City of Santa Monica Airport Conversion

RFQ - SP 2461
MARCH 13, 2023

SASAKI

SASAKI

March 13, 2023

Peter D. James
Chief Operations Officer – Strategic Initiatives
Public Works Department
City of Santa Monica
1685 Main Street, City Hall East
Santa Monica, CA 90401

Dear Mr. James,

The City of Santa Monica has a once-in-a-lifetime opportunity to convert a large piece of infrastructure into open space, housing, and community programs. This is the single greatest opportunity for Santa Monica to tackle multifaceted issues all on one 227-acre site. On behalf of the team led by Sasaki, we are humbled by the opportunity to submit our qualifications to become your partners as we look to the future of Santa Monica's airport conversion. As an international interdisciplinary firm, we have worked with over nine cities across the globe to transition and test scenarios for airports into thriving urban hubs centered around open space.

To us, cities are defined by experiences, not a single building or a space. Rather, it is the collective memory created by an ecosystem of elements that keeps people coming back. The layered history of the Santa Monica Airport should be celebrated but also understood for the realities that come with aviation use. Sasaki is intimately familiar with the process of honoring the history of an airport, creatively overcoming the technical challenges, and ultimately building out development that can offset some of the capital costs associated with new public parks. From Athens, Greece, to Denver, Colorado to small communities in Canada, we know how to test scenarios on old airports to meet the needs of the city.

- Invest in Today to Fund Tomorrow
- A New Green Sponge for the City
- Using the Past to Design the Future
- A Vision Defined with the Community

To support Sasaki in answering these questions, we assembled a subconsultant team through the lens of Sasaki values: we seek firms who are collaborative, represent the many voices of the community, have direct experience with the site, and bring humility to their work. Having worked with many airport conversion projects, including DEN with Sasaki, **HR&A Advisors** (HR&A) brings their local and national expertise to create a robust and sustainable economic solution for Santa Monica. **The Robert Group**, brings a robust approach to outreach within Santa Monica. **Arup** will bring their expertise in transportation, infrastructure, cost estimaing, and energy planning. **Environmental Science Associates** (ESA**)**, will lead the conversion on historic reuse. **Atelier Ten**, who worked with Sasaki on the The Ellinikon Metropolitan Park at the decommisionsed Athens, Greece airport, will bring their expertise on sustainability. **Group Delta** will investigate soil contamination and explore creative ways to deal with remediation.

We are committed to working in Los Angeles and have established a presence here to better serve our west coast projects and clients, like the Santa Monica Airport conversion project. Our project manager, **Ruth Siegel**, has been working in Los Angeles for the past decade and brings local knowledge and understanding on how to manage, plan, and implement master plans. **Anna Cawrse** will be Sasaki's Principal-in-Charge. Anna brings over a decade of experience planning, designing, and building some of North America and Europe's greatest gardens and public parks. Anna has worked on three airport conversion projects. **Joshua Brooks**, urban design principal, knows how to test development scenarios while constantly evaluating them against open space metrics. Joshua has worked on the Denver International Airport non-aviation plan. Senior landscape architect, **Shuai Hao,** has ten years of experience and has worked on two of the most significant airport conversions in the world, the Athens Airport in Greece and the Longhua Airport in Shanghai. We are supported by a multidisciplinary bench of practitioners at Sasaki who are at the cutting edge of their respective fields of architecture, landscape ecology, planning and urban design, environmental graphic design, and community outreach.

We offer the collaborative strength of the firms on our team, our creative energies, and our extensive experience testing scenarios and converting airports around the world. We look forward to collaborating with you to execute a vision that has been in the making for years.

Sincerely,

Anna Cawrse, PLA, ASLA
Principal-in-Charge
Denver Office Director
720.776.4676 | acawrse@sasaki.com

Joshua Brooks, ASLA, PLA, AICP
Urban Design Principal
Denver Office Director
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CINCINNATI JOHN G. AND PHYLLIS W.
SMALE RIVERFRONT PARK

City of Santa Monica Airport Conversion

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1 — Letter of Transmittal

Letter of Transmittal

A. IDENTIFY THE SUBMITTING ORGANIZATION

Sasaki is pleased to submit qualifications for the support services related to strategic planning activities for the potential conversion of the Santa Monica Airport.

B. IDENTIFY THE NAME, TITLE, TELEPHONE, AND E-MAIL ADDRESS TO BE CONTACTED FOR CLARIFICATION

Anna Cawrse, ASLA, PLA
Principal-in-Charge
Landscape Architect, Denver Office Director
720.776.4676
acawrse@sasaki.com

C. IDENTIFY WHAT THE PROPOSAL IS BEING SUBMITTED FOR

Sasaki is pleased to submit qualifications for the support services related to strategic planning activities for the potential conversion of the Santa Monica Airport.

D. RESUME/LIST OF PREVIOUS CLIENTS/JOBS FROM THE LAST FIVE YEARS

As a large, international practice, Sasaki maintains as many as 100 projects at various stages of activity with many clients. While we cannot list all clients, below is a list of relevant clients and projects for the Strategic Planning Activities for the Potential Conversion of the Santa Monica Airport. Additionally, please refer to our team resumes for a comprehensive clients/jobs list.

Campus

- California State University Sacramento (Sac State)
- University of California, Berkeley (UC Berkeley)
- University of California San Diego (UCSD)
- University of California, San Francisco

Commercial

- Lamda Development
- NBCUniversal Media, LLC
- The Related Companies
- Mercatus Partners
- IQHQ
- Sentinel Peak Resources
- Hines Development
- Turnbridge Equities
- McWhinney
- Greystar
- Skanska
- Alexandria Real Estate Equities
- Berkeley Investments, Inc.
- Boston Properties
- WS Development
- Hilco Corp.
- Presidium Group
- Boston Global Investors

Civic

- Denver International Airport
- Port of Los Angeles
- Office of the Architect of the Capitol
- Department of State Bureau of Overseas Building Operations
- National Park Service
- Federal Reserve Bank
- City of Boston, MA
- Massachusetts Convention Center Authority
- New York City Department of Design and Construction
- City of Aurora, CO
- City of Tucson, AZ
- City of Austin, TX

E. ACKNOWLEDGE RECEIPT OF ANY AND ALL AMENDMENTS TO THIS RFQ

Sasaki acknowledges:

- Addendum #1: Dated 2/24/2023
- Addendum #2: Dated 3/4/2023

2 — Qualifications

A. Team Qualifications

About Sasaki

Team Composition

B. Project Qualifications

A. Team Qualifications

About Sasaki

Across seven decades of practice, Sasaki has pioneered interdisciplinary design by integrating, landscape architecture, urban design, architecture, civil engineering, planning, graphic design, and data science to shape the human experience. It is this interdisciplinary approach that allows Sasaki to quickly test development scenarios within the larger public space system.

Sasaki's global practice includes award-winning work across a range of scales, disciplines, geographies, and industries. This breadth of experience across client and project types enables us to attack problems multi-dimensionally and develop full-spectrum solutions. The core tenets of our work include a systems-thinking approach; transformation through visionary planning and design processes; a commitment to advancing equity, resilience, and access; data-driven analysis; and rigorous, well-defined implementation strategies to see projects realized.

BONNET SPRINGS PARK

We are Inherently Interdisciplinary. Collaboration is in our DNA.

Our approach to the planning process is rooted in Sasaki's core principle: a truly integrated interdisciplinary and diverse group of professionals can fully represent the range of expertise and thinking required to deliver success on complex projects such as the Santa Monica Airport. We thrive on interdisciplinary conversations and charrettes around an inclusive table, where ideas are evaluated from diverse professional and personal perspectives.

Our in-house expertise includes landscape architecture, civil engineering, ecological design, architecture, interior design, environmental graphic design, urban design, resilience planning, and urban planning, as well as a team of computer programmers skilled at data analysis, visualization, and strategy.

Unlike larger firms where disciplines can be siloed, our project teams are uniquely integrated where design-thinking brings together diverse perspectives to work across scales and generate novel solutions. Our interdisciplinary practice of planners, designers, and engineers fosters innovative design strategies that offer multi-benefit solutions for the clients and communities we serve. We will use our multidisciplinary team to bring a comprehensive understanding of project context, issues, and possibilities all in a streamlined manner. Our team's experience in leading some of the country's largest and most complex projects means that at the end of the day, you can berest assured that we will provide a high level of service while developing a robust plan.

Our collaborative mission extends to our client relationships as well. Partnership underscores our approach to client collaboration; the most rewarding projects are those where we feel as though we've become an extension of the institution's planning team. There is so much that we can learn from one another. The critical element is that we are in this together and that we are always working in lock-step toward a common vision.

THE INTERDISCIPLINARY BONNET SPRINGS TEAM DURING A SKETCHING SESSION

We thrive on interdisciplinary conversations and charrettes around an inclusive table, where ideas are evaluated from diverse professional and personal perspectives.

Our Landscape Architecture Practice

Sasaki is closely linked to the foundation and evolution of landscape architecture. Today, our practice is a leading voice and initiator of the profession's advancement, focused on global issues related to ecological health, environmental aesthetics, and social equity. As the first interdisciplinary design firm founded by a landscape architect, we continue to evolve to remain curious, relevant, and unbound by tradition. We test, research, document, build, and share our progress as part of a forward-looking interdisciplinary community.

Our work addresses the ever-evolving needs in how people work and live. We are experts in district-scale design strategies that demand an authentic and fine-grained experience. Our team thrives on technically-complex design challenges. In projects throughout the United States, we have responded to unique site constraints with ingenuity and creativity, working to bring elegant seamless solutions to a variety of structural, infrastructural, and systematic design challenges.

We understand the complex demands that are put on today's built environments from maximizing tree health, providing sustainable drainage systems, ensuring pedestrian safety, and creating public spaces. We strive to work collaboratively and diligently so that these factors can work together to create resilient communities.

BONNET SPRINGS PARK

CINCINNATI JOHN G. AND PHYLLIS W. SMALE RIVERFRONT PARK

We Are International but Have a Local Presence

Our team brings both local knowledge and international presence to this project. We bring global experience on the conversion of airports into thriving urban environments - anchored by large central parks. From the Ellinikon Metropolitan Park in Athens, Greece where we are converting 650-acres into Europe's largest urban and coastal front park to Denver International Airport's non-aviation plan that tests development scenarios, we know the challenges and opportunities that come with these specific sites.

Sasaki has also worked extensively throughout the state of California on a range of project types, including parks, cultural landscapes, campus plans, urban waterfronts, and student housing and learning environments. Our experience has helped us understand cultural and ecological forces within the state that can be leveraged for this project.

We are committed to working in Los Angeles and have established a presence here to better serve our west coast projects and clients. Sasaki has two employees–Ruth Siegel and Ben Boisclair–who are permanently located in Los Angeles and have recently returned to Sasaki to grow our practice in Southern California. Ruth and Ben have spent the past 15 years collectively developing a deep understanding of the local/ regional climate, ecology, built environment, politics, regulatory conditions, and socioeconomic forces of Southern California.

WILMINGTON WATERFRONT PROMENADE

SELECT CALIFORNIA PROJECTS

- Port of Los Angeles
  - » Wilmington Waterfront Master Plan
  - » Wilmington Waterfront Park
  - » Wilmington Waterfront Promenade
- Cal Poly Pomona
  - » Student Housing
- California State University, Chico
  - » Wildcat Recreation Center
- California State University, Sacramento
  - » Placer Center Master Plan
- Legoland Master Planning and Landscape Architecture
- Presidio Trust Management Plan
- NBC Universal Master Planning
- Oakland Athletics Stadium District Planning
- University of California, Berkeley
  - » LRDP/Campus Master Plan
  - » ADA Transition Exterior Quadrant Study
  - » Oxford Corridor Study
  - » Parking Study
  - » Resilient Water Plan
  - » Community Spaces Study
  - » Housing Study
  - » Athletics Master Plan
- University of California, Davis
  - » Maurice J. Gallagher Hall
- University of California, Irvine
  - » Housing/Recreation Plan
- University of California, Merced
  - » Gallo Recreation Center
- University of California, Riverside
  - » Student Services Project
  - » Glen Mor Housing
- University of California San Diego
  - » La Jolla Corporate Center Capacity Study
  - » Rock Bottom and Holiday Court Site Planning
- University of California San Francisco, Parnassus Heights
  - » Campus Landscape Design Guidelines

SACRAMENTO STATE PLACER CENTER MASTER PLAN

UC RIVERSIDE GLEN MOR HOUSING

We Know Airports

The conversion of airports into new parks, developments, and community anchors is a trend happening across the world. Sasaki is at the forefront of these conversations and has led and is leading the planning, scenario testing, and landscape architecture for five national and international airport conversion projects. We know that in each of these projects there are unique challenges that we must tackle early on in the planning process. Environmental contamination, the runways, existing buildings, community perception of the project, land use are a few examples of known challenges that will drive design decisions later in the process. We know that by identifying these challenges early on we can create a plan to flip them to become opportunities.

On The Ellinikon Metropolitan Park project we are reusing the concrete runways in paving, furniture, and structural walls. We are also using soil from the adjacent development to create new topography within the park.

On Xuhui Runway Park, the design mimics the motion of a runway, creating diverse linear spaces for vehicles, bicycles, and pedestrians by organizing the park and street into one interconnected sequence at a runway scale. A series of rain gardens are also designed to collect stormwater from the site and adjacent roadways.

We know how to balance the new available public spaces with development opportunities that will support the long-term investment in these parks. These conversions, if executed properly, can create broad benefits, especially for communities surrounding these lands, through signature additions to the city, improved physical infrastructure, access, and contributions to the public domain. With vision and sensitivity, we are able to focus on creating outcomes that maximize functional and economic potential which are also considered to be broad gains by stakeholder groups.

OUR EXTENSIVE LIST OF AIRPORT PROJECTS INCLUDE:

- Xuhui Runway Park (Shanghai Longhua Airport)
- Calverton Air Facility Reuse Plan
- Minsk Forest City: A Regeneration of the Minsk-1 Airport
- Plattsburgh Air Force Base Reuse Plan
- Rentschler Field Reuse Study
- The Ellinikon Metropolitan Park (Athens International Airport)
- Lowry Air Force Base Redevelopment
- Confidential Small Regional Airport Conversion Master Plan
- DEN Real Estate Strategic Development Plan

THE ELLINIKON METROPOLITAN PARK

Confidential Small Regional Airport Conversion Master Plan | Confidential Location

Sasaki is currently working on the confidential transformation of a small regional airport in North America that served as a former training base, into a vibrant, mixed-use district with a rich network of green open spaces, including community agriculture.

Minsk Forest City: A Regeneration of the Minsk-1 Airport | Minsk, Belarus

Sasaki's master plan for Minsk City celebrates the rare opportunity to transform an existing 320-hectare urban airport site into a dynamic, attractive, and sustainable new district for the city of Minsk, Belarus. The master plan provides a 24/7 vibrant, diverse, and balanced mixed-use program that celebrates the unique airport heritage, while also re-integrating regional ecological, vehicular, and public transport networks. The master plan brings Belarusian landscape heritage, ecology, and contemporary sustainable living together to create a compact urban district in the urban context of Minsk.

Lowry Air Force Base Redevelopment | Denver, Colorado

The first phase of Sasaki's work involved a site-wide master plan. Sasaki assisted the Lowry Redevelopment Authority with rezoning, subdivision design, and guidelines for individual parcel development. The firm provided an environmental signage master plan and conceptual design for open space and recreation areas. The open space system follows the natural drainage corridor, creating an open space focus for the community, while accommodating stormwater management requirements in an environmentally sustainable way.

Top: Bonnet Springs Park Transforming a 168 acre abandoned rail yard into an ecological jewel, a cultural magnet, and a connected community asset for a rapidly growing region.

Right: Greenwood Community Park Master Plan and Implementation A 660 acre re-envisioned large neighborhood park and regional destination arises out of robust engagement with the whole Baton Rouge community.

Below: Cincinnati John G. and Phyllis W. Smale Riverfront Park The largest in a series of public parks along the high banks of the river, the 32-acre park is framed by great city landmarks.

