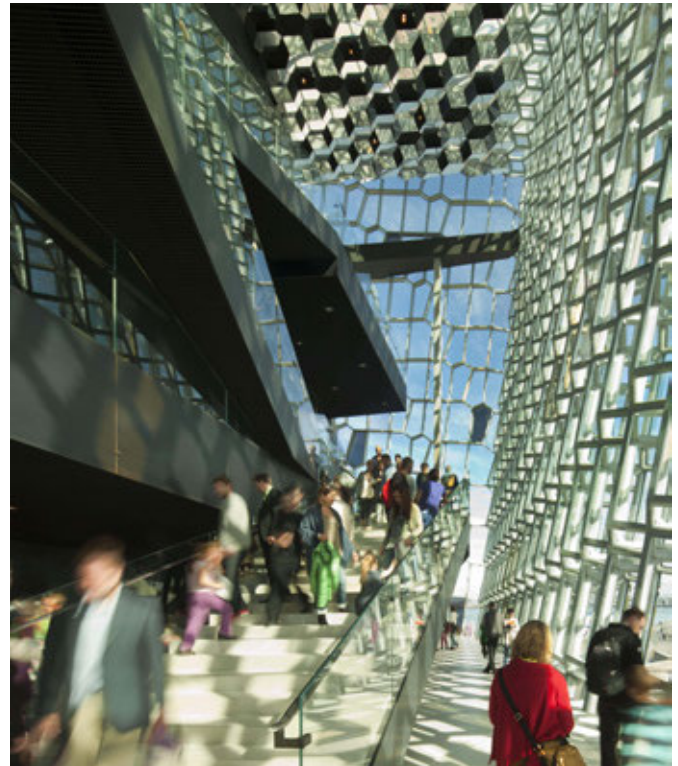
Henning Larsen (1925-2013) defined a generation of Nordic architects who established a post-war Scandinavian modernism defined by clarity, craftsmanship, and humanism. Often referred to at home and abroad as the "Master of Light," Henning's inquisitive, agile, and co-creative approach is a cornerstone of our practice today, as is the play of light and nature. Working strategically at the intersection of design and applied research, we integrate technology and knowledge at every stage. We develop projects on the principle that knowledge should be shared; that the best ideas come to life when we work together across specialties and cultures. Over the course of our 60+ year history, we have harnessed global and local expertise to deliver projects in over 30 countries.

In 2019 we became part of Ramboll Group (est. Copenhagen, 1945), in order to further a joint ambition to accelerate tomorrow's sustainable design solutions. We share Nordic legacies, a focus on knowledge and social responsibility, and a joint mission to create sustainable societies where people and nature flourish.

Your Partner for Sustainable Change

Our mission is to deliver outstanding design, and to confront challenges our planet faces—climate action failure, extreme weather, biodiversity loss, human environmental damage, natural resource crisis—with solutions for today and tomorrow. We aim to help clients and stakeholders navigate the complexities of sustainability and resilience towards a better future for generations to come.

We take a systems-based approach to delivering design across all three pillars of sustainability: social, environmental, and economic. Contributing to the creation of resilient societies and improving the liveability of communities is at the core of what we do — by designing for flexibility, change, and the unknown. We design buildings and cities as urban ecosystems where resources, materials, plants, water, and people work together to lower the carbon footprint of the entire system. We constantly seek to advance systemic design solutions where resources circulate at maximum utility to enrich social, technical, and biological flows. We design natural and urban spaces to increase biodiversity, limit the impacts of climate change, and strengthen urban systems. By weaving nature into our communities, we create places where people enjoy living, working, and spending their time. We believe that who we are matters. That who we partner with matters. That what we design matters.



Harpa Concert Hall and Conference Center, Reykjavik, Iceland —
Winner of the European Union Award for Contemporary Architecture - the Mies van der Rohe Award

Social Sustainability Impact-driven design to tackle societal challenges

We embed social responsibility into our architecture, landscape, and urban spaces, designing spaces that consider the positive impact they will have on diverse users in different moments of time. We aim to increase the users' quality of life, by creating inspiring, happy, and functional places for the everyday life. We aim to fight loneliness by creating flourishing communities with strong local identity and social cohesion. We aim to support social justice by engaging strategies for Diversity, Equity, and Inclusion in our design. We do not postulate. We research. We analyze. We talk, listen, and engage our users, clients, and experts. We embed knowledge and evidence about human behavior from fields such as positive psychology, environmental psychology, behavioral science, and impact investing in our work. We work strategically with impact-driven design to help our ambitious clients attain social impact to individuals, communities, and society.

Henning Larsen Services

- Architecture
- Urban Design & Masterplanning

Architecture and Urbanism

Relevant Work Experience

In relation to the Santa Monica Airport.

A Henning Larsen master plan is visionary, ambitious, and liveable — communicated through rigorous design documentation that thoroughly outlines our aims and proposed guidelines for future development. Our work strives to shape urban spaces that express the human scale, to enhance the cohesion of cities, and to promote healthy and active communities. Our portfolio is extensive, with masterplans varying in scale and geography, and situated within large urban areas, waterfronts, and greenfields.

Particularly, Henning Larsen has reimaged two large airports in North America and globally.

Our award-winning **Downsview Framework Plan** (*Section 02.b.1*) in Toronto envisions the future of an expansive, 520-acre former airfield as a green-minded, human-scale and people-first community. Conceived as a new green heart of Riyadh, the new **King Salman Park** is a mixed-use development, with ecological, cultural, recreational, and sports amenities centered around a park that will cover 5 square miles of an old airport in Riyadh, making it the largest urban park in the world.

The **Enterprise Research Campus** (*Section 02.b.1*) in Boston transforms an underutilized site into a vibrant mixed-use and innovation hub. "Project Greenway," the ERC's public green space, will be the largest publicly accessible open space in a network of connections stretching from Allston to the Charles River.

The **Quayside Development Plan** provides a unifying vision for the a 12-acre site on Toronto's waterfront and will provide much-needed affordable housing and public spaces within a landmark cultural destination. Sustainability is ingrained into every aspect of the plan, designed to create a highly resilient waterfront development supporting biodiversity — making Quayside the first all-electric, zero-carbon community at this scale.

The following page includes a list of recent masterplans we are leading in cities in the United States and globally.

Urbanism

Communities designed for the future.

The promise of the future drives us, designing the next generation community within our planetary boundaries. We believe that the success of communities lies in the careful balance of humans and nature; the transition towards sustainable urbanism, and the creation of generous equitable societies that facilitate interaction at their core. As our cities and populations grow, designing for regenerative systems, decarbonization, healthy living, and resiliency within the urban realm is more crucial than ever. Realizing natural cities by giving nature an equal place in our communities, with provision for people and new forms of mobility, is the future.

We work to create and revive neighborhoods by restoring polluted areas and revitalizing urban spaces that formerly served different functions. Our ambition lies not only in placemaking, but in crafting journeys of engaging, sensory experiences across the urban realm. We maximize the potential of spaces through intelligent data-driven scenario planning to design buffers against the consequences of climate change. Through analyses of the large-scale factors that affect urban districts, from infrastructure to microbial impact, we gather holistic insights to create high-impact solutions for cities while uniting communities with liveability worldwide.

Architecture

It all begins with curiosity.

Architecture today is not limited to designing and building – it encompasses a far-extended scope in which creativity, research, technology, and knowledge are fundamental to delivering excellent, impactful, design. By taking a co-creative approach from the very beginning of the design process, we continually advance the quality of our designs, from early phases through to project completion, where we measure the effects and impact.

We are tuned in to the lives of those who use our buildings. People's dreams – about how they want to live their lives, how they pursue inspiration and education, and how they work – are constantly changing and evolving. These changes can be captured, fostered, and even kickstarted by the environments in which they live, work, and play. Our goal is to design, transform and create vital spaces where the unexpected can occur.



Harpa Concert Hall and Conference Center, Reykjavik, Iceland



King Salman Park, Riyadh, Saudi Arabia



Visa Global HQ, Mission Rock, San Francisco, United States



Quayside, Toronto, Ontario, Canada



Downsview Framework Plan, Toronto, Canada — Masterplanning by Henning Larsen, Resiliency by Ramboll

Selected Urban Designs and Masterplans



Downsview Framework Plan
Toronto, Canada | 520 Acres



Gateway South Character Plan
St. Louis, MO, USA | 100 Acres



Quayside Toronto
Toronto, Canada | 11.5 Acres



Enterprise Research Campus
Allston, MA, USA | 14 Acres



Wolfsburg Connect
Wolfsburg, Germany | 33.6 Acres



Havelwerke I & II
Spandau, Germany | 61.200 m²



Volvo Campus Lundby
Gothenburg, Sweden | 100 Acres



Tibble 2.0
Täby, Sweden | 74 Acres



East Harbour Masterplan and Train Station
Toronto, Canada | ~77 Acres



Fælledby in Vejlands Quarter
Copenhagen, Denmark | 54 Acres



Gdansk Imperial Shipyards
Gdansk, Poland | 89 Acres



King Salman Park
Riyadh, Saudi Arabia | 3,200 Acres



Central Lindholmen
Gothenburg, Sweden | 24 Acres



Shenzhen Bay Headquarters City
Shenzhen, China | 289 Acres



Vinge Masterplan & Train Station
Frederikssund, Denmark | 865 Acres



Seoul Valley
Seoul, South Korea | 3.8 Mill. ft²



Pembroke Blue Sky
Dublin, Ireland | 37 Acres



Klaksvik Urban Center
Klaksvík, The Faroe Islands | 37 Acres

Your Santa Monica Airport Team

Our Key People

We have carefully composed a team of people for the Santa Monica Airport Conversion project who have exemplary competencies in similar roles and with specific relevant experience from our Downsview Airport Conversion project in Toronto. The proposed individuals' combined skills will be integrated to form a complete, highly collaborative team.

Leadership

Henning Larsen's overall leadership, project management, and core design team will be facilitated through our New York office. **Design Director Michael Sørensen** will oversee the design quality of the project, and will have overall project responsibility. **Principal-in-Charge Sara Rubenstein** will coordinate efforts with Michael to ensure the appropriate resources are matched to the goals and deliverables at every phase of our scope of work.

She will have overall contract responsibility, and will coordinate efforts with Michael to ensure project success at every step of the process. Michael and Sara will be present for selected design charrettes and presentations to project stakeholders.

Management

We have structured our design management to streamline interfaces and coordination, and to establish good and constructive dialogue with the Client, with external consultants, and among our internal team. Henning Larsen's **Senior Associate and Project Manager Santiago Orbea** will be the day-to-day primary point of contact between the client organization and our team, and between our team and the Landscape Architect and other external consultants.

Santiago will spearhead our team's planning and progress management, quality management, and risk management. Santiago will lead stakeholder engagement and support the Lead Designer. Santiago will ensure that our team's communication, processes, and documentation are coordinated to match the vision of the design intent and contractual obligations. This is a role that Santiago has served in before as the Project Manager of our Downsview Airport Conversion project.

Core Design Team

Associate Principal and Lead Master Planner Greg Haley will spearhead the planning and design of the overall project. Greg will lead all phases of the urban design, and will have continued responsibility to transform ideas, creative input, new knowledge and requirements into deliverables of a successful masterplan. Greg has special focus in urban design as well as architecture—developing holistic solutions that require a high degree of coordination with the entire Project Team. He will be a secondary day-to-day point of contact to the client.

The key members of the team will be supported by additional urban designers and architects and in-house advisors who will be engaged on the project at appropriate times and consistent with their expertise and experience.

The CVs of the key members of our team are provided on the following pages.

Consultants

Henning Larsen takes pride in our collaborative approach and our ability to work across teams, disciplines, and geographies. For the SMO Conversion project, we have partnered with a team of consultants with whom we have close working relationships, are vetted experts in their disciplines, have local familiarity with the City of Santa Monica and the State of California, and have presence in Los Angeles. The following disciplines and their corresponding experts include:

- **Landscape Architecture: Studio-MLA**
- **Local Planning: Raimi + Associates**
- **Real Estate (Market Analysis, Feasibility, Business Planning for Open Space): HR&A**
- **Mobility, Sustainability, Inclusive Design Process: Buro Happold**
- **Civil Engineering: Psomas**
- **Environment & Health: Ramboll**

*Consultant Profiles and CVs are highlighted in **Section 6.0**.*



Henning Larsen

Master Planner

Principal-in-Charge
Sara Rubenstein

Design Director
Michael Sørensen

Day-to-Day Contact

Project Manager
Santiago Orbea

Lead Master Planner
Gregory Haley

Designer
Elena Toumayan

Designer
Francis Aguillard

Design Advisor
Daniel Baumann

Sustainability Specialist
Jakob Strømman

Consultant Team

Studio-MLA
Landscape
Architect

**Raimi +
Associates**
Local Planner

HR&A
Real Estate
Consultant

Buro Happold
Mobility,
Sustainability,
Inclusive Design
Process

Psomas
Civil Engineer

Ramboll
Environment
& Health
Consultant



Michael Sørensen

Partner, Design Director

Project Role: Design Director

“I am your partner in championing good design. I listen to project stakeholders and work with our project team to create context-driven, often playful solutions that are always informed by good data, to deliver your ambitions.”

Michael is a Partner and Design Director at Henning Larsen, and co-leads the firm’s US design studio in New York City. Michael oversees the design process of complex projects across the United States and Canada, navigating stakeholder groups and spearheading project teams to prioritize high design ambitions within the parameters of scheduling constraints and budgets. Bringing Henning Larsen’s DNA to life, he leads co-creative design processes defined by research and dialogue to drive innovative, inspiring spaces and places for the communities they serve. Michael’s broad expertise encompasses large-scale masterplans and urban designs, built-to-suit flagship offices, mixed-use projects, and higher education facilities. Recently completed, award-winning projects include the University of Cincinnati’s College of Business and the Minneapolis Public Service Building.

Years of Experience / with Henning Larsen: 23 years / 17 years

Employment: Henning Larsen, Copenhagen and New York, since 2006 | 3XN, Copenhagen, 2004 | Dorte Mandrup Architects, Copenhagen, 2003 | Parc, Copenhagen, 2002 | AA Architects, Aarhus, 2001 | Kristine Jensen Landscape Architects, Aarhus, 2000

Registrations / Certifications / Memberships: The Van Alen Institute, International Council, 2017 - present | Society for College and University Planners (SCUP), 2016 - present | The Danish Architects’ Association, 2016 | The Academic Council, The Artists’ Society, 2016

Education: Master of Architecture, Aarhus School of Architecture, Denmark, 2000

Selected Projects

- Downsview Framework; Toronto, ON, Canada
- Quayside Residential Development and Tower; Toronto, ON, Canada
- Gateway South Innovation District, St. Louis, MA, United States
- Confidential Corporate Campus; Dallas, TX, United States
- Mission Rock Visa Building G; San Francisco, CA, United States
- Etobicoke Housing NOW Block Plan; Toronto, Canada
- Toronto Metropolitan University Innovation in Science Building and Master Plan; Toronto, Canada
- New Public Service Building; Minneapolis, MN, United States
- Raleigh Civic Tower; Raleigh, NC, United States
- Seaport Block L5; Boston, MA, United States
- Block 20 Residential Tower; Toronto, ON, Canada
- Etobicoke Civic Centre; Toronto, Ontario, Canada



Downsview Framework Plan — Toronto, ON, Canada
Project Role: Design Director

The new, mixed-use 520-acre site will transform the site of the former Downsview Airport and surrounding land, an area comparable in size to that of downtown Toronto, into a sustainable, resilient, and healthy community.



Quayside Toronto Development Plan — Toronto, ON, Canada
Project Role: Design Director

Henning Larsen was part of a winning competition team to redevelop a 12-acre waterfront site into a mixed-use cultural destination providing much-needed affordable housing, community-oriented facilities, and car-free public green spaces in downtown Toronto.



Sara Rubenstein RA, AIA, NCARB, LEED AP

Principal, Country Market Director Americas

Project Role: Principal-in-Charge

“I am a team player. I aim to listen, align our goals, and establish the right team of people at appropriate times during the design process, to achieve our mutually defined objectives. Your success is our success.”

As Principal and Country Market Director responsible for overseeing Henning Larsen’s North American projects, Sara works with clients to understand their needs and develops project teams and operational strategies which yield responsive, exceptional results. Sara ensures teams are staffed appropriately at all phases to meet goals and deadlines on time and on budget. Bolstered by a strategic mindset and insights from 16-years as a registered architect in design and production roles, Sara brings strength in problem framing and process design and is recognized for her leadership and team-building skills, as well as her ability to develop consensus among clients and stakeholders. Working with both public and private clients, Sara is skilled in distilling guiding principles and project goal definition to facilitate complex decision making, drawing a careful balance between the design and project performance.

Years of Experience / with Henning Larsen: 17 years / 5 years

Employment: Henning Larsen, New York, 2018 | ZGF, New York, 2015 - 2018 | Robert A.M. Stern, New York, 2006 - 2015

Registrations / Certifications / Memberships: Registered Architect, IL, 001.025243, 2020 - present | Registered Architect, MA, 952641-AR-R, 2020 - present | Registered Architect, NY, 03_034149, 2010 - present | Registered Architect, NJ, 21A102018600, 2016 - present | Registered Architect, NC, 14718, 2019 - present | Registered Architect, PA, RA408737, 2019 - present | NCARB Certification, 70076, 2010 - present | United States Green Building Council (USGBC), LEED AP, 2009 - present

Education: Master of Architecture, Yale University, 2006 | Bachelor of Arts in the History and Theory of Architecture, Columbia University, 2002 | Glenn Gould Professional School - Royal Conservatory of Music, Toronto, Canada, ARCT, 1998

Selected Projects

- Confidential Residential Colleges, Pavillion, and Dining Hall; United States
- Confidential Residence and Offices; Milan, Italy
- Enterprise Research Campus; Allston, MA, United States
- East Lab; Allston, MA, United States
- Confidential Financial Services Office; Dallas, TX, United States
- Visa Global HQ. Mission Rock Building G; San Francisco, CA, US
- Downsview Framework; Toronto, Canada
- Block 20 Residential Tower; Toronto, Canada
- Etobicoke Civic Centre; Toronto, Canada



Enterprise Research Campus — Allston, MA, US
Project Role: Principal in Charge

The Enterprise Research Campus—located in Allston between the Harvard Business School and Science and Engineering Complex—is a phased masterplan intended to spark innovation and entrepreneurship. The first phase involves a 14-acre site including ample public realm, and 900,000 sf of academic and commercial labs and offices, amenities, residential buildings, a hotel, and conference center.



Downsview Framework Plan — Toronto, ON, Canada
Project Role: Principal in Charge

The new, mixed-use 520-acre site will transform the site of the former Downsview Airport and surrounding land, an area comparable in size to that of downtown Toronto, into a sustainable, resilient, and healthy community.



Daniel Baumann

Partner, Design Director

Project Role: Design Advisor

“I am your partner, and strive to achieve ambitious, sustainable designs that spark curiosity and foster knowledge-sharing and wellbeing. I work with clients and project teams to prioritize impactful, practical solutions.”

Daniel Baumann is a Partner and Design Director at Henning Larsen, and co-leads the firm’s US design studio in New York City. Daniel oversees the design process of complex projects through delivery, often on a day-to-day basis. He leads an iterative, research-based and co-creative design process, harnesses the efforts of large multidisciplinary teams, and mitigates decision making while driving projects forward. As a designer, he emphasizes a contextual approach in which each project is tailored around site, context, program and the eye level user experience, developing innovative and pragmatic concepts in response to complex programs and conditions. Daniel’s broad experience includes large-scale mixed-use masterplans and urban designs, commercial offices and labs, multifamily residences, and civic projects. Recently completed projects include Visa’s Global Headquarters in Mission Rock San Francisco, and the Enterprise Research Campus masterplan in Allston, Boston.



Enterprise Research Campus — Allston, MA, US
Project Role: Design Director

The Enterprise Research Campus—located in Allston between the Harvard Business School and Science and Engineering Complex—is a phased masterplan intended to spark innovation and entrepreneurship. The first phase involves a 14-acre site including ample public realm, and 900,000 sf of academic and commercial labs and offices, amenities, residential buildings, a hotel, and conference center.

Years of Experience / with Henning Larsen: 13 years / 12 years

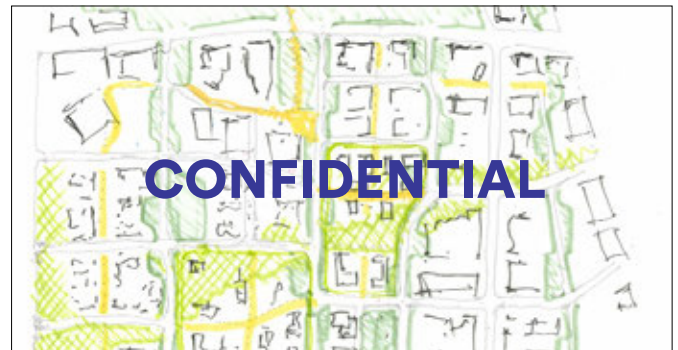
Employment: Henning Larsen, Copenhagen, Munich and New York, since 2011 | Foster and Partners, London, 2010 | Instructor and Lecturer at the Royal Danish Academy of Fine Arts, School of Architecture, 2011-2017

Selected Lectures / Accolades: Learning About Schools: Where Do Design and Research Fit In?, AIANY, 2019 | Berlingske Business Magazine, Top 100 Emerging Talents, 2015 | The BFLS Prize For Design Process

Education: Project Management, Promentum, Denmark, 2018 | Scrum Master-Agile Project Management, Trifork, Denmark, 2015 | M.Arch (Dist.), UCL Bartlett School of Architecture, United Kingdom, 2010 | California College of the Arts, United States, 2007 | B.Arch, the Royal Danish Academy of Fine Arts, School of Architecture, Denmark, 2007

Selected Projects

- Ohio State University Innovation District; Columbus, OH, United States
- Residential College and Pavilion, Houston, TX, United States
- Visa Global HQ (Mission Rock Bldg. G); San Francisco, CA, United States
- Enterprise Research Campus; Allston, MA, United States
- ERC East Lab; Allston, MA, United States
- Raleigh Civic Tower; Raleigh, NC, United States
- 112th and Main Commercial Block; Bellevue, WA, United States
- Confidential Labs/Offices; Chicago, IL, United States
- Confidential Commercial High Rise; East Coast, United States
- Baden-Württemberg Visitor and Media Center; Stuttgart, Germany
- Eastern High Court; Copenhagen, Denmark



Ohio State University Innovation District — Columbus, OH, US
Project Role: Design Director

Henning Larsen is developing a 270-acre masterplan for Carmenton, OSU’s innovation district that will bring academics together with the public and private sectors to create a hub for entrepreneurship and world-leading innovation in the heart of Central Ohio. With spaces to live, play, and innovate, the new innovation district will be a vibrant and welcoming home.



Gregory J. Haley RA, AIA, AICP, LEED AP

Associate Principal, Senior Project Manager

Project Role: Lead Master Planner

“As a leader and skilled communicator, I aim to effectively manage the design and consultant team and facilitate consensus building on this complex multi-stakeholder and public project.”

A key leader on high profile mixed-use and urban projects, Gregory deftly navigates and manages complex multi-phased projects from early stages to completion. Gregory is an accomplished architect and urbanist with more than 25 years of experience working on a range of project types and scales including mixed-use masterplans, residential, public and institutional buildings, and transportation infrastructure. Having engaged in all project development phases, Gregory is well versed in identifying key project drivers and nimbly navigates complex collaborative processes to meet schedules and budget goals while maintaining the core values and aspirations of clients. To Gregory, meaningful and ongoing engagement with the client, stakeholders and community who will ultimately live, work, and play in the spaces and places to be designed, is essential to the success of any project.



Block 20 Mixed-use Development — Toronto, ON, Canada
Project Role: Project Manager

Block 20 is a response to the City’s urgent need for housing and quality commercial spaces for urban Toronto. Located east of Downtown, between the Distillery District and Corktown Commons, the project is a bridge between the urban and the natural, and makes space for new pedestrian-friendly community spaces. Greg was the Project Manager.

Years of Experience / with Henning Larsen: 25 years / 2 years

Employment: Henning Larsen, New York, 2020 - present | Grimshaw Architects, New York, 2004 - 2006, 2009 - 2020 | Studio V Architecture, New York, 2006 - 2009 | Rafael Vinoly Architects P.C., New York, 2003 | Polshek Partnership Architects L.L.P (now Ennead), New York, 2001 - 2002 | Deborah Berke and Partners Architects, New York, 2000 - 2001 | Abelow Sherman Architects, New York, 1998 - 2000 | Chan Krieger & Associates, Cambridge, 1998

Registrations / Certifications / Memberships: Registered Architect, NY, 2000 - present | American Institute of Certified Planners, APA, 2005 | LEED Accredited Professional, USGBC, 2006 | Urban Design Forum, Fellow, 2011 | Urban Land Institute, Full Member & Infrastructure Council (NYC Chapter) | APA NY Urban Design Committee, Co-chair | Mayors’ Institute on City Design, Design Resource Team Member | Harvard Alumni Architectural & Urban Society, Board President

Education: Master of Architecture in Urban Design, The Graduate School of Design, Harvard University, 1998 | Bachelor of Architecture, The College of Architecture and Landscape Architecture, University of Minnesota, 1995, Thesis Prize

Selected Project Experience

- Quayside Residential Development and Tower; Toronto, ON, Canada
- Block 20 Mixed-Use Development; Toronto, Canada
- Seaport Square Block L5; Boston, MA, United States
- Raleigh Civic Tower; Raleigh, NC, United States
- Research Triangle Park Masterplan; NC, United States (*with Grimshaw*)
- Anable Basin Mixed-use Masterplan; Queens, NY, United States (*with Studio V*)



Quayside Toronto Development Plan — Toronto, ON, Canada
Project Role: Lead Masterplanner

Henning Larsen was part of a winning competition team to redevelop a 12-acre waterfront site into a mixed-use cultural destination providing much-needed affordable housing, community-oriented facilities, and car-free public green spaces in downtown Toronto.



Santiago Orbea AICP, Intl. Assoc. AIA

Senior Associate, Project Manager

Project Role: Project Manager

“An urban designer and project manager, I deftly navigate the design, management, and community engagement of complex urban projects and masterplans. My strength lies in my holistic approach — considering all the elements and agents that constitute a thriving urban environment.”

Santiago is an internationally certified planner with several years of experience managing comprehensive masterplans and planning projects for both the public and private sectors. He has guided large, complex teams to develop urban design and architectural projects including sustainable systems, transportation networks, post disaster planning, housing programs, heritage inventories, and digital platforms. He has led the Downsview Framework Plan in Toronto, and is currently leading development of master planning projects in North Carolina and in St. Louis, Missouri. As Project Manager on the Downsview Framework Plan in Toronto, Santiago is leading a rigorous 3-year community and stakeholder engagement process, and has been steering the overall design of the masterplan.