We Create Large Parks

Sasaki's park practice in particular is rich in large scale, multi-phase examples where our team has guided clients through the project. Principal-in-Charge, Anna Cawrse, has led the design and implementation of some of the world's largest parks. These parks range from 160-660 acres and prioritize the integration of history, ecology, and community needs. Sasaki is leading the conversation on resilience and sustainability within these large parks and through the use of our Carbon Conscience tool, we design for carbon neutrality in these parks. We know that great parks are stitched into the surrounding urban fabric, with a legible identity on all sides that invites visitors, from the local neighborhoods and across the metropolitan area.

We consider connectivity to encompass not only the park's literal accessibility, but also its social ties to the community–the ethnic and cultural festivals, the races and sporting events, the clubs that use the park, the schools that rely on it. Likewise, the park's success depends on the quality of access. Visiting the park must be easy, safe and pleasant and, at the park's gateways, inspiring.

Integrated Sustainability

We integrate resilience, ecological design, sustainability, and green infrastructure into the experience of place.

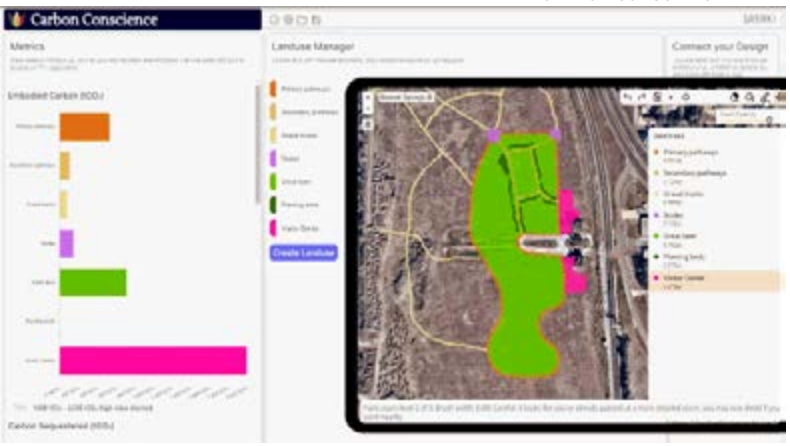
At Sasaki we believe that every project is an opportunity to address climate change, by enhancing biodiversity, conserving carbon emissions, energy and water, improving health and wellness, addressing environmental justice, and enhancing community resilience. Our sustainability approach incorporates analyses across planning, architecture, and landscape architecture to develop holistic solutions. We engage all stakeholders in sustainability charrettes encompassing community access, public open spaces, transportation planning, stormwater management, and total project resource use, as well as design guidelines that foster resilience and minimize embodied carbon, operational energy, and potable water.

RESILIENCE PLANNING

Since our founding, resilience has been critical to our practice at Sasaki. Across the breadth of our practice and through the depth of our work, Sasaki provides integrated solutions that address sustainability at multiple scales–the region, the city, the neighborhood, the campus, and the building. Our design philosophy leverages resilient design as multi-benefit solutions–where green infrastructure also advances economic opportunity, recreation, equity, and healthier ecosystems.

Our design approach inherently embraces sustainability to create a resilient built environment, natural environment, society, and economy, in a way that is both comprehensive and visible in the physical environment, using assessment, benchmarking, and analysis as a basis for design. Our team has proven experience designing–and implementing–resilient projects around the country. We are helping cities–such as Boston, Chicago, Cincinnati, and Memphis in the U.S., Wuhan in China, Vina del Mar in Chile–plan for sea level rise, coastal/river flooding, drought, heat, and other climate hazards. Our work has been recognized by the APA, Army Corps of Engineers, and ASLA for resilient strategies and design quality.

CARBON CONSCIENCE APP



ECOLOGICAL DESIGN

Ecology and restoration are an essential driver of Sasaki's practice. Our systematic approach traverses spatial and temporal scales and responds to diverse geographies. Working with our clients and communities, we strive to restore, create, and nurture healthy and regenerative ecosystems that will sustain the well-being of all. Sustainable objectives are organically included in Sasaki's planning and design process from conception onwards–never attached as an afterthought. These objectives include integrating environments in social, economic, and cultural contexts, designing for maintenance, contributing to a clean atmosphere, transportation demand management strategies, enhancing water resources, championing natural habitat, and managing material selection.

ENERGY MODELING & CARBON SEQUESTRATION

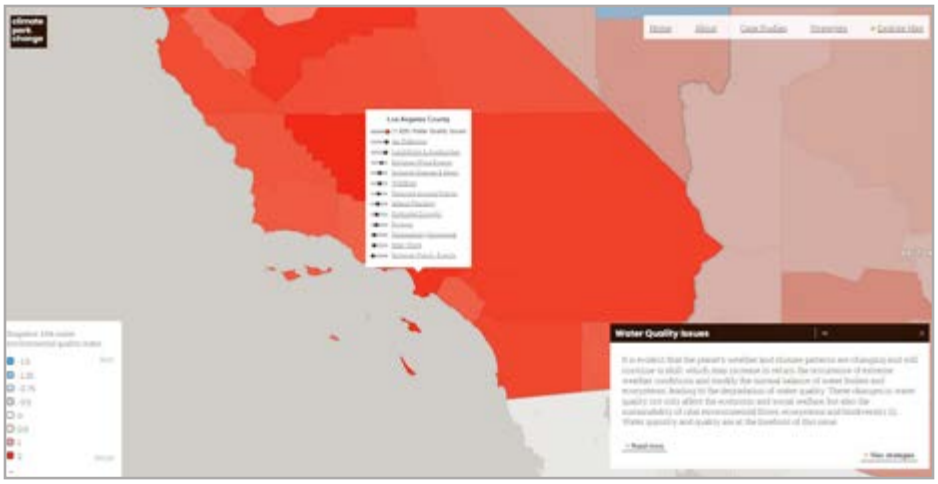
Embodied carbon is a critical consideration for renovation and for decision-making. Our work addresses many of the latest trends in sustainable design including zero-carbon projects prioritizing carbon storage and sequestration in landscape and building materials such as soils, planting and mass timber construction; electrification and renewable power for site lighting and water features; and water treatment and reuse for irrigation. We use in-house and industry tools to model embodied carbon impact at key decision points, from the analysis of how much space to renovate or replace, to the selection of structural and envelope systems, to the ability of landscapes to sequester carbon.

One in-house tool the Sasaki team has developed is called the Carbon Conscience App. This app informs preliminary planning decisions at an urban design scale by giving designers an early-stage understanding of carbon on their sites. Teams can test initial ideas by sketching on a digital interface, receiving feedback on how carbon emissions change as they sketch using an intuitive drawing format. While the Carbon Conscience App operates in a similar way to other carbon calculators, it is differentiated by the fact that it makes estimates of carbon impacts per given land use instead of relying on precise takeoff measurements for different materials. The tool is recommended for campus or neighborhood master plan scale, but it has enough specificity for site-scale concept design, allowing it to be used for rapid iteration and testing of early concepts at all scales.

Design to Address Climate Change

As we increasingly experience the impacts of the climate and biodiversity crises, we know we need to act faster and make climate conscious decisions at every chance. With Sasaki's own Climate.Park.Change research (Partnered with NRPA), an interactive map was made compiling data on water quality issues, air pollution, wildfires, reduced annual precip, and other climate threats to understand how our cities/ counties are affected.

The tool shows the top climate threats in each county and connects the user to strategies that adapt and mitigate these impacts by using each city's park system. Climate.Park.Change. is the first website to showcase strategies in maintenance, ecological functionality, and park users, to help communities of all sizes mitigate and adapt their parks to combat the impacts of climate change.



The current tool focuses on the Intermountain West region, an area identified where research is lacking compared to most coastal cities and towns. But we have made the tool available for California (http://california.climateparkchange.net/) to better understand the overall picture of prioritizing climate threats and risks faced by LA County, such as water quality issues, air pollution, extreme wind events etc. The ultimate goal of this toolkit is to give park and recreation professionals the tools needed to create climate-ready parks and build community and environmental resilience with climate adaptation design strategies.

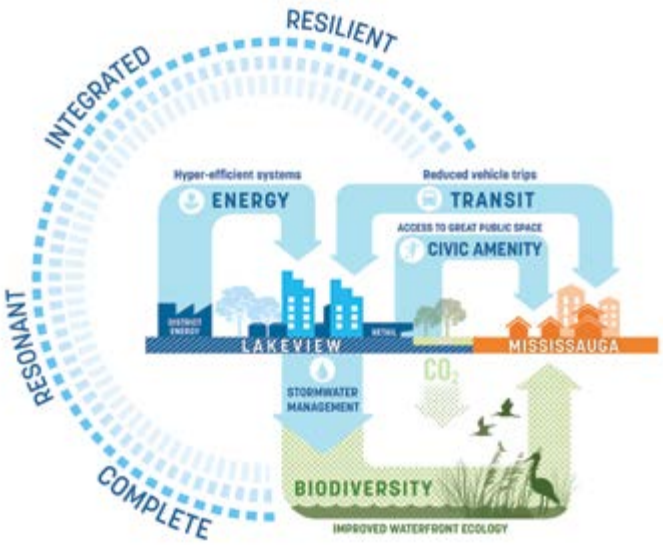
INTEGRATING GREEN INFRASTRUCTURE

We seek to generate innovative approaches to stormwater management, helping to position our clients as stewards of their watersheds. In our master planning work, we address stormwater management through an integrated holistic approach–minimizing the stress of water on our systems by incorporating elements like bioswales, porous pavements, green roofs, subsurface water storage, and floodplain greenways as a part of the signature spaces on their campuses.

We work to develop creative ways to leverage a site's collected stormwater to offset potable water use for applications like irrigation or to circulate in cooling towers. Where possible, we work to not only manage stormwater in a sustainable way, but to also create awareness of the infrastructure and systems that support the site. Our approach is to weave green infrastructure into our projects through multi-functional design solutions that not only address environmental issues but also include educational and recreational benefits.

One such example is at Virginia Tech, where one piece of the design proposes daylighting a once-buried portion of a creek, and restoring the waterway to manage stormwater for the entire campus, improve water quality, and provide both habitat and recreational benefit. The investment in this green spine will allow the university to manage its stormwater holistically–instead of implementing a series of small one-off infiltration ponds–while also improving campus connectivity and experience.

As designers and planners we have an obligation to find ways–large and small–to help our clients manage stormwater effectively for a more resilient future. By treating and leveraging runoff on-site, we can demonstrate this change to leadership in communities and make a measurable positive impact on their urban environments.



LAKEVIEW VILLAGE MASTER PLAN

Team Composition

The Sasaki team brings an interdisciplinary, collaborative approach to this project. Our team combines a national perspective on urban design, planning, and landscape architecture, with a grounded local understanding of the unique project context. Together, we will work with the City of Santa Monica, the stakeholders, and the community to execute this project.

City of Santa Monica

Sasaki

CORE TEAM

Anna Cawrse, PLA, ASLA
Principal-in-Charge

Joshua Brooks, AICP, PLA, ASLA
Urban Design Principal

Ruth Siegel, PLA, ASLA
Project Manager

Shuai Hao, PLA, ASLA
Senior Landscape Architect

Einat Rosenkrantz
Senior Urban Designer

SPECIALISTS

Chris Hardy, RLA, CA, LEED AP+ND
Technical Lead | Landscape Architect

Benjamin Boisclair, PLA, ASLA
Senior Landscape Architect

Tamar Warburg, AIA, LEED AP BD+C
Director of Sustainability and Resilience

Andrew Sell, PLA, ASLA
Landscape Ecologist | Landscape Architect

Tanvi Sharma, AIA
Planner

TRANSPORTATION, INFRASTRUCTURE AND UTILITIES, WATER AND ENERGY RESOURCES PLANNING

Arup

Katherine Perez
Urban Planning | Transportation Planning

Paris Borovilos
Infrastructure Engineering Lead

Amelia O'Shaughnessy
Water Resources Planning

Adam Finkin
Cost Estimating

Alejandro Echeverry
Transportation, Mobility, and Connectivity Planning

ENGAGEMENT

The Robert Group

WBE/MBE/DBE/SBE

Christine Robert
Community Engagement Lead

HISTORIC RESOURCE ANALYSIS

ESA

Margarita Jerabek-Bray
Historic Resources Director

Alison Garcia Kellar
Senior Architectural Historian

Sonali Gupta
Cultural Resource Specialist

SUSTAINABILITY

Atelier Ten

Junko Nakagawa
Sustainability | Associate Director

Amy Leedham
Sustainability | Associate

MARKET AND ECONOMIC ANALYSIS

HR&A

Paul Silvern
Economic Advisor

Connie J. Chung
Economic Advisor

Candace Damon
Economic Advisor

SOIL REMEDIATION

Group Delta

Glenn Burks
Soil Remediation

Mike Cassidy
Professional Geologist | Hydrogeologist

Sasaki Project Team

CORE TEAM

Anna Cawrse, PLA, ASLA | Principal-in-Charge

Anna is a landscape architect and Co-Director of Sasaki's office in Denver and will lead this project. She has worked on and managed master plans and complex built projects across North America. From large regional parks that convert airports into parks to small art plazas within the urban fabric of cities, Anna brings an expertise on how to transition master planning of the public realm into realized space. At every design scale, she has committed her practice to bringing nature into cities based on context-sensitive solutions while identifying innovative ways to create these connections.

Joshua Brooks, AICP, PLA, ASLA | Urban Design Principal

Joshua is experienced in urban redevelopment projects with a specific angle on implementation. In addition, he has a deep understanding of market, regulatory, and technical considerations associated with improvements to the livability and economic development of urban areas. His interests lie at the intersection of people and infrastructure, where he focuses on the planning, design, and implementation of urban places of lasting social significance and ecological integrity. A systems thinker, Joshua has used his multidisciplinary background to work across scales in North America, Australia, Europe, and North Africa.

Ruth Siegel, PLA, ASLA | Project Manager

Ruth is a landscape architect, located in Los Angeles, who is passionate about creating thoughtful outdoor environments that reflect the mission of her clients. From large-scale master plans to site specific design, Ruth's work seeks to celebrate a site's unique history and ecological context. She enjoys practicing collaboratively across disciplines to create cohesive spaces from initial project planning, through site construction and implementation.

Shuai Hao, PLA, ASLA | Senior Landscape Architect

Shuai has over 10 years of project experience in master planning and built work across scales in US, China, and Europe–including airport conversion projects like Xuhui Runway Park and the Ellinikon Metropolitan Park. Her work explores how to create culturally meaningful public open spaces that are also environmentally responsible in complex natural and social contexts. She is a key member of Sasaki's Carbon Conscience research team on embodied carbon with Chris Hardy and Tamar Warburg and an advocate for designing low carbon, sustainable, and durable projects.

Einat Rosenkrantz | Senior Urban Designer

As a senior urban designer, Einant's design works to reflect a thorough understanding of the physical, sustainable, cultural, political, and economic aspects of the respective context. She excels at multidisciplinary approach to design, seeking integration of urban form, landscape, transportation, and sustainable practices.

BONNET SPRINGS PARK

SPECIALISTS

Chris Hardy, RLA, CA, LEED AP+ND | Technical Lead and Landscape Architect

Chris is a registered landscape architect in California with a portfolio that focuses on the built environment and spans across many scales and scopes of work that includes civic, campus, and mixed-use development. He has experience working on many large-scale planning and built work projects across the world, and has experience managing award-winning, high-profile built work landscape projects, including the Ellinikon Metropolitan Park and Bonnet Springs Park. He has committed himself to ensuring well-executed landscape projects through close coordination with design team consultants and client groups.

Benjamin Boisclair, PLA, ASLA | Senior Landscape Architect

Located in Los Angeles, Benjamin's passion as a landscape architect stems from his social love of people and nature. Spanning multiple scales, he believes that grounding the built and natural world in one's everyday life is a critical path to storytelling and wellness. His interests and work center around the juxtaposition of sustainability, narrative, and tactical design.

Tamar Warburg, AIA, LEED AP BD+C | Director of Sustainability and Resilience

Tamar works with Sasaki teams to develop sustainability and resilience goals appropriate for each project and access critical resources to reach those goals. She enjoys collaborating to integrate sustainability considerations throughout the design process, from preliminary programming through construction management practices. Tamar works across all Sasaki disciplines, on projects as varied as minimizing carbon emissions from landscape projects, net-zero campus buildings, and resilience and sustainability strategies for master plans.

Andrew Sell, PLA, ASLA | Landscape Ecologist and Landscape Architect

Andrew collaborates with multidisciplinary teams in translating research into design strategies for ecological resilience. He is a seasoned ecologist and designer with professional experience in horticulture, public garden administration, and landscape architecture. As a former park ranger, he's committed to connecting people to the environment through experiential design and education.

Tanvi Sharma, AIA | Planner

Denver-based Tanvi adds her skills as a planner to the team as she has significant experience working with large and complex projects, ensuring multidisciplinary collaboration. In over seven years of experience, her clients have ranged across city governments, urban campuses, and commercial developments throughout the US, and her projects have included climate change adaptation, transportation system design, multi-use park, and future land use planning.

Anna Cawrse

ASLA, PLA

Principal-in-Charge |
Denver Office Director

SASAKI

Anna is a landscape architect who has worked on and managed complex built projects and master plans across the world. From large regional parks along major waterways, to small pocket parks within the urban fabric of cities, Anna brings an expertise on how to transition master planning of the public realm into realized space.

At every design scale, she has committed her practice to bringing nature into cities based on context-sensitive solutions and looks for innovative ways to create strong social and environmental connections. Anna is dedicated to engaging the community in all of her projects and strives to create designs that reflect the current and future communities' needs. Her passion for designing the public realm allows her to tackle the complexity of built projects, while considering the project's ecological and social impacts on a site.

Anna is also an Adjunct Professor at Northeastern University's Sustainable Urban Environments and teaches courses on design representation and social systems.

EDUCATION

Harvard University Graduate School of Design
Masters of Landscape Architecture

Colorado State University
Bachelor of Landscape Architecture

REGISTRATIONS

Registered Landscape Architect: CO, TX

Certified Construction Document Technologist

ACADEMIC POSITIONS

Northeastern University
Sustainable Urban Environments; Adjunct Professor

PROFESSIONAL AFFILIATIONS

The Cultural Landscape Foundation Board Member

Downtown Denver Partnership Public Realm Council; 2020 - Present

City Parks Alliance; 2019 - Present

National Recreation and Parks Association; 2018 - Present

Colorado State University Alumni Advisory Board; 2016 - Present

American Society of Landscape Architecture; 2012 - Present

Urban Land Institute - Group Liaison for the Young Professionals Partnership Forum; 2016 - 2017

City and County of Denver Stakeholder Task Force - Zoning Evaluation; 2016 - 2017

Downtown Denver Partnership Public Realm Council; 2012 - 2016

Design Workshop Director of Design Innovation Council; 2014 - 2016

Colorado Chapter American Society of Landscape Architects Professional Education Coordinator; 2012-2016

Rocky Mountain Harvard University Club; 2012 - 2016

American Society of Landscape Architects Board of Emerging Leaders; 2013 - 2014

Harvard Graduate School of Design Alumni Council

SELECT EXPERIENCE

36th Street Design; Denver Colorado

Aurora Parks and Open Space Plan; Aurora, Colorado

Bonnet Springs Park; Lakeland, Florida

Chestnut Place Streetscape; Denver, Colorado

Denver Parks and Recreation Game Plan; Denver, Colorado

Dumke Arts Plaza; Ogden, Utah

Gene Reid Park Master Plan; Tucson, Arizona

Greenwood Community Park Master Plan; Baton Rouge, Louisiana

Greenwood Community Park Phase 1 Implementation; Baton Rouge, Louisiana

High Line Canal Framework Plan; Denver, Colorado

Hurley Master Plan (RiNo); Denver, Colorado

LaSalle Street Vision Plan; Chicago, Illinois

Mallory Square Waterfront Plaza; Key West, Florida

National Pulse Memorial Competition; Orlando, Florida

Restoration of University Lakes; Baton Rouge, Louisiana

Sarasota Bayfront Master Plan, Sarasota, Florida

The Ellinikon Metropolitan Park; Athens, Greece

Zagreb Fair Site Master Plan; Zagreb, Croatia

PREVIOUS EXPERIENCE

18 off North Park; Omaha, Nebraska

Cadence Parks & Open Space Master Plan; Henderson, Nevada

Connecting Auraria; Denver, Colorado

Dominion Bridge; Public Realm; Calgary, Alberta, Canada

Federal Boulevard Corridor Study; Denver, Colorado

Greenwich Master Plan; Calgary, Alberta, Canada

I-70 Lid Park; Denver, Colorado

Post Oak Boulevard; Houston, Texas

RiNo World Trade Center; Denver, Colorado

Shanghai Vanke Albany Open Space; Shanghai, China

Sun Valley Master Plan; Denver, Colorado

The Park on San Felipe; Houston, Texas

Vancouver Parks & Open Space Master Plan; Vancouver, British Columbia, Canada

AWARDS

American Society of Landscape Architects, Louisiana Chapter, Honor Award–Analysis & Planning category, Greenwood Community Park Master Plan and Implementation; 2022

American Society of Landscape Architects, Colorado Chapter, President's Award of Excellence–Analysis & Planning category, The Ellinikon Metropolitan Park; 2022

Boston Society of Landscape Architects, Honor Award - Analysis & Planning, The Ellinikon Metropolitan Park; 2022

Boston Society of Landscape Architects, Merit Award - Analysis & Planning, Greenwood Community Park Master Plan and Implementation; 2022

Fast Co. World Changing Ideas Awards, Honorable Mention–Climate category, Climate.Park.Change.; 2022

American Society of Landscape Architects, Colorado Chapter, Merit Award– Research & Communication category, Climate.Park.Change.; 2021

American Society of Landscape Architects, Colorado Chapter, Honor Award–Analysis & Planning category, Greenwood Community Park Master Plan and Implementation; 2021

Governor's Awards for Downtown Excellence, People's Choice Award, RiNo Streetscape Designs; 2021

Boston Society of Landscape Architects, Merit Award - Analysis & Planning, The Sarasota Bayfront Master Plan; 2021

The Architect's Newspaper, Best of Design Awards, Honorable Mention, Unbuilt - Landscape category, Greenwood Community Park Master Plan and Implementation; 2020

Portraits of Inclusion Award Recipient; 2019

American Planning Association, National Planning Achievement Award for Public Outreach - Gold, High Line Canal Vision Plan; 2018

SELECT SPEAKING

NRPA Conference: Climate.Park.Change: An Interactive Toolkit for Creating Resilient Parks; 2022

University of Miami: University Lakes Presentation; 2022

8x8 Women in Landscape, UCD Lecture: Landscape Can Change the World; 2022

Kansas State University: Presentation on Sasaki's Work; 2022

Denver CAP New Students Welcome: Finding Your Superpower; September, 2022

ASLA National Conference: Building on Unstable Ground-University Lakes Restoration; 2022

ASLA National Conference: Drawing Beyond Concepts: The Role of Drawing from Sketch Through Construction-Bonnet Springs Park; 2022

Placemake Earth Challenge: Placemaking US-Inspiration for Participants of the Placemake Earth Challenge; 2021

Interview for WBRZ2 (Local News Station in Baton Rouge): Our Lakes Fest Updates Public on University Lakes Restoration Project; 2021

NRPA National Conference: Climate.Park.Change: An Interactive Toolkit for Creating Resilient Parks; 2021

Ontario Parks and Recreation: Climate.Park.Change: An Interactive Toolkit for Creating Resilient Parks; 2021

Oregon Outdoor Recreation Summit: Climate.Park.Change; 2021

University of Detroit Mercy: PRESENT / FUTURE: Tell It Like It Might Be; 2021

UC Berkeley: Career Development Conversation with Sasaki; 2021

ASLA National: POPPs Unlimited: Privately Owned Public PARKS on a Grander Scale; 2020

NRPA National: From Brown to Green: Transforming Urban Infrastructure in Lakeland, Florida; 2020

Architecture Newspaper Trading Notes: Rewilding Urban Parks; 2020 ASLA National: Wall Stories & Floor Stories: Narrative, Collaboration and DESIGN; 2019

International Making Cities Livable, WiFi Free Parks; 2019

City Park Alliance Greater and Greener, Bonnet Springs Park, a Layered Infrastructural Past; 2019

Utah State University, Shifting Scales; 2018

ASLA National: Communicate + Collaborate: Putting Words to Action for Better; 2017

Joshua Brooks

ASLA, PLA, AICP

Urban Design Principal | Denver Office Director

SASAKI

Joshua is an urban designer, planner, and landscape architect with a deep passion for creating successful human habitat for all people.

His interests lie at the intersection of people and infrastructure, where he focuses on the planning, design, and implementation of urban places of lasting social significance and ecological integrity. A systems thinker, Joshua has used his multi-disciplinary background to work across scales in North America, Australia, Europe, and North Africa.

On every project, he has committed himself to working with both public and private clients on complex social, environmental, and financial problems through collaboration, community engagement, and innovative solutions. Joshua's expertise is in district-scale master planning, urban redevelopment, infrastructural and environmental urban systems, corridor planning and design, and parks and public spaces. He has a keen understanding of social dynamics, long-term implications of planning and design, environmental performance, and changes in technology and economies. He uses this knowledge to craft resilient solutions for cities and people.

Joshua earned a master's degree in city planning from Massachusetts Institute of Technology and holds a bachelor's degree in landscape architecture with a minor in environmental science from Louisiana State University. He has taught at Northeastern University's School of Architecture on Sustainable Urban Environments and works to bring human-centric urbanism to the mainstream through research, education, and writing.

EDUCATION

Massachusetts Institute of Technology
Master of City Planning, City Design and Development

Louisiana State University
Bachelor of Landscape Architecture; Minor of Environmental Science and Ecology

REGISTRATIONS

American Institute of Certified Planners

Registered Landscape Architect: AZ, CO, IA, LA, UT, WY

Certified Construction Document Technologist

ACADEMIC POSITIONS

Northeastern University
Adjunct Professor, Sustainable Urban Environments

Colorado State University
Guest Lecturer

Kent State University
Guest Lecturer

Louisiana State University
Guest Lecturer

Massachusetts Institute of Technology
Guest Lecturer

University of Denver
Guest Lecturer

University of Nebraska-Lincoln
Guest Lecturer

PROFESSIONAL AFFILIATIONS

American Planning Association

American Society of Landscape Architects

International Downtown Association

Urban Land Institute

PROJECT EXPERIENCE

Baseline Center Street District Planning and Design; Broomfield, Colorado

City of Davenport Main Street Landing Destination Play Area and Event Lawn; Davenport, Iowa

Confidential Oil Field Redevelopment; Los Angeles, California

Denargo Market Redevelopment; Denver, Colorado

Foothills Mall Redevelopment; Fort Collins, Colorado

Greenwood Community Park Master Plan and Implementation; Baton Rouge, Louisiana

The Ellinikon Metropolitan Park and Public Realm; Athens, Greece

Hurley Place District Master Plan; Denver, Colorado

La Gare Conceptual Master Plan; Addis Ababa, Ethiopia

NBC Universal Studios Master Plan; Los Angeles, California

New Orleans Convention Center Entertainment District; New Orleans, Louisiana

Novus Innovation District; Tempe, Arizona

Ochsner Medical District Master Plan; New Orleans, Louisiana

Pearl East Campus Landscape Plan; Boulder, Colorado

Plan for the Restoration and Enhancement of Baton Rouge Lake System; Baton Rouge, Louisiana

Sarasota Waterfront Park; Sarasota, Florida

Union Printers Home Master Plan; Colorado Springs, Colorado

University of Colorado Boulder 2021 Master Plan; Boulder, Colorado

Uptown Innovation Corridor Vision Plan; Cincinnati, Ohio

Zagreb Fair Site Master Plan; Zagreb, Croatia

PREVIOUS EXPERIENCE

84th Street Redevelopment; La Vista, Nebraska

1144 Fifteenth Street Plaza; Denver, Colorado

Adams County Fairgrounds Master Plan; Adams County Colorado

Boulevard One Redevelopment and Open Space; Denver, Colorado

Cadence Redevelopment, Design Guidelines, and Open Space Design; Henderson, Nevada

City of Denver Outdoor Downtown Plan; Denver, Colorado

Digman's Creek Highway Alignment and Bridge Design; New South Wales, Australia

Festival Park; Castle Rock, Colorado

Green in the City 18 Off North Park; Omaha, Nebraska

H25 Entertainment District; Fort Collins, Colorado

I-70 Corridor Design Guidelines; Denver, Colorado

I-70 Highway Cover Park; Denver, Colorado

Ouikaimeden District Master Plan; Oukaimeden, Morocco

P Street Corridor Master Plan; Lincoln, Nebraska

Post Oak Boulevard; Houston, Texas

South Broadway Corridor Redevelopment; Denver, Colorado

South Broadway Park; Denver, Colorado

Swope Pedestrian Master Plan; Kansas City, Missouri

Sydney Metropolitan Growth Study; Sydney, Australia

Sydney Olympic Commission Brick Pit Park; Sydney, Australia

Triangle Plaza Development; Denver, Colorado

Vancouver Parks of Recreation Strategic Master Plan; Vancouver, Canada

Watermark Waterfront; Tempe, Arizona

Weld County Open Space; Weld County, Colorado

AWARDS

American Society of Landscape Architects, Colorado Chapter, President's Award of Excellence–Analysis & Planning category, The Ellinikon Metropolitan Park; 2022

American Society of Landscape Architects, Colorado Chapter, Merit Award–Analysis & Planning category, University of Colorado Boulder 2021 Master Plan; 2022

Boston Society of Landscape Architects, Honor Award - Analysis & Planning, The Ellinikon Metropolitan Park; 2022

Boston Society of Landscape Architects, Merit Award - Analysis & Planning, Greenwood Community Park Master Plan and Implementation; 2022

Society for College and University Planning, Merit Award, Excellence in Planning for an Existing Campus, University of Colorado Boulder 2021 Master Plan; 2022

American Society of Landscape Architects, Colorado Chapter, Honor Award–Analysis & Planning category, Greenwood Community Park Master Plan and Implementation; 2021

SELECT PRESENTATIONS

"The Devil is In the Details," National Conference of the American Society of Landscape Architects

"Doubling Downtown Denver," National Conference of the American Society of Landscape Architects

"Big Ideas for Small Area Planning in Austin, Texas," American Society of Architects

"Bigger. Smaller | Pedestrian Safety in Boston," International Making Cities Livable Conference

SELECT RESEARCH

Climate.Park.Change Research with the NRPA; Nationwide

Handbook for Complete Communities, Big Ideas for Small Area Planning; Austin, Texas

Quantitative Analysis of Pedestrian Safety and Public Realm Influences; Boston, Massachusetts

Ruth Siegel

PLA, ASLA

Project Manager | Senior Associate | Based in Los Angeles

SASAKI

Ruth is a senior landscape architect based in Los Angeles. She brings a holistic approach to her projects, balancing big-picture thinking with a detail-oriented thoroughness and a passion for creating resilient landscapes.

Ruth works on a range of civic and commercial projects from master plans to public plazas to mixed-use developments. No matter the scale, Ruth strives to design multi-functional landscapes that address environmental problems while providing inspiration and delight. Ruth is a thorough communicator and strong critical thinker who balances attention to detail with the design of meaningful spaces. Growing up in New York City informed her desire to design unique, socially-engaging and ecologically-mindful public spaces that create formative experiences and foster connections to nature.

At Sasaki, she has played a vital role in several phases of the Smale Riverfront Park in Cincinnati, a 14-acre park in the floodplain of the Ohio River, including the PNC/ Heekin Family Great Adventure Playscape and the P&G goVibrantscape. In her previous work, she oversaw several large-scale projects including the 15-year master plan for Descanso Gardens, which proposes comprehensive visionary improvements for this unique 160-acre botanical garden in Los Angeles County. She worked closely with their leadership for several years after completion to help them implement this ambitious effort.