Years of Experience / with Henning Larsen: 12 years / 3 years

Employment: Henning Larsen, New York, 2020 - present | OBRA Studio, Quito, Ecuador, 2019 | Metropolitan Heritage Institute, Quito, Ecuador, 2017 - 2019 | URBAMAPP, Quito, Ecuador, 2016 - 2019 | OBRA Studio, Quito, Ecuador, 2015 - 2017 | MIT Media Lab, Cambridge, MA, 2013 | Ministry of Tourism, Quito, Ecuador, 2014 - 2015 | URBAM EAFIT University, Medellin, Colombia, 2010 - 2011

Registrations / Certifications / Memberships: American Institute for Certified Planners, 2022; Certified Planner Number: 33995 | American Institute of Architects (AIA), International Associate Member

Education: Master of Architecture in Urban Design, The Graduate School of Design, Harvard University, 2014 | Bachelor of Architecture, Pontificia Universidad Catolica, Ecuador, 2010 | Public Management for Development, Inter-American Development Bank, 2019

Selected Projects

- Downsview Framework Plan; Toronto, Canada
- Gateway South Character Plan, St. Louis, MO, United States
- Confidential Campus Master Plan, Greensboro, NC, United States
- 395 3rd Street Residential Tower; San Francisco, CA, United States
- Urban Analysis and Heritage Inventory; Paramaribo, Suriname (*with Obra Studio*)
- Quito Historic Center Plan; Quito, Ecuador (*with Obra Studio*)
- Disaster Recovery Masterplan; Pedernales, Ecuador (*with Obra Studio*)



Downsview Character Plan — Toronto, ON, Canada
Project Role: Project Manager

The new, mixed-use 520-acre site will transform the site of the former Downsview Airport and surrounding land, an area comparable in size to that of downtown Toronto, into a sustainable, resilient, and healthy community. Santiago is the Project Manager.



Gateway South Character Plan — St. Louis, MO, US
Project Role: Project Manager, Lead Urban Designer

The Gateway South Innovation District Character Plan is a visualization study of approximately 100 acres along the Mississippi River, immediately south of the Gateway Arch National Park, in St. Louis, Missouri. Santiago is the Project Manager.



Elena Toumayan RA, AIA

Project Manager

Project Role: Designer

“I am your designer. I collaborate with multidisciplinary teams to arrive at the best possible design solutions, and consistently deploy a rigorous work ethic, leadership acumen, presentation skills, and a deep understanding of the importance of team dynamics, communication, and trust.”

Elena is a registered architect with several years of experience designing large-scale master plans and commercial and residential projects. An adept communicator, coordinator, and designer, Elena's multifarious capabilities span across a project's multi-phased lifespan. In addition to contributing thoughtful and innovative designs and her ability at quick problem-solving, Elena skillfully coordinates across team members and consultants, ensuring seamless and productive cross-disciplinary collaboration. She has been an instrumental designer on the Quayside project in Toronto, navigating design and coordination of the competition-winning project. Elena is also leading the New York Henning Larsen team's design on the Ex Plasmon Urban Regeneration project in Milan, working with our Copenhagen studio in a highly collaborative, fast-paced design process.

Years of Experience / with Henning Larsen: 6 years / 1 year

Employment: Henning Larsen, New York, 2021-Present | Skidmore Owings & Merrill (SOM), New York, 2013, 2015-2021 | DOMAIN Office, Rotterdam, 2014 | ParkerRodriguez Inc., Alexandria, 2011 - 2012

Registrations / Certifications / Memberships: Registered Architect, NY, 2019-present, ID- 042128 | Member of the American Institute of Architects, 2017-present

Education: Bachelor of Architecture, Cornell University, College of Architecture, Art, & Planning, 2015 | Architecture Summer Program, Notre Dame University, July 2009

Selected Project Experience

- Quayside Toronto Development Plan, Toronto, Ontario, CAN; Ongoing
- Ex Plasmon Urban Regeneration; Milan, Italy
- Confidential Built-to-Suit Office Building, Texas; Ongoing
- Princeton University Lake Campus Masterplan; Princeton, NJ, USA; Ongoing (with SOM)
- Mixed-Use Transit-Oriented Development; China; Ongoing (with SOM)
- Mixed-Use Tower; Singapore; Ongoing (with SOM)
- Global Headquarters Office Tower; Seoul, South Korea; Ongoing (with SOM)
- Sukhumvit 36 Luxury Residential Tower; Bangkok, Thailand; Completed 2021 (with SOM)
- 548 Ploenchit Commercial Tower; Bangkok, Thailand; Under construction (with SOM)



Quayside Toronto Development Plan — Toronto, ON, Canada
Project Role: Project Architect

Henning Larsen was part of a winning competition team to redevelop a 12-acre waterfront site into a mixed-use cultural destination providing much-needed affordable housing, community-oriented facilities, and car-free public green spaces in downtown Toronto. As one of the Project Architects during the design competition, Elena coordinated design for the overall master planning vision and the Overstory Building.



Ex Plasmon Urban Regeneration — Milan, Italy
Project Role: Project Architect

Henning Larsen led a winning competition scheme for an urban regeneration scheme of a peripheral block in Milan, transforming a disused industrial area into a new mixed-use urban landmark. A new hotel, three office buildings and two new residential blocks frame a new street and a piazza. The project is articulated with a particular attention to the relationship between open space and built space, favoring inclusivity, sociality, and livability of the place.



Francis Aguillard

Designer

Project Role: Designer

“I am your designer. I develop comprehensive approaches to masterplans with a focus on social and environmental resiliency.”

Francis has been integrally involved in Henning Larsen's urbanism practice, including work for multiple universities, including the Enterprise Research Campus, the Downsvie Urban Design Guidelines and public realm strategy, and the Gateway South District in St. Louis, which involved strategizing and designing with existing and historic buildings and infrastructure. Currently, as part of his work on Toronto's Downsvie neighborhood, Francis is helping develop material, wayfinding, and building massing design guideline strategies for the runway portion of the Master Plan. Francis is a Fulbright Scholar who completed an MSc City Design & Social Science at the London School of Economics & Political Science, where he published research on London's canal infrastructure and wrote his thesis on co-living. A New Orleans Native, Francis previously designed resilient waterfront Master Plans for the Greater New Orleans Urban Water Plan and HUD's Rebuild By Design Competition while working at Waggonner & Ball.

Years of Experience / with Henning Larsen: 9 years / 3 years

Employment: Henning Larsen, New York, 2019 - present | BMW Group, Munich, 2018 | Waggonner & Ball Architecture/Environment, New Orleans, 2013 - 2015 | SCDA Architects, Singapore 2012

Education: Master of Architecture, Rice University School of Architecture, 2019 | MSc City Design & Social Science, London School of Economics & Political Science, 2016 | Fulbright Scholar, 2015 - 2015 | BS in Architecture, Washington University, St. Louis, 2013

Selected Projects

- Gateway South Character Plan, St.Louis, MO, United States
- Enterprise Research Campus; Allston, MA, United States
- Downsvie Framework Plan; Toronto, Canada
- Etobicoke Housing NOW Block Plan; Toronto, Canada
- East Harbour Character Plan; Toronto, Canada
- University of Toronto Mississauga; Arts Culture and Technology (ACT) Building; Mississauga, Canada
- Mission Rock Building G; San Francisco, CA, United States
- Urban Water Plan; New Orleans, LA, United States *(with Waggonner & Ball)*
- Cross Bayou Masterplan; Shreveport, LA, United States *(with Waggonner & Ball)*
- Old Arabi Master Plan; Arabi, LA, United States *(with Waggonner & Ball)*



Gateway South Character Plan —St. Louis, MO, US
Project Role: Designer

The Gateway South Innovation District Character Plan is a visualization study of approximately 100 acres along the Mississippi River, immediately south of the Gateway Arch National Park, in St. Louis, Missouri. As Designer, Francis helped strategize and design with the district's existing and historic structures and infrastructure.



Enterprise Research Campus —Allston, MA, US
Project Role: Designer

Harvard University's new Enterprise Research Campus (ERC) aims to become Boston's premiere high-tech life science hub, combining art, business, science, and engineering in a new urban district that will foster opportunities for creativity and innovation. As a project designer involved in the earliest phase, Francis coordinated all the consultants during the developer-led proposal phase of the procurement.



Jakob Strømmand-Andersen

Director, Innovation and Sustainability, Partner

Project Role: Sustainability Specialist

“I am your sustainability expert. I bring extensive experience with the development, implementation and documentation of project sustainability, employing strategies that focus on parameters such as light, shade, sun, wind, geometry and the relation between city and landscape.”

Jakob is Partner and Head of Henning Larsen’s Sustainability Engineering and Landscape Department, which develops innovative solutions in the field of sustainable design. Jakob’s research revolves around the interaction between engineering, architecture and modern technology and how integrated design can form the basis of successful sustainable cities and buildings. Jakob employs specialized software such as DIVA-for-Rhino for highly optimized daylighting analysis, IES-VE for indoor environment optimization, Openfoam to conduct (CFD) computational fluid dynamics and Tally / REVIT for integrated Life Cycle Assessment. As LEED AP and DGNB Auditor, Jakob qualifies new sustainable building and city development projects for LEED and DGNB certifications. Jakob also manages Henning Larsen’s unique PhD program in various R&D projects based on Henning Larsen case studies.

Years of Experience / with Henning Larsen: 14 years / 14 years

Employment: Henning Larsen, Denmark, 2008 - Present | Lecturer, The Technical University of Denmark, 2012 | Lecturer, The Royal Danish Academy of Fine Arts, School of Architecture, Denmark

Registrations / Certifications / Memberships: The Innovation Fund Committee Member, 2020 | IWBI WELL Accredited Professional, 2017 | USGBC LEED Accredited Professional, 2016 | International DGNB Auditor for New Urban Districts, 2014 | Member of Advisory Board for BSc in Architectural Engineering, Technical University of Denmark (DTU), 2014 | The Danish Society of Engineers (IDA) | Deputy Chairman in Sustainability Committee, Danish Association of Architectural Firms, 2016

Education: Industrial PhD, the Technical University of Denmark, 2011 | MSc Civil Engineering, Technical University of Denmark, 2008 | Visiting Researcher, University of California Berkeley, College of Environmental Design, 2008 | Bachelor of Architectural Engineering, Technical University of Denmark, 2005

Selected Project Experience

- Cockle Bay Park, Sydney, Australia
- Quayside Toronto Development Plan, Toronto, Ontario, Canada
- The Biotope, Lille, France
- King Abdullah Financial District, Riyadh, KSA
- University of Cincinnati, College of Business; OH, United States
- Etobicoke Civic Centre; Toronto, Canada
- ESS - European Spallation Source, Lund, Sweden



Cockle Bay Park — Sydney, Australia
Project Role: Sustainability Specialist

Located within Sydney’s Central Business District, Cockle Bay Park creates a distinctive and livable sense of place, breaking down the scale of the tower to reflect a village in the city center. As Lead Sustainability Specialist, Jakob has been a key driver pushing sustainable innovation for Cockle Bay which is targeting Green Star Level 6 Certification and WELL Platinum Certification.



Quayside Toronto Development Plan — Toronto, ON, Canada
Project Role: Sustainability Specialist

Henning Larsen was part of a winning competition team to redevelop a 12-acre waterfront site into a mixed-use cultural destination providing much-needed affordable housing, community-oriented facilities, and car-free public green spaces in downtown Toronto. As Sustainability Specialist, Jakob guided our microclimate studies and our approach that emphasized biodiversity, as blue-green infrastructure, and diverse ecosystems across the development.

Weaving Downsview's rich past into connected communities for the future

Typology

Masterplan

Budget

Confidential

Location

Toronto, Ontario, Canada

Length of Engagement

04/2020 - 10/2021

Site Area

210 ha | 520 ac

Client

Northcrest Developments and
Canada Lands Company

Henning Larsen Role

Lead Designer (Masterplanner, Design, Stakeholder and
Community Engagement)

Key Personnel Involved

- Michael Sørensen, Design Director
- Sara Rubenstein, Principal in Charge
- Santiago Orbea, Project Manager

Team

KPMB (Local Support), SLA (Landscape Architect), Ramboll (Resiliency and Climate Adaptation, Water Cycle Sustainability, Integrated Infrastructure), USI (Planning and Urban Design Support)

Sustainability

- Interconnected landscape network to create "City-Nature"
- Integrated Blue and Green water management
- Year Round Climate Comfort throughout the public realm
- Aiming to reach or surpass Toronto's Sustainability Goals

Selected Awards

- WAFX Award, World Architecture Festival, 2022
- Future Projects Award in Masterplanning, World Architecture Festival, 2022

Public Engagement Website

Follow the link below to learn about the community engagement process: [\[link to project website\]](#)

The project will transform the site of the former Downsview Airport and surrounding land—an area comparable in size to downtown Toronto—into a sustainable, resilient, and healthy community replete with nature and open spaces. Encompassing 520 acres, the lands at Downsview represent one of the largest community-building opportunities in North America. The unique site is located on the traditional territory of the Mississaugas of the Credit First Nation and the historic homeland of the Huron Wendat and Haudenosaunee people, and it has a long history of supporting many people and uses over the last two centuries.

A project of this size and strategic significance creates a huge responsibility. Set in the context of a changing climate, growing inequality, and an increased understanding of the effect of the built form on public health and quality of life, redevelopment of the Downsview Lands demands ambition. Therefore, the intent of the Framework Plan is to set the stage for the Downsview Lands to become a hub of urban innovation and a leader in healthy, inclusive, and resilient community building and urban design.

To ensure the Plan serves the current and future communities of Downsview, the landowners engaged extensively with the local community, Indigenous rights holders, and stakeholders to refine the over-arching principles for development. Henning Larsen has completed the work according to schedule in a timely manner towards the OPA Submission to the City and is in the process of collaborating with the Client and City Staff to review the content prior to Council Approval.



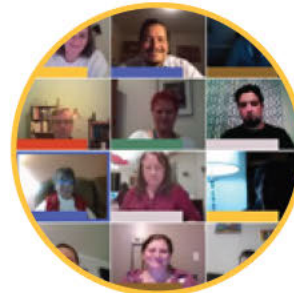
Henning Larsen facilitated a rigorous 3-year community and stakeholder engagement and public approvals process for the Downsview Framework project. A series of design options were explored through town hall and focus group meetings, workshops, community feedback, and field studies, resulting in a comprehensive Framework Proposal that reflects the needs and desires of its local communities. The Proposal was submitted to the City of Toronto at the beginning of 2022, and was granted OPA (Official Plan Amendment) approval in December of that same year.



Social Pinpoint & Mail-in Feedback (participation map)

- Small Group Discussions
- Virtual Townhall
- Focus Groups

2020



Indigenous Community Sharing Circle



id8 Pop-Up Tent



Virtual Townhall



Public Workbook



1 **557** PARTICIPANTS

112 Mail-in Responses

215 Virtual Meetings

230 Online Feedback

2 **627** PARTICIPANTS

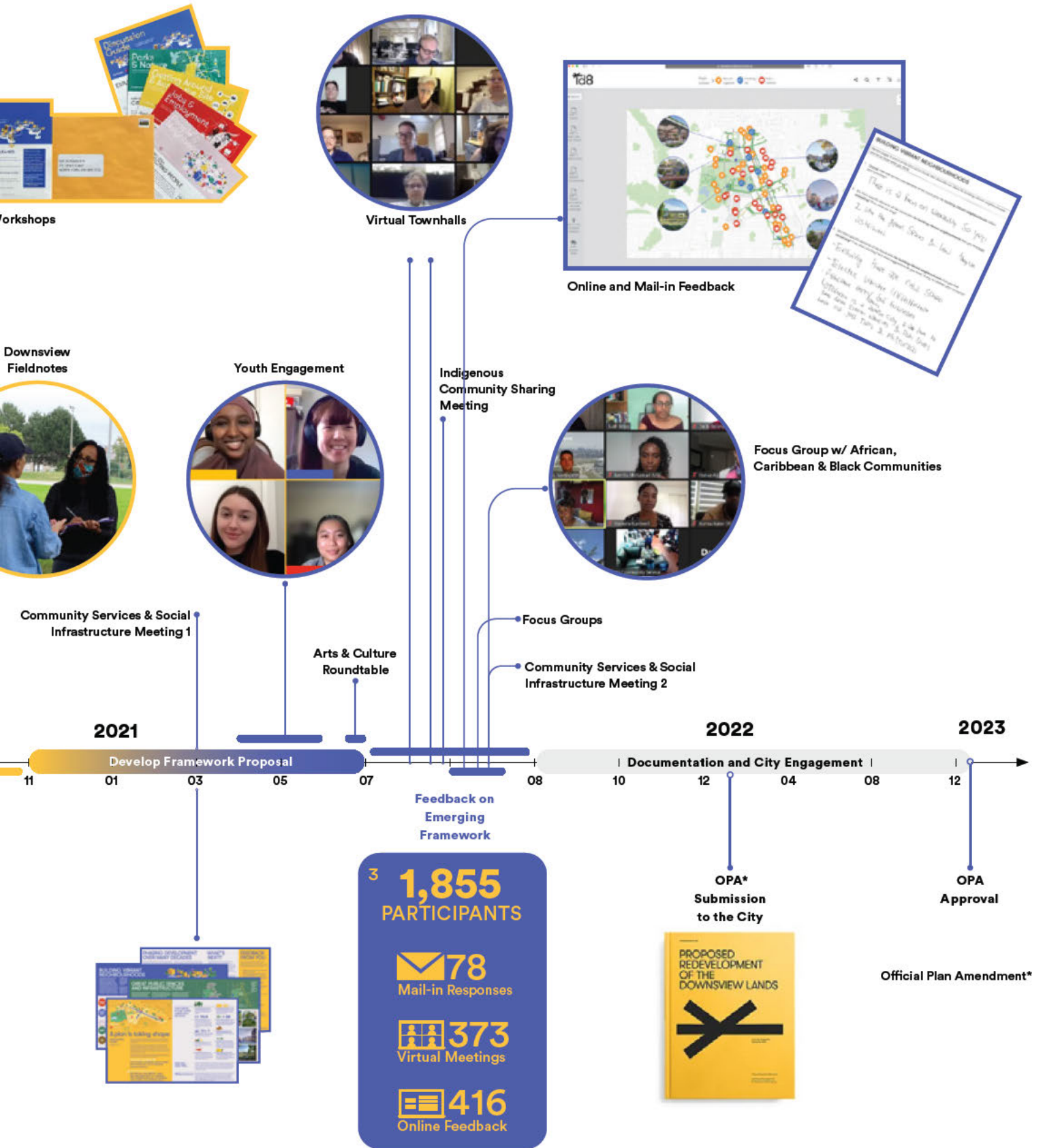
72 Mail-in Responses

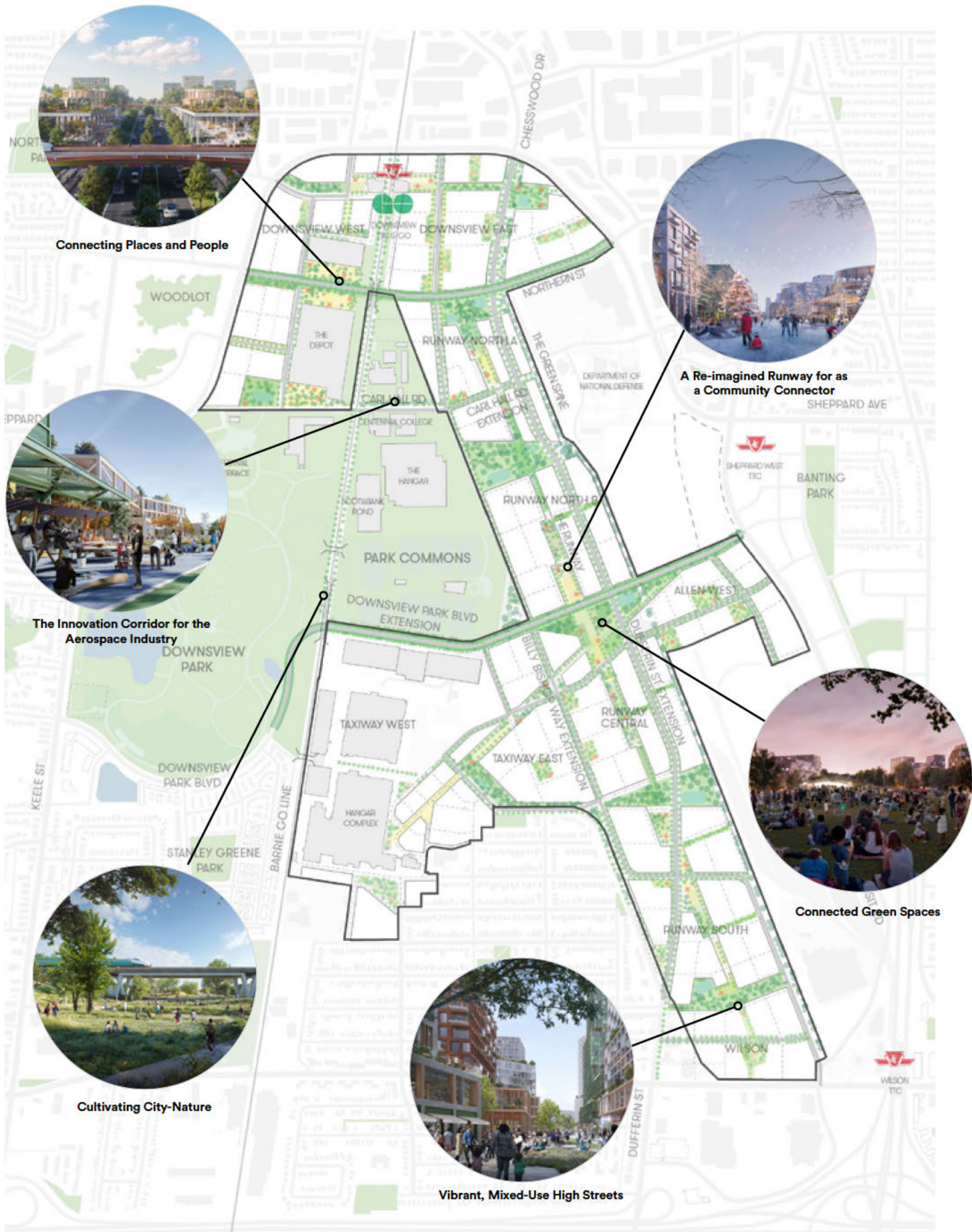
233 Virtual Meetings

222 Online Feedback

100 In-Person

- Round 1
- Round 2
- Round 3





Connecting Places and People

A Re-imagined Runway for as a Community Connector

The Innovation Corridor for the Aerospace Industry

Connected Green Spaces

Cultivating City-Nature

Vibrant, Mixed-Use High Streets

Cultivating City-Nature

Downsview will set a new precedent for urban development that blends the constructed and the natural worlds, integrating urban and natural infrastructure systems that support a biodiverse and welcoming habitat. The everyday life for Downsview inhabitants and visitors will be conceptualized through careful consideration of current and future sustainability targets and drivers. In addition to using climate responsive design, innovative stormwater management, and enriched natural habitats, circularity will be embedded to ensure future flexibility and feasibility through minimizing carbon production and the incorporation of a Blue-Green infrastructure.

Achieving Inherent Sustainability & Resilience

The Plan does not only provide flexibility through integrated and circular systems, but also mitigates anticipated the impacts of future climate stressors and crises. Climate change could exacerbate social equity issues if not accounted for in an inclusive and holistic manner. By integrating flexible multi-purpose resilience designs, we can ensure a safe and comfortable neighborhood and micro-climate today and in the future for all of Downsview's communities.

Establishing Complete Connected Communities

Future neighborhoods will make space for both local intimacy and urban vibrancy, where the magic of community life spills into and enriches public spaces. Inspired by the "15-minute City" concept, everything residents and workers need will be easily accessible with a short walk, roll, bike, or public transit ride. Lands will be knit back into the surrounding urban fabric. Generous community spaces will encourage casual togetherness. By reducing automobile dependence, these connections will support community building, advance sustainability, and support the regional transport network. Those living and working in and around Downsview will benefit from this timeless approach to community-building.

Embedding Equity and Accessibility

Downsview is envisioned as an inclusive community where people at all stages of life can live, play, and thrive; a place where knowledge, wealth, power, and economic opportunities are shared; a socially resilient home for all. Downsview's success will be measured by the sense of comfort and belonging felt by all residents and visitors and by the extent to which they see themselves represented.

Honoring the Uniqueness of the Place

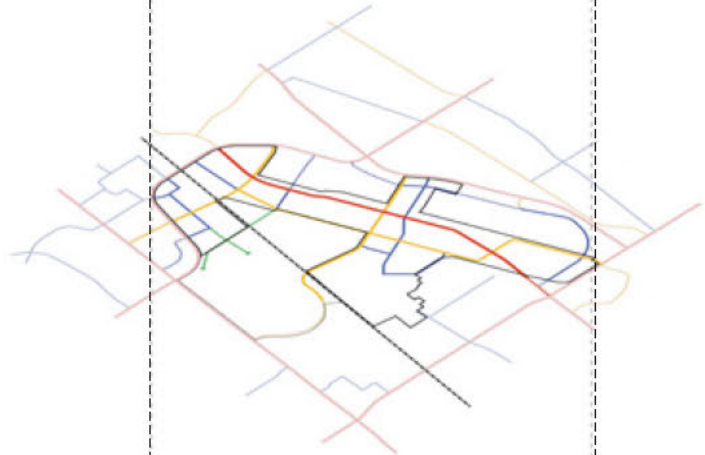
Downsview will make space for experiences that spark joy and delight. Public places will be designed to bridge the area's past and its future. Placemaking and placekeeping will acknowledge the legacy of aerospace innovation, reflect histories of Indigenous stewardship, and will be shaped by the dreams and cultures of the diverse residents that currently call Downsview home.