EDUCATION

Harvard University Graduate School of Design
Master of Landscape Architecture

Brown University
Bachelor of Arts, International Relations, Global Environment

REGISTRATIONS

Registered Landscape Architect: CT

PROFESSIONAL AFFILIATIONS

Member of the American Society of Landscape Architects

PROJECT EXPERIENCE

Dell Medical District Landscape; Austin, Texas

Firefly Frisco North Mixed-Use Development Master Plan; Frisco, Texas

John G. and Phyllis W. Smale Riverfront Park Adventure Play Playground; Cincinnati, Ohio

John G. and Phyllis W. Smale Riverfront Park Phase 5; Cincinnati, Ohio

Port of Los Angeles Wilmington Waterfront Promenade; Los Angeles, California

Sea Change: Boston; Boston, Massachusetts

Thu Duc Detailed Site Studies; Ho Chi Minh, Vietnam

PREVIOUS EXPERIENCE

1 Hotel West Hollywood; West Hollywood, California

Arroyo Seco Trail Vision Plan; Pasadena, California

Bradley Plaza Green Alley; Los Angeles, California

Broadway Trade Center Building Rooftop Park; Los Angeles, California

Descanso Gardens Entry Garden; La Cañada Flintridge, California

Descanso Gardens Master Plan Implementation Planning; La Cañada Flintridge, California

Descanso Gardens Master Plan and CEQA; La Cañada Flintridge, California

Descanso Gardens Nature Discovery Zone; La Cañada Flintridge, California

Descanso Gardens Nursery & Greenhouse; La Cañada Flintridge, California

Echo Street West District Landscape Master Plan; Atlanta, Georgia

Echo Street West, Phase 1 – Mixed-Use Multifamily Parcel; Atlanta, Georgia

Echo Street West, Phase 1 – Office/Commercial Parcel; Atlanta, Georgia

Lynn Wyatt Square for the Performing Arts; Houston, Texas

Sampson Way Roadway & Plaza Park Extension; Los Angeles, California

Sorrento Alamitos Bay Shoreline Trail; Long Beach, California

The Plaza at Harvard; Cambridge, Massachusetts

Trillium Office Courtyard; Los Angeles, California

AWARDS

American Planning Association, Los Angeles Chapter, Urban Design Award of Excellence, Descanso Gardens Master Plan, 2022 *(while working at RIOS)*

American Society of Landscape Architects, SoCal Chapter, Merit Award, One Arroyo Vision Plan, 2018 *(while working at RIOS)*

American Society of Landscape Architects, SoCal Chapter, Merit Award, Lynn Wyatt Square for the Performing Arts, 2018 *(while working at RIOS)*

American Society of Landscape Architects, Honor Award: Communications Category, Sea Change: Boston; 2016

Boston Society of Landscape Architects, Honor Award – Communication, Sea Change: Boston; 2015

Shuai Hao

PLA

Senior Landscape Architect | Senior Associate

SASAKI

Shuai is a landscape architect who brings her systematic thinking and artistic skills to the design process. Her work explores how to create coherent, sustainable designs in complex natural and social contexts.

With 10 years of experience in both China and the United States, Shuai has extenisve experience designing public landscapes at multiple scales world wide. Her recent work has been focused on urban parks and the public realm with a passion for understanding and improving communities and places. Shuai is very experienced in transforming strategic master plan level visions into physical built design and implementation. She is a key researcher for Sasaki's Carbon Conscience tool and an advocate for low carbon design and carbon neutrality in her practice.

EDUCATION

Harvard University
Master of Landscape Architecture

Tongji University
Bachelor of Engineer, in Landscape Studies

ACADEMIC EXPERIENCE

West Chester University of Pennsylvania
Guest Lecturer, Urban planning and Design studio, . 2023

University of Nebraska-Lincoln
Landscape Studios, Guest Critic, Undergraduate; 2021-2022

PROFESSIONAL AFFILIATIONS

American Society of Landscape Architects, Member

Boston Society of Landscape Architects, Member

PROJECT EXPERIENCE

The Ellinikon Metropolitan Park; Athens, Greece

Xuhui Runway Park; Shanghai, China

Smale Riverfront Park Phase 6; Cincinnati, Ohio

110 Chauncy Roof Deck; Boston, Massachusetts

Guangyang Island Mountain Park; Chongqing, China

Hoosic River Restoration; North Adams, Massachusetts

Jinan Central Business District Streetscape and neighborhood parks Design; Jinan, China

Jinan Prior Zone Landscape Framework and Master Plan; Jinan, China

Lujiazui Riverfront Park; Shanghai, China

Shishan Mountain Park Landscape Design Competition; Suzhou, China

The Suyue Plaza Residential and Commercial Roof Garden; Suzhou, China

Xinyang University South Bay Campus Landscape Design; Xinyang, China

PREVIOUS EXPERIENCE

Rutgers University Seminary Campus Landscape; New Brunswick, New Jersey

SELECTED PRESENTATIONS

Design with a Carbon Conscience: Estimating Embodied Carbon at the Planning Level

AWARDS

American Society of Landscape Architects, Colorado Chapter, President's Award of Excellence–Analysis & Planning category, The Ellinikon Metropolitan Park; 2022

Boston Society of Landscape Architects, Honor Award - Analysis & Planning, The Ellinikon Metropolitan Park; 2022

American Society of Landscape Architects, Honor Award for Urban Design, Xuhui Runway Park; 2021

World Architecture Festival and Awards, Winner, Urban Context - Landscape category, Xuhui Runway Park;2021

Asia Pacific Urban Land Institute (ULI) Excellence Award, Finalist, Xuhui Runway Park; 2021

World Landscape Architecture, Merit Award, Built Large category, Xuhui Runway Park; 2021

Fast Co. Innovation by Design Awards, Honorable Mention–Learning category, Xinyang University South Bay Campus Master Plan; 2021

Shanghai Design Awards, Silver in the Architecture - Proposed Category, Xinyang University South Bay Campus Master Plan; 2021

MIPIM Asia, Silver Award, Urban Regeneration category, Xuhui Runway Park; 2020

DFA Design for Asia Awards, Merit Award, Xuhui Runway Park; 2020

IFLA AAPME 2020 Awards, Excellence Award in Economic Viability, Xuhui Runway Park; 2020

Fast Co. Innovation by Design Awards, Honorable Mention–Cities category, Xuhui Runway Park; 2020

Boston Society of Landscape Architects, Honor Award - Design, Xuhui Runway Park; 2020

Boston Society of Landscape Architects, Merit Award - Analysis & Planning, Xinyang University South Bay Campus Master Plan; 2020

MIPIM Asia, Bronze Award, Futura Mega Projects category, Xinyang University South Bay Campus Master Plan; 2020

Boston Society of Landscape Architects, Merit Award - Analysis & Planning, Xinyang University South Bay Campus Master Plan; 2020

Society for College and University Planning, Merit Award for Excellence in Landscape Architecture for Open Space Planning, Xinyang University South Bay Campus Master Plan; 2020

Green Building Showcase 2019, Market Leader Award Series, Site Category, Xuhui Runway Park; 2019

RESEARCH

Sasaki
Carbon Conscience App: Assessing Carbon Impact Early and at Multiple Scales, 2020-

Harvard University Graduate School of Design
Design researcher, "Phyto: Principles and Resources for Site Remediation and Landscape Design", 2013

Einat Rosenkrantz

Senior Urban Designer | Senior Associate

SASAKI

Einat Rosenkrantz is an architect and urban designer and since joining Sasaki in 2014, she has worked on large scale, mixed-use districts focusing in Latin America and Asia.

Prior to working at Sasaki, Einat worked as Research Associate for MIT's Urban Risk Lab, and as an architect in Costa Rica, where she is a Registered Architect and Urbanist. She has also worked as Teaching Associate at Harvard's Graduate School of Design. Einat holds a Bachelor of Architecture from the Veritas University in San Jose, Costa Rica, and a Master of Architecture and Urban Design from Harvard's Graduate School of Design.

EDUCATION

Harvard University Graduate School of Design
Master of Architecture and Urban Design

Universidad Veritas at San Jose, Costa Rica
Bachelor or Architecture

REGISTRATIONS

Registered Architect in Costa Rica

PROFESSIONAL AFFILIATIONS

BSA Urban Design Committee, Member

ACADEMIC POSITIONS

Harvard Graduate School of Design
Teaching Associate;
Urban Design and Architecture Studio: Urban Blackholes: Development and Heritage in the Lima Metropolis; 2015

Massachusetts Institute of Technology
Research Associate;
Urban Risk Lab; 2013

Northeastern University, School of Architecture
Studio Guest Critic
2015-2017

Boston Architectural College
Studio Guest Critic
2016-2017

PROJECT EXPERIENCE

776 Summer Street Master Plan Architectural Services; Boston, Massachusetts

Chongming Island Xincunsha Master Plan; China

Ciudad Mayor Desarrollo de Diseño y Proyecto Ejecutivo Fase II; León, México

Ciudad Mayor Desarrollo de Diseño y Proyecto Ejecutivo; Leon, México

Confidential Conceptual Master Plan; Osaka, Japan

DEN Real Estate Strategic Development Plan; Denver, Colorado

Guanajuato Heritage Cities and Magie Towns Strategic Development; Guanajuato, Mexico

Kabul Urban Design Framework; Kabul, Afghanistan

Las Salinas; Viña Del Mar, Chile

MAX Mixed-Use Project Urban Design Services; San Jose, Costa Rica

NCPC Pennsylvania Ave Corridor Framework; Washington, D.C.

Northeast Pickering Community Planning; Pickering, Ontario, Canada

Novus Innovation Corridor; Tempe, Arizona

SODIC East Master Plan & Design Guidelines; Cairo Governorate, Egypt

Sevina Park Manila, Philippines

Skanska Simmons College Master Plan; Boston, Massachusetts

Strategic Development Frameworks for Five Cities in Afghanistan; Herat, Jalalabad, Kandahar, Khost, and Mazar, Afghanistan

Tecnológico de Monterrey Urban Regeneration Plan; Monterrey, México

Union Printers Home Master Plan; Colorado Springs, Colorado

Universidad Panamericana Bosque Real Campus Master Plan; Ciudad de México, México

Zidell Yards Master Plan; Portland, Oregon

AWARDS

Fast Co. World Changing Ideas Awards, Honorable Mention– Urban Design category, Strategic Development Frameworks for Five Cities in Afghanistan; 2022

Boston Society of Landscape Architects, Excellence Award – Analysis & Planning, Strategic Development Frameworks for Five Cities in Afghanistan; 2021

American Institute of Architects, Regional and Urban Design Award, Kabul Urban Design Framework; 2020

Boston Society of Architects, Campus and Urban Design Awards, Award, DEN Real Estate Strategic Development Plan; 2020

American Planning Association Colorado Chapter, Merit Award, General Planning Project, DEN Real Estate Strategic Development Plan; 2020

Boston Society of Landscape Architects, Honor Award – Analysis & Planning, Kabul Urban Design Framework; 2019

The PLAN AWARDS, Honorable Mention, Urban Planning Category, Kabul Urban Design Framework; 2019

Boston Society of Landscape Architects, Honor Award – Analysis & Planning, DEN Real Estate Strategic Development Plan; 2018

Boston Society of Architects, Campus and Urban Planning Awards, Award, Las Salinas; 2018

Fast Company World Changing Idea Awards, Finalist – Urban Development Category, Las Salinas; 2018

WAN Awards, Future Projects 2017, Winner, Las Salinas; 2018

The PLAN, Future Urban Planning Finalist, Las Salinas; 2017

Boston Society of Landscape Architects, Honor Award – Analysis and Planning, Las Salinas; 2017

American Institute of Architects, Honor Award, Regional & Urban Design, Tecnológico de Monterrey Urban Regeneration Plan; 2017

Boston Society of Architects, General Award for Campus Planning, Tecnológico de Monterrey Urban Regeneration Plan; 2015

The Ministry of Agrarian, Land and Urban Development (SEDATU) Mexico, National Prize for Urban and Regional Development, Tecnológico de Monterrey Urban Regeneration Plan; 2015

Boston Society of Landscape Architects, Merit Award – Landscape Analysis and Planning, Chongming Island Xincunsha Master Plan; 2015

Perspectives 2015 The CITYPLAN Award, Tecnológico de Monterrey Urban Regeneration Plan; 2015

American Planning Association, The Pierre L'Enfant International Planning Excellence Award, Tecnológico de Monterrey Urban Regeneration Plan; 2015

Boston Society of Landscape Architects, Merit Award – Landscape Analysis and Planning, Tecnológico de Monterrey Urban Regeneration Plan; 2015

Society for College and University Planning, Honor Award for Excellence in Planning for an Existing Campus, Tecnológico de Monterrey Urban Regeneration Plan; 2014

Chris Hardy

ASLA, PLA, LEED AP ND

Technical Lead | Landscape Architect | Senior Associate

SASAKI

Chris's experience includes an array of projects in the United States and Asia, ranging from master plans to complex, built urban and on-podium landscapes. Chris focuses on the integration of ecology and culture, with a commitment to exemplary craft in the built environment.

With a conservation biology and community design background, Chris has a particular passion for developing solutions to ecological design problems through community process. Prior to Sasaki, he worked at SWA San Francisco and earlier at Mathews Nielsen in New York City. Outside of practice, Chris participates in the design community through teaching, service, and writing. He has taught construction technology and design studios at the UC Berkeley Extension and Cornell University, and coauthored a book on outdoor performance facilities. Chris believes that every project is not only a design opportunity, but an opportunity to experiment, listen, and learn.

EDUCATION

Cornell University
Masters of Landscape Architecture with Honors

Duke University
Bachelors of Science in Biology, Minor in Environmental Science

ACADEMIC POSITIONS

UC Berkeley Extension
LD ARCH X405: Construction Technology II

LD ARCH X468: L-3 Studio, Neighborhood Design Studio

LD ARCH X465: Digital Landscape Graphics

LD ARCH X469: Portfolio Workshop

Cornell University
LA 4940 Environmental Toxicology for Landscape Architects.

LA 4010 Urban Design Studio

LA 4910 Introduction to Computer Graphics.

REGISTRATIONS

Registered Landscape Architect: CA

ISA Certified Arborist

LEED AP+ND

PROFESSIONAL AFFILIATIONS

U.S. Green Building Council

American Society of Landscape Architects

International Society of Arboriculture

Sasaki LA+CE Quality Control Coordinator

SELECT EXPERIENCE

Bonnet Springs Park; Lakeland, Florida

Cary Towne Center; Cary, North Carolina

The Ellinikon Metropolitan Park; Athens, Greece

Greenwood Community Park Master Plan and Implementation; Baton Rouge, Louisiana

NBC Universal Creative Village; Los Angeles, California

NBC Universal Studio Production District Plan; Los Angeles, California

Reston Fountain Plaza; Reston, Virginia

Sentinel Peak Specific Plan; Los Angeles, California

Smale Riverfront Park Phase 6; Cincinnati, Ohio

UCSF Parnassus Medical Campus Design Guidelines; San Francisco, California

PREVIOUS EXPERIENCE

Atherton Civic Center; Atherton, California

Caltrain Plaza & Streetscape; South San Francisco, California

Dublin Crossing Regional Park; Dublin, California

Golden State Warriors Chase Arena; San Francisco, California

Governors Island Park; New York, New York

Ironhorse Trail Park; Dublin, California

Ping Yuen Public Housing; San Francisco, California

Plaza de César Chávez; San Jose, California

Portsmouth Square Park; San Francisco, California

Portsmouth Square; San Francisco, California

Queens West 2 Garden; New York, New York

SUNY Farmingdale Landscape Master Plan; Farmingdale, New York

Shoelace Park; New York, New York New York

Tishman Speyer Foundry III; San Francisco, California

Truman Presidential Library; Independence, Missouri

Uber Headquarters Roof Gardens; San Francisco, California

University of Cincinnati MRMU Student Housing; Cincinnati, Ohio

RESEARCH & ADVOCACY

Co-Author & Primary Researcher, "Designing with a Carbon Conscience: A web-based application to inform planning and urban design projects on potential carbon impacts." Sasaki Research Program.

Co-author "Outdoor Theatre Facilities: A Guide to Planning and Building Outdoor Theatres.", published with Southeastern Theater Conference (SETC)

SWA Post-Occupancy Coordinator 20013-2015

Patrick Curran Fellowship: The Role of Landscape in EcoDistrict Planning

DesignConnect: Co-founder of Cornell's APA award winning community design organization

Hayward's Sheriff's Office: Pro-bono design services as part of community policing strategy.

North Carolina Coastal Federation: Pro-bono design services for resiliency planning and headquarters.