Open Space



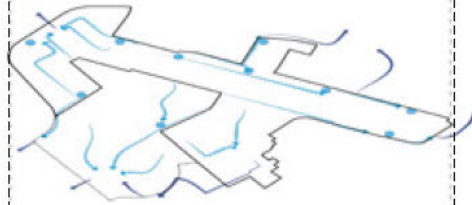
Mobility



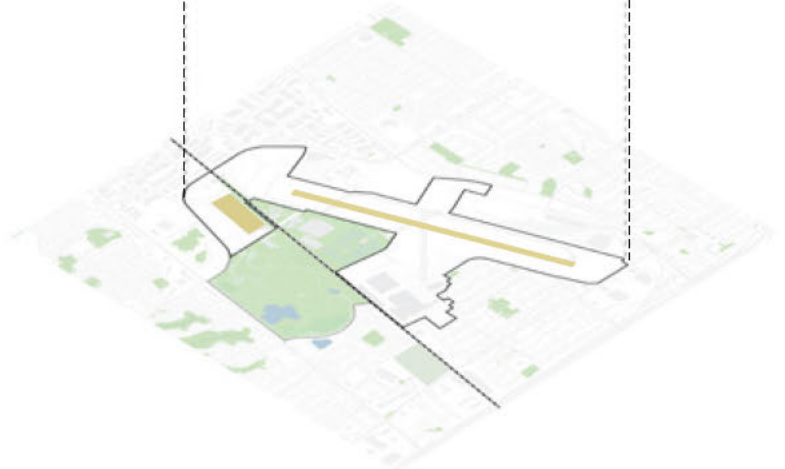
Community-Building



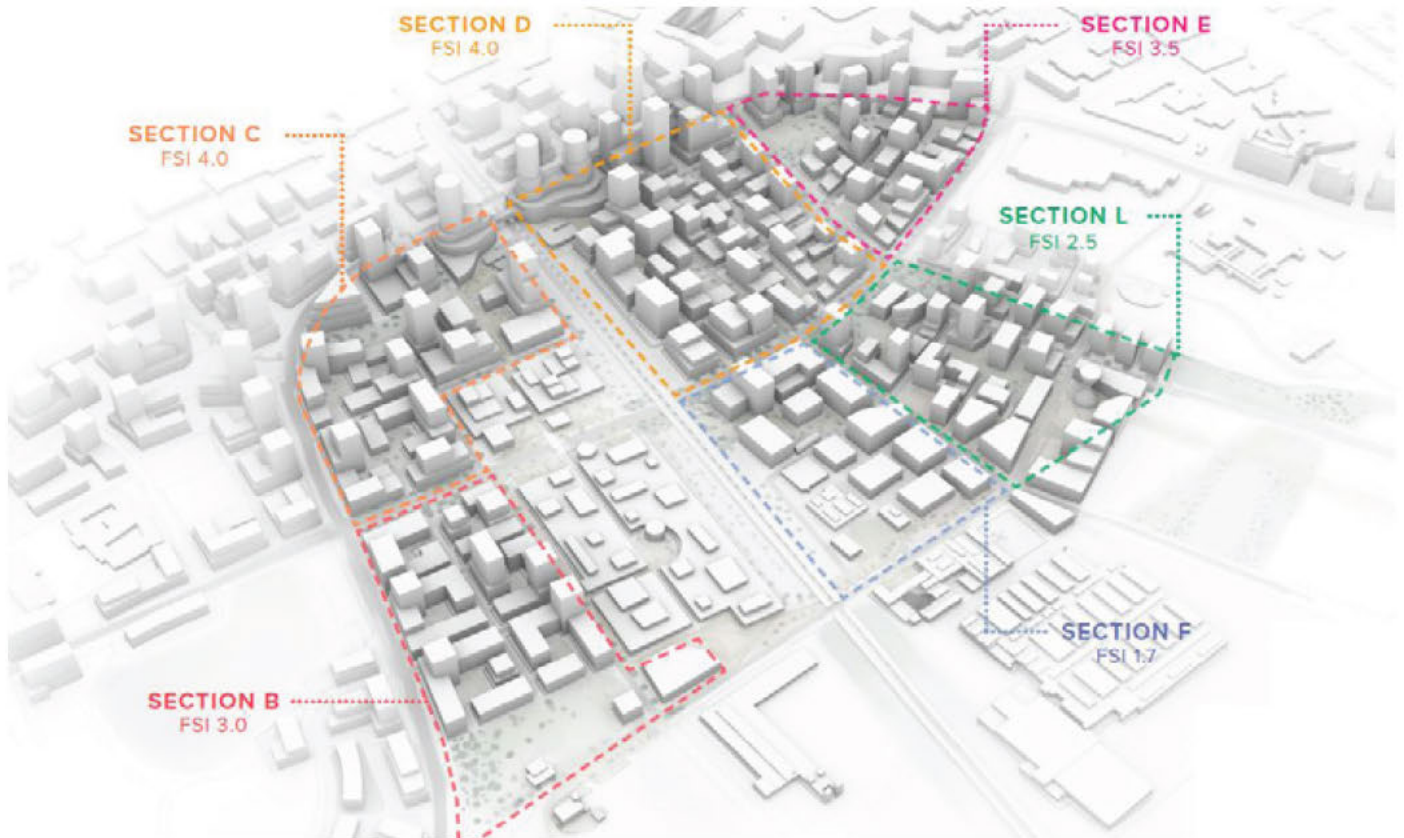
Sustainable Urban Systems



Existing Site Context & Assets







Development targets can be accommodated prioritizing comfortable public spaces year round. Micro-climatic studies were generated to demonstrate how key places interact with the surrounding buildings proposed.



Wilson Plaza is a result of an intersection of intended flows from the Dowsview Runway to the TTC subway station that connects to Downtown. The orchestration of gradual approaches allows for comfortable spaces and active environments at a human scale.

Combining art, business, and science in a new urban district

Typology

Masterplan incl. Labs/Office, Residential, Hotel, Conference

Location

Allston, Boston, Massachusetts, United States

Scale

84,000 m² | 900,000 ft²

Site Area (Phase 1)

5.7 ha | 14 acres

Budget

Confidential

Status

Phase 1 exp. 2022-2024
Phase 2 exp. 2025-2028

Client

Tishman Speyer (with Harvard Allston Land Company)

Henning Larsen Role

Henning Larsen is co-leading the project's design of the project (Masterplanning, Design, Stakeholder and Community Engagement). In addition to the overall project vision, Henning Larsen is the Design Architect for the East Lab Building, one of 5 planned buildings on the ERC campus.

Key Personnel Involved

- Daniel Baumann, Design Director
- Sara Rubenstein, Principal in Charge
- Francis Aguiard, Designer

Team

Tishman Speyer (Developer), Studio Gang (Co-Lead Designer, Masterplanning), SCAPE (Landscape), Utile (Urban Planner), ARUP (Integrated Planning), Level (Infrastructure), Wordsearch Place (Placemaking Consultant), Nitsch Engineering (Civil), Haley & Aldrich (Geotechnical), DLA Piper (Zoning), Dewey Square (Public Affairs), Taidgh McClory (D&I Framework), Sullivan & Cromwell (Legal), Nelson Nygaard (Transportation)

Sustainability

- Targeting LEED Gold certification
- In compliance with Massachusetts Stretch Energy Code (requires a minimum 10% energy efficiency improvement when compared to the State's Base Energy Code)
- Targeting Harvard Green Building Standards (focused on creating a healthier, low carbon community, and used as a key tool towards achieving Harvard's climate goals of reaching fossil fuel neutrality by 2026 and fossil fuel free by 2050)

Recent Press

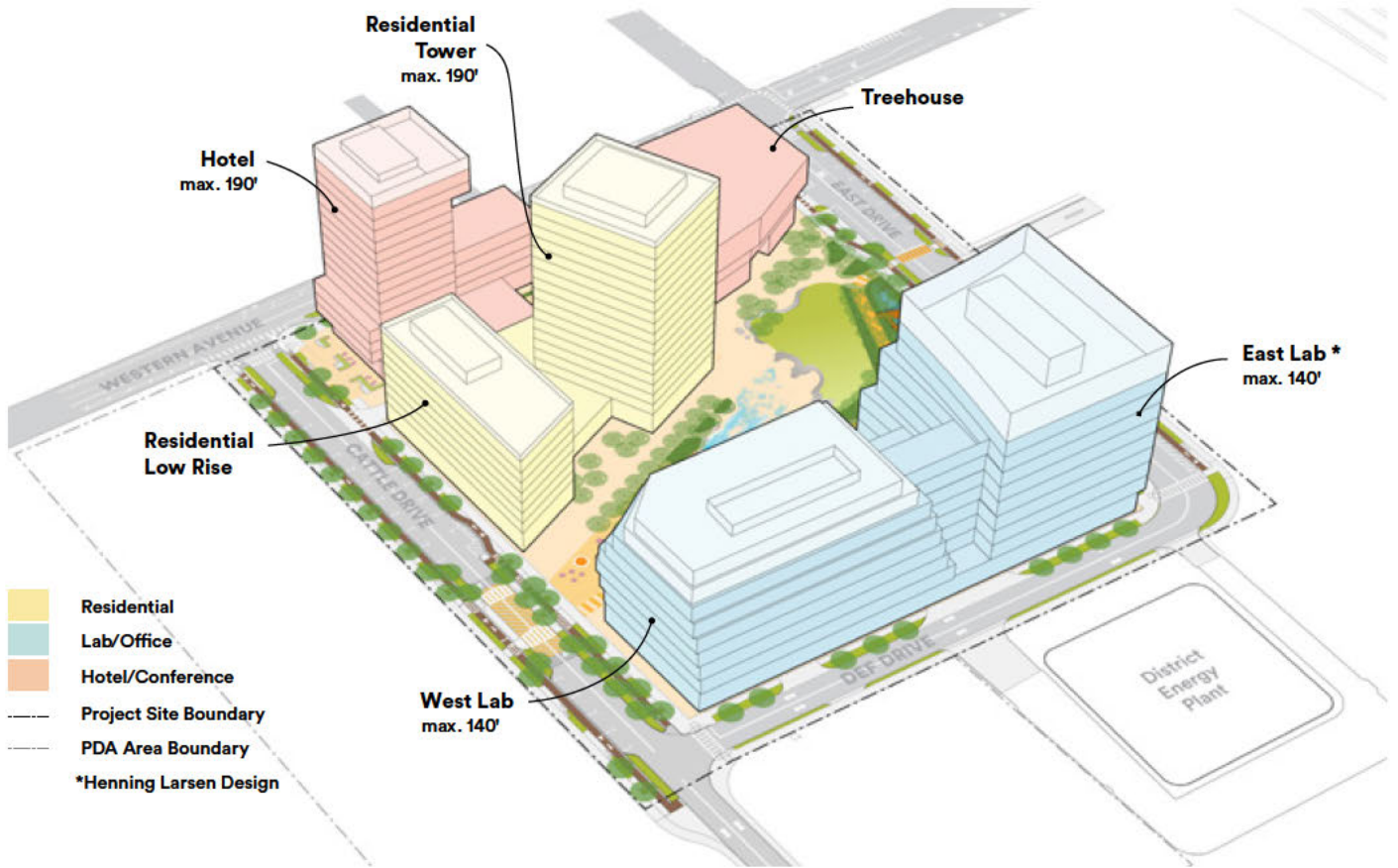
Catherine Carlock, "First look: Harvard's enterprise research campus and Allston Greenway," The Business Journals, July 29, 2021, [\[link to article\]](#)

The new Enterprise Research Campus (ERC) aims to become Boston's premiere life science hub dedicated to creativity, research, and innovation. Located next to Harvard's new Science and Engineering Complex and across from the Harvard Business School, the ERC represents a unique opportunity to transform an underutilized site into a vibrant, urban, mixed-use neighborhood. "Project Greenway," the ERC's public green space, will be the largest publicly accessible open space in a network of public realm connections that will stretch from Allston to the Charles River. The first phase of the 36-acre masterplan features 900,000 ft² within a 14-acre site encompassing a mixed-use building, residential spaces, labs and offices, and hotel/conference spaces in addition to underground parking—all organized around Project Greenway.

At the core of the ERC masterplan is creating buildings and open spaces that maximize user comfort, advance sustainability, and encourage a strong sense of community. The ERC supports city-wide sustainability and resiliency goals and creates a welcoming space for students, visitors, employees, and local residents with an activated ground floor that emphasizes thoughtful indoor and outdoor social spaces, local retail, and a significant arts and culture platform. As an extension of an established neighborhood, the ERC creates a unique urban district that provides new opportunities for working, living, and community building.







Credit: Sasaki

The convergence of art, business, and engineering in a new urban district will create opportunities for creativity and innovation that will drive achievements in research that none of us can imagine.—

Larry Bacow, Harvard President



Inspired by Boston urbanism- mixing high and low-rise buildings to create a pedestrian friendly environment



Establishing a green Town Square as part of a larger Greenway connection



Fuse Nature and City



Optimize building massings to maximize outdoor comfort



A more inclusive, sustainable neighborhood on Toronto's waterfront

Typology

Masterplanning, Urban Design, Residential

Location

Toronto, Ontario, Canada

Site Area

5 ha | 12 ac

Budget

Confidential

Status

Ongoing

Client

Waterfront Toronto, Dream Unlimited, Great Gulf Group

Henning Larsen Role

Lead Masterplanner and Design Architect (Overstory Tower, Block 1B).

Key Personnel Involved

- Michael Sørensen, Design Director
- Sara Rubenstein, Principal In-Charge
- Gregory Haley, Lead Masterplanner
- Elena Toumayan, Architect
- Jakob Strømmand-Anderson, Sustainability Specialist

Team

Alison Brooks Architects, David Adjaye Associates, SLA Landscape Architects

Sustainability

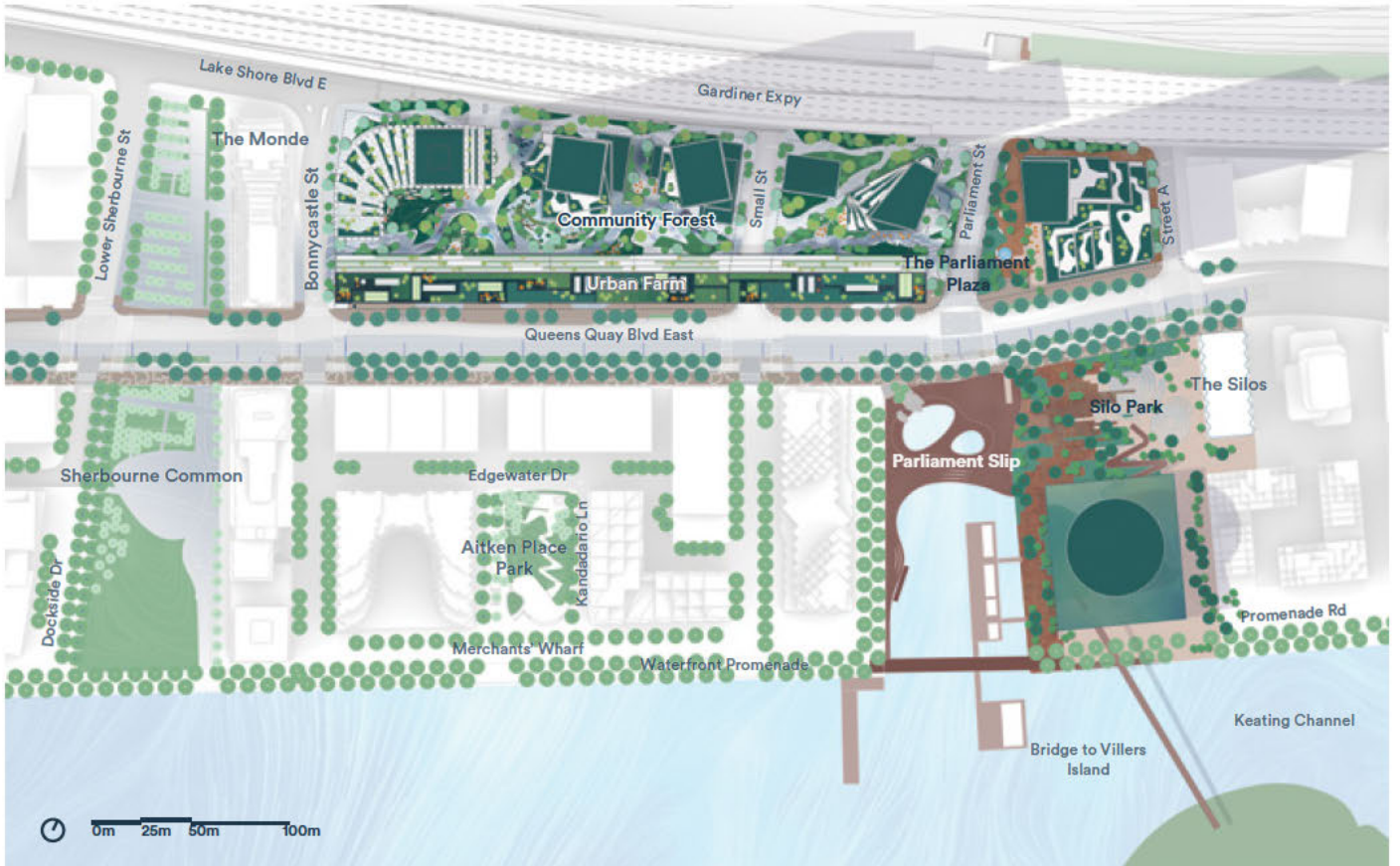
- The first all-electric, net-zero carbon community at its scale
- Sustainability will be built-in as a lifestyle where Toronto's goals are met, exceeded and ingrained into every aspect of the plan.
- Integrated biodiversity strategy introduces a variation in habitats that offer a mosaic of small and larger landscapes, an increased variety of flora and fauna, hydrology, topology, and vegetation structure across different niches, and a network of green infrastructure habitats that allows the species to spread.

Led by Dream Unlimited and Great Gulf, the Development Plan provides a unifying vision for the redevelopment of a 12-acre site and will provide much-needed affordable housing and public spaces within a landmark cultural destination. Sustainability will be ingrained into every aspect of the plan, designed to create a highly resilient waterfront development supporting biodiversity— making Quayside the first all-electric, net-zero carbon community at this scale.

The site serves as an important link between urban connections throughout Toronto, situated in a pivotal location for the city and its ongoing re-engagement with Lake Ontario. The team envisioned a community that embodies the idea of city-nature, with connections between the built and natural environments that integrates indigenous values across all scales.

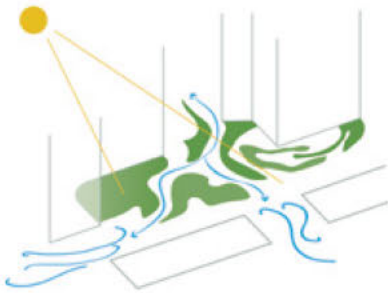
The proposed plan features a mix of affordable and market housing, and commercial, retail and community-oriented facilities. Rooted in its social and ecological flows, the five-block development reveals the site's multi-layered history and geography. It celebrates open spaces with a two-acre Community Forest, a network of car-free green spaces, and a significant urban farm atop one of Canada's largest residential mass timber buildings.





Open Space Master Plan

The plan is designed to optimize the outdoor experience, creating a public realm with a strong focus on outdoor comfort.



Optimize microclimate



Optimize scale



Optimize experience



Optimize topography



Transforming an airport into the world's largest urban park

Typology

Masterplanning, Cultural, Mixed-Use, Landscape

Location

Riyadh, Saudi Arabia

Site Area

1,600 ha | 3,950 ac

Budget

Confidential

Status

Exp. 2030

Client

Riyadh Development Authority

Henning Larsen Role

Lead Designer (Masterplan, Architecture).

Team

Omrانيا (Lead Consultant, Architecture), MIC (Traffic Consultant)

Sustainability

- Green areas and open spaces covering over 9.3 M sqm and featuring an Islamic style garden, vertical gardens, a maze garden, and bird and butterfly sanctuary; Various gardens covering over 400,000 sqm.
- A sustainable transit-oriented development, King Salman Park is served by five new metro stations and 10 bus rapid transit stations.

By transforming the former domestic airport of Riyadh into a vast public park space, King Salman Park will connect Riyadh's citizens through an articulated recreational community designed through knowledge and innovation.

Henning Larsen's urban planning strategy for King Salman Park is structured around visibility and accessibility in the form of a vibrant cultural destination. The design is crafted from the micro to macro levels with a clear hierarchy between the overall plan, the small local squares in the neighborhoods and the park. The hierarchy designates and reinforces the entire vision and creates visibility, supports easy navigation, and provides shaded and landscaped areas.

A recreational park is located in the heart of the masterplan, centering the main assets of Riyadh's cultural institutions. From the center, dynamic branches spread outwards into a unique combination of culture, housing and park programs that showcase the future of living. King Salman Park represents a strong symbiosis of the vibrant city and the unique Saudi Arabian nature.

Sustainability is integrated in many aspects within the King Salman Park. Analyses of the local climate form an important design parameter in order to provide residents and visitors with comfortable outdoor areas year-round. The city is designed with a strong underlying identity, and is composed of a variety of recreational, business, spiritual and cultural elements that contribute to a varied and dynamic quality of experience. By encouraging the use of outdoor public areas, the plan fosters opportunities for interaction and experiences among residents and visitors. Human comfort in outdoor spaces is decided by eight parameters that act on human biometeorology. By adjusting and fine-tuning the elements that dictate these eight parameters, an optimal, comfortable and fully usable outdoor environment can be created even in times of harsh and unfavorable climates.



Reimagining an airport as a regional destination

Typology
Masterplan, Parks

Budget
Confidential

Studio-MLA Role
Landscape Architect (Master Planning, Full Design Services).

Location
Irvine, CA

Status
2006 - 2012, 2013, 2015

Key Personnel Involved
Mia Lehrer, President

Site Area
1,350 Acres

Client
Orange County Great Park Corporation

Sustainability
The park uses natural water treatment systems to clean urban runoff and reuse it for irrigation to reduce dependence on potable water. 3.5 million tons of concrete and steel were salvaged & recycled for construction materials.

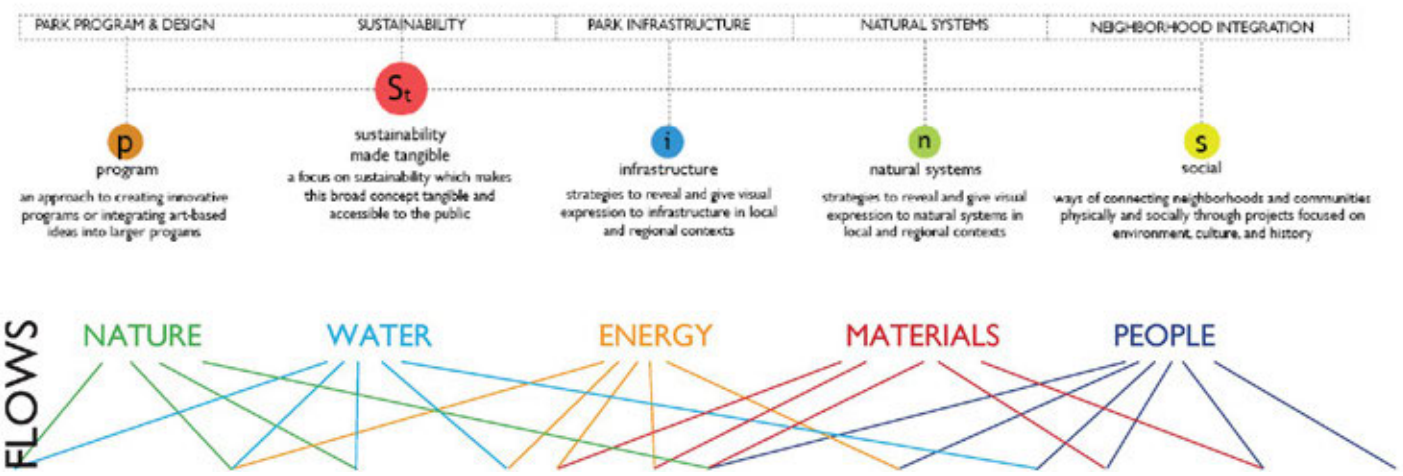
The Comprehensive Master Plan for the Orange County Great Park outlines a vision for a new kind of park. Here, new ideas for social and environmental sustainability are investigated and tested, and the citizens of Orange County become key participants in imagining these new ideas to create a healthier and more sustainable future. The project site is located on the former Marine Corps Air Station at El Toro, which after being decommissioned in 1999, the City of Irvine was eager to reclaim the brownfield site and transform it into a regional park.

The Great Park is three unique park experiences cohesively intertwined into one. The Canyon Park – a beautiful oasis to wander and daydream, for families to picnic and for children to explore, that includes a meditation garden and various special plantings. The Habitat Park – an ecological backbone that provides species diversity, native communities, and wildlife. The Fields and Memorial Park – a commemoration of the history of the site as both a productive agricultural landscape and more recently, a military base.

The design team won an international competition sponsored by the Orange County Great Park Corporation, a non-profit organization charged with the responsibility of designing, implementing, and maintaining the Great Park. The Master Plan proposed a vision to transform the former military site into a verdant landscape for a diversity of public uses including: TOD adjacent to the park, connection to public transit, a sports park with multiple recreation fields, a cultural terrace with a diversity of cultural institutions, a botanic garden, a daylighted stream, constructed wetlands, wildlife habitat corridors and community gardens, and a productive farm.



Mexican Farm Worker
War Information for Marine Corps
and Purchased for Marine Corps
Defense Spending
to Guide Health
America's
to the



The Orange County Great Park site is located on the former Marine Corps Air Station at El Toro, which was decommissioned in 1999. In response to the decommissioning, the City of Irvine was eager to reclaim the brownfield site and transform it into a regional park. The Master Plan proposes a vision to transform the former military site into a verdant landscape for a diversity of public uses including: transit oriented development adjacent to the park, connection to nearby public transit, a sports park with multiple recreation fields, a cultural terrace comprised of a diversity of cultural institutions, a botanic garden, a daylighted stream, constructed wetlands, wildlife habitat corridors and community gardens, and a productive farm.



Great Park Stormwater Diagram





750,000 people visit annually for Cultural events such as art exhibits, music concerts, and dance performances, all free.





Palm Court



Originally implemented as an early activation intervention, the great balloon has become an icon for the park. At its height of 500 feet, the Balloon offers views of as much as 16 miles in all directions.

The park design focused on several opportunities to develop different kinds of connections. Unlike any other park, the Great Park was to be a place of experimentation and change as aspects of social and environmental sustainability are studied. New ideas and opportunities will be investigated, tested, and built over the next five, 50, or 100 years.—

The River Project Los Angeles

Building a walkable and vibrant neighborhood

Typology
Masterplan, Parks, Mixed-Use

Budget
Confidential

Studio-MLA Role
Landscape Architect (Full Design Services).

Location
Inglewood, CA

Status
2006 - 2008 (Specific Plan), Site
Development in Progress
2017 - 2021 (SoFi Stadium &
Lake Park)

Key Personnel Involved
• Mia Lehrer, President
• Ben Feldmann, Principal in Charge

Site Area
238 Acres (Specific Plan)
62 Acres (SoFi Stadium & Lake
Park)

Client
The Kroenke Group

Sustainability and Resilience

- **Planting:** Arranged in various microclimate zones around the stadium park, this rich, biodiverse habitat serves regional hawks, warblers, monarch butterflies, honeybees, and hundreds of other species along with shrubs, groundcovers, wetlands, and meadows.
- **Water:** SoFi Stadium's parks and open spaces are performative landscape features collecting, treating, and reusing about 75% of total stormwater through rolling arroyos, bioswales, underground cisterns, and the artificial lake. It is the first such lake to successfully mix stormwater with reclaimed water, and the first of its kind filtration system cleaning water before reuse.
- **Materials:** Among numerous environmentally-conscious furnishings and materials used in the project's design and construction, the concrete at the site uses a special granite aggregate imported by ship from British Columbia. Cement is responsible for 90% of the embodied carbon of all concrete, so this cement reduction achieves significant embodied carbon reductions for the site's cement, even when the aggregate's transportation emissions are included.