Chinese Culture Center: Pro-bono design services for urban landscape furnishings

City of Chicopee: Pro-bono design services for Uniroyal Facemate Site.

AWARDS

Landscape Architecture Foundation Fellow; 2022

American Society of Landscape Architects, Colorado Chapter, President's Award of Excellence–Analysis & Planning category The Ellinikon Metropolitan Park; 2022

Boston Society of Landscape Architects, Honor Award - Analysis & Planning; The Ellinikon Metropolitan Park; 2022

Boston Society of Landscape Architects, Merit Award - Analysis & Planning; Greenwood Community Park Master Plan and Implementation; 2022

Florida Department of Environmental Protection, Southwest District, Environmental Stewardship Achievement Award; Bonnet Springs Park; 2022

American Society of Landscape Architects, Colorado Chapter, Honor Award–Analysis & Planning category; Greenwood Community Park Master Plan and Implementation; 2021

The Architect's Newspaper, Best of Design Awards, Honorable Mention, Unbuilt - Landscape category; Greenwood Community Park Master Plan and Implementation; 2020

Cornell College of Architecture, Art and Planning, Michael Rapuano Memorial Award for Excellent in Design; 2010

American Society of Landscape Architects, ASLA Honor Award; 2010

Landscape Architecture Foundation, National Olmsted Scholar Finalis; 2010

Duke University, Dean's Research Award; 2007

Benjamin Boisclair

PLA, ASLA

Senior Landscape Architect |
Senior Associate |
Based in Los Angeles

SASAKI

Benjamin's passion as a landscape architect stems from his social love of people and nature. Spanning multiple scales, he believes that grounding the built and natural world in one's everyday life is a critical path to storytelling and wellness.

His interests and work center around the juxtaposition of sustainability, narrative, and tactical design. Over seven years of professional experience has brought Benjamin around the world working on built and conceptual landscapes ranging in budget from multi-million to pro-bono. He believes that successful design tells a sweeping story that embeds the user and local community in a space. Prior to Sasaki, Benjamin worked with SWA and Walt Disney Imagineering in Los Angeles, California. His expertise supports the Sasaki team on a variety of projects including but not limited to urban interventions, sustainable design, community outreach, and construction documentation.

EDUCATION

Syracuse University | SUNY College of Environmental Science and Forestry
Bachelor of Science in Landscape Architecture

PROFESSIONAL AFFILIATIONS

Member of the American Society of Landscape Architects

Member of ASLA Southern California

Nominated member of ASLA LAM Magazine Editorial Committee

SELECT EXPERIENCE

Confidential Oil Field Project; Los Angeles, California

Port of Los Angeles Wilmington Waterfront Promenade; Los Angeles, California

Carnegie Mellon University Tepper Quadrangle; Pittsburgh, Pennsylvania

Dartmouth College House Center Pilots; Hanover, New Hampshire

Denver Game Plan for Parks and Recreation; Denver, Colorado

High Line Canal Vision Plan; Denver, Colorado

Lawrenceville Corp. Sustainable Redevelopment Plan; Pittsburgh, Pennsylvania

Newport Open Space Master Plan; Newport, Rhode Island

Phu Quoc Landscape Development Vision; Phu Quoc, Vietnam

Recreation Park at Union Point; Weymouth, Massachusetts

Smale Riverfront Park; Cincinnati, Ohio

Strip District Waterfront Redevelopment Plan; Pittsburgh, Pennsylvania

Syracuse University Einhorn Family Walk; Syracuse, New York

PREVIOUS EXPERIENCE

Ballona Creek Master Plan/ Revitalization; Culver City, California

Belgrade Waterfront; Belgrade, Serbia

Blackwelder Boardwalk Vision; Los Angeles, California

Da Dong Residential Complex; Taiwan

Disneyland Resort Expansion Plans; Anaheim, California

Dubai Creek Harbour; Dubai, United Arab Emirates

King Salman Park Competition; Riyadh, Saudi Arabia

LinkedIn US HQ; Mountainview, California

Media Park Revitalization & Outreach; Culver City, California

Melrose Triangle; West Hollywood, California

Mission College Corporate Campus; Santa Clara, California

Pandora - The World of Avatar; Walt Disney World, Lake Buena Vista, Florida

Pershing Square Re-vision Study; Los Angeles, California

Samsung American HQ; Sunnyvale, California

San Vicente Medians Competition; Alexandria, Virginia

AWARDS

American Institute of Architects, New Hampshire Chapter, Honor Award – Excellence in Architectural Design, Commercial & Institutional; Dartmouth College House Center Pilots; 2021

Boston Society of Architects, Honor Awards for Design Excellence, Citation; Dartmouth College House Center Pilots; 2021

American Planning Association, National Planning Achievement Award for Public Outreach – Gold; High Line Canal Vision Plan; 2018

Boston Green Links Competition: "Most Implementable Short Term;" 2016

Upstate New York ASLA: Merit Award of Achievement; 2015

Upstate NY ASLA Student Honor Award; Project QRmarsh; 2013

Tamar Warburg

AIA, LEED AP BD+C

Director of Sustainability and Resilience | Associate Principal

SASAKI

As Sasaki's director of sustainability and resilience, Tamar works with project teams to set sustainability and resiliency goals and facilitates an integrated design process to achieve these goals.

She enjoys facilitating a collaborative design process to incorporate environmental stewardship into project workflow, from preliminary planning through construction management practices. Every project is an opportunity to make a healthy and resilient contribution to our communities and our planet.

She conducts sustainability charrettes involving all stakeholders to develop sustainability and resilience goals unique to each client, and follows up with sustainability deliverables at each stage of the project.

Tamar comes to Sasaki with 25+ years of experience designing educational and community buildings while with Studio G Architects and the Green Architecture Studio, which she founded in Israel after completing her M.Arch and B.A. at Harvard. She is an active member of the American Institute of Architects Committee on the Environment and the U.S. Green Building Council, and lectures widely on sustainable building and planning.

EDUCATION

Harvard University Graduate School of Design
Master of Architecture

Harvard College
Bachelor of Arts

REGISTRATIONS

Registered Architect in Massachusetts

LEED Accredited Professional, Building Design and Construction

PROFESSIONAL AFFILIATIONS

Boston Society of Architects, Committee on the Environment Programming Committee

Boston Planning and Development Agency, Zero Carbon Technical Advisory Group

United States Green Building Council

National Council of Architecture Registration Boards

Sustainable Design Leaders, Building Green

Women in Design, Mentor

Massachusetts Technology Collaborative, Green Building Advisory Committee

Israel Ministry of Education, Advisor for Green School Design

ACADEMIC POSITIONS

Harvard University Graduate School of Design
Design Mentor
Guest Critic

Massachusetts Institute of Technology
FHLB Housing Competition; Design Mentor

Northeastern University
Guest Critic

Wentworth Institute of Technology
Guest Lecturer

Penn State
Guest Lecturer

Tel Aviv University
Guest Lecturer

SELECT EXPERIENCE

10 World Trade, Sustainability and Resilience Strategy; Boston, Massachusetts

Agnes Scott College Comprehensive Campus Master Plan, Sustainability Goals; Decatur, Georgia

Amherst College Student Center, Sustainability Strategy; Amherst, Massachusetts

Bonnet Springs Park Children's Museum, Solar Energy and Net Zero Feasibility; Lakeland, Florida

Boston City Hall Plaza Pavilion, Net Zero Carbon Feasibility; Boston, Massachusetts

Boston Heat Resilience Strategies; Boston Massachusetts

Emory University Framework Plan, Sustainability Design Guidelines; Atlanta, Georgia

Goucher College Campus Master Plan; Baltimore, Maryland

Harvard University New Sailing Pavilion Feasibility Study; Cambridge, Massachusetts

John Pierce School Feasibility Study, Sustainability Strategy; Brookline, Massachusetts

Lakeview Village, Sustainable Design Guidelines; Mississauga Ontario

Massachusetts Bay Community College Health Science Center, Net Zero Energy Design; Framingham, Massachusetts

Massachusetts Maritime Academy Sustainability and Decarbonization Plan; Bourne, Massachusetts

Microsoft Azure Offices, Sustainability Strategy; Reston Virginia

Northeastern University 2023 Institutional Master Plan; Boston, Massachusetts

Pennsylvania State University Behrend Recreation Center, Sustainability Strategies; Erie, Pennsylvania

Princeton University Athletics Projects, Sustainability Design Guidelines; Princeton, New Jersey

Sarasota Performing Arts Center, Resilience Strategy; Sarasota, Florida

Skanska Longwood Medical Area Development, Sustainability Strategy; Boston Massachusetts

Southern Connecticut State University School of Business, Net Zero Energy Design; New Haven, Connecticut

Syracuse University Athletics Master Plan, Sustainability Strategies; Syracuse, New York

Tecnológico de Monterrey Expedition Sustainability Guidelines; Monterrey, Mexico

The Frederick Gunn School Campus Framework Plan for Implementation; Washington, Connecticut

The Frederick Gunn School Math, Science, and Technology Center, Sustainability Strategies; Washington, Connecticut

US Capitol Complex Master Plan; Washington, D.C.

University of Connecticut Mansfield Apartments Redevelopment; Storrs, Connecticut

University of Lima Recreation Center, Engineering and Innovation Center, Library, Sustainability Review for LEED Gold; Lima, Peru

University of Pennsylvania Penn 2050 Master Plan, Sustainability Strategy; Philadelphia, Pennsylvania

Washington and Lee University Master Plan, Energy Use Intensity for Capital Projects, Building Design Guidelines; Lexington, Virginia

Williams College Master Plan, Sustainability Strategy; Williamstown, Massachusetts

PREVIOUS EXPERIENCE

Excel Academy High School; Boston, Massachusetts

270 Centre Street Mixed-Use Project; Boston, Massachusetts

Atlantis Charter School; Fall River, Massachusetts

Match Community Day School; Boston, Massachusetts

Sturgis Charter Public School; Hyannis, Massachusetts

Aviv Child Care Center; Peabody, Massachusetts

Innovation Academy Master Plan; Tyngsboro, Massachusetts

Hill View Montessori; Haverhill, Massachusetts

SPARK Child Care Center; Boston, Massachusetts

Children's School; Stamford, Connecticut

Atrium School; Watertown, Massachusetts

Nili School Master Plan and Science Playground; Israel

Arara Eco-School; Israel

Municipal Rowing Club; Tel Aviv, Israel

AWARDS

Fast Co. Innovation by Design Awards, Honorable Mention– Urban Design category, Heat Solutions for Boston; 2022

WAN Awards, Future Projects – Commercial category, Shortlist, 10 World Trade; 2022

Florida Department of Environmental Protection, Southwest District, Environmental Stewardship Achievement Award, Bonnet Springs Park; 2022

National Urban Design Awards, Award of Excellence for Sustainable Development, Lakeview Village Master Plan; 2022

THE PLAN AWARD, Shortlist, Urban Planning category, Lakeview Village Master Plan; 2021

Boston Society of Landscape Architects, Merit Award – Analysis & Planning, The Sarasota Bayfront Master Plan; 2021

Boston Society of Architects, Campus and Urban Design Awards, Award, Agnes Scott College Comprehensive Campus Master Plan; 2020

Boston Society of Landscape Architects, Merit Award – Analysis & Planning, Lakeview Village Master Plan; 2020

Society for College and University Planning, Honor Award for Excellence in Planning for an Existing Campus, Emory University Framework Plan; 2020

PUBLICATIONS

American Library Association, "Sustainable Libraries", Chapter, "Demystifying Sustainability" upcoming, 2021

ULI Report, "Data-Driven Strategies for Heat Mitigation," 2019

Israel Green Building Standard, Team Author, 2003

"Green Architecture for School Buildings," Israel Ministry of Education 2000

PRESENTATIONS

Higher Education Climate Leadership Summit, "Road Map to Net Zero," 2020

Andrew Sell

ASLA, PLA

Ecologist | Landscape Architect | Senior Associate

SASAKI

As a senior project ecologist at Sasaki, Andy collaborates with multidisciplinary teams in translating academic research into design strategies for ecological resilience. His passion for increasing environmental complexity in urban and suburban settings is evident in his range of domestic and international project experience.

Andy is a seasoned plantsman and ecological designer with professional experience in horticulture, public garden administration, and landscape restoration. As a former park ranger, he's committed to connecting people to the environment through experiential design and education. From conceptual master plans for habitat connectivity to built shoreline restorations designed to enhance interspecies food webs, Andy leverages sustainable thinking to inform design, construction, and maintenance strategies for Sasaki's landscape and planning practices.

Outside of project work, Andy is an active member of Sasaki's culture – leading efforts to improve office environmental sustainability and conducting research in trial pollinator gardens and for a new climate resiliency toolkit for parks. In his free time, you'll often find Andy in his home garden and hiking across all of New England.

EDUCATION

University of Michigan
Master of Landscape Architecture, Conservation Ecology Track

University of Michigan
Bachelor of Fine Arts, Minor in Terrestrial Ecology

REGISTRATION

Licensed Landscape Architect: Michigan

PROFESSIONAL AFFILIATIONS

American Public Gardens Association

American Society of Landscape Architects

Garden Writers of America

Society of Ecological Restoration

United States Green Building Council

ACADEMIC EXPERIENCE

University of Michigan, School of Environment and Sustainability
Environ 421: Restoration Ecology, Graduate Student Instructor; 2016

NRE 587: Making Place: Landscape Architecture Studio, Graduate Student Instructor; 2015

PROJECT EXPERIENCE

Changchun Middle Mountain and Water Landscape Master Plan; Changchun, China

Chengdu Panda Reserve; Chengdu, China

Davenport Flood Resilience Plan; Davenport, Iowa

Hai Ha Cai Chien Master Plan and Urban Design; Hai Ha, Vietnam

Hoosic River Flood Chute Naturalization; North Adams, Massachusetts

Jinan Prior Zone Landscape Design; Jinan, China

Jio Institute Master Plan; Mumbai, India

Jiuyan Bridge Waterfront Park Master Plan; Chengdu, China

Lehigh University Singleton, Hitch, and Maida Residential Houses Ecological Assessment and Landscape; Bethlehem, Pennsylvania

Longquanshan Urban Forest Park International Competition; Chengdu, China

Lushang Technology New Town Concept Master Plan Project; Jinan, China

Northwestern University Evanston Campus Master Plan; Evanston, Illinois

Shanghai Hongqiao Front Bay Urban Design; Shanghai, China

Shenzhen 5+1 Blueway Landscape; Shenzhen, China

The Ellinikon Metropolitan Park; Athens, Greece

Universidad de Lima Master Plan; Lima, Peru

University of Massachusetts, Lowell Arboretum Study; Lowell, Massachusetts

University of Missouri-St. Louis Master Plan Update; St. Louis, Missouri

Wuhan Yangchun Lake Business District; Wuhan, China

Xinyang University South Bay Campus Master Plan; Xinyang, China

SELECT AWARDS

American Society of Landscape Architects, Colorado Chapter, President's Award of Excellence–Analysis & Planning category, The Ellinikon Metropolitan Park; 2022

Boston Society of Landscape Architects, Honor Award – Analysis & Planning, The Ellinikon Metropolitan Park; 2022

Fast Co. Innovation by Design Awards, Honorable Mention–Learning category, Xinyang University South Bay Campus Master Plan; 2021

Shanghai Design Awards, Silver in the Architecture - Proposed Category, Xinyang University South Bay Campus Master Plan; 2021

Boston Society of Landscape Architects, Merit Award - Analysis & Planning, Xinyang University South Bay Campus Master Plan; 2020

MIPIM Asia, Bronze Award, Futura Mega Projects category, Xinyang University South Bay Campus Master Plan; 2020

Boston Society of Landscape Architects, Merit Award - Analysis & Planning, Xinyang University South Bay Campus Master Plan; 2020

Society for College and University Planning, Merit Award for Excellence in Landscape Architecture for Open Space Planning, Xinyang University South Bay Campus Master Plan; 2020

World Architecture Festival and Awards, Shortlist, Masterplanning - Future Project category, Chengdu Panda Reserve; 2021

MIPIM Asia Awards, Best Futura Mega Project, Chengdu Panda Reserve; 2019

Boston Society of Landscape Architects, Merit Award -Analysis & Planning, Chengdu Panda Reserve; 2019

The PLAN AWARDS, Finalist, Education Category, Chengdu Panda Reserve; 2019

Fast Company World Changing Ideas Awards, Honorable Mention–Spaces, Places, and Cities Category, Chengdu Panda Reserve; 2019

Boston Society of Landscape Architects, Honor Award – Analysis & Planning, Hoosic River Revitalization - The North Branch; 2018

Landscape Architecture Foundation, University Olmsted Scholar; 2017

Michigan ASLA Chapter, Student Honor Award; 2017

School of Environment and Sustainability, Peter & Carolyn Mertz Dean Fellow; 2017

American Public Gardens Association - Garden Club of America, Hope Goddard Iselin Fellow; 2016

Franklin Garden Club of Michigan Scholarship; 2016

School of Environment and Sustainability, Graduate Student Instructor of the Year; 2015

Garden Club of America, Katharine Grosscup Scholarship; 2015

Alice Bourquin Travel Research Award for Landscape Architecture; 2015

Longwood Gardens, Graduate Symposium Fellow; 2015

School of Environment and Sustainability, Academic Leadership Fellow; 2014

SELECT PRESENTATIONS

"Connecting Ecology + Design in Landscape Architecture" MassArt - Special Topics Studio in Architecture, Guest Lecturer, Digital Presentation; 2020.

"Celebrate Design! For a Changed World: Park Design Solutions in the Era of Public Pandemics" American Public Gardens Association Conference, Digital Presentation; 2020

"From Pollution to Pollinators: Redesigning Urban Landscapes to Increase Urban Biodiversity", Native Plant Center, Annual Landscape Symposium, Digital Presentation; 2020

"Learning and Growing: Redefining Children's Garden Landscapes for Over 100 years," American Public Gardens Association Conference; Anaheim, California; 2018

Moderator, "The Road Less Traveled: Fostering a Creative Path to Public Garden Leadership," American Public Gardens Association Conference; Anaheim, California; 2018

"Children's Gardens and the Perception of Nature Play in Public Gardens," American Public Gardens Association Conference; Toronto, Canada; 2017

Moderator, "Sage Advice Public Garden Leadership and Transition Planning," American Public Gardens Association Conference, Toronto, Canada; 2017

"Trending Towards Wild: Interpretations of Wilderness in Public Gardens," Art & Environment Gallery Exhibit, Winter Artist; Ann Arbor, Michigan; 2016

"Connecting Design, Art, and Ecology," Garden Club of America, Shaker Lakes Garden Club May Meeting; Cleveland, Ohio; 2016

Commentator & Guest, Home & Garden Television (HGTV) Urban Oasis Dream Home; Ann Arbor, Michigan; 2016

"Making Memories, Making Money: Tribute & Memorial Development In Public Gardens" American Public Gardens Association Conference; Denver, Colorado; 2014

PREVIOUS EXPERIENCE

Matthaei Botanical Gardens Master Plan; Ann Arbor, Michigan

PREVIOUS WORK EXPERIENCE

University of Michigan Matthaei Botanical Gardens and Nichols Arboretum; Ann Arbor, Michigan

Researcher; 2016-2017

Master Plan Designer; 2015

Development & Grants Officer; 2009-2015

Education & Interpretation Associate; 2007-2009

Glacier National Park; Apgar, Montana, USA

Summer Seasonal Park Ranger; 2004-2007

Tanvi Sharma

AIA

Planner | Associate

SASAKI

Tanvi's work as a licensed architect and urban planner is dedicated to improving the lived experiences of people in built spaces, developing sustainability and resilience through natural environments, and focusing on equitable and inclusive design through socially- and culturally-responsive collaboration and co-creation.

In over seven years of experience, her clients have ranged across city governments, urban campuses, and commercial developments across the US, and her projects have included climate change adaptation, transportation system design, multi-use park, and future land use planning.

EDUCATION

Rice University
Bachelor of Arts in Architecture

Rice University
Bachelor of Architecture

Massachusetts Institute of Technology
Master of City Planning

REGISTRATIONS

Licensed Architect through Texas Board of Architectural Examiners

PROFESSIONAL AFFILIATIONS

American Institute of Architects

SELECT EXPERIENCE

University of Louisville Master Plan; Louisville, Kentucky

University of Utah Daybreak New Campus; Daybreak, Utah

PREVIOUS EXPERIENCE

Belmont Villages, Senior Living Building; Austin, Texas

City of Dallas, Street Design Manual; Dallas, Texas

City of Denison, Comprehensive Plan; Denison, Texas

City of Sugar Land, Future Land Use Plan; Sugar Land, Texas

Climate Ready Boston, Coastal Resilience; Boston, Massachusetts

Department of Public Works, Malden River Works; Malden, Massachusetts

East metro Strong, Bus Network Redesign; Saint Paul, Minnesota

Philanthropic firms, Greater Houston Flood Mitigation Consortium; Houston, Texas

San Francisco Public Utilities Commission, Watershed Flood Mitigation Planning; San Francisco, California

PUBLICATIONS

Environmental Justice, More Inclusive Parks Planning: Park Quality and Preferences for Park Access and Amenities; 2016

B. Project Qualifications

Relevant Experience

The Ellinikon Metropolitan Park

Xuhui Runway Park

DEN Real Estate Strategic Development Plan

Wilmington Waterfront Promenade

Confidential Redevelopment and Specific Plan

Gene C. Reid Park Master Plan

XUHUI RUNWAY PARK

The Ellinikon Metropolitan Park

LAMDA DEVELOPMENT | ATHENS, GREECE | SASAKI + ATELIER TEN

Sasaki is honored to be leading the design of the Ellinikon Metropolitan Park and Coastal Front in Athens, Greece, which will be Europe's largest coastal park. The decommissioning of the original Athens International Airport in 2001 led to two decades of work to create a funding and governance mechanism that would transform the city's largest piece of obsolete infrastructure.

The Ellinikon Metropolitan Park is poised to become one of the most significant public spaces in Athens—an ambitious goal for a city celebrated for its iconic architecture and urban design. This park, however, is special. It will set a new standard for ecological restoration and will model a cutting-edge approach for the design, programming, and funding of future public parks across the world.

The design embraces the site's abundant cultural heritage while establishing a 21st century ethos and identity for Athens that will resonate for the next 1,000 years. Once complete, the park will become the social heart of Athens and will provide novel experiences for visitors in a city that does not have a public park at this scale.

Project Dates
2020 - Ongoing

Team or Firm's Specific Role
Prime Consultant

Names and Title of Lead Project Staff
Anna Cawrse - LA Design Principal
Chris Hardy - Project Manager
Andy Sell - Ecologist
Josh Brooks - Urban Designer and Principal Landscape Architect
Shuai Hao - Deputy Project Manager, Senior Landscape Architect

Funding Sources
Private Investment

Dollar Amounts
Confidential

Timelines
Phase 1 is out to BID, target opening date spring 2026.
Phase 1B is going to bid in May 2023, part will be built with phase 1, part with Phase 2.
Phase 2 is estimated to commence after construction completion of Phase 1.

Services Provided
Landscape Architecture
Ecology
Environmental Graphics
Technical Design
Civil Engineering for Earthworks and Site Elements

Size
600 acres (243 hectares)

Sustainability
Targeting LEED Sites Gold and BREEAM

Learning from the Past and Looking to the Future

Throughout history, the site has been an inclusive, publicly accessible space ingrained in the collective memory of Athenians. The 263 hectare (650 acre) park is bigger than the entire principality of Monaco and represents a palimpsest of Athenian landscapes including prehistoric coastal settlements, productive agricultural fields, a 20th century airport, and a 21st century Olympic venue.

One of only three airports in the world designed by Eero Saarinen, the adaptively-reused terminal building is the centerpiece of a grand event space. In addition to preserving the terminal, massive light poles for the former airport and concrete from the runways are reused throughout the park.

CONCRETE CORING ON SITE

Leveraging Existing Materials Resources

The landscape of Athens is one that tells the ages. Design decisions about materiality and planting were selected to withstand the test of time and remain relevant. Priorities included the use of durable, reusable, long life-cycle materials that would reduce the overall carbon footprint of the park. 28,720 m2 (309,140 sq. ft.) of concrete from the existing airport runways and tarmac is reused playfully throughout the park to subtly tell the story of the site's past, transforming the banal into something beautiful. With its glimmering marble aggregate and no rebar, the once unnoticed is honored in signature fountains, massive retaining walls, custom furnishings, and various hardscapes.

The team also found a unique resource in the former airport facilities, enabling the reuse of approximately 150,000 CM of existing demolitions. Some materials are refinished in place, much is used in clean fill, crushed road base, or rip-rap, and some are upcycled. About 10 hectares of unreinforced, 300mm thick, marble-aggregate concrete was set aside for upcycling as a substitution for precast concrete.

CONCRETE CORING ON SITE

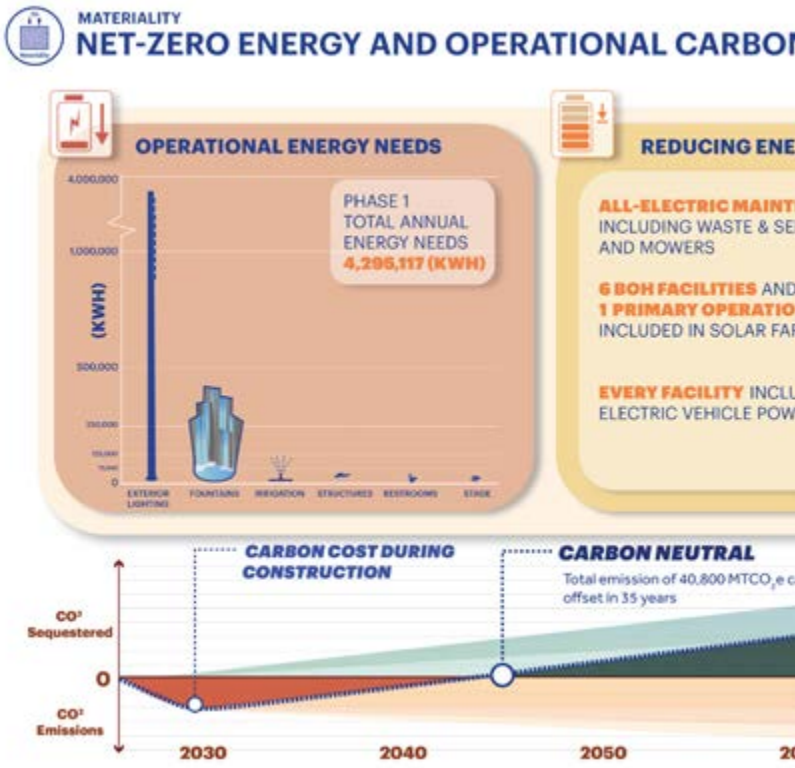
Setting a New Standard for Carbon Neutrality

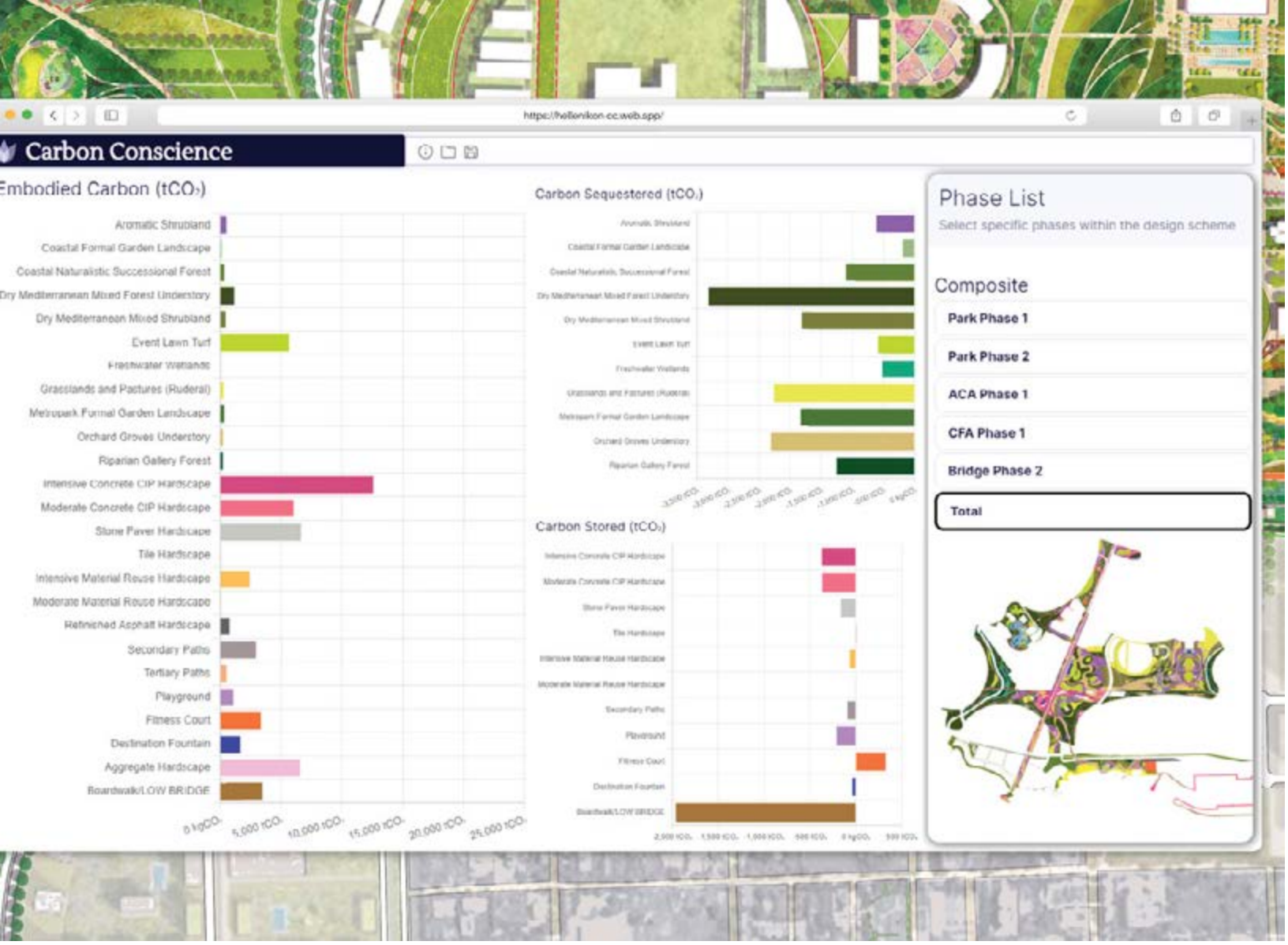
Maximizing the carbon sequestration potential of the site while minimizing carbon emissions from materials, construction, and operations remained a top priority throughout the design process. The design started with an analysis of the existing resources available within the site—including extensive soil and concrete testing, geotechnical borings, tree surveys, and field surveys of vegetation already established across the abandoned parcel.

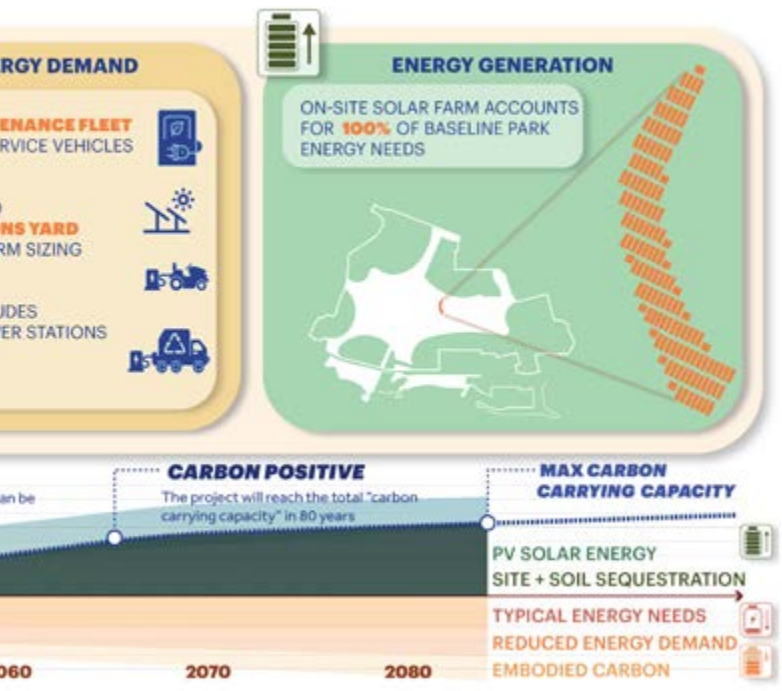
Detailed carbon assessments were conducted during early design phases using Carbon Conscience (developed by Sasaki) and Pathfinder applications, guiding iterations and strategic detailing to reduce project emissions by 45% from the initial benchmark. The result was a projection of carbon neutrality in 35 years, and an expectation of ~40,000 MTCO2e (metric-tons CO2 equivalent) additional carbon sequestered by the time the site achieves carbon carrying capacity. Key carbon reducing strategies included soils amendment and reuse, material reuse, afforestation, and minimizing new concrete applications.