Hollywood Park, a new mixed-use community, is envisioned as a compact, walkable neighborhood where many elements are brought together to create an environment where residents can live, shop, play and easily access the Westside of Los Angeles. Hollywood Park is located in the City of Inglewood, east of the 405 Freeway and north of the 105 Freeway, within the Centinela Valley and the South Bay region. The Specific Plan area is located two miles east of LAX and several blocks southeast of downtown Inglewood. It is a place where the traditional assets of the Inglewood suburban setting are complemented with an increased range of lifestyle choices made possible by a retail/entertainment center, superior public parks and range of housing options, all within comfortable walking distance.

This plan provides the land use framework for the redevelopment of the 238-acre Hollywood Park site with a mix of parks, retail, housing, entertainment, gaming, hotel and civic uses. Five land use designations will create a vibrant mixed-use community: Open Space, Mixed-Use, Residential, Commercial and Recreation and Civic. The development will be a highly amenitized community with over 25 acres of parks and open space. The central Lake Park offers a wide variety of recreational opportunities. The Arroyo Park connects the Lake Park to the Bluff Park,

provides recreational opportunities and helps to clean stormwater prior to entering the Lake Park. The Bluff Park provides the majority of active recreation opportunities for the Specific Plan area, including a 2.5-acre aquatics and tennis club for Hollywood Park residents. Champion Park is envisioned as a passive park intended to provide residents with ample places to sit, eat, play games and escape the stresses of urban life.





Arroyo Park



Lakefront Promenade



Lakefront Park



Site Plan



Stadium Paseo / Champion's Walk



SoFi Stadium & Lake Park

Formerly a decommissioned racetrack in a city anxiously in need of neighborhood parks, SoFi Stadium is the first phase to open in the 300-acre Hollywood Park sports and entertainment district, SoFi Stadium is the development's centerpiece and the new home of the Los Angeles Rams and Los Angeles Chargers. Wrapped by 25-acres of engaging public plazas and open spaces including Lake Park—a signature 12-acre green open space with a new, 6-acre lake for water retention and recycling—SoFi's landscape is designed to mutually benefit public well-being and social values while supporting new green infrastructure, climate resiliency, habitat and biodiversity. Hailed as “revolutionary” by the Los Angeles Times for its porous, public character, SoFi Stadium breaks the paradigm of stadium design by capitalizing on Southern California's warm climate, moving many activities that would typically be inside to the outdoors for use by the community when the stadium is not in use.

The landscape spaces around SoFi Stadium are designed for experience, ecosystems, and water. When the development is complete, visitors will be able to engage with 25 acres of open space featuring walking paths, plazas, seating, and gathering areas. The planting program parallels a botanical garden in its show of biodiversity. Employing the Mediterranean biome's wide arrays of plantings and shrubs suited to hot, dry summers and frost-free winters, the project includes highly diverse, low-maintenance plant ecologies with 5,000 trees, including desert Palm and Joshua trees, sycamores found along arroyos, and mountain evergreens.



Stadiums can catalyze rejuvenation and capitalize on larger potential for their communities. Thanks to the vision of bold developers, they have become an extension of public realm and culturally connect within the communities that they are built. SoFi Stadium and the adjacent Lake Park are hailed as “revolutionary” by the Los Angeles Times and designed to be a true community amenity for the people of Inglewood and the region.—



Diverse landscape containing Montana, chapparal, desert, & riparian plant ecologies



Creating authentic social indoor-outdoor expression with canyons.

Amplifying Santa Monica’s public realm

Typology

Masterplan, Park

Budget

Confidential

Studio-MLA Role

Landscape Architect (Full Design Services).

Location

Santa Monica, CA

Status

2019 - In progress

Key Personnel Involved

- Mia Lehrer, President

Site Area

45 Acres

Client

Boston Properties

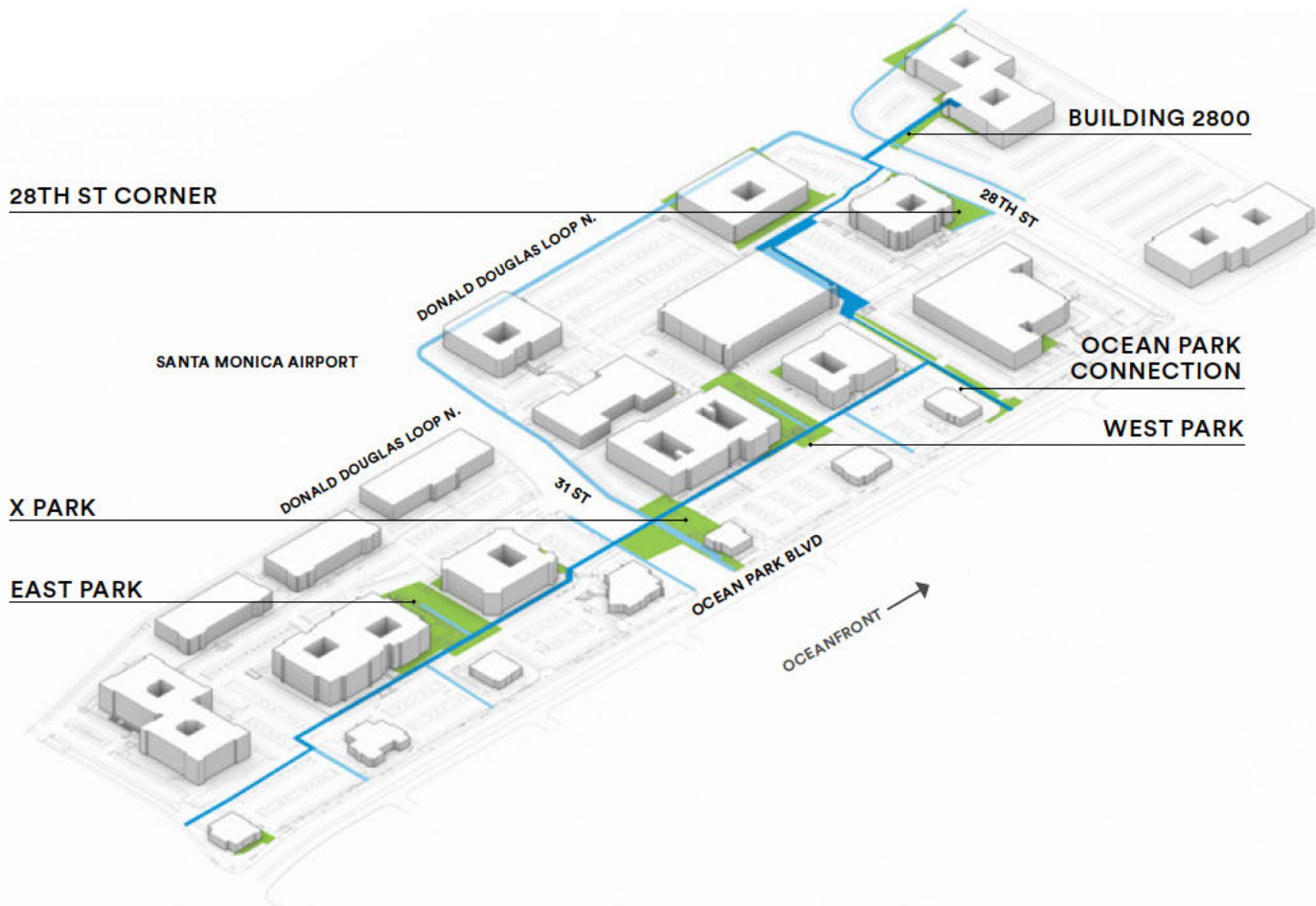
Santa Monica Business Park is a 45-acre commercial business park, situated in the Sunset and Ocean Park neighborhoods and is home to several high profile technology and entertainment businesses. Comprised of 21 independent buildings with plentiful surface and garage parking, the opportunities to unite site and creative workspace are being explored by utilizing an internal pedestrian circulation system, revitalized gathering spaces, and iconic signage/branding. Integrating how people meet, work, and recharge outside the office is a major goal of the project. Offering users places to meet and work at all hours of the day becomes a benefit to the tenants of the park as well as after work and on the weekends.

This car-oriented office park dates to the 1980s and lacks a contextual relationship to the existing urban fabric and maintains no clear pedestrian circulation throughout the site. The design team sought to strengthen the pedestrian connection to the existing commercial corridor along Ocean Park Boulevard as well as define internal pedestrian circulation through the business park.

Studio-MLA has explored a variety of ways to clarify and enhance this pedestrian movement through the creation of a defined pedestrian circulation network and comprehensive, highly graphic wayfinding system.

The client seeks to create a healthy, active workplace environment that takes full advantage of the Santa Monica climate. Studio-MLA has designed a series of interconnected parks, each with their own distinct character and qualities, which provide outdoor space for employees while extending into the neighborhood fabric. This new active circulation system allows for walking meetings under the custom-designed shade canopy, comfortable outdoor work spaces, as well as quiet moments of respite.

Additionally, the client seeks to develop evening and weekend site activation through farmers’ markets and other creative, neighborhood-serving pop-ups and temporary programming that can occur throughout the day and into the night.



Integrating the industrial past and community's future

Typology

Masterplan, Park

Budget

Confidential

Studio-MLA Role

Landscape Architect, Masterplanner.

Location

San Francisco, CA

Status

Completed 2018

Team

Urb-in, Studio-MLA, Tatiana Bilbao, PAU, Liz Ogbu

Site Area

31 Acres

Client

Urb-in

Sustainability and Resilience

- The design emphasizes sustainability and resilience through setting a benchmark for sustainable practices related to energy, water, and climate resilience, and creating environmental features that actively benefit the well-being of the neighborhood. This emphasis on the sustainable consumption of natural resources can help minimize negative impacts from waste disposal.

Hunters Point—remediated and ready for planning—is the product of years of city efforts and collaboration with community and regulatory stakeholders through a series of strategic decisions over the past sixteen years, including remediating the majority of the site to a residential standard, guaranteeing maximum flexibility for future redevelopment, and building the Hunters Point Shoreline to inaugurate productive reuse of the site.

The Vision Plan is an exercise in the search for habitat and for place. Our main objective was to transform a reality of industrialization to a vibrant place of shared community living. The new land use objectives include encouraging development that promotes a diverse mix of uses and densities, development of a broad range of housing types, including a permanent and resilient middle class housing stock in addition to affordable housing, and creating a public realm of gathering spaces, such as plazas, green spaces, public venues, and streetscapes that provide natural, recreational, commercial, and social opportunities for both residents and visitors.

The scheme provides a comprehensive transit-first strategy pursuant to the San Francisco General Plan that emphasizes pedestrian safety, reduced automobile dependence, and enhanced public life. This development can respond and adapt to future behavioral changes around vehicular ownership. Additionally, we worked to integrate the development with the surrounding community and provide clear and unobstructed access to all users. Hunters Point creates a new community as well as enables current residents to successfully remain a part of a thriving, pleasant, and self-sustaining new neighborhood.

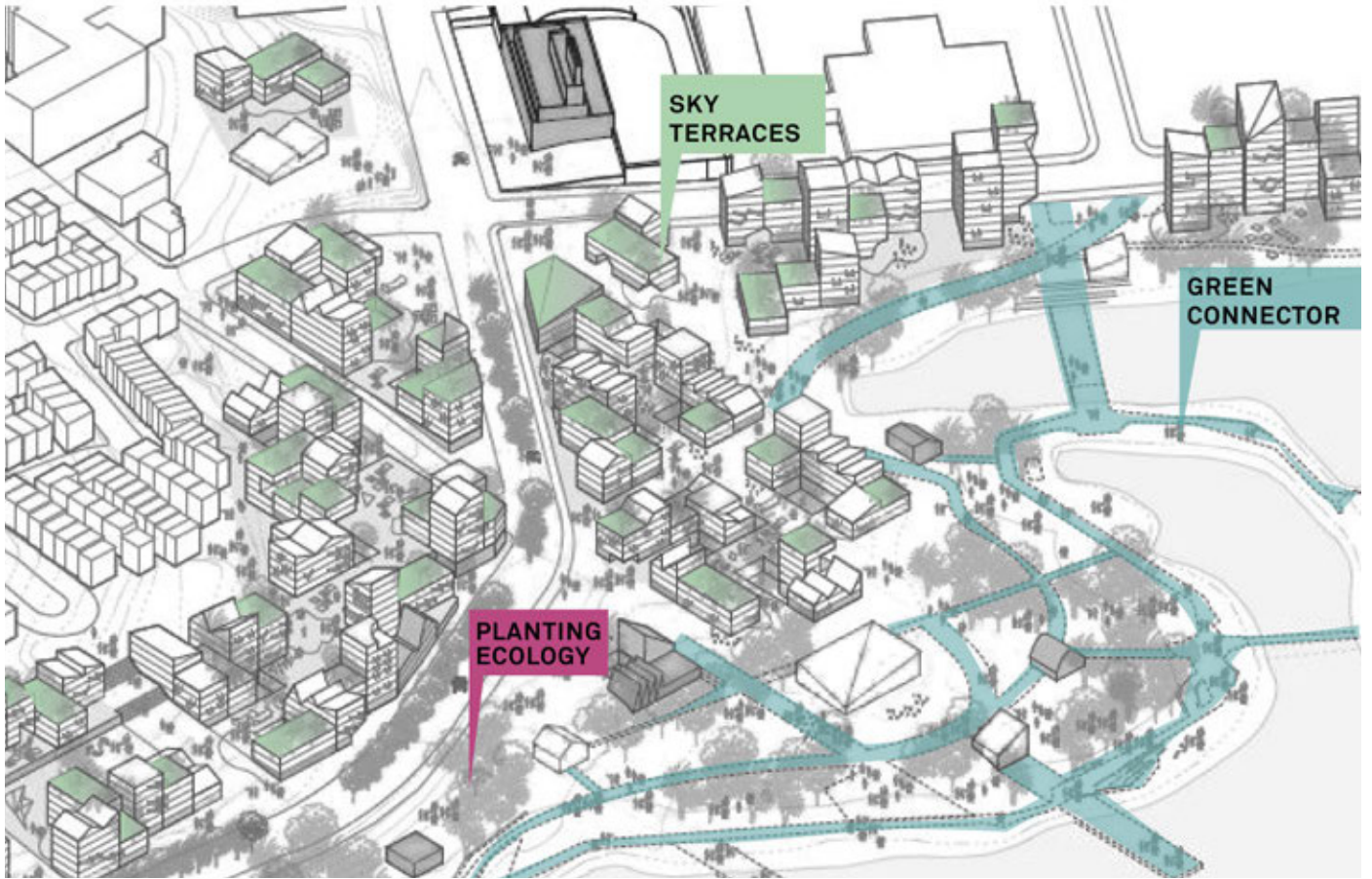
The strategy resulted in the implementation of several built and proposed projects. These include: the Hunters-Point Shoreline (2017) designed by envelope A+D, and RHAA, the Now Hunters Point project (2013-Present) an innovative interim use strategy. This work has culminated with the Hunters Point Vision Document (2018).



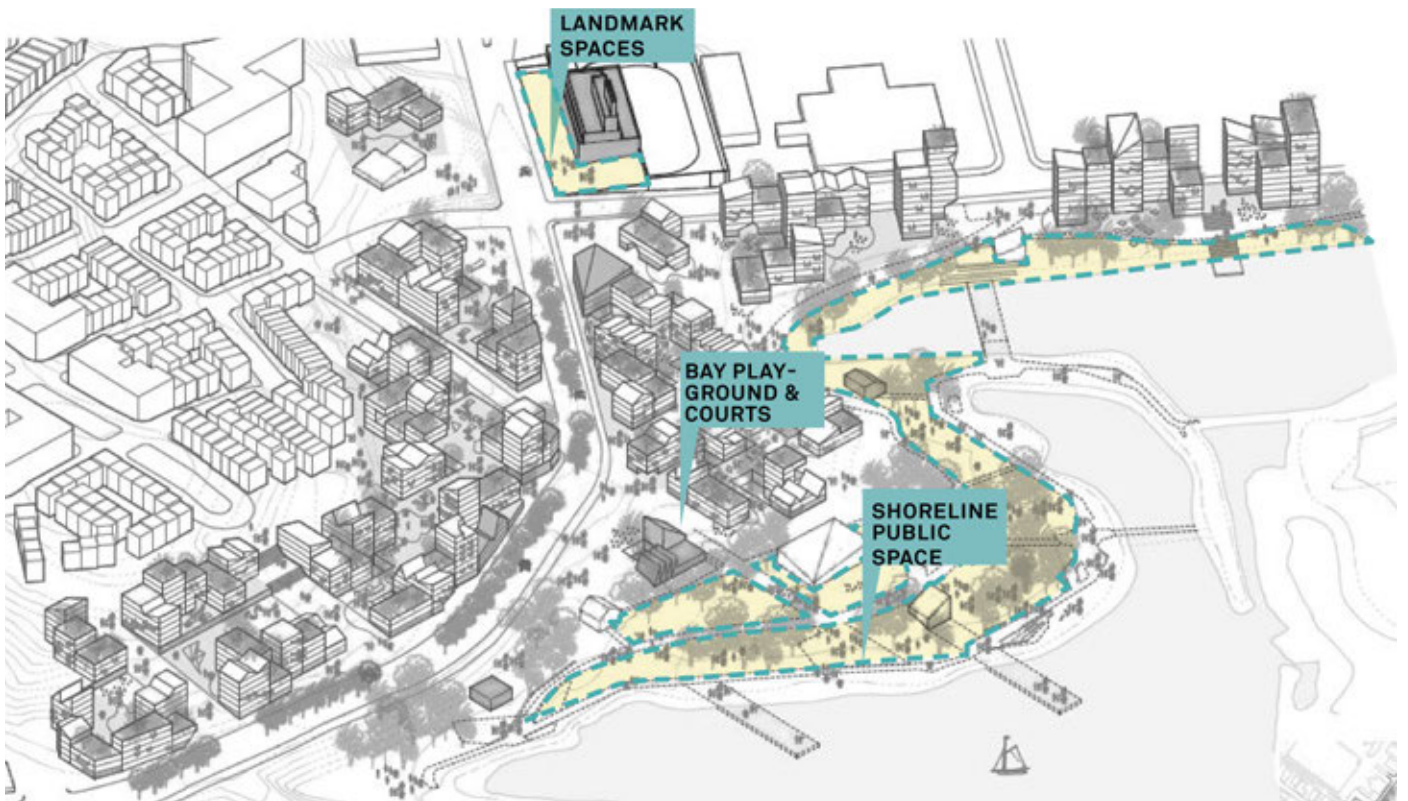


Vision: "Wheel of Life"

The Hunters Point Vision Document serves as a resource for the eventual redevelopment of the PG&E Hunters Point Property. Its aspirations build upon community desires, city and regional planning efforts, and existing laws and regulations. It is driven by a vision of a community built on best practices of sustainability, design, and local stakeholder engagement.



Sustainable Infrastructure Diagram



Community Anchor Diagram



Quayside Toronto — Toronto, ON, Canada
Henning Larsen

Project Understanding

To re-imagine the future of SMO is a once-in-a-generation opportunity and holds the potential to not only create a new public destination for Santa Monica and greater Los Angeles, but to also establish a new benchmark for sustainable and inclusive public space —



**Gregory Haley, Associate
Principal**
Henning Larsen

3. 1 Project Understanding

Reimagining SMO



Downsview Framework Plan - Concept Collage
Toronto, Ontario, Canada — Henning Larsen

To re-imagine the future of SMO is a once-in-a-generation opportunity and holds the potential to not only create a new public destination for Santa Monica and greater Los Angeles, but to also establish a new benchmark for sustainable and inclusive public space.

A Generational Opportunity

Located on Santa Monica's southeastern border with Los Angeles, the potential transformation of the Santa Monica Airport (SMO) around a "Great Park" presents a once-in-a-generation opportunity for Santa Monica and the greater metropolitan region of Los Angeles. Over the life of SMO, from its founding in 1924, the city of Santa Monica, as well as that of Los Angeles have grown many-fold, to the point where SMO, once at the periphery is now surrounded by urban development, presenting an opportunity for the creation of a new center. With the potential de-commissioning of the airport in 2028, pending City Council action, and the passing of Measure LC to support public open space, the

prospect of future redevelopment presents opportunities for connecting and stitching together the neighboring communities, providing much needed park space for Santa Monica and defining a new public space destination for the greater metropolitan area that can serve residents, workers, visitors and tourists alike. Thoughtfully integrating a newly imagined SMO with Clover Park and the Santa Monica Business Park to the north and with the existing Airport Park and the emerging cultural corridor to the south present development synergies beyond SMO's boundaries.

The proposed planning process which The City has secured funding for is envisaged as a multi-year, collaborative effort organized in three broad scopes of work:

- Comprehensive Existing Conditions Report
- Diverse, Equitable and Inclusive Outreach and Engagement Process
- Scenario Planning and Identification of Preferred Scenario

Henning Larsen and the team that we have assembled are submitting qualifications for the third element of scope above, *Scenario Planning and Identification of Preferred Scenario*. Building upon the understanding of the existing conditions, to be developed under the first element of scope, and the community input garnered through the outreach and engagement, our team is proposing to work with the City to develop and test a series of development scenarios, in order to finally, through evaluation with the City and their stakeholders, determine a preferred approach for redevelopment that best fulfills the promise of the site and aligns with the goals and priorities developed in consensus with the City and the community for the future of this important place within Santa Monica and the broader metropolitan region. While we are not submitting this response for the scope of Facilitating the Outreach and Engagement process, we do assume that we would, as the lead for the Scenario Planning scope, participate in the engagement process and provide support to the outreach consultant appointed.

The following pages outline Henning Larsen's' broad approach to Urban Design and Masterplanning and our understanding of the primary scope elements for which we have assembled our team and the primary responsibilities of each of the team member will have relative to each of these scope items.



Downsview Framework Plan - the Runway Across Seasons
Toronto, Ontario, Canada — Henning Larsen



Quayside - Public Realm Analysis
Toronto, Ontario, Canada - Henning Larsen

3.2 Project Approach

A Collaborative Approach

Our Master Planning Approach

The planning and transformation of large urban areas such as SMO has a decisive effect on the entire cycle of how we live, work, and interact with each other. Designing a master plan with attention to human scale is a key factor to ensure that cities are walkable and therefore conducive to activity. Our design approach to master planning is rooted in uncovering the best qualities of the local environments and cultures, unleashing hidden contextual potentials as both heritage buildings and social capital.

Likewise, our approach to the Master Planning process is rooted in our experience delivering high quality design for Clients and Stakeholders across the globe. We have learned that the project's success depends in large part on the success of the design process in facilitating dialogue across disciplinary boundaries. This starts with an internal engagement strategy that recognizes the spectrum of needs, goals, and motivations of the Client, stakeholders, and the communities in which we work, and then translates them into a vision for built form.

Listen and Lead: Boundaries for a Collaborative Process

The collaboration of all members of the client and design teams— real estate and economic advisors, community engagement facilitators, architects, landscape architects, sustainability specialists, engineers, and other consultants— is critical to the success of the project. We work to ensure this success with a methodology that is based on direct and respectful communication and collaboration from start to finish. This methodology defines 4 key phases to develop a cohesive narrative and technical proposal: Discover, Strategize, Iterate and Showcase.

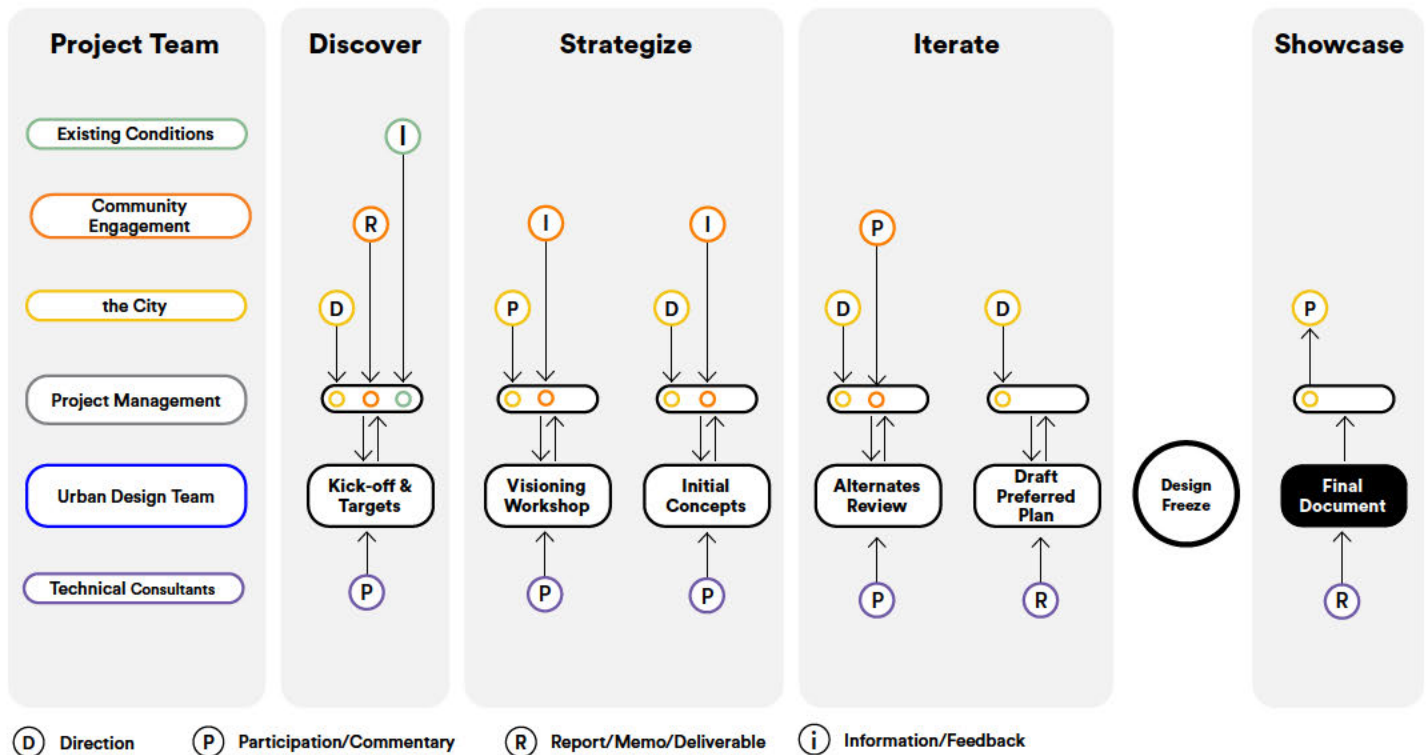
We've also learned that this method requires a specific approach tailored to the unique structure of each Client Team, community and context. In the case of SMO, we understand that the City will guide decision-making while

coordinating various consultant groups charged with the 3 larger over-lapping elements of scope outlined in the RFQ. A key part of our team's scope will be centered on project management & team coordination. Henning Larsen will lead a clear, orderly process; maintain the same key team members throughout the entirety of the project; and work to build the vision and logic of design and planning through clear writing, speaking, diagramming, drawing, and both physical and digital modeling.

While we understand that a detailed schedule and workplan will be developed in conjunction with the City when appointed, the following page describes a schematic process and methodology that are informed by our prior success in shepherding the Downsview Framework project through an engaging and iterative process. Critical to such a process will be coordination of input and feedback to support timely decision making and information flow.



Etobicoke Civic Center—Toronto, ON, Canada
Regular engagement with communities and stakeholders, as seen here for the design of the Etobicoke Civic Center with Partner Michael Sørensen, is foundational to our design process.



Discover: Identifying Main Priorities

Our design process starts with a thorough review of existing documentation, and a contextual overview of site conditions, previous planning work and other key constraints and opportunities. This will be done through various site visits, and a thorough review and analysis of the material compiled within the Existing Conditions report prepared by others during the first scope of work and any initial outreach and engagement feedback that may have already been provided. At our Kickoff & Targets Workshop, together with the client and other collaborators, we seek to identify the key strategic goals that the design needs to resolve.

Strategize: Advancing a Strong Identity

Building upon existing information and the proposed targets, the goal here is to develop an emerging narrative that will guide the rest of the process. This story-telling approach will reconcile a vision and main design concepts/strategies that achieve the project goals. During this phase of work the team will also identify key variables and alternatives to be studied further during the next phase.

Iterate: Data-Driven and People Oriented Design

Once a vision and initial concepts are established, the next stage is a thorough and creative exploration of possible design and technical solutions. At Henning Larsen, we guide this process coupling a strong understanding of data-driven

solutions with an acute sense of scale and ground floor experience. We will work simultaneously across scales and viewpoints to propose design scenarios that can achieve and properly communicate the project's objectives at the plan and eye level. Leveraging computational design tools and data will allow us to evaluate how iterations affect microclimates, density, mobility and access, financial feasibility, and support broader sustainability goals. This stage will include an exploration of alternatives using diagrams, text, 3d explorations, sketches, and ground floor views. During this process, the Client Team will choose among the proposed alternatives to finalize the plan and provide a Design Freeze package based on the Preferred Alternate.

Showcase: Visualizing and Synthesizing for Effective Communication

The final stage is meant to compile a document that summarizes the Preferred Alternate through a project narrative outlining the conceptual vision, multi-disciplinary strategies, and provides imagery to support compelling communication. This final document also establishes the groundwork for next steps and the City's future development of a Specific Plan that builds upon the Preferred Alternate identified through this process and engagement with the City and the broader community.

3.3 Scope Understanding

Scope of Work

Project Scope Understanding

Primary Elements of Scope

Of the three scopes of work outlined by the City, this response to the RFQ is being submitted for Scope 3: *Scenario Planning and Identification of Preferred Scenario*. Henning Larsen would act as Lead Urban Designer and Project Manager for this scope, coordinating the efforts of the broader consultant team assembled for this submission. The following outlines each primary element of scope that we envisage our proposed team will engage in:

Project Management

The success of any complex planning effort depends on a well planned and coordinated process. Henning Larsen will provide project management for the proposed Scenario Planning process and partner with the City in developing, vetting and maintaining an overall work plan with clearly identified tasks, milestones and deliverables that are aligned with the City's broader time frame. As project manager, Henning Larsen will also coordinate the efforts of the broader team toward meeting the identified targets. Additionally, we will coordinate any interface and exchange with other consultants retained separately to the City for other elements of scope as required. We are well versed in helping our clients navigate through such complex multi-stakeholder visioning and planning efforts.

Scenario Planning and Urban Design

As the lead Urban Designer, Henning Larsen will spearhead this effort, in close collaboration with Studio-MLA on Landscape and public realm, and Raimi + Associates bringing local planning expertise. This effort will begin with a close review and analysis of both the existing conditions documentation, and the outcomes of the outreach and engagement efforts. We will collect information, create base files, and undertake our own site and contextual analysis. We will establish a common understanding with the City

of the challenges and opportunities on the site, confirm the key goals and objectives for the project, and from this identify key design drivers and principles that can guide our team, in collaboration with the city, to craft a high-level vision for the redevelopment. With this in hand, our team will proceed to identify and test a series of alternatives with respect to infrastructure, planning configurations, land-use, programming, density, and mobility for the City's review and evaluation against the criteria and principles that we collectively set at the start of the effort. Through this iterative process we will identify a preferred scheme.

In support of the above, HR&A will evaluate each scenario for financial feasibility, develop governance and funding strategies and provide regulatory and policy recommendations (see below under economic analysis).

Support of Outreach and Engagement

Assuming close overlap and exchange between the scenario planning effort and the outreach and engagement scope, we envision that our team will coordinate with the outreach facilitator to provide input and materials for discussion, as well as participate in outreach workshops and events as appropriate to allow our team to assist the engagement consultant, share our perspective, and to allow our team to hear the input of the community first hand to inform our work. In addition to Henning Larsen we would assume involvement of Studio-MLA, Raimi + Associates, and HR&A as appropriate and depending on the nature of the engagement effort and/or event. Henning Larsen, through our project management scope, will coordinate the required efforts and input of the consultant team as required in support of this role.

Park Planning and Programming

Parkland and open space is a key component of this exercise and will work hand in hand with the Scenario planning scope. Studio-MLA will lead the design and planning aspects

of this scope with support from Henning Larsen and Raimi Associates. HR&A will bring their deep bench of expertise to bear in informing the potential programming and leading the development of a broader business case for the park. They will help evaluate the feasibility of the various park scenarios, and identify policy alternatives and strategies for funding, operations, and maintenance of the park as an economically sustainable endeavor for the City. This analysis and programming will directly inform the interactive scenario planning exercises and evaluation above.

Transportation, Mobility and Connectivity Planning

Planning for mobility and access to and within the site as well as the coordination of various modes movement, from cars and pedestrians to bicycles and other means of micro-mobility, will be a critical to consider in relation to the iterative scenario planning. Buro Happold will lead this element of scope in collaboration with Psomas, the civil engineer, and the urban design efforts of Henning Larsen and Studio-MLA. Their efforts will begin with a review and analysis of existing conditions in and around the site and an identifying of opportunities to improve access and linkages. This effort will lead toward the development of key infrastructure and street R.O.W sections. These concepts for the street sections, which will serve as templates for potential future streets within the re-imagined airport will be developed hand-in-hand with Studio MLA as they are key components of the open space and public realm framework that will structure the future site.

Additionally, a thorough analysis of the existing and potential future car traffic volumes and project parking needs and ridership analysis will be undertaken to inform the programming and configuration of the site. All of this will be undertaken with a focus toward prioritizing pedestrians and pedestrian safety as well as support of movement and storage of bicycles and other forms of active mobility.

Infrastructure, Engineering and Utilities Planning

Psomas will spearhead out team's studies around infrastructure, engineering and utility planning. Existing utility inventories, research and analysis will be undertaken to understand capacities and future potentials for all major systems including water, sewer, electric and gas utilities, and storm water management, etc. This analysis will be utilized to determine opportunities of best practice, state-of -the-art sustainable approaches to infrastructure provision and synergies between various systems.

Buro Happold's sustainability group will work in close collaboration with Psomas in this regard to evaluate alternatives and to identify key opportunities for maximizing

sustainability with regard to utilities and specifically for water capture, treatment, and re-use in support the City's ambitious goals for the site. Additionally, Studio-MLA will bring their expertise in support of Psomas in looking at storm water management strategies such as the landscape-based integration of blue and green infrastructure. These various strategies will feed into and inform the overall urban design alternates being developed by the team. Lastly, HR&A will support and inform this effort with respect to identifying and thinking through infrastructure financing opportunities and approaches for the City's consideration.

Public Safety and Resiliency Planning

Henning Larsen and our proposed consultant team will coordinate as required with the City to understand all requirements for ongoing compliance with the Cities Emergency Operations Plans and ensure that planning proposals as developed through this process to maintain appropriate flexibility to support public emergency functions as deemed critical, including maintaining required vehicular access clearances and providing for required storage etc. as identified through workshops with the City.

Environmental Planning and Soil Remediation Services

Ramboll engineers included in our team for Environmental and Health consulting will spearhead environment planning and soils remediation services for this process. Their efforts will include review and analysis of the information gathered in the first phase of existing conditions documentation (by others), identification of potential liabilities and risks, and the forming of recommendations for future actions for the City's consideration. In addition, this analysis will inform the evaluation of the various alternative scenarios that the team develops.

Creative and Cultural Arts Integration

During the initial discovery and analysis phase of our work under scenario planning, our team will closely review the existing documentation and undertake our own site and context analysis to survey the broader context to understand existing cultural assets, and potential connections and partnerships that might enhance the planning vision for SMO. Likewise understanding the histories of place and the communities that call it home — particularly those that are underrepresented — is a critical effort as part of any holistic urban planning effort to help ground any development narratives as an outgrowth of the particularities of a given place and community. HR&A will also closely consider the integration of cultural and creative arts facilities as part of their broader market studies and advise on potential funding and implementation strategies for arts and culture integration.

Coordination with Historic Preservation Specialist

Henning Larsen and the broader design team will review all Historic Preservation surveys and assessments undertaken by others during the first phase of existing conditions documentation and integrate this information into the scenario planning, programming, and economic feasibility studies that our team undertakes. We have not, in this submission, included a dedicated historic preservation specialist on our team, under the assumption that this scope of work may be undertaken by the preservation consultant that the City appoints for the first phase of work. However, if requested we can include a separate specialized consultant in the next round of RFP submissions, should we be selected to proceed.

Economic Analysis

HR&A will lead this scope with input from the rest of the team as needed. Bringing both their knowledge of the local market as well as international best practices in urban development, HR&A will work hand-in-hand with the design team to inform the development of the scenarios and to evaluate and test the feasibility of the resultant development alternates. Their service will include preparing market demand analysis and preparing financial feasibility for each alternative to clearly communicate financial implications and trade-offs. Additionally they will analyze the existing airport tenancies and provide recommendations with regard to small business development, opportunities for joint development or public private partnerships, financing strategies, possible revenue opportunities and regulatory and policy approaches that can help support the long-term viability and economic sustainability of this future redevelopment at SMO.

Sustainability Analysis and Planning

Strategic thinking with regard to sustainability and resilience will be integrated across all scopes of work as outlined above and involve the support of the full team. However, Buro Happold will bring their special expertise and deep bench of international experience to bear in leading this effort. In steering this effort, Buro Happold will support the team and the City by crafting a guiding sustainability narrative early on in the process. Through this they will endeavor to clearly connect the dots of various efforts and strategies and to outline opportunities. From this narrative they will also provide a matrix by which to evaluate the various alternatives through a triple bottom-line sustainability lens in support of the City's stated commitments to environmental protection, economic vitality and social equity. This effort will also include evaluation of various methods of setting sustainability targets and gauging success,

including the potential of pursuing Living Community Challenge certification among others for discussion and evaluation with the City.

Quality Assurance and Quality Control

As part of the project management responsibilities, Henning Larsen will oversee and coordinate quality control within our design team. Henning Larsen is renowned for the quality of our work, attention to detail, and design execution. Critical to sustaining this quality is the employment of rigorous Quality Assurance and Quality Control (QA/QC) processes to help guide each of our projects whether at an architectural or urban design scale. We view this process as integral to how we structure our design process and how we ensure the quality of our deliverables as well as alignment with the project schedule and budget.

The QA process begins with the development, in conjunction with our clients, of a detailed and comprehensive workplan, and is realized through a series of regularly scheduled milestone QA/QC reviews and check-ins in order to ensure that the appropriate level of quality is present, that the project fulfils the requirements, and to identify any issues to be resolved. It also relies upon the establishment and maintenance of clear communication channels between the design team and the client, as well as internally between consultants within the design team.

This process will be primarily managed by Henning Larsen. Upon selection, in tandem with the crafting of a detailed workplan, we will develop a QA/QC process tailored to the specific characteristics of this project. QA/QC project phase reviews will be scheduled at key points within the timeline of the design process. In general, these reviews will be scheduled prior to the issuance of every submission including draft and final submissions of reports and technical documents. Depending on the particular submission this review may include only the work of the Henning Larsen or may also include the work of key subconsultants for review of coordination. In these reviews we primarily look for appropriateness of content according to phase, consistency, code compliance, technical soundness, as well as clarity of text, graphics and general organization of the documents.

Additionally, each deliverable and its review process will be logged and archived in a document control log prior to issuance as a record of decision making throughout the design process. Each QA/QC review will be undertaken through an interactive electronic environment for project

review, such as a Bluebeam Session, allowing for the tracking of comments and responses by multiple reviewers, as well as marking of completion and the archiving of the final documents as a record of the process. Within Henning Larsen, the QA/QC process will depend on the combined review both from the direct leadership of the design team as well as internal QA/QC reviewers who are not directly involved in the project. The peer reviewers from outside the direct design team, selected from senior staff within Henning Larsen, will be identified at the commencement of the project and kept abreast of project developments throughout the process.



Downsview Framework Plan — Toronto, ON, Canada
Henning Larsen

Staffing Rate Sheet

We aim to determine a preferred approach that best fulfills the promise of the site and aligns with the goals and priorities developed in consensus with the City of Santa Monica and its communities —



Santiago Orbea, Associate
Henning Larsen

Staffing Rate Sheet

Hourly Fees

Henning Larsen Architect / Masterplanner

Partner / Principal

Associate Principal

Senior Associate

Associate

Architect / Designer

Intermediate Designer

Designer

Intern

Senior Sustainability Expert

Studio-MLA Landscape Architect

President

Principal

Associate Principal

Director

Senior Associate

Associate

Project Designer

Studio-MLA Hourly Rates are subject to increase as of December 31, 2023.

Henning Larsen Hourly Rates are subject to change 1 January 2024.

Raimi + Associates Local Planner

Principal

Associate Principal

Senior Associate

Associate

Sr. Planner/Designer/Researcher

Intermediate Planner/Designer

Planner/Designer/Researcher

Graphics

Finance Director

Account Manager

Intern

HR&A Real Estate Consultant

Chair/CEO

Senior Advisor

Partner

Principal

Director

Senior Analyst

Analyst

Research Analyst

Admin

HR&A Hourly Rates are valid through December 31, 2023

Raimi + Associates Hourly Rates are valid through December 31, 2023

Buro Happold
 Mobility, Sustainability, Inclusive Design
 Process

Partner	
Principal	
Associate Principal	
Associate	
Senior Engineer / Consultant	
Consultant / Engineer 2	
Consultant / Engineer 1	
Junior Engineer	
BIM Technician / Senior Technician 1	
BIM Technician / Senior Technician 2	
BIM Technician 3 / Sr. Technician	

Any additional services required and requested by the client beyond the agreed scope will be paid for either by a pre-agreed additional fee or on a time and expense basis at the above hourly rates valid through May 2023. It is estimated the rates will increase approximately [redacted] per year.

Ramboll
 Environment & Health Consultant

Principal	
Principal Consultant	
Sr. Managing Consultant	
Managing Consultant	
Senior Consultant 2	
Senior Consultant 1	
Consultant 3	
Consultant 2	
Consultant 1	
Drafting	
Support	

Psomas
 Civil Engineer

Office Services	
Principal / Director	
Project Manager	
Sr. Project Engineer / Sr. Project Surveyor / Sr. GIS Specialist	
Project Designer / Professional Engineer / Project Engineer	
Planner / Assistant Planner / Expeditor / Senior Planner	
Civil Engineering Designer & Engineer	
Surveyor / Project Surveyor / GIS Specialist / Photogrammetrist	
Administrative & Project Assistant	

Field Services

Three-Person Survey Party	
Two-Person Survey Party	
One Person Survey Party	
Field Supervisor	

Special Equipment and Other Costs

3D Laser Scanning (Static)	
3D Laser Scanner (Mobile Mapping System)	

Rates are effective from October 1, 2022 – September 30, 2023.



Fælledby in Vejlands Quarter — Copenhagen, Denmark
Henning Larsen

The new neighbourhood merges traditional Danish urban and rural typologies to create a hybrid neighborhood that balances city and nature. Envisioned as 40 percent undeveloped nature, the Fælledby community illustrates how new developments can combine sustainable architecture and environmentalist principles to serve people and animals alike.

References

Our learning lessons and approach to the project will be specific to SMO and this community, but based on learnings and process from other successful masterplans and frameworks we have spearheaded —



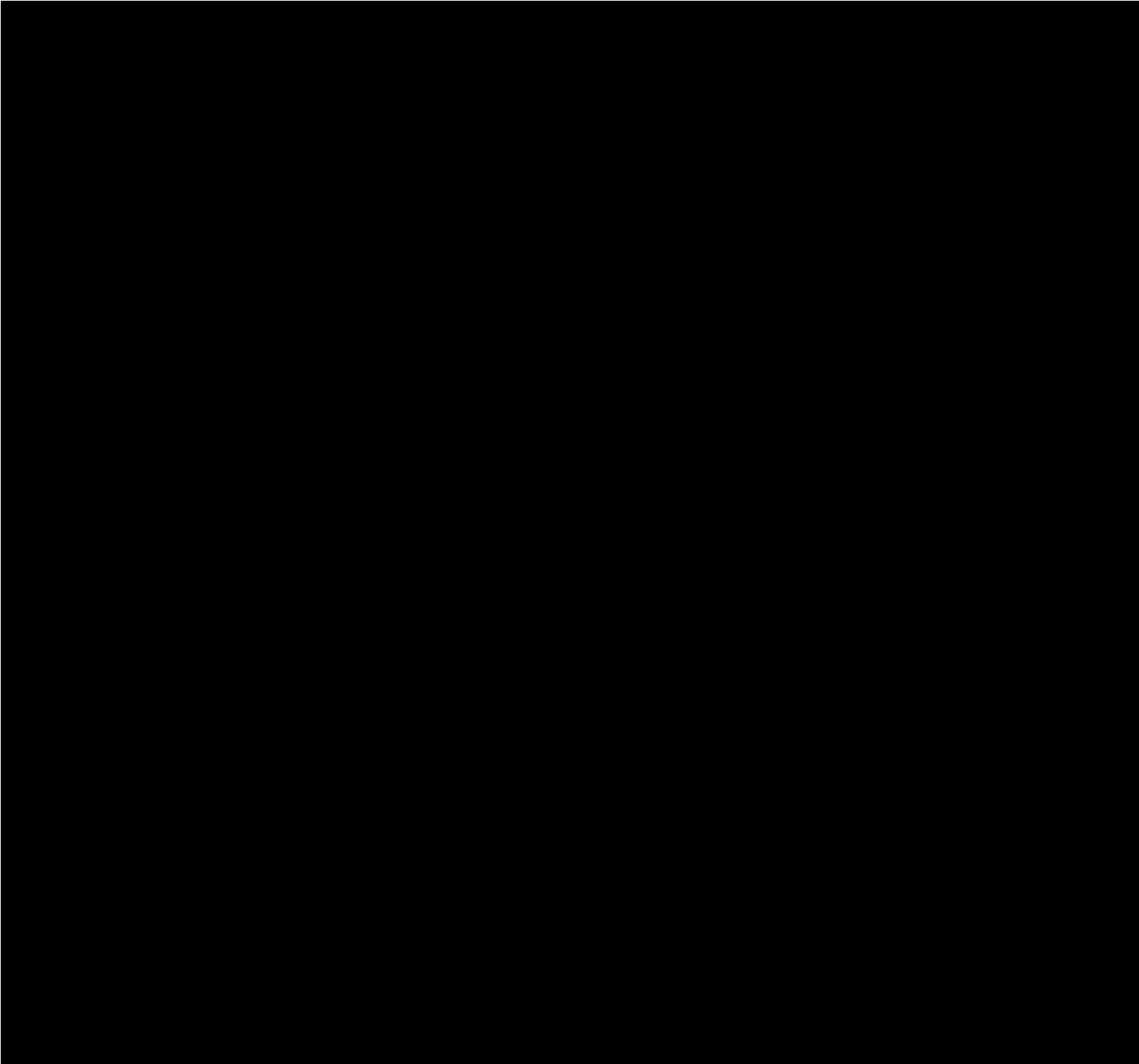
Sara Rubenstein, Principal,
CMD Americas
Henning Larsen