The design process included a full energy modeling study to size an on-site solar farm to offset operational energy. Additionally, maintenance manuals were developed to specify an all-electric fleet of vehicles and equipment. Irrigation will be provided through reclaimed water sourced from sewage mining, with ~60% of the park dedicated as 'establishment-only irrigation' and allowed to naturalize.

A large-scale afforestation effort supports carbon sequestration and urban heat island mitigation goals. Over 55,000 trees sourced from Greece were selected for their ecosystem services and adaptability to the site's alkaline soils. The plant list, which includes trees, shrubs, geophytes, and herbaceous material, was carefully considered based on native status, adaptability to local climatic conditions, and cultural connections and traditions. As the largest plant procurement project in Greek history, the restoration goals necessitated direct collaboration with Greek nurseries since early concept design.







The Ellinikon Metropolitan Park is heroic in scale and ambition, which translates into a responsibility to reinforce the Greek relationship with landscape and reignite this ethos in a 21st century context–centering climate responsiveness and carbon-positive design, ecological restoration, and equitable access for all Athenians.

SAMPLE PROJECT MANAGEMENT STATUS UPDATES

See below for sample project management status updates from the monthly progress meeting minutes.

DEVELOPMENT OF METROPOLITAN POLE OF HELLINIKON – AG. KOSMAS

SASAKI'S MONTHLY PROGRESS REPOR
FOR THE MONTH OF December

Rev.	Revision Date	Reason for issue	Prepared by	Checked
A	22/12/2022	For Review	SAS	I. Sfakian C. Chatzioan

Document Codification:

4P99	GEN	SAS	MPR	018	XX	00
Project	Sub-element	Originator	Doc Type	Discipline	Stage	Seria

SASAKI

LAMDA DEVELOPME

Targeting Perfect

SASAKI	Doc. Code:	4P99-GEN-SAS-MPR-018-XX-00
	Doc. Title:	Sasaki's Monthly Progress Report f Months of December

APPENDIX 5

"RFI Register" See "HK_App5-RFI Register_May.xlsx" in zip file. Note all December.

Hellinikon S.A. Key:

RFI REGISTER

S/N	RFI Code	Information Requested	Raised by	Answer required from	Date Raised	Respond by	Date Responded	Response	Status
00001	SSK-RFI-000001	Anticipated Water Quality Data for reclaimed water for irrigation - including salt and fat or oils content, following ASTM D3856 or local equivalent.	SAS	LDV	6/23/2021	7/9/2021	7/6/2021	Information Submitted, pending review by SSK. Regarding dissolved salts (Calcium, Mag. Sodium, Chloride, and Boron), as well as potassium, SAR, conductivity and heavy metals, the wastewater treatment has no effect on them and they depend totally on the waste water of origin. In order to respond to the query it is necessary for LD to arrange sampling and laboratory analyses of the untreated wastewater (in the existing coastal sewage collector or pump station A33). Nevertheless, their concentration is expected to be low, due to the good water quality of Athens and since no - or very limited - industrial loads are expected (the inflow is purely domestic wastewater). The same has to be done for chlorides, that might be high due to potential infiltration of sea water into the coastal collector and pumping stations. Regarding lipids, grease and any other substances that are not dissolved in the water, their concentration will be zero, since the treatment system includes ultrafiltration. The effluent concentration of total nitrogen will be less than 15 mg/l (nitrate-nitrogen ≤ 11 mg/l) The anticipated phosphorus effluent concentration is 8-10 mg/l	Closed	
00002	SSK-RFI-000002	The design team is interested in exploring the stream profiles within the park for enhanced ecological performance, respecting key restrictions for alignments, offsets, and channels, but widening into the parkland and providing vegetation within the widened section as described in the Site Evaluation Report, and more in line with the master plan documents than the current infrastructure package. Key questions that we need to resolve to understand the viability of this design suggestion is 1) Does 'Stream Area' take away from 'Park Area' from a legislative perspective, 2) the potential legislative impacts if we move the park side boundary of the edge of the streams, 3) the potential design delays and costs caused by this suggestion, and finally 4) if there is a key date where this decision would need to be made for the infrastructure package to pick up the revision in time to submit in a bid addendum.	SAS	LDV	6/24/2021	7/9/2021	6/30/2021	1. The streams' boundaries and alignment are defined in the JMDs and in the ESS and therefore any modifications or deviations will require adjustments on applicable legislation. 2. This will require adjustments on the applicable legislation that will have a domino impact on design approvals (landscape and infrastructure design) 3. Intuitively, modifications on streams design, utilities design if utilities are crossing the area, flood studies, others as required. In case the designer issues their proposal for the modification of the streams boundaries and alignment, the designer shall issue in parallel a design change request accompanied with technical information and impact study. 4. The Developer shall issue their comments on the design request for review and (d), taking into consideration the impact on the overall scheme, and project feedback. The streams design is well advanced and the infrastructure contractor tender is under preparation based on this design. Please refer to the attached email for a first analysis of the impact and the considerations that need to be taken, in case this change is proposed by the designer.	Closed	
00003	SSK-RFI-000003	Is the phase 1 boundary completely fixed or worth exploring within programmatic and budgetary limitations?	SAS	LDV	7/4/2021	7/10/2021	7/14/2021	Yes we could explore expanding the Phase 1 boundary, given the budget limitation of phase 1, which would need to be coordinated with programming, and infra constraints. Sasaki shall issue their proposal, indicating the alterations in the Phase 1 boundary, for review and feedback.	Closed	
00004	SSK-RFI-000004	Topography: Does secondary earthworks (hills 10M or less, mostly 3-5M in variation from Master plan) have any impact on the legislative approvals? Please provide current cut/fill analysis quantities anticipated with the master plan, and if there are any limitations on site grading, also please share if any assumptions have been made for total quantities of import horticultural soils as part of the mass earthworks design.	SAS	LDV	7/4/2021	7/10/2021	7/14/2021	Legislative framework: Regarding the Masterplan, the JMDs (Joint Ministerial Decisions) include the General Organization Study of the Metropolitan Park that provides information about site elevations. In the associated environmental terms included in the JMD for the MP, there are no specific constrains affording levels and grading. General directions for design development are provided in its Article 10, paragraph 2.5: "The configuration of the Metropolitan Park should follow the principles of the General Organization Study of the Metropolitan Park as well as the Planting Study that accompanies the Environmental Impact Study". According to L. 4622/2002 (the fundamental law for Metropolitan Park), if an amendment to the approved JMDs is essential, then a Ministerial Decision is required. If the amendment is non-essential, a revised General Organization Study is submitted to the Hellinikon Office, as part of the overall study. Notwithstanding that, LD would require more information (i.e. proposed hills location, number, height), to evaluate the variation and the legislative amendment that this may require. The ESS' (Environmental Impact Study of Hellinikon) main principle is to limit bulk material and earthwork movement to or from the MP. For ESS-related assumptions regarding estimated earthworks equilibrium and import/export quantities, please refer to the following ESS chapters: Chapter 4.1.1.3.01, Rezoning - Route of materials (p. 4-44), quoting backfilling of 1,766,000 m3 and excavations of 846,907 m3. Chapter 4.1.3.3.01, for garden soil production and quantities & Figure 4.1.1-18/20: Soil garden distribution. diagram, p. 4-53. Chapter 13-00: Planting and Landscape Study (Preliminary). Report Ref: 02 LAN MP RP 022 02- Plant Engineering Study for the Metropolitan Green and Recreation Park & Drawing, Ref: 02_LAN_MP_ASS-1_SOL_22- Garden Soil and Soil Substrates Distribution Plan. Infrastructure framework: Grading: The current storm water studies are based on existing grading data since there isn't a revised study for the MP. Should there are any significant variations in the landforms and grading of the MP, LD will have to redesign their main storm water systems, therefore new grading has to follow the existing one in general terms. Sasaki should make a primary evaluation of the main connections and advise LD accordingly.	Closed	
00005	SSK-RFI-000005	We have a few questions for discussion regarding the water source for the lake and irrigation: • Water for the lake: Is the piping and pumping equipment worth salvaging to grout the new lake, or would new salt water infrastructure be required to replace the existing equipment? (Site Eval. Report Infrastructure Section) • Water for the lake: would small scale, electrically powered desalination plant be worth considering, for park potable water uses including fountains as well as potentially treating the lake as an alternative to maintaining the existing infrastructure due to problems for the existing E&Y (Site Eval. Report Infrastructure Section) • Can Sasaki get the anticipated water quality data for the reclaimed water? (RFI 00001) • What would it take for at full capacity for the total available reclaimed water for irrigation to get to 4,900 CM/day (a potential scenario in full build out with climate change induced drought conditions)? • Would moving the lake, or adding a second large water feature require any kind of legislative amendment?	SAS	LDV	7/4/2021	7/17/2021	7/12/2021	The pumps which were used for sea-water suction and filling of the lake, have not been used or maintained since 2009-2010. Considering the fact that the longer the pumps stay inactive, the more they tend to be prone to damage, it is crucial that they are checked thoroughly by a highly expertise contractor. The pumps were made by Flygt, now a brand under Xylem. It is also worth mentioning, that to check the current status of the pumps, it is also necessary to fo the Medium Voltage Substation, from which the pumps are electrically powered. This sub-station is currently inactivated. The piping infrastructure should also be examined for possible leakage, or other issues. Based upon the feedback and taking into consideration as well the feedback provided by the Employer during the 50% concept presentations, Sasaki shall re-issue the RFI (in case it is still required), including detailed description of the information that need to be provided. **Sasaki shall organi ze a workshop with LDV and their consultants to review the options. Before that workshop, Sasaki shall collect and evaluate the feedback provided during the 50% Concept presentations, 50% Concept review and this RFI response.** We appreciate that the landscape design proposals for the lake, maintain a flexibility in terms of programme during CD design stage, so that a preferable option is further developed according to LD's stakehold, cross disciplinary feedback at PD stage.	Closed	Provided
00006	SSK-RFI-000006	■ the development of 100% concept, would the client like to see the models of adjacent developments in the professional perspectives? If so, we would need graphic models (sketchup/rhino etc) for the architecture surrounding the park and coastal front, in as much detail as the client would like to see represented. We think, at a minimum, the master plan massing model would be helpful. If that was not available, perhaps building outlines with a idea about the massing height as a CAD plan could be all we would need to create a simple massing model.	SAS	LDV	7/4/2021	7/17/2021	7/12/2021	Although it would be ideal to see the models of adjacent developments in your professional perspectives, the design development of those are not mature in the same level and as such we cannot provide their 3d models. Currently we could share only the Marina Residential Tower (MRT) 3D model. We will share via Aconex transmittal 2d drawings and/ or pdf images for the rest of the building developments to be used for illustrative purposes in your professional perspectives. Please note that these are still in concept design stage and possible changes might occur as the design progress).	Closed	
00007	SSK-RFI-000007	When can we anticipate the evaluation of pavements as suggested within the Site Evaluation Report (if feasible) - ask from site evaluation report attached. (Representative cores taken from suggested general areas of the project to evaluate for consistency with mini park mockups and compressive strength.)	SAS	LDV	7/4/2021	7/17/2021	7/28/2021	We anticipate sending the requested information to Sasaki by the **end of next week, July 23.**	Closed	Provided
00008	SSK-RFI-000008	Is there any geotechnical information available near the proposed pedestrian bridge that our structural engineer can use as a basis of design? Please share any and all information on the geotechnical subsoil conditions along the corridor as is available.	KAL	LDV	7/4/2021	7/10/2021	7/13/2021	Please find attached geotechnical factual reports of adjacent study areas: - POSEIDONOS AVENUE FLYOVER- 4WO7-467-EDA-APF-216-DD-00014-E(In Greek) - POSEIDONOS AVENUE UNDERGROUND STRUCTURE- 4WO6-467-EDA-APF-216-DD-00009-C (In Greek)	Closed	Provided
00009	SSK-RFI-000009	Geotechnical Information Ask(General) from Langas & Kallergos: Geotechnical Survey and Reports - Geotechnical survey and report need to be evaluated and reviewed further. Soil permeability and infiltration capabilities will need to be verified in respect to the environmental report, groundwater levels, and surrounding infrastructure. - The following geotechnical information and reports will be needed for advancing the design: 1. A CAD file with the locations of all the boreholes drilled and the trial pits excavated within the site during the 2020-21 geotechnical investigation 2. Hydraulic Works (1st Priority) – Boreholes 2084, 2085, 2087, 2088, 2094 to 2096, 2101, 2112 and 2115 - Factual, Evaluation and Design Reports - To date we have received only the factual report, Report No. HEL-EDA-GTR-14-1, dated 10/26/2020, in Greek) 3. Hydraulic Works (2nd priority) – Boreholes 2090, 2092 to 2089, 2110, 2122 and 2124 - Factual, Evaluation and Design Reports 4. Hydraulic Works (3rd priority) – Boreholes 2086, 2098 to 2093, 2097, 2099, 2102, 2111, 2113 to 2121, 2123 and 2125 - Factual, Evaluation and Design Reports (To date we have received only the factual report, Report No. HEL-EDAGTR-14-1, dated 12/4/2021, in Greek) 5. Geological Data – Site – Boreholes 2056 to	LAN	LDV	7/4/2021	7/10/2021	7/13/2021	Please refer to Transmittal LAMDADEV-TRANSMIT-000089 (Project: Infrastructure). Note that this information is to be used only for concept/preliminary design purposes, and the Employer does not take any responsibility for the accuracy of these studies. Regarding the translation of the studies and to avoid any misunderstandings, the designer shall seek assistance from their local design team (Kallergos).	Closed	ation Requ

SASAKI	Doc. Code	
	Doc. Title	

3 - DESIGN STAT

3.1 – Design Progress i

Provide an update on key

- Architecture
  - Phase 1: C
  - Phase 1B:
- Structural Enginee
  - Phase 1: C
  - Phase 1B:
- MEP Engineering
  - Phase 1: C
  - Phase 1B:
  - Pedestrian
- Landscape
  - Phase 1: C
  - Phase 1B:
  - Pedestrian
  - Parcel AA:
- Cost Consultant
  - Phase 1: C
  - Phase 1B:
  - Pedestrian
- Lighting
  - Phase 1: C
  - Phase 1B:
- Sustainability
  - Phase 1: C
  - Phase 1B: a basis fo
- Operations
  - Phase 1: C
  - Phase 1B: BOQs will
- BIM
  - Phase 1: C

e:	4P99-GEN-SAS-MPR-018-XX-00019	Revision:	A
:	Sasaki's Monthly Progress Report for the Months of December	Date:	22/12/22
		Page:	8

TUS

in the month

progress / achievements in the month by discipline:

Closed
PD resubmission under review.
ering
Closed
PD resubmission under review.

Closed
PD resubmission under review.
n Axis: submission under review.

Closed
PD resubmission under review.
n Axis: submission under review.
1: 50% Concept resubmission review

Closed
PD resubmission under review.
n Axis: submission under review.

Closed
PD resubmission under review.

Closed
Mobilized based on PD submission, scope shifted to DD phase and using PD as r analysis to inform DD.