Relevant Projects

References

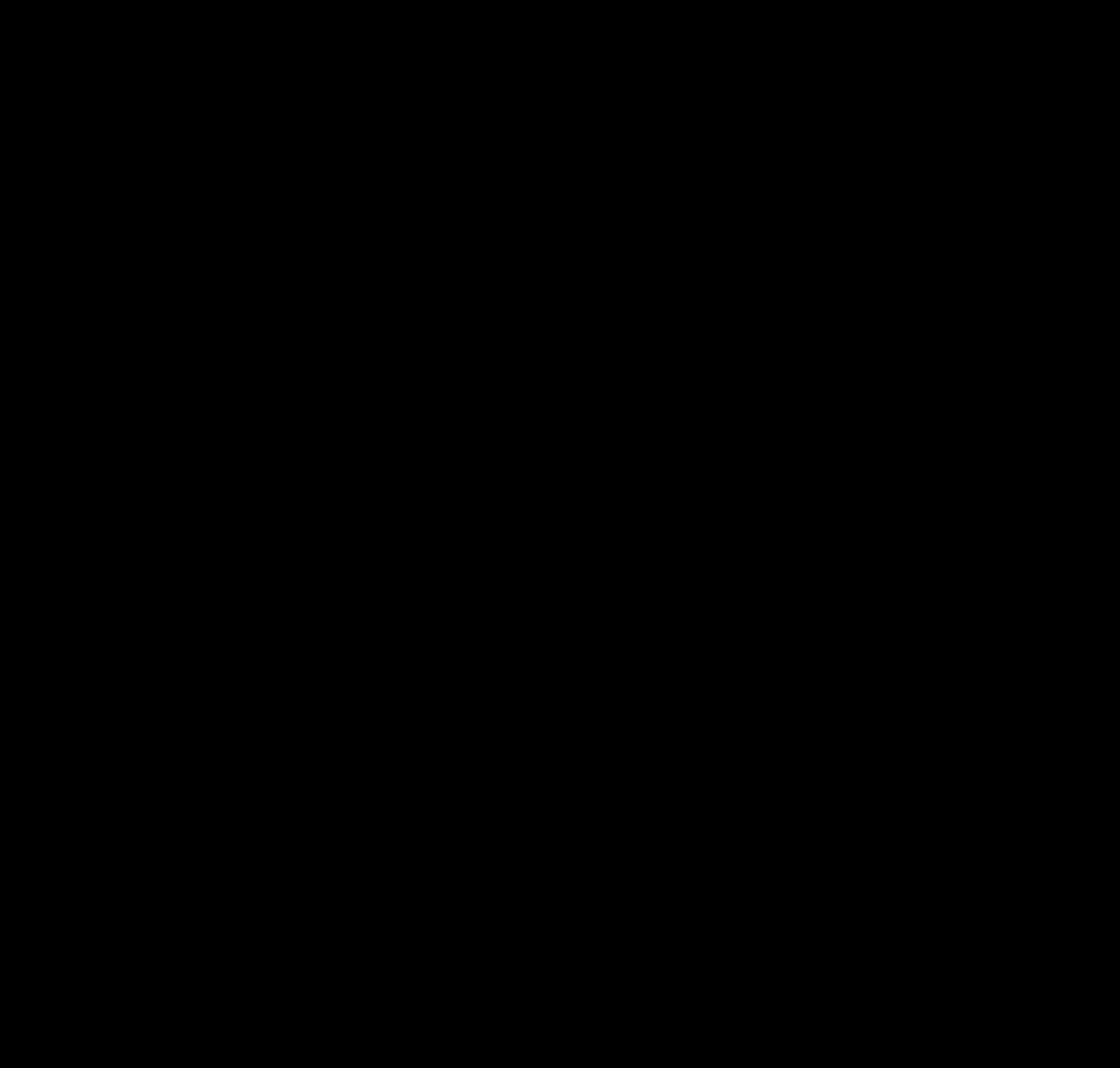
Henning Larsen
Architect/Masterplanner

Studio-MLA
Landscape Architect



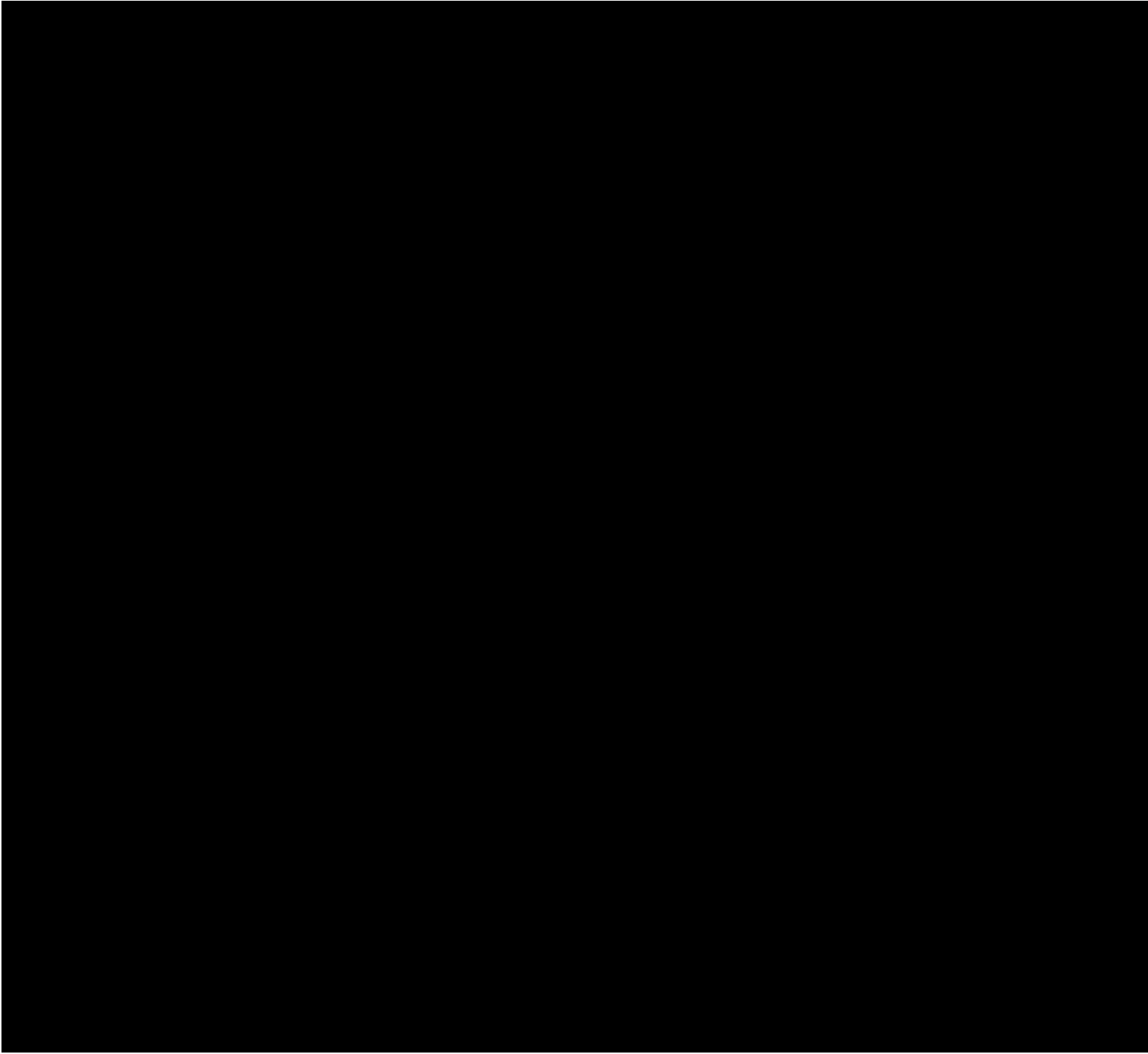
Raimi + Associates
Local Planner

HR&A
Real Estate Consultant

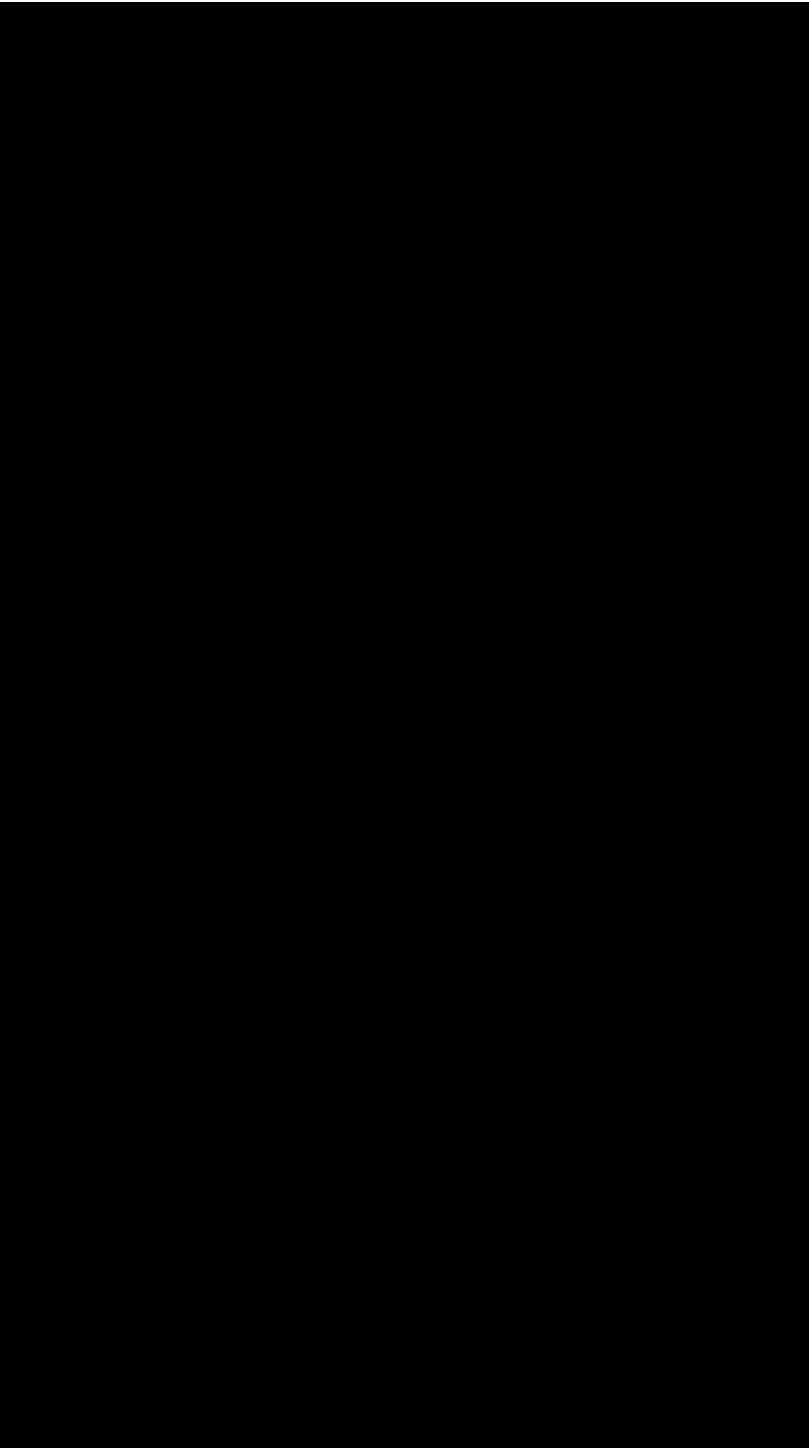


Buro Happold
Mobility, Sustainability, Inclusive
Design Process

Psomas
Civil Engineer



Ramboll
Environment & Health Consultant





Sub-consultant/ contractor

We bring together a talented group of exceptional co-creators and collaborators who we trust can navigate a project of this complexity and importance, together with us —



Amalia Gonzales Dahl,
Associate Principal
Henning Larsen

Studio-MLA (WBE, MBE, SBE, DBE)

Founded in 1995, Studio-MLA is a 45-person design studio that integrates landscape architecture, urban design, and planning to create places that inspire human connection, unite communities, and restore environmental balance. Advocacy by design is a foundation of our practice – a powerful tool to catalyze ecological and social change with inclusivity and authenticity.

Studio-MLA has a special interest in city park master planning initiatives in California that can create an ambitious framework to develop, restore, and maintain public parks to enhance the lives of many people, reflect community identity, and boost equity in local neighborhoods. Whether we are master planning the Great Park with the City of Irvine, transforming a decommissioned racetrack into the SoFi Stadium with over 25 acres of parks and open space, and converting a former parking lot into a park, in each project we skillfully balance the needs of client and community with an inclusive methodology rooted in engagement.

For more than 25 years, founder and president Mia Lehrer, FASLA has sparked the team’s inventive thinking to address complex relationships within urban and natural environments. From the master planning of cities to the design of intimate plazas and gardens, the studio is recognized for creativity, pragmatism, and responsibility across a range of scales and geographies. With offices in San Francisco and Los Angeles, our 45-person team includes landscape architects, designers, planners, botanists, and ecologists from around the world. Diversity and multiple perspectives add meaning to collaborations and value to outcomes. Together, we believe in the transformative power of design to recalibrate the natural and built environments that connect us.



Orange County Great Park Master Plan — Irvine, CA
Services: Landscape Architecture, Master Planning



Santa Monica Business Park — Santa Monica, CA
Services: Landscape Architecture

Advocacy by Design

At the forefront of landscape architecture, urban design, and planning, Studio-MLA practices 'Advocacy by Design'—a transformative model of mission-driven projects that develop solutions for the urgent climate threats and systemic social injustices of our generation. Maintaining this ethos has driven our firm's involvement in non-traditional projects that shape cultural and economic landscapes. Our work has led us to long-term client partnerships that often transcend traditional design projects. The results are highly resilient environments that blur the lines between museum campus and city identity - from grand entrances and gateways to intimate gardens and seating areas, walkways, spaces of respite, and places for gathering. Our approach is human-centric, site-specific, climate-appropriate, and grounded in a deep understanding of emerging research and collaboration trends in the field of landscape architecture.

SMO Airport Post-Industrial Redevelopment & Planning

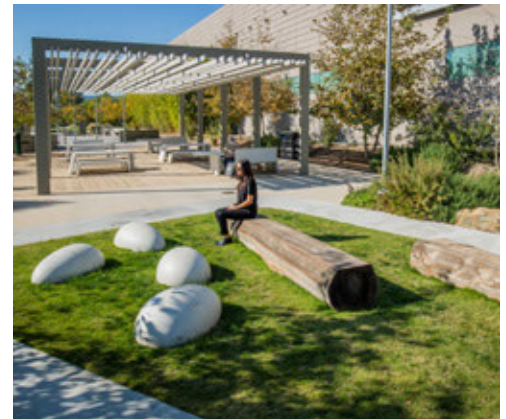
The waterfronts of Southern California are our inspiration. Our region's vast industrial infrastructure are public assets that represent incredible opportunities for transformation. Central to our regional identity and for the amenity of Santa Monica's residents, the SMO Airport's incredible location at the Pacific Ocean and its scale make it a perfect place for a large public open space. This would be crucial to urban ecology and natural systems repair along the shoreline. What makes a waterfront park development world class? What common elements in planning, design, and execution create beloved, sustainable, activated, and multi-benefit parks that are capable of addressing the dangers of a changing climate? Studio-MLA understands Santa Monica's highly engaged community. We have been asking these questions and studying their solutions for more than 25 years. We understand development models, long term maintenance, and ownership scenarios will be key to the investigation.

Empowering Communities

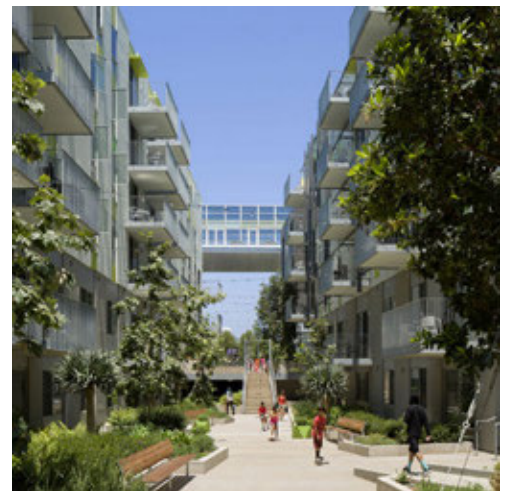
Working together we expect each project to prompt a unique design vision borne of the adjacent context, site histories, ecologies, and City aspiration. Our approach is human-centric, site-specific, climate-appropriate, thoughtful, and grounded in a deep understanding of the communities and context we are contributing to. We strive to execute a shared vision, to cultivate ecological strategies, and develop programming goals. We remain committed to innovative design, quality service and the process of collaboration. We employ participatory strategies to harness knowledge, engage and empower communities, and establish stakeholder champions for a plan's long-term success. In Santa Monica, we have successfully navigated the Architectural Review Board (ARB) process over many projects through construction. We offer development partners, agencies, city staff, and community members different ways of responding to specific issues and help everyone understand the landscape, respond with ideas, and provide comments on alternatives.



Hollywood Park Redevelopment, SoFi Stadium — Inglewood, CA



Ishihara Park — Santa Monica, CA



"The Village" Ocean Ave South — Santa Monica, CA

Raimi + Associates

At Raimi + Associates, we are advocates, collaborators, organizers, and pioneers committed to creating healthy and enduring places. Over the years, we have served dozens of communities in California and across the nation as trusted advisors, skilled practitioners, imaginative problem solvers, and effective communicators. We help communities achieve their long-term visions by listening to and learning from ordinary people, partnering closely with our clients, and relying on our keen eye for place.

Our firm's planning and urban design expertise is complemented and informed by our focus on public health, equity, sustainability, and program evaluation. To address the complexity of communities, Raimi + Associates integrates a host of interrelated subjects — land use and design, sustainability and green building, public health and social equity, and public engagement and visioning — into planning and social research efforts at a variety of scales.

Whether it's updating a City's comprehensive plan, developing health and sustainability objectives, creating a targeted neighborhood retrofit plan, guiding a project through the green building process, or generating a vision for a multi-jurisdictional corridor, we think holistically and examine the physical, environmental, health, and socioeconomic challenges of planning and design. This approach allows us to successfully develop, assess, and implement, community plans, implementation programs, community outreach strategies, and policy framework for the cities and communities we work in.

As a result of our dedication to the profession, Raimi + Associates regularly wins awards for our projects including multiple regional and state awards for comprehensive plans and community engagement. Additionally, Raimi + Associates was the recipient of the 2015 APA Award for National Emerging Planning and Design Firm due to our technical planning expertise, commitment to authentic community engagement, and emphasis on healthy, sustainability, and equity.



North Bayshore Precise Plan — Mountain View, CA
Services: Specific Plans, Neighborhoods Plans, Zoning Codes, Ordinances, Sustainable Development, Green Building Standards, Facilitation



Santa Monica Climate Action and Adaptation Plan — Santa Monica, CA
Worked with the City of Santa Monica and DNV-GL to outline an ambitious pathway to achieve carbon neutrality by 2050 and adapt to climate impacts, such as sea level rise and extreme heat.

Our work focuses on six practice areas are:

Comprehensive Planning

- General plans
- Comprehensive plans
- Community plans
- TOD plans
- Vision plans
- Strategic plans
- Zoning codes and ordinances

Urban Design + Area Planning

- Specific plans and neighborhood plans
- Master plans
- Vision plans
- Urban design studies
- Form-based codes
- Design standards and guidelines
- Transit-oriented development
- Corridor plans
- Design review
- Density evaluation/test fits

Public Health + Equity

- Health and environmental justice chapters of comprehensive plans
- Health in All Policies Initiatives (HiAP)
- Health Impact Assessments (HIA)
- Healthy development standards and implementation
- Environmental justice assessment and planning
- Health districts and healthy community plans

Sustainability + Climate Change

- Climate action plans (CAP)
- Climate resiliency and adaptation plans
- Sustainable development and green building standards
- Green building design assistance and LEED for Homes certification
- LEED for Neighborhood Development certification and EcoDistricts planning
- Sustainability master plans and elements of comprehensive plans

Evaluation, Assessment + Strategic Planning

- Formative and summative evaluation
- Impact evaluation
- Developmental evaluation
- Health assessments and needs assessments, including community health needs assessments
- Community health improvement planning
- Strategic planning
- Focus groups
- Survey design, implementation, and analysis

Engagement, Communication + Technical Assistance

- Community engagement plans
- Facilitation
- Education and training for planning, public health and sustainability
- Data visualization and infographics
- Website design
- Logos and branding
- Data dashboards
- Technical assistance to non-profits and cities
- Toolkits and guidebooks
- Grant writing



Moffett Park Specific Plan Update — Sunnyvale, CA
Services: Community Planning and Design, Urban Design, Community Engagement

Buro Happold

Buro Happold is a global, integrated, multidisciplinary consulting engineering firm that offers a complete range of services for the built environment, from individual buildings to campuses, and from neighborhoods to regional plans.

Buro Happold Cities

Buro Happold Cities is the strategy consulting and infrastructure engineering arm of Buro Happold. The Cities discipline provides strategic planning, project management, and analytical services to a diverse range of public- and private-sector clients worldwide—bringing together planners, economists, engineers, urban designers, real estate professionals, and demographers to tackle urban development problems that represent “the built environment” at its broadest scale. It provides expertise in economic development, urban regeneration, master planning, resiliency, infrastructure planning, land use, and governance and operations. Buro Happold follows an evidence-based planning approach that ensures tailor-made and highly effective solutions to today’s multi-layered urban issues.

The firm’s appreciation of the various city drivers and enablers—social, economic, resource, infrastructure, and political—allows the firm to support decision makers by providing a complete picture of the planning context and devising a unique approach to delivery. Drawing on local and international experience of best practices, staff work with clients to identify suitable strategies and programs to meet current and future challenges. In addition to more traditional analytic assessments, the firm prides itself on planning and then delivering unique, highly visible, and complex projects hand in hand with its clients.

Buro Happold will provide the consulting on resilience, sustainability, mobility, inclusive design and work closely with the team to inform adaptive reuse strategies, support building condition reviews, energy and water strategy development and sustainable infrastructure solutions.



Verdugo Wash Visioning Plan — Glendale, CA
Services: Biology, hydrology, mobility and sustainability consulting

150+
PROJECTS IN
SOUTHERN
CALIFORNIA

2
AIRPORT TO
PARK REUSE
PROJECTS

1st
LA
COUNTYWIDE
SUSTAINABILITY
PLAN

Experience in Santa Monica

Buro Happold has significant experience with projects in the City of Santa Monica, and is familiar with the regulatory process, and has strong ongoing working relationships with a variety of stakeholders. Projects include Tongva Park, the Living Building Challenge designed City Hall East, renovation of City Hall, City Yards Redevelopment, Saint John’s Health Center Campus Master Plan, and several new construction mixed-use developments.

Mobility

Buro Happold's approach is rooted in the understanding that mobility is about access. While mobility is a complex network of overlapping systems, increasing mobility is never the primary goal. Rather, mobility is a means to achieving other goals, often related to economic development, equity, and climate, among others. This is at the core of the Buro Happold Cities Group service offerings – integrating mobility solutions that are flexible and adaptive to help the communities we work in, and the clients we work with, achieve their broader goals.

Our mobility work incorporates best practices and cutting-edge research, technical analysis, and dynamic and responsive solutions that address current trends while anticipating future needs, technologies, and uncertainties. Our approach centers the user experience and guides a project from inception to implementation while staying true to the original vision. The result is a more interconnected world that increases access and enriches lives. Through these efforts, we help our clients realize more resilient and equitable futures through three main mobility service areas: Systems and Analytics, Design and Planning, and Vision and Policy Plans.

Resilient Infrastructure

Planning for an increasingly disruptive future is critical to maintaining services and to protect the well-being of those who work and visit the campus. A forward-looking approach to campus design ensures that systems are designed to manage the projected more intense and frequent climate hazards, from extreme heat to flooding. Buro Happold has developed resilience analyses that support clients in understanding projected climate change, the vulnerabilities to physical infrastructure and to populations, and the strategies to address and plan for these impacts.

We will collect the best available climate data and projections for the site, and review related hazard mitigation reports, to inform which hazards are the greatest concern for the campus. Next, we will outline the impacts of these different hazards on different infrastructure systems. The initial vulnerability assessment will be the foundation that will help identify the needed interventions and strategies to ensure a resilient campus infrastructure. Resilient strategies will need to take into account reliability of services, flexibility of systems, and adaptive pathways over time. Core to the Buro Happold approach is our combined expertise in sustainability and resilience and our understanding of the importance of an integrated planning process.

Inclusive Design

Accessibility is determined by the way the built environment is designed, constructed, managed, and maintained. Buro Happold's Inclusive Design team understands how environments can have an impact on people and because of this we advise and guide design strategies that can allow all people to go about their daily lives without undue effort or exclusion. Inclusive design offers more than compliance with ADA measures – it offers a quality of experience for all. Our aim is to deliver elegant, cost-effective and flexible solutions which meet the needs of a wide range of users, fulfil current social legislation and complement the aspirations of clients and architects, improving the quality and accessibility of the built environment.

Our specialist team wrote the book on inclusive design and therefore are unparalleled in their ability to provide pragmatic advice on a range of practical and economic measures to improve usability, service delivery and facilities. Neil Smith, Head of Inclusive Design at Buro Happold, is one of the Mayor's Design Advocates for the City of London and has influenced and shaped planning policy, building regulation and good practice guidance. He and our team helped write the recently published book *Design of an Accessible and Inclusive Built Environment - Code of Practice*.

When designing for Inclusive Design, we take into account potential social, cultural and community users to provide an inclusive environment suitable for diverse user groups, including disabled people, older people, carers, people of diverse faiths and parents with young children. Where a single design solution cannot accommodate all users, our aim is to provide as much choice and flexibility as possible. Our team is well versed in applying the principles of inclusive and barrier-free design in a wide range of projects, including:

- Cultural Buildings
- Offices
- Urban Infrastructure Schemes And Transport Systems
- Mixed-Use Led Developments
- Stadia
- Multi-Family Residences And Hotels

HR&A

HR&A Advisors, Inc. (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. We are a mission-driven group of analysts, planners, and policy experts who care deeply about the future of cities, with offices in Los Angeles, New York, Atlanta, Dallas, Raleigh, and Washington DC; a presence that allows us to serve clients all over the world.

HR&A has been working in the greater Los Angeles region since our founding over forty years ago, building deep experience in housing and economic development policy. In addition, we are on the ground collaborating with coalitions and community actors to shape a more inclusive, equitable future for Angelenos. Recent work includes the Santa Monica Affordable Housing Production Program Feasibility Analysis, supporting the City of Santa Monica Housing Element updates, California Dream for All Program, LA County Affordable Housing Development and Preservation Support, LA County Economic Development Delivery Strategy, and the LA County Broadband Strategy and Community Wireless Network Pilot.

HR&A advises public, private, and nonprofit clients to understand the value of their real estate assets and how those assets can contribute to their core missions. Exceptional places catalyze growth and strengthen communities, generating value for landowners, developers, surrounding businesses, and neighborhood residents. Our strategic guidance helps clients capture value and successfully implement projects through market analysis, financial feasibility analysis, project management, solicitation and transaction support, public financing strategy, and more. We have provided strategic advisory services for some of the most complex mixed-use, neighborhood, downtown, campus, and regional development projects in Santa Monica, greater Los Angeles, and across North America and abroad for over forty years.

HR&A has served more than 130 proposed and existing urban open spaces, parks, and park systems, including



Origin Park Benefits Case and Impact Analysis — Jefferson, IN
Services: Equity Assessment / Capital Planning / Economic & Fiscal Impact Analysis

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.

HR&A provides the following services and deliverables:

- Programming, Funding, and Governance Advisory.
- Economic and Fiscal Impact Assessment.
- Equitable Park Development.
- Value Capture Strategies and Public-Private Partnerships.
- Business Planning.
- Program Design and Oversight.



Dedicated to balancing the natural and built environment, Psomas provides sustainably engineered solutions to public and private sector clients. As a full-service consulting firm, we help our clients create value by planning, designing, and delivering complex projects.

Markets served include transportation, water, land development, and energy with the following services offered:

- Civil engineering
- Survey and geospatial services including use of drones, 3D laser scanning and subsurface utility locating
- Site development engineering
- Transportation and traffic engineering
- Structural engineering
- Water and wastewater engineering
- Environmental planning and resource management
- Land planning and urban design
- Land use entitlements
- Construction management
- GIS consulting



University of California, Riverside Physical Master Plan — Riverside, CA

Psomas is a recognized leader and longtime proponent of environmental, social, and economic sustainability and brings a truly holistic approach to our practice and our projects. A founding member of the Institute for Sustainable Infrastructure (ISI), Psomas is committed to promoting a progressive standard of sustainability in both design and through company policy. We currently have over 100 staff who are ENV SPs (Envision Sustainability Professionals through ISI) and/or LEED APs.

The cornerstone of our business approach is to first focus on our clients' long-term needs and then direct our strategic growth accordingly. Our core strength is our multi-disciplined teams of experts—top-notch staff who produce award-winning projects for our clients through innovation, creativity, and cutting-edge technical expertise. Founded in 1946, Psomas provides services from offices throughout California, Arizona, Utah, and Washington.

Ramboll

Ramboll is a leading international engineering, design and consultancy company founded in Denmark in 1945. Today, Ramboll combines local experience with global knowledge, continually striving to achieve inspiring and exacting solutions that make a genuine difference to our clients and end-users.

Ramboll works closely with clients and key stakeholders to achieve appropriate, innovative and inspiring solutions that drives the betterment of cities and societies with a leading focus on sustainability and resilience.

Ramboll works across several market areas, the Group’s core competency lies in its ability to cover the entire project cycle, from due diligence, risk mapping and feasibility to design, site supervision, evaluation and monitoring. Our experts create sustainable solutions across Buildings, Transport, Water, Environment & Health, Architecture & Landscape, Energy and Management Consulting.

To maintain professional independence and ethical standing, Ramboll is owned by the Ramboll Foundation. This ownership structure is a guarantee of openness and transparency, and enables investment in research, education, and philanthropy.

Ramboll Environment & Health

One of the world’s leading environmental and health consultancies, Ramboll is trusted by clients to manage their most challenging environmental, health and social issues. We have established operations and worked extensively across North and South America, Europe, Africa and Asia Pacific. Among the business and industry rankings that have recognized us as a leading consulting and design firm are: Engineering News Record, Environmental Business Journal, Climate Change Business Journal, Environment Analyst, Edie and Verdantix.

We are leaders in:

- Air quality management
- Compliance and strategy



Playa Vista — Los Angeles, CA

300
GLOBAL
OFFICES IN 35
COUNTRIES

16,000
EMPLOYEES, 2,100
IN THE AMERICAS

\$2.25
Billion
REVENUE
GLOBALLY, IN
2020 ACROSS ALL
MARKETS

- Due diligence
- Impact assessment
- Litigation support
- Site investigation and remediation
- Sustainability

Our depth of expertise in health sciences sets us apart from our competitors. Many of our consultants have earned professional credentials relevant in their fields, such as engineering, industrial hygiene and scientific board registrations and certifications.

MIA LEHRER, FASLA

PRESIDENT | SENIOR DESIGN DIRECTOR



Mia Lehrer founded Studio-MLA with a vision to improve quality of life through landscape. She is internationally recognized for progressive landscape design, advocacy for sustainable and people-friendly public places, and catalyzing work for a climate-appropriate future. In recognition of her leadership in Los Angeles, she was invited to participate in The Getty Research Institute’s Overdrive: LA Constructs the Future exhibit. Mia has led the design and implementation of ambitious public and private projects, including the Hollywood Park Racetrack redevelopment and its new SoFi Stadium, the LA County Natural History Museum Gardens, Vista Hermosa Park, many higher education and campus projects, as well as many urban river-related projects. She has launched two non-profits to facilitate work that improves urban life and the environment. Among her recent accomplishments, Mia is the recipient of the ASLA LaGasse Medal, the Cooper Hewitt Smithsonian Design Museum’s 2021 National Design Award for Landscape Architecture, and the firm was recently named by *Fast Company* as one of the World’s Most Innovative Companies of 2023.

EDUCATION

Harvard University Graduate School of Design
 Master of Landscape Architecture
 Tufts University, Bachelor of Arts

ORGANIZATIONS

Los Angeles Parks Foundation Board, 2021-Present
 Los Angeles Department of Water & Power Commissioner, 2020-Present
 Walton Family Foundation, Northwest Arkansas
 Design Excellence Program, Selection Committee, 2020-Present
 Southern California Development Forum, Board Member, 2018-Present
 City of Los Angeles, Zoning Advisory Committee, 2014-Present
 US Fine Arts Commission, 2014-2018 (served under President Obama)
 Los Angeles-San Salvador Sister City Committee, 2005-Present
 Hollywood Design Review Committee, 2000-Present
 Landscape Architecture Foundation Board, 2010-2017
 City of Los Angeles, Mayor’s Design Advisory Panel, 2010-2013

RELEVANT EXPERIENCE

710 Broadway, Santa Monica, CA
 Aerospace Campus Master Plan, Pasadena, CA
 Amgen Headquarters, Thousand Oaks, CA
 Annenberg Community Beach House, Santa Monica, CA
 Arco Tiete Feasibility Study, Sao Paulo, Brazil
 Bakersfield Federal Courthouse, Bakersfield, CA
 Baldwin Hills State Park Master Plan, Los Angeles, CA
 Ballona Creek Master Plan and Trails Study, Los Angeles, CA
 Beverly Gardens Park Restoration, Beverly Hills, CA
 Burbank Downtown Specific Plan, Burbank, CA
 California EPA Headquarters, Sacramento, CA
 Campus at Playa Vista Master Plan, Los Angeles, CA
 Confluence Plaza, Los Angeles, CA
 Dodger Stadium Site Improvements Los Angeles, CA
 Fair Park Community Park, Dallas, TX
 First & Broadway Park (FAB), Los Angeles, CA
 Glendale Waterfront Greenway, Los Angeles, CA
 Hauser & Wirth, Los Angeles, CA
 Hollywood Park Specific Plan & Redevelopment, Inglewood, CA
 Hunters Point Vision Plan, San Francisco, CA
 Irvine Towers Business Park Restoration, Irvine, CA
 Ishihara Park, Santa Monica, CA
 John Anson Ford Amphitheater, Los Angeles, CA
 Jordan Downs Public Housing Master Plan, Los Angeles, CA
 LAFC Stadium, Los Angeles, CA
 LAX Airport Police Station, Los Angeles, CA
 LAX Bradley Terminal, Los Angeles, CA
 LAX Central Area Terminal, Los Angeles, CA
 LAX Century Cargo Complex, Los Angeles, CA
 LAX Landscape Development Guidelines, Los Angeles, CA
 LAX Landscaping Improvement Program, Los Angeles, CA
 Los Angeles Federal Courthouse, Los Angeles, CA
 Los Angeles County Natural History Museum, Los Angeles, CA
 Los Angeles River Revitalization Master Plan, Los Angeles, CA
 Lucas Museum of Narrative Art, Los Angeles, CA
 Orange County Great Park Master Plan, Preview Park,
 and Western Sector, Irvine, CA
 Pitzer College Residential Life, Claremont, CA
 Robert Redford Conservancy for Southern California
 Sustainability, Claremont, CA
 San Pedro Waterfront Master Plan, Los Angeles, CA
 Santa Monica “X-Change” Business Park, Santa Monica, CA
 “The Village” Ocean Ave South, Santa Monica, CA
 SoFi Stadium & Lake Park at Hollywood Park, Inglewood, CA
 Slauson & Wall Mixed-Use, Los Angeles, CA
 Taylor Yard G2 River Park, Los Angeles, CA
 Tree People Center for Community Forestry, Beverly Hills, CA
 UC Irvine Naturescape Vision Plan, Irvine, CA
 Union Station Master Plan Forecourt & Esplanade, Los Angeles, CA
 University of Redlands University Village, Redlands, CA
 Vista Hermosa Natural Park, Los Angeles, CA
 Water + Life Museums, Hemet, CA
 Wilmington Waterfront Park, Long Beach, CA

PATRICIA AKINAGA, PhD, APA, ASLA

PRINCIPAL | PRINCIPAL-IN-CHARGE



Patricia Akinaga is a Brazilian-born landscape architect, architect, urban planner, and practice leader. For 25 years she has used her creative and analytical talents for urban parks projects, river revitalizations, reclaimed landscapes, cultural institutions, mixed-use developments, transportation plans, and campuses throughout the U.S., South America, and Africa. Patricia is multilingual, sensitive to nuance and diversity, and exemplifies effective cross-cultural communication. Her global background shapes her design approach and informs her advocacy for sustainable interactions between cities and nature. She lectures in the U.S., Ecuador, and Brazil and is a registered consultant with UNGM. Patricia earned a Master of Landscape Architecture from UC Berkeley and a PhD in Landscape Architecture and Environmental Design from the University of São Paulo. She is the Principal in charge of the Studio-MLA San Francisco office.

PROFESSIONAL EXPERIENCE

Studio-MLA, Principal, 2016-Present
 Patricia Akinaga Landscape Architects, President, 2004-Present
 Mia Lehrer + Associates, 2001-2004
 City of San Jose, Department of Parks and Recreation, 2001
 Hood Design Studio, 2000
 Isabel Duprat Landscape Architecture Office, 1996-1998
 Benedito Lima de Toledo Architecture Office, 1994-1995
 University of São Paulo, Dept of History of Architecture, 1992-1994

EDUCATION

University of São Paulo,
 PhD in Landscape Architecture and Environmental Design, 2014
 University of California, Berkeley,
 Master in Landscape Architecture, 2000
 University of São Paulo, Bachelor in Architecture, Landscape
 Architecture, Urban Design, Industrial Design, Graphic Design, 1995

PROFESSIONAL LICENSE

CAU (Brazilian Bureau of Architects and Landscape Architects),
 A24644-1

PROJECT EXPERIENCE

710 Broadway, Santa Monica, CA
 Anhembi Arena Masterplan, São Paulo, Brazil*
 Arco Tiete River Feasibility Study, Sao Paulo, Brazil
 Arts Matrix / 670 Mesquit, Los Angeles, CA
 Belmont Elementary School 36, Los Angeles, CA
 Bem Morar Housing, Luanda, Angola*
 Bay Meadows 'The Morgan', San Mateo, CA
 Buchanan Street Mall Concept Master Plan
 & Memory Walk Promenade, San Francisco, CA
 Cargo Way Railscape, San Francisco, CA
 Chuvisco Public Parks, São Paulo, Brazil*
 Crocker Galleria, San Francisco, CA
 Diamond Valley Lake Water + Life Museums, Hemet, CA
 Diamond Valley Wide Recreation Area Master Plan, Hemet, CA
 Federal Police Headquarters Plaza, Brasília, Brazil*
 Fair Park Community Park, CA
 Guarapiranga Reservoir Waterfront Plan, São Paulo, Brazil*
 Hunters Point Vision Plan, San Francisco, CA
 Jequitiba State Park Master Plan, Sao Paulo, Brazil*
 LACCD Harbor College Arts Courtyard, Los Angeles, CA
 LACCD Mission College Gateway, Los Angeles, CA
 Levi's Plaza Revitalization, San Francisco, CA
 Low Income Housing, State Housing Department, Brazil*
 Met Lofts, Los Angeles, CA
 Miguel Contreras High School, Los Angeles, CA
 Mine Closure and Reclamation Plans, Angola*
 Neoquimica Ecological Urbanism Study, São Paulo Brazil*
 Oswaldo Cruz's Museum Park, São Luiz do Paraitinga, Brazil*
 Riverfront Plan Studies, Lima, Peru*
 Rui Barbosa Museum, Rio de Janeiro, Brazil*
 San Francisco do Conde Waterfront Plan, Bahia, Brazil*
 Santee Court, Los Angeles, CA
 Serendra Mixed-Use Development, Manila, Philippines
 Silverwood State Park, San Bernardino, CA
 Staples Center Open Space Assessment Study, Los Angeles, CA
 Subway Terminal Building, Los Angeles, CA
 The New de Young Museum, San Francisco, CA*
 Vista Garden Condos, Sorocaba, Brazil*
 World Cup Street Improvements, Salvador, Bahia, Brazil*
 Yerba Buena Lane, San Francisco, CA*

* Project work completed at previous practice

RESEARCH PAPERS/PUBLICATION

Akinaga, P., Lehrer, M., Kadaouchi, R. Designing for Resilience:
 A Collective Approach, Tailing Dams.
 Akinaga, P., Morinaga, C., Pellegrino, P. The Case of the Sapé
 Favela and the 28 Linear Park Project: A Conflict or Solution?
 Akinaga, P., Medeiros, A. L. S.; Seckler, J.; Carvalho, C. S. R.;
 Galvez, M. F. R.; Costa, F.; Kubo, M.; Cavalini, N.; Moreira,
 G. J. A. Rui Barbosa Museum Gardens, A Historic Garden
 Preservation. 1. ed. Rio de Janeiro: Darcy Ribeiro Foundation,
 2017. v. 1. 166p
 ENEPEA Conference, co-speaker with Walter Hood, "The
 Landscape Design of De Young Museum, Hood Design"

BENJAMIN FELDMANN, PLA, WEDG, LEED AP

PRINCIPAL | LEAD LANDSCAPE ARCHITECT



Ben Feldmann is a landscape architect and urban designer with over twenty years experience who integrates ecologically sound, system-based thinking into his work. As a Principal at Studio-MLA, he spearheads many of the firm's public-realm oriented projects and provides oversight and leadership on design and planning in the studio. Striving for resilient communities and urban regeneration, he seeks solutions with environmental synergies between built, social and natural spheres. Ben has both collaborated with multi-disciplinary teams for urban development and led the conceptual design for open space, streetscapes, and urban regeneration projects. More recently, Ben has led the planning and design for the improvements at Los Angeles Union Station for Metro, BRT Corridor and complete streets planning in East Los Angeles for City of Los Angeles, and provided master planning strategy, site planning, urban design and landscape architectural design for sites in conjunction with LAX Airport for Los Angeles Worldwide Airports (LAWA).

PROFESSIONAL EXPERIENCE

Studio-MLA, Principal, 2010-Present
 USC Lecturer, Landscape Architecture Studio, 2017
 Perkins + Will, Senior Urban Designer, 2008-2010
 BVF Designs, Independent Consultant, 2006-2010
 Institute of Urban and Regional Development,
 University of California Berkeley, Consultant, 2007
 Centro de Diseño Arquitectura y Construcción, Tegucigalpa, (CEDAC)
 Honduras, Instructor, 2004-2005
 Hellmuth, Obata+Kassabaum, Inc. (HOK), Associate, 2000-2004

EDUCATION

University of California, Berkeley, Master of Urban Design, 2007
 California Polytechnic State University, San Luis Obispo,
 Bachelor of Landscape Architecture, 2000

PROFESSIONAL LICENSE

California #5631

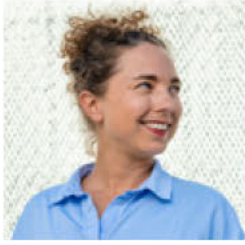
PROJECT EXPERIENCE

515 Sunset Blvd, West Hollywood, CA
 9176 Sunset Blvd, West Hollywood, CA
 Arco Tiete River Feasibility Study, Sao Paulo, Brazil
 Atwater Multi-modal Bridge, Los Angeles, CA
 Audrey Irmas Pavilion at Wilshire Blvd Temple, Los Angeles, CA
 BMO (formerly Banc of California) Stadium, Los Angeles, CA
 Camp Hess Kramer, Malibu, CA
 Downtown Burbank Specific Plan, Burbank, CA
 First & Broadway (FAB) Civic Center Park, Los Angeles, CA
 Harbor-UCLA Medical Center Expansion,
 Los Angeles, CA
 Hollywood Park Specific Plan, Inglewood, CA
 Hollywood Walk of Fame Renovation, Hollywood, CA
 John Anson Ford Theatres Renovation, Los Angeles, CA
 LAX Consolidated Rental Car Master Plan, Los Angeles, CA
 LAX Landscaping Improvement Program, Los Angeles, CA
 L.A. River Confluence Plaza, Los Angeles, CA
 L.A. River Restoration Study (ARBOR), Los Angeles, CA
 Marshall Elementary School Renovation, Glendale, CA
 MLK Magnet Core Park, Fresno, CA
 North Atwater Multi-Modal Bridge, Los Angeles, CA
 Northeast L.A. (NELA) Riverfront Placemaking Plan,
 Los Angeles, CA
 Nuevo Sur Mixed-Use Development, Monterrey, Mexico
 Pasadena Playhouse District Streetscape, Pasadena, CA
 Piggyback Yard Conceptual Master Plan, Los Angeles, CA
 Piggyback Yard Feasibility Study, Los Angeles, CA
 Santa Ana Riverwalk Corridor Feasibility Study, Anaheim, CA
 SoFi Stadium at Hollywood Park, Inglewood, CA
 Union Station L.A. Forecourt & Esplanade, Los Angeles, CA
 Union Station L.A. Master Plan, Los Angeles, CA
 Union Station L.A. Sustainability Strategic Plan,
 Los Angeles, CA
 USACE Ecosystem Restoration Study, Los Angeles, CA
 Wilshire Boulevard Temple Camp, Malibu, CA

AWARDS/COMPETITIONS

2022 AIA|LA, Building of the Year Award,
 Audrey Irmas Pavilion at Wilshire Blvd. Temple
 2022 AIA|LA, NEXT LA Honor Award,
 LAC+USC Restorative Care Village
 2021 Southern California Development Forum, Honor Award,
 Civic, Wilshire Boulevard Temple,
 2021 AIA|LA, Citation Award, Cityscapes,
 Hollywood Walk of Fame
 2021 North LAX Bowtie Campus Redevelopment, LAWA
 2021 Sunset Gateway Competition, City of West Hollywood
 2020 Sunset Strip Gateways Design Competition
 2019 Hensley Field Re-Use and Redevelopment Master Plan
 2019 Los Angeles Business Council,
 Grand Prize: BMO (LAFC) Stadium
 2018 Los Angeles Business Council, Design Concept Award,
 First and Broadway Civic Center Park

ASTRID SYKES, PLA, ASLA
SENIOR ASSOCIATE | DESIGNER



Astrid Sykes is a senior designer trained as an architect and licensed landscape architect. She approaches landscape design with a focus on artful expression and human experience, as evidenced by Santa Monica’s newly opened Ishihara Park. Her work expresses a commitment to bringing people together and the joy of the unexpected. She is driven to create memorable places through design. Astrid teaches landscape architecture at USC and advocates for design as a Board Member of the LA Forum for Architecture and Urban Design. She is currently leading the design for Puerco Canyon Master Plan and several transit-oriented developments along the Expo Line. Astrid earned her Master of Architecture from Ecole Nationale Supérieure d’Architecture de Paris- Belleville, and her Master of Landscape Architecture from UC Berkeley. She is based in our Los Angeles studio.

PROFESSIONAL EXPERIENCE

Studio-MLA, Senior Associate, 2008-Present
University of Southern California, Lecturer, 2016-2017
University of Southern California, Teaching Assistant, 2010-2011
Materials & Applications, Project Manager, 2007-2008
Sasaki Associates, Project Designer, 2006-2008
Cabinet d’Architecture Georges Bannette, 2003-2004

EDUCATION

University of California, Berkeley,
Master of Landscape Architecture, 2007
School of Architecture, Paris Belleville, France,
Bachelor and Master of Architecture, 2005

PROFESSIONAL LICENSE

California #6309

PROJECT EXPERIENCE

9001 Santa Monica Blvd, West Hollywood, CA
Blackbirds, Los Angeles, CA
BMO (formerly Banc of California) Stadium, Los Angeles, CA
Bowtie Nursery Parcel, Los Angeles, CA
Caltech Keck Institute for Space Studies, Pasadena, CA
Cumulus Mixed-Use Development, Los Angeles, CA
Disney Village Paris, Paris, FR
Faith and Hope Park, Los Angeles, CA
Grand Hope Lofts, Los Angeles, CA
Grandview Park Master Plan, Rancho Palos Verdes, CA
Hauser & Wirth, Los Angeles, CA
Holocaust Museum LA, Los Angeles CA
Ishihara Park, Santa Monica, CA
Ivar Park, Los Angeles, CA
La Peer Hotel, West Hollywood, CA
L.A. River Management Strategies for The Glendale Narrows
Feasibility Study, Los Angeles, CA
LAUSD Sustainable Schools, Los Angeles, CA
Los Angeles Federal Courthouse, Los Angeles, CA
Lower Hess Park Master Plan, Rancho Palos Verdes, CA
Lucas Museum of Narrative Art, Los Angeles, CA
Manual Arts High School Learning Garden, Los Angeles, CA
Natural History Museum West Wing Expansion,
Los Angeles, CA
Puerco Canyon Preserve Restoration, Malibu, CA
Saban Media Center, North Hollywood, CA
Soriano House, Los Angeles, CA
Taylor Yard G2 River Park, Los Angeles, CA
“The Village” Ocean Ave South, Santa Monica, CA
Thermal Property Master Plan, Indio, CA
Tri-City Park Master Plan, Placentia, CA
UCLA Mildred Mathias Botanical Garden Master Plan,
Los Angeles, CA
Ventura Botanical Gardens Vision Plan, Ventura County, CA

AWARDS/COMPETITIONS

2020 West Hollywood Gateway Competition, Finalist
2018 CA Association of Parks & Recreation, Ishihara Park,
2014 US Green Build Council-LA,
Sustainable Innovation Award

LECTURES/EXHIBITS

“The Future of Public Spaces,” SOM Thinker Series, 2018
UNAM Panorama, Semana de Arquitectura de Paisaje, 2018
“Museums Without Walls: Public Art and Public Space,”
ASLA National Conference, 2017
Institute of Landscape Architecture in South Africa,
Keynote Speaker, 2016
“From Oil to Water-Baldwin Hills/Ballona Creek”, USC, 2016

ORGANIZATIONS

LA Forum for Architecture & Urban Design,
Board Member, 2017-2019



WALKER WELLS AICP, LEED AP, EcoDistricts AP

PRINCIPAL

Walker Wells is an industry-leading expert in urban sustainability, green building, and renewable energy. He has 25 years of experience working with local governments, affordable housing developers, and non-profit organizations across the country to further sustainable development practices via technical assistance, charrettes, workshops, and developing public policy. He is a lecturer in green urbanism at the Claremont Colleges and the UCLA Urban Planning Program. Walker holds degrees from UC Santa Barbara and California Polytechnic State University San Luis Obispo, he studied at Lund University and Lund Polytechnic School of Architecture in Sweden.

EDUCATION

Fulbright Fellow, Sustainable Urbanism, Royal Institute of Technology Stockholm, Sweden 2015

Master of City and Regional Planning, California Polytechnic State University, San Luis Obispo, 1993

Bachelor of Arts in Environmental Studies and Sociology (Double Major with Honors) University of California Santa Barbara 1989

AFFILIATIONS & CERTIFICATIONS

LEED Accredited Professional and Certified Green Rater

American Institute of Certified Planners

Los Angeles Regional Collaborative for Climate Action (LARC) Executive Committee Member

Chair, LEED for Cities and Communities Working Group

EXPERIENCE

Raimi + Associates
Los Angeles, CA
Principal, 2018-present

Global Green USA
Santa Monica, CA
Executive Director, VP of Programs
1999-2018

City of Santa Monica
Santa Monica, CA
Associate Planner, 1998-1999

Gruen Associates
Los Angeles, CA
Senior Urban Designer, 1993-1998

City of Malmo
Malmo, Sweden
Urban Planner, 1990-1991

KEY PROJECTS

- **City of Huntington Beach Sustainability Master Plan (Huntington Beach, CA)**

Supported the creation of an internal City working group to identify and implement municipal sustainability strategies. Worked with the Environmental and Sustainability Board to define community sustainability priorities. Aligned the City's sustainability efforts with LEED for Cities for future certification.

- **Los Angeles County Sustainability Plan, Strategic Advisor | Los Angeles, CA (2017 - present)**

Providing technical assistance to the Los Angeles County Chief Sustainability Officer in development and implementation of the County's first ever Sustainability Plan. Analyzed the roles and authority of County agencies, identified best practices from other plans, reviewed the alignment of current County programs with UN Sustainable Development Goals and STAR Communities criteria. Assisted in review of goals, strategies, and indicators.

- **Los Angeles County Metropolitan Transportation Authority, Strategic Advisor | Los Angeles, CA (2019 - 2020)**

Prepared drafts of the equity, economic development, and livable neighborhoods sections of the sustainability plan; provided guidance on stakeholder outreach; and shared best practices from other sustainability efforts. Reviewed draft specific plans prepared through Metro grant funding to determine consistency with the Transit Supportive Development Toolkit.

- **Transform Fresno Stakeholder Engagement Plan | Fresno, CA (2019)**

Worked with City of Fresno staff and multiple community stakeholders to develop a 5-year plan for public outreach related to a \$75 million State of California Transformative Climate Communities grant. Outreach methods included interviews, neighborhood pop ups, community workshops, website updates, and an annual Transform Fresno Summit to showcase project progress and accomplishments.

- **Sustainable Chinatown | San Francisco, CA (2017-2018)***

Worked with a collaborative consisting of members of the City of San Francisco Planning Department, Enterprise Community Partners, and Chinatown Community Development Corporation to develop a strategy for communicating the concepts and benefits of sustainability to local residents and business people. This included research into the environmental and equity issues represented in historic Chinese culture and mythology, identifying iconic aspects of SF Chinatown culture, and ultimately identifying a series of themes related to health, community, and housing preservation.

**Indicates projects completed while serving as key staff at other organizations.*



SIMRAN MALHOTRA, AICP, ASSOCIATE AIA

VICE PRESIDENT | PRINCIPAL

Simran Malhotra, with a background in planning, urban design and architecture, brings a distinctive design perspective to all her projects leading to the creation of vibrant, attractive, and thriving places. She has authored plans for many types of urban environments, in particular, TOD/mixed-use districts, downtowns, historic and residential neighborhoods, commercial corridors, industrial areas, and educational campuses. These efforts have resulted in community-based planning and urban design innovations that have achieved notable implementation. For over twenty years, Ms. Malhotra's academic and professional interests have coalesced into an effective design and planning process, one that balances community concerns and objectives with market and financial feasibility. Her hands-on involvement in each project, with particular emphasis on generating and developing high-quality design, policy and regulatory documents, ensures that each assignment is completed to the highest level of client satisfaction.

EDUCATION

Graduate School of Design, Harvard
Master of Architecture in
Urban Design
University, Cambridge, MA

School of Planning and Architecture
Bachelor of Architecture
New Delhi, India

EXPERIENCE

Raimi + Associates, Los Angeles, CA
Vice-President, 2019 - Current
Principal, 2017 - Current

The Arroyo Group, Pasadena, CA
Principal, 2005-2017
Senior Associate, 2000-2005
Associate, 1995-2000

AFFILIATIONS & CERTIFICATIONS

American Institute of Certified Planners

American Institute of Architects,
Associate Member

Licensed Architect, India

California Planning Roundtable,
Member & Past Vice-President,
Operations and Past Vice-President,
Programs

American Planning Association,
Member

APA Urban Design and Preservation
Division, Member

APA Women in Planning Division,
Member

KEY PROJECTS

- **Marina Objective Design Standards (Marina, CA)**
Simran is leading the preparation of Objective Design Standards for the City of Marina to conform to recent housing legislation related to objective standards and streamlined project review.
- **Ventura Overlay Zones (Ventura, CA)**
Simran is working on the preparation of new overlay zoning districts to implement the recommendations of the City's Housing Element. The project includes working with the City's Design Review Board, local stakeholders, housing developers and advocates.
- **Indio Unified Development Code (Indio, CA)**
Simran led the effort for updating the City of Indio's zoning code to achieve consistency with the recently adopted General Plan. The project included creation of new zoning districts and updated review processes, as well as a single user-friendly Unified Development Code document.
- **Watsonville Downtown Specific Plan (Watsonville, CA)**
Working with City staff, an Advisory Committee, and a team of consultants, Simran is leading the preparation of Specific Plan for Downtown Watsonville. The Downtown Watsonville Specific Plan articulates a community vision for an active, 24/7 mixed use environment, and provides the regulatory framework for guiding development over the next 20-30 years.
- **Milpitas Objective Design Standards (Milpitas, CA)**
Simran was the Principal-in-charge for the preparation of Objective Design Standards for the City of Milpitas.
- **Palmdale Zoning Code (Palmdale, CA)**
Simran is the project manager for the Palmdale Zoning Code project which updates the City's development regulations to meet current best practices and in compliance with the newly adopted General Plan.
- **Palmdale General Plan Update (Palmdale, CA)**
Simran was the Principal-in-charge and project manager for the Palmdale General Plan Update project, which was recently adopted after extensive community engagement over 3 years.



CHRIS SENSENIG, AICP

SENIOR ASSOCIATE

Christopher Senseinig is a passionate urban designer dedicated to making meaningful places. Chris focuses his work on creating livable neighborhoods and increasing opportunities for participation and social interaction in the neighborhood landscape. At the outset of every project, Chris asks, "What will this project give back to the community?" Chris strongly believes that Walkability is the keystone for great communities. During his 17 plus years of experience, Chris has worked on a variety of projects including specific plans, street designs, master plan developments, zoning ordinance updates, feasibility studies, project entitlements and schematic design on architecture projects.

EDUCATION

University of California, Berkeley, CA
Masters of City Planning in Urban Design, 2005
Masters of Architecture, 2005

Washington University
St. Louis, MO
Bachelor of Arts, Architecture, 2000

AFFILIATIONS & CERTIFICATIONS

American Institute of Certified Planners (AICP)

EXPERIENCE

Raimi+Associates
Berkeley, CA
Senior Associate, 2018-present

MRED+D, UC Berkeley
Berkeley, CA
Faculty, 2020 - present

ConnectOakland.org
Oakland, CA
Founder, 2014-present

Gensler
San Francisco, CA
Senior Urban Designer, 2017-2018

Van Meter Williams Pollack
San Francisco, CA
Associate, 2005-2017

DCRP, UC Berkeley
Berkeley, CA
Lecturer, 2008-2019

KEY PROJECTS

- **Moffett Park Specific Plan (Sunnyvale, CA)**
Project Manager, Master Planner, Urban Design, Land-use Concepts
- **Milpitas Housing Overlay Zone (Milpitas, CA)**
Project Manager, Zoning Standards, Site Tests
- **Milpitas Objective Design Standards (Milpitas, CA)**
Project Manager, Objective Design Standards, Site Tests
- **Palo Alto Objective Design Standards (Palo Alto, CA)**
Project Manager, Objective Design Standards
- **North Bayshore Gateway Master Plan (Mountain View, CA)**
Project Manager, Master Planner, Urban Design, Financial Feasibility Studies
- **Beaverton Downtown Zoning Code Update (Beaverton OR)**
Zoning Code, Objective Design Standards, Implementation of Vision
- **River Road Corridor Zoning Code (Eugene, CA)**
Middle Housing Zoning Code, Objective Standards
- **Bay Fair TOD Specific Plan (San Leandro, CA)***
Project Manager, Financial Feasibility Studies, Design Standards
- **Metro Crossing - Warm Springs TOD Village Master Plan (Fremont, CA)***
Project Manager, Master Plan Design, Led team including 3 architecture firms, civil engineers + landscape architects, Streetscape/Open Space Design
- **North Bayshore Precise Plan (Mountain View, CA)***
Project Manager, Affordable Housing Strategy, Streetscape and Circulation
- **Mountain View El Camino Real Precise Plan (Mountain View, CA)***
Corridor Development Concept, Feasibility Studies, Design Standards
- **Hunters Point Shipyard D4D Document (San Francisco, CA)***
Lead Writer, Codify and adapt Sir David Adjaye's Vision into Standards
- **Nason Town Center Master Plan (Moreno Valley, CA)**
New 90 acre Town Center Master Plan, Visioning, Site Planning
- **RebuildPOTRERO - HOPE SF Redevelopment (San Francisco, CA) ***
Project Manager, Community Outreach Plan, Master Plan Design, Design Standards and Guidelines, Master Infrastructure Plan, Design Review

**Denotes projects completed while serving as key staff at other organizations.*



SAMI TAYLOR, ECODISTRICT AP

SENIOR SUSTAINABILITY PLANNER

Sami Taylor has an extensive background in sustainable policy and planning and brings with her nearly ten years of experience in a variety of sectors including local government and private institutions. With experience spanning each component of sustainability, she has coordinated the implementation of various sustainability programs and community engagement efforts. Her skill set includes quantitative greenhouse gas analyses, community engagement, green building code amendments, technical assistance, and LEED for Homes and Neighborhood Development certification.

EDUCATION

University of Southern California, Los Angeles, CA
 Master of Public Administration: Environmental Management and Land Use Policy,
 Certificate in Sustainable Policy and Planning

Oberlin College, Oberlin, OH
 Bachelor of Arts: Environmental Studies & Geology

CERTIFICATIONS

EcoDistrict AP (CA, Green Building)

EXPERIENCE

Raimi + Associates
 Los Angeles, CA
 Senior Sustainability Planner,
 2019-present

The Robert Group
 West Hollywood, CA
 Sustainability Planner

City of Arcadia
 Arcadia, CA
 Water Conservation Analyst

USC Office of Sustainability
 Waste Diversion Coordinator

KEY PROJECTS

- **City of Huntington Beach Sustainability Master Plan (Huntington Beach, CA)**
Supported the creation of an internal City working group to identify and implement municipal sustainability strategies. Worked with the Environmental and Sustainability Board to define community sustainability priorities. Aligned the City's sustainability efforts with LEED for Cities for future certification.
- **City of Ventura CARP (Ventura, CA)**
Prepared GHG forecast and completed quantitative analysis to determine the strategies and level of implementation needed to achieve GHG reduction targets. Planned and conducted virtual community engagement including online surveys and interactive Zoom workshops and assisted in the preparation for Planning Commission and City Council Study Sessions.
- **City of Beverly Hills CAAP (Beverly Hills, CA)**
Lead the development of GHG mitigation measures and the quantitative technical analysis of the impacts of the potential strategies across clean energy, buildings, transportation, water and wastewater, solid waste, and municipal sectors. Convened the CAAP citizen advisory committee to guide the CAAP development process.
- **City of Petaluma CAAP (Petaluma, CA)**
Prepared the City's 2019 community and municipal GHG inventories and forecast. Developed detailed GHG reduction action frameworks in the clean energy, buildings, waste, and water sectors to achieve the city's aggressive reduction target of carbon neutrality by 2030. Coordinated with the General Plan Update to integrate climate priorities and policies in the process.
- **City of Cupertino Electrification Reach Code (Cupertino, CA)**
Supported the development of an all-electric building reach code for residential and nonresidential new construction. Engaged with City commissions and facilitated workshops to gather input for new requirements. Prepared presentations, educational materials, final building code language, and California Energy Commission filing.
- **City of Arcadia Water Conservation Program (Arcadia, CA)***
Program Manager. Guided the City and utility through the worst of the 2015-2017 drought with nuanced water management policies and conservation programs. Prepared annual Water Quality Reports and updated the Urban Water Management Plan to reflect evolving conditions.

*Denotes projects completed while serving as key staff at other organizations.



Pronouns: She/Her/Hers

Candace Damon | Chair

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.

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 – 20

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.

Redevelopment Planning for the Sarasota Bayfront | For a 75-acre waterfront cultural district in Downtown Sarasota, assessed redevelopment options, helped the SBPO select a master plan design firm, oversaw implementation and financial planning for the district, supported governance and programming strategies, and supported the implementation of the plan's first phase, including the successfully creation of a new \$200 million tax increment financing district.

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.

San Diego Downtown Parks Implementation Master Plan | Supported the creation of a parks implementation master plan for the Centre City, including governance and funding of new and enhanced open spaces throughout the city.

Long-term Maintenance Strategy for Atlanta BeltLine | 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 | Completed a comprehensive Benefits Case and Economic Impact Study of the Restoring Pittsburgh Parks initiative, which received voter approval for taxpayer-funded investments in November 2019.

Funding Strategy for Silver Lake Reservoir Complex Master Plan | Oversaw development of a funding strategy for the Silver Lake Reservoir recreation complex and park improvements for the 117-acre complex. Evaluated the potential for value capture mechanisms; 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. 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 the 2,200 acre Freshkills Park. Led community outreach, financial and stewardship planning, financial projections and capital and operating budgets for a range of development scenario



Paul Silvern | Partner

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.

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

Select 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

Select Affiliations

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

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

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

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

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

Peer reviewed economic and financial analyses for the 1.89-acre proposed Frank Gehry designed mixed-use development project in the city. Quantified the net fiscal and economic impacts of the Project. Performed a peer review of the developer's Project pro forma to inform negotiations around the provision of community benefits. 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. 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. 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 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. Analyzed 14 different commercial and mixed-use development prototypes in the 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.

Fee Structure Analysis for LA County Parks and Recreation |

Conducted analysis of land market values and general market conditions and developed recommendations for updating the Quimby fee structure. 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 |

Studied real estate market and demand to determine a market-supportable program for a range of private real estate land uses. Managed the creation of a complex ground lease revenue model to estimate fiscal and financial revenue capacity; identified key implementation success factors.



Connie J. Chung, AICP | Principal

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.

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

Denver International Airport Real Estate Land Plan, Denver, CO | 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 | Advised on development implementation issues for the Cultural Terrace, a proposed 250-acre campus within the Orange County Great Park. Led development of case studies and reviewed basic operating characteristics for desired cultural uses and other potential commercial uses. 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. 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. The City issued an RFP for development proposals in March 2018.

I-5 Freeway Lid Feasibility Study, Seattle, WA | Led the real estate market analysis to understand supportable demand and absorption potential for a variety of uses on the proposed lid. 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 | 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. 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 | Developed a comprehensive funding strategy for capital investments and operations and maintenance funding. Quantifying the public benefits, from equitable access and improved connectivity as well as economic benefits, of the project. Established a management and governance strategy to inform long-term stewardship and maintenance. Renamed HUB404, the park's nonprofit is currently advancing planning and fundraising work.



Mara Basich-Pease | Senior Analyst

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.

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

Origin Park Benefits Case and Impact Analysis, Louisville Metro Region | Developed 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). Developed a business revenue model focused on revenue optimization for the organization. Developed final [Strategy Plan](#) with actionable next steps and strategies to implement business and governance recommendations over the next five years.

Buffalo Parks Unified Investment Framework | Developed an investment framework for the Buffalo citywide park system. Led development of a benefits case that qualitatively and quantitatively summarized the impact of the park system to the Buffalo region. 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.

Funding and Operating Strategy for the Zilker Park Vision Plan | Led analysis of funding and operations of the Zilker Park Vision Plan in Austin, TX. Projected a range of operating costs for the park system and evaluated potential sources of funding.

Saint Paul River Balcony Programming and Operating Strategy | Led 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. Projected operating costs based on development scenario, and developed an operating strategy that draws together funding sources with potential partnerships and governance models.

Kansas City, Kansas Rock Island Bridge Feasibility Study | Analyzed and quantified the impact and feasibility of the redevelopment of the Rock Island Bridge into a signature public park. Evaluated private partner Flying Truss' business plan for the Bridge and estimated the potential fiscal return to the County as a result of this investment.

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.



Julian Parsley PE LEED AP

Julian Parsley is a Partner in Buro Happold’s Los Angeles office, where he leads teams of consultants and engineers to deliver integrated engineering and sustainability across buildings, portfolios and master plans. A licensed mechanical engineer with 18 years of experience, Julian has delivered complex projects with ambitious goals across a range of sectors and scales. This work spans from high-performance buildings to sustainable master planning and strategic consultancy in climate action planning and decarbonization. His recent work includes the groundbreaking net zero energy Santa Monica City Hall East project – a \$60M public building that has achieved the Living Building Challenge Ready certification.

Other notable projects include the LEED Platinum Anaheim ARTIC Terminal which uses ETFE to reduce embodied carbon and energy consumption; a portfolio Operational Carbon Reduction Plan for UC San Diego; campus sustainable design guidelines for the University of Southern California; and consultation with the City of Los Angeles on their electrification code. Embodied carbon work includes building scale Life Cycle Analysis and portfolio embodied carbon strategy and policy development.

ROLE

Project Principal

POSITION

Partner

SPECIALISM

**Sustainability and
MEP Engineering**

QUALIFICATIONS

**Master of Engineering,
Mechanical Engineering (Hons),
University of Southampton**

ACCREDITATIONS

**Licensed Mechanical Engineer:
California (#35893)
LEED Accredited Professional**

BURO HAPPOLD

2004 – present

Key Project Information

Santa Monica City Hall East
Santa Monica, CA

Santa Monica City Yards
Santa Monica, CA

Orange County Great Park
Irvine, CA

SVCE Community Energy Resiliency Analysis, Planning and Support
Silicon Valley, CA

Santa Barbara Airport Terminal Expansion
Santa Barbara, CA

LAX Midfield Satellite Concourse Peer Review
Los Angeles, CA

LAX Midfield Satellite Concourse South
Los Angeles, CA

Anaheim Regional Transportation Intermodal Center
Anaheim, CA

Hollywood Burbank Airport, Concept Validation
Burbank, CA

UC San Diego, Scripps Institution of Oceanography, Physical Planning Study
La Jolla, CA

UC San Diego, Carbon Reduction Plan
San Diego, CA

MiraCosta Community College District, Facilities Master Plan
MiraCosta, CA

UC Riverside, Physical Master Plan Study
Riverside, CA



Sabrina Bornstein

Sabrina leads the climate resilience practice for the Cities team. She has over of 15 years of experience in local government, policy development, and the built environment. Having worked across sectors, Sabrina applies her knowledge of resilience, sustainability, and community economic development to each project. She supports clients in planning for a resilient, sustainable, and equitable future through climate vulnerability assessments, stakeholder engagement, and adaptation and resilience strategies.

Prior to joining Buro Happold, Sabrina served as Deputy Chief Resilience Officer for the City of Los Angeles, where she helped develop and execute the City's first resilience strategy. In this role, she represented Los Angeles in the 100 Resilient Cities Network and the C40 Cool Cities Network, collaborating with climate resilience leaders across California and the globe. Sabrina also worked in the Mayor's Office on energy policy with the Department of Water and Power, the largest municipal utility in the country, and led climate action planning work for the South Bay Cities Council of Governments.

ROLE

Project Manager/ Lead Resilience

POSITION

Principal, Head of Climate Resilience

SPECIALISM

Resilience Planning, Strategic Planning, Energy Planning, Sustainability Consulting

QUALIFICATIONS

Master of Arts, Urban Planning, focus on Community Economic Development, Affordable Housing, and Environmental Policy, UCLA; Bachelor of Arts, Urban Studies with a focus on Community Organization, Stanford University

MEMBERSHIPS

American Society of Adaptation Professionals (No. 2059); Alliance of Regional Collaboratives for Climate Adaptation

**BURO HAPPOLD
2019 - present**

Key Project Information

Santa Monica Mountains Resilience Plan Technical Support
Santa Monica, CA

City of Los Angeles Heat Action Plan
Los Angeles, CA

Los Angeles County Climate Vulnerability Assessment
Los Angeles, CA

SVCE Community Energy Resiliency Analysis, Planning and Support
Silicon Valley, CA

NYC Environmental Justice for All Report
New York, NY

Tuscon Climate Action and Adaptation Plan
Tuscon, AZ

West Hollywood Climate Action and Adaptation Plan
West Hollywood, CA

Global Covenant of Mayors (GCoM) Regional Climate Leaders
Region, US

New York State Resilient Infrastructure
New York, NY

Resilient Los Angeles*
Los Angeles, CA

South Bay Cities Council of Government Energy Efficiency Climate Action Plans*
Torrance, CA

Don't Waste LA*
Los Angeles, CA

*experience prior to joining Buro Happold



Francesco Cerroni

Francesco Cerroni has worked for the last 12 years researching, planning, and designing equitable mobility and sustainable transportation infrastructure worldwide. Throughout this time, he has learned how mobility can unite our society, allows for the socialization and sharing of ideas, and provide access to jobs, services, culture, recreation, and education. Francesco's approach to mobility aims to make our cities more equitable, help fight climate change, and ultimately improve our quality of life. His work has encompassed both the private and public sectors.

Before joining Buro Happold, Francesco was the director of Mobility in Chain offices in Moscow (2014) and New York (2016) and partnered with Audi on the "Future Urban Initiative," gaining insight into the impact of driverless technologies on the built environment. His expertise lies at the intersection of planning and design, with enthusiasm for future-focused solutions and innovative approaches to traditional methods. Graduating with honors in Architectural Engineering in Rome, after which he received a Masters's Degree in Urban Planning, Francesco is also an active member of the Urban Design Forum.

ROLE

Lead Mobility Designer

POSITION

Principal

SPECIALISM

Mobility

QUALIFICATIONS

Masters in Architectural Engineering (Honors), Sapienza – University of Rome; Grant for thesis abroad, Berlin, Germany; Erasmus Grant, Escuela Tecnica Superior de Arquitectura de Sevilla (Spain)

PUBLICATIONS

2011 Milan Legion Training Course for pedestrian simulation software; 2010 Functionoids in Berlin - publication for the Territorial Planning Department, University of Calabria; 2014 Spazio promiscuo on Doppiozero magazine <http://www.doppiozero.com/materiali/spazio-promiscuo>; 2015 The tropical metropolis; Article on "The Plan" International Architecture Magazine n 082

BURO HAPPOLD

2019 - present

Key Project Information

Verdugo Wash Corridor Visioning Plan
Glendale, CA

Update of Glendale Bicycle Transportation Plan
Glendale, CA

Google Downtown West San Jose Infrastructure Advisory
San Jose, CA

Ford Michigan Central Station Mobility Plan
Detroit, MI

High Line Extension Pedestrian and Traffic Study
New York, NY

Southwestern Medical District Green Spine
Dallas, TX

Bedrock District Infrastructure
Detroit, MI & Cleveland, OH

Bedrock Structural & Façade Assessment
Detroit, MI & Cleveland, OH

Little Island Visitation Study
New York, NY

Tencent Dachanwan Masterplanning Project
Shenzhen, China

North End Redevelopment Plan
Hoboken, NJ



Jonathan Hall BEng MSc

Jonathan is a People-Centred design expert with over 15 years of interdisciplinary industry experience specialising in people movement, fire engineering and inclusive design. This experience includes a number of years designing the Olympic Park in London from a user-centred perspective, including desire line mapping and pedestrian flow analysis for the Olympic and Paralympic Games and Legacy. He has also worked on the design for the wheelchair tennis venue within the Olympic Park (Eton Manor) and several other venues.

Jonathan leads a team of qualified Inclusive Design and Access Professionals with a wide range of backgrounds and expertise who will support the George Square project. The team operate at the forefront the sector with an intrinsic understanding of diverse user groups. They have a wealth of knowledge across a vast range of sectors, including master planning, transport connectivity, streetscape and urban realm.

The team are currently working across a large portfolio of building and masterplan work, including the Strand/Aldwych Public Realm Improvements, Olympia Redevelopment, Battersea Power Station and the new AELTC Masterplan and public realm. Buro Happold are also leading a major stakeholder consultation process for the new Oriol Eye Centre.

Buro Happold's Inclusive Design team are not just access consultants, but offer wider consultancy services around policies, training and procedures. Our team ensures that design recommendations can be easily managed by clients in fulfilling their obligations under the Equality Act for individuals of all protected characteristics. Combined with a range of relevant backgrounds and experience, the inclusive design team also promote social value and health and wellbeing (including technical authorship for the upcoming PAS: Design for the Mind), including close collaboration with disciplines such as sustainability and transport to ensure design advice is holistic and collaborative.

ROLE

Lead Inclusive Designer

POSITION

Group Leader

SPECIALISM

Inclusive Design

QUALIFICATIONS

**BEng Aerospace Engineering,
Southampton University
MSc Operational Research,
Southampton University**

BURO HAPPOLD

2011 - present

Key Project Information

Masterplan for the London 2012 Olympic and Paralympic Games and Legacy
London, UK

Folkestone Harbourside
Kent, UK

Britannia Development
London, UK

Student Castle Portfolio
UK

Refurbishment works
Bath/Bristol, UK

Dover Christchurch Academy
Kent County Council UK

Potal House School
Kent County Council UK

Worcester Royal Hospital
Worcester UK

Confidential Airport
West Africa



Cecilia S. Mokler, PhD, PE, LEED AP BD+C, ENV SP – Psomas

Senior Project Manager

Cecilia has over 24 years of engineering experience and has worked on an extensive array of projects for both public and private clients. For public clients, she has successfully managed projects based on Design-Bid-Build, Design-Build, and Integrated Project Delivery models. Her passion is developing thoughtful and elegant solutions for projects with “impossible” site constraints and challenges. She takes pride in designing functional and cost-effective improvements, paying close attention to constructability as well as aesthetics.

REGISTRATION

2008/CA/Registered
Evaluator/62254

2007/CA/Professional
Engineer/Civil/70585

EDUCATION

2015/MS/Construction
Engineering and
Management/Columbia
University, New York

2004/BS/Civil
Engineering/University of
Nevada, Reno

CERTIFICATIONS

Envision Sustainability
Professional/Institute for
Sustainable Infrastructure/

Qualified SWPPP
Developer/California Board
for Professional Engineers,
Land Surveyors, and
Geologists/C70585

Energy Management
Certificate/University of
Nevada, Reno/

LEED Accredited
Professional/U.S. Green
Building Council/

EXPERIENCE

With Psomas for 9 years;
with other firms for: 15
years

Experience

California Department of General Services, Fairview Developmental
Center – Costa Mesa, CA

NBCU Potable/Fire Water Master Plan – Universal City, CA

NBCU Reclaimed Water Master Plan – Universal City, CA

NBCU Sanitary Sewer Master Plan – Universal City, CA

NBCUniversal, Utility Atlas Maps and Network Models 2017 – Universal
City, CA

NBCUniversal, Universal Studios Hollywood Storm Drainage Master Plan –
Universal City, CA

NBC Universal, General Consulting Support Services – Universal City, CA

Mt. San Antonio College Circulation Plan – Walnut, CA

California State University, Long Beach, Utility Master Plan Civil Update
(2022) – Long Beach, CA

City of Cerritos, Sewer Master plan – Cerritos, CA

City of Cerritos, Reclaimed Water Master Plan – Cerritos, CA

NBCUniversal, Office Building Feasibility Study – Universal City, CA:

California State University, Northridge (CSUN), Equity Innovation Hub -
Detailed Project Program – Northridge, CA

California State University, Northridge, Affordable Housing Project –
Northridge, CA

California State University Northridge, Affordable Housing, Sanitary Sewer
– Northridge, CA

California State University Northridge, Sierra Annex - Feasibility Study and
Design-Build Programming Criteria – Northridge, CA

California State University, Northridge, Sierra Hall - Feasibility Study and
Design-Build Programming Criteria – Northridge, CA

Los Angeles Unified School District (LAUSD), 92nd Middle School –
Northridge, CA

Los Angeles Unified School District (LAUSD), 32nd Street/USC Magnet
School Modernization – Los Angeles, CA

Los Angeles Unified School District (LAUSD), Irving Middle School
Modernization – Los Angeles, CA

Los Angeles Southwest College (LASC) Student Services Activity Center,
Design-Build Programming and Criteria – Cerritos, CA

West Los Angeles College (WLAC) Heldman Learning Resource Center,
Design-Build Programming and Criteria – Culver City, CA



Ryan J. Lynch, PE, QSD, LEED AP, ENV SP – Psomas

Senior Project Manager

Ryan Lynch has 19 years of civil engineering experience focused on client and project management and communication. He has successfully managed projects that involve complex grading, drainage, and utilities solutions for campus projects including colleges, universities, studios, and theme parks. Ryan is a strong, tactful, straight-forward communicator with a dedication to his client's best interests.

REGISTRATION

2007/CA/Professional
Engineer/Civil/71441

EDUCATION

2003/BS/Civil
Engineering/University of
Southern California

CERTIFICATIONS

Envision Sustainability
Professional/Institute for
Sustainable Infrastructure/

LEED Accredited
Professional/U.S. Green
Building Council/

Qualified SWPPP
Developer/California
Stormwater Quality
Association and California
Construction General
Permit Training
Team/23983

EXPERIENCE

With Psomas for 7 years;
with other firms for 12 years

Experience

NBC Universal, General Consulting Support Services – Universal City, CA

California State Polytechnic University, Pomona, Kellogg Drive
Realignment - Safety Road Barrier System – Pomona, CA

University of California, Los Angeles, Hilgard Faculty Housing, Detailed
Design Program – Los Angeles, CA

City of West Hollywood, As-Needed Civil Engineering Design Services –
West Hollywood, CA

Santa Monica Community College District, Math and Science Building –
Santa Monica, CA

Santa Monica-Malibu Unified School District, John Adams Middle School
Modernization Phase 2 – Santa Monica, CA:

Santa Monica-Malibu Unified School District, Santa Monica High School,
Americans with Disabilities Act Ramp and Stairway Improvements –
Santa Monica, CA

Luxury Condominium Redevelopment, Trammell Crow Company, Santa
Monica, CA

Santa Monica College (SMC), Bundy Campus Development, Santa Monica,
CA

Shore Hotel, Santa Monica, CA



Hala Martinez Zahalan, PE, QSD, ENV SP – Psomas

Project Manager

Hala has over 15 years of civil engineering experience including underground utilities, infrastructure design, land development, pavement design, grading, and drainage design. She has worked on an array of projects for both public and private clients and has a proven track record of managing and delivering complex projects on time and within budget.

REGISTRATION

2012/CA/Professional
Engineer/Civil/79820

EDUCATION

2006/MS/Civil Engineering
(Water
Resources/California State
University, Los Angeles

2004/BS/Civil
Engineering/Lebanese
American University,
Lebanon

CERTIFICATIONS

Qualified SWPPP
Developer/Stormwater
Multiple Application and
Report Tracking
System/C79820

PROFESSIONAL AFFILIATIONS

American Society of Civil
Engineers

EXPERIENCE

With Psomas for 9 years;
with other firms for: 6 years

Experience

California Department of General Services, Fairview Developmental
Center – Costa Mesa, CA

University of California, Riverside Physical Master Plan – Riverside, CA
California State University, Long Beach, Utility Master Plan Civil Update
(2022) – Long Beach, CA

City of Cerritos, Sewer Master plan – Cerritos, CA

City of Cerritos, Reclaimed Water Master Plan – Cerritos, CA

North Orange County Community College District (NOCCCD), Cypress
College Utility Master Plan– Cypress, CA

North Orange County Community College District (NOCCCD), Fullerton
College Utility Master Plan– Fullerton, CA

Mt. San Jacinto Community College District, Infrastructure Master Plan -
Menifee Valley and San Jacinto Campuses– San Jacinto, CA

San Jose Evergreen Community College District Utility Master Plan– San
Jose, CA

University of California, Los Angeles, Hilgard Faculty Housing, Detailed
Design Program – Los Angeles, CA.

California State University Northridge, Sierra Annex - Feasibility Study and
Design-Build Programming Criteria – Northridge, CA

Los Angeles Unified School District (LAUSD), 32nd Street/USC Magnet
School Modernization– Los Angeles, CA

Los Angeles Unified School District (LAUSD), Irving Middle School
Modernization – Los Angeles, CA

Los Angeles Southwest College (LASC) Student Services Activity Center,
Design-Build Programming and Criteria – Cerritos, CA

West Los Angeles College (WLAC) Heldman Learning Resource Center,
Design-Build Programming and Criteria – Culver City, CA

Santa Monica-Malibu Unified School District, Santa Monica High School,
Utility Mapping – Santa Monica, CA

Camp Miller Feasibility Study– Santa Monica, CA

EDDIE ARSLANIAN

Principal/Southwest Business Unit Operations Director

Eddie Arslanian has over 25 years of professional experience in providing technical and management expertise in environmental consulting and engineering to help clients understand their environmental liabilities and evaluate their risks. His clients include law firms, financial institutions, insurance companies, real estate investment trusts (REITs) and commercial/industrial businesses. Eddie has designed, implemented and managed various phases of site characterizations, feasibility studies, remediation design and implementation, indoor air testing, health risk assessments and fate and transport studies at contaminated sites under the oversight of various federal, state and local environmental regulatory agencies. He has also managed and performed environmental due diligence of aerospace, biotech, chemical, manufacturing and healthcare facilities, nurseries, and multi-tenant and light industrial business parks as part of corporate mergers and acquisitions and commercial real estate transactions throughout the US, as well as in Europe and Mexico. As part of the due diligence process, he has evaluated environmental liabilities for subsurface contamination issues and compliance issues regarding air, wastewater, waste, and health and safety.

EXPERIENCE HIGHLIGHTS

- Evaluated environmental liabilities and remediation budgets of a former aerospace manufacturing facility in California under an extremely tight deadline involving various chemicals including radioactive wastes.
- Directed an RCRA Facility Investigation and Corrective Measures study of a tanker truck washing facility in southern California involving chlorinated solvents and pesticides. Corrective measures include the implementation of *in situ* ozone sparging, soil vapor extraction, and monitored natural attenuation.
- Assisted on redevelopment of a property in South Gate, California that was formerly used for concrete pipe manufacturing. Shortly after grading activities, several areas of chemical were encountered. To keep the project on track and avoid penalties for missed tenant pad deadlines, aggressive excavations were conducted to remove areas of chemical impacts.
- Provided litigation assistance in a case involving the standard of environmental due diligence and the amount of environmental reserve that should have been set aside for the remediation of a former industrial property in southern California that was to be converted to residential and commercial use.



CONTACT INFORMATION

Eddie Arslanian, PE

earslanian@ramboll.com
+1 213 943 6326

Ramboll
350 S Grand Avenue
Suite 2800
Los Angeles, CA 90071
United States of America

EDUCATION

MBA, University of Southern California, Marshall School of Business, 2005.

MS, Civil/Environmental Engineering, University of California, Los Angeles, 1996.

BS, Civil/Environmental Engineering, University of California, Irvine, 1995.

COURSES/CERTIFICATIONS

Professional Engineer (Civil) - California

Section 07

Santa Monica Business License

Should our Team be selected to work on the Santa Monica Airport conversion project, we will obtain a Santa Monica Business License.