Closed
: BOH memo for primary maintenance yard provided (E5 or potentially P1B), be updated for DD

Closed

COST CONTROL

This park required a parallel design and costing process. From early concept studies, comparative cost estimates were provided based on average land use pricing, and in documentation stages cost estimates were provided with each submission based on detailed bills of quantities and through securing pre-proposal bids from representative contractors for all assembled and products. Cost management included the development of market and inflation contingencies, development of a range of value engineering and design deductive alternative and design add alternative provisions, and specifications were developed to enable competitive pricing of alternatives meeting performance criteria for all elements. The design was assessed with each stage with value engineering procedures as necessary to close each stage with an acceptable design on budget.

CLIENT'S RECEPTION OF THE FINAL PROJECT

The client has been very pleased with Sasaki's work. This is showcased as the concept design is approved for all phases, and the detailed design is approved for phase 1 to proceed to procurement and construction.

Additionally, Sasaki's work has been awarded the following honors:

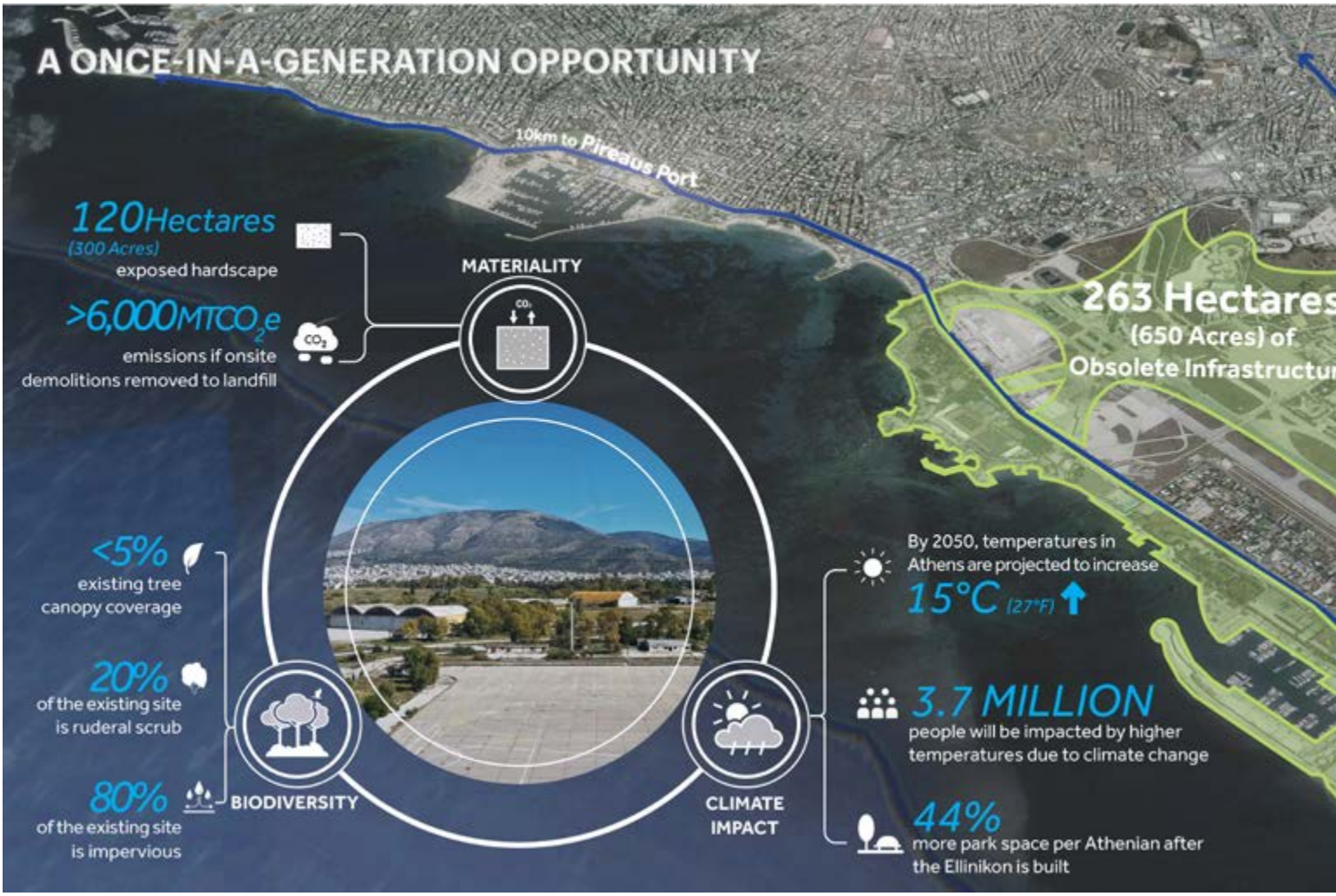
- American Society of Landscape Architects, Colorado Chapter, President's Award of Excellence—Analysis & Planning category
- Boston Society of Landscape Architects, Honor Award – Analysis & Planning

GRAPHIC MATERIAL PRODUCTION AND APPROXIMATE BUDGET

The design team has used hand drawing, CAD, and Rhino modeling, and key supplemental modeling from Revit. The team has been rendering with Enscape for in progress views, enhanced with Photoshop and the Creative Suite for plans, diagrams, montages, and in-house renderings, third party professional rendering used for key views. Approximate budget is around $100,000 but ongoing as the design progresses.

QUALITY CONTROL

In addition to internal QAQC, we had a third party senior associate review and markup sets for health, safety and welfare following our corporate policies. The project technical landscape architect reviewed all construction details for the plan set. For key technical coordination, a third party engineering firm would audit and comment on technical systems, inclusive of MEP, stormwater, and wet utilities.


A ONCE-IN-A-GENERATION OPPORTUNITY
10km to Piraeus Port
120 Hectares
(300 Acres)
exposed hardscape
>6,000 MTCO2e
emissions if onsite demolitions removed to landfill
MATERIALITY
263 Hectares
(650 Acres) of
Obsolete Infrastructur
<5%
existing tree canopy coverage
20%
of the existing site is ruderal scrub
80%
of the existing site is impervious
BIODIVERSITY
CLIMATE IMPACT
By 2050, temperatures in Athens are projected to increase
15°C (27°F)
3.7 MILLION
people will be impacted by higher temperatures due to climate change
44%
more park space per Athenian after the Ellinikon is built


CLIMATE IMPACT
DESIGNED FOR LONGEVITY
Locally sourced aluminum for shade structures
Limited use of manicured lawns

Meandering paths ascend through the topography and provide intimate moments to connect with installations by local artists, leading to sweeping views of the entire park and out to the sea from the summit

Xuhui Runway Park

SHANGHAI XUHUI WATERFRONT DEVELOPMENT INVESTMENT CONSTRUCTION CO.,LTD. | SHANGHAI, CHINA | SASAKI

As the first SITES Gold project in mainland China, Xuhui Runway Park is an innovative urban revitalization project that breathes new life into a unique piece of Shanghai's history. Located in the Xuhui Riverfront Area, a formal industrial zone of the city, this 14.63-hectare (36.15-acre) site was a runway for Longhua Airport, which operated for over 80 years and was Shanghai's only civilian airport until 1949. The remaining 1,830-meter (2,001-yard) long and 80-meter (87-yard) wide concrete runway was built in 1948 and used until the airport was closed in 2011.

With the recent redevelopment of the Xuhui Riverfront Area into a mixed-use district, the historic runway is embracing its new life. Master planned as a public street and linear park side-by-side, this project serves as a runway of modern life, offering a space of recreation for nearby communities, as well as a respite from the high-density redevelopment around. Following its environmentally, socially, and economically sustainable approaches, the site will lead the city's new lifestyle.

To reflect the site's previous history, the design mimics the motion of a runway, creating diverse linear spaces for vehicles, bicycles, and pedestrians by organizing the park and street into one interconnected sequence at a runway scale. While the spaces are linear in form, diverse spatial experiences are created by applying different materials, scales, topography, and programs. The ascending and descending movement, with overlooks created for pedestrians and cyclists, resembles the experience of being on an airplane, which connects visitors to the past while also providing varied viewpoints of the site.

Project Dates
2013 - 2020

Team or Firm's Specific Role
Prime Consultant

Names and Title of Lead Project Staff
Shuai Hao - Project Landscape Architect

Funding Sources
Government

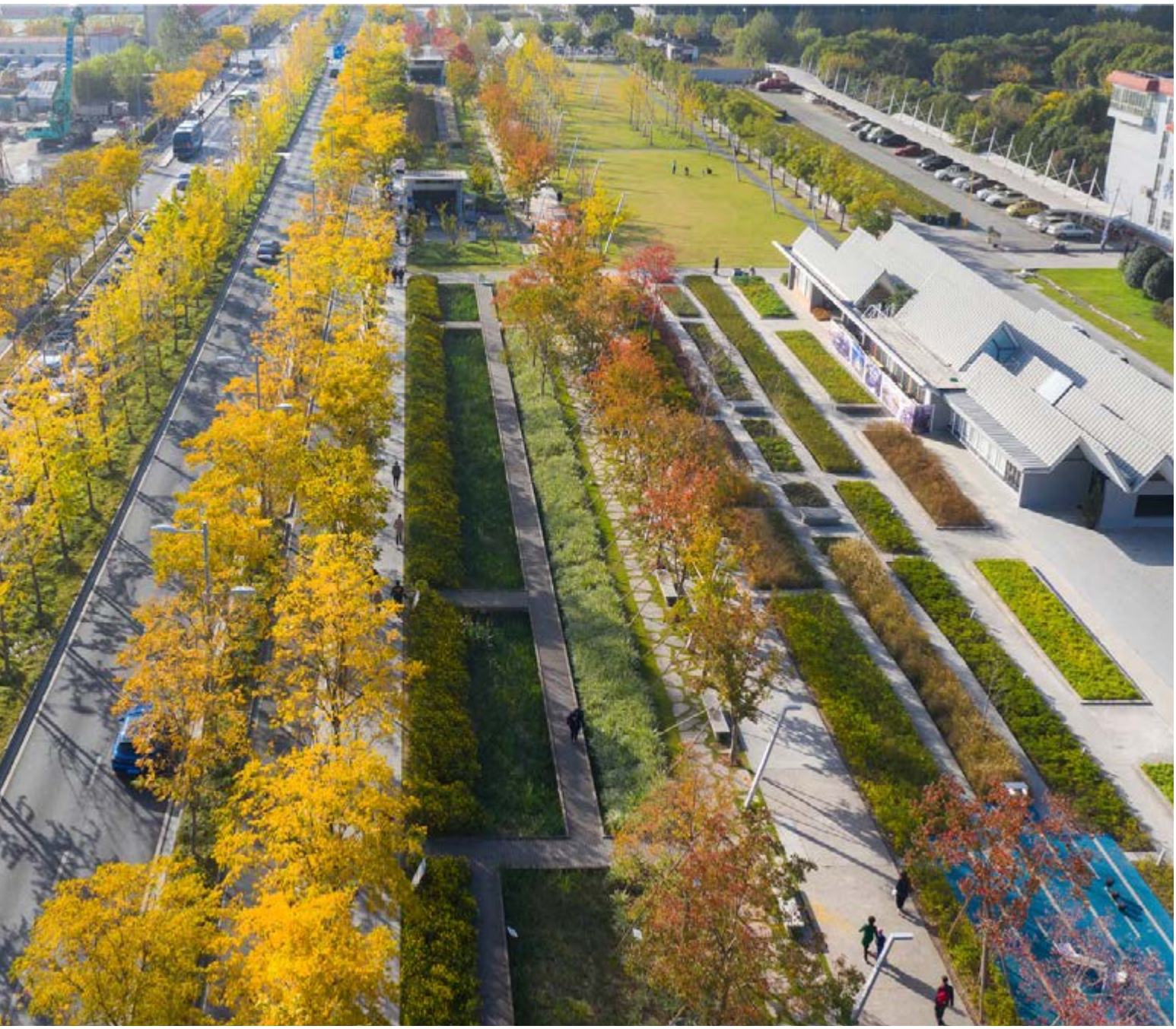
Dollar Amounts
Design Budget: $733,000
Construction Budget: $25,772,000

Timelines
Planning and Design: 2013-2017
Construction
Phase 1: February 2017
Phase 2: August 2017
Phase 3: January 2019
Phase 4: Fully Built 2020

Services Provided
Landscape Architecture
Ecology
Architecture (for park structure and bus shelter)
Environmental Graphics

Size
14.63-hectare (36.15-acre)

Sustainability
SITES Gold



The layout of Yunjin Road contributes to a compact urban district by limiting the number of vehicular travel lanes and promoting public transit over personal cars. Designated bike lanes are integrated into the street section, facilitating the "last one kilometer" commute between the transit and individual destinations. Additionally, six rows of deciduous trees are planted along the sidewalks, bicycle lanes, and road median, creating a comfortable microclimate, seasonal effects, and a human-scaled boulevard.

A sunken garden is carved between the park's subway station and neighboring development parcels, improving the walking experience to and from the transit while enriching the spatial composition of the park. Additional commercial frontage is placed along the garden perimeters, helping activate the garden while bringing more revenue to the park to support its operation and maintenance costs.

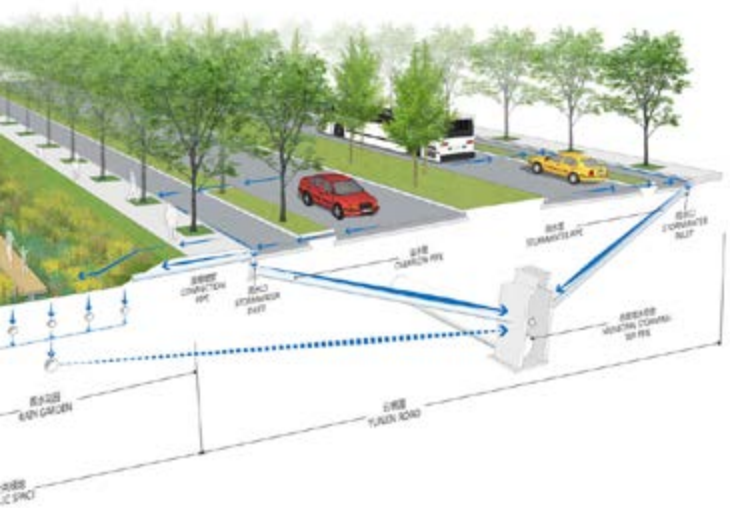
Diverse programs are planned in various park spaces, open to all ages and groups and mostly free of charge. Active lifestyles can be found in multiple forms of runways, such as the bike and pedestrian runways through the park, a runway playground, a runway fountain, and the multipurpose lawn with a capacity for holding 3,500-people events or 5 soccer games in five-a-side size fields. Cultural events and performances can be accommodated at the sunken garden with a maximum of 900 audiences, and various restaurant and public service facilities scattered throughout the park are designed to allow for small social gatherings like office parties, serving the developments around.

Private conversations and reflection can take place at multiple gardens, riverfront overlooks, and the birdwatching grove, which offers a respite from busy urban life. Multiple water features inspired by the aviation industry are distributed throughout the park, including the Runway Fountain, the Silver Wings Fountain, and the Children's Interactive Fountain, to help activate the spaces. The water supply for the Runway Fountain comes completely from the treated stormwater on site.

Before the project began, much of the original runway was still intact. Sasaki and our local engineering consultant carefully investigated the site and identified 3.6-meter wide structurally-sound concrete pads which would remain and serve as the main pedestrian path through the park. Its original directional markings were also preserved as part of this effort.

Near the north end of the park, large portions of the existing runway's concrete panels are also integrated into the birdwatching grove to form intricate resting spaces. In areas where the existing concrete was damaged beyond repair, new concrete pavement panels were formed to serve the park's contemporary uses.

The demolished concrete pieces were reused in a randomized paving pattern adjacent to the main pedestrian path and underneath tree groves and allees. Preservation and reuse of the runway concrete on site has not only reduced construction costs, but also preserved the embodied carbon and reduced greenhouse gas emissions caused from the manufacturing of new concrete.



COST CONTROL

A feasibility study and project cost estimation was completed by the client after the preliminary concept design to generate the project budget. The design was further developed based on this established budget. Detailed cost estimates were provided by our local subconsultant in the design development phase to make sure that the project was within budget.

CLIENT'S RECEPTION OF THE FINAL PROJECT

Adjacent parcels were constructed after the park completion and were sold at a higher value which generated additional income for the city as the land owner. These included various residential developments as well as the CCTV Yangtze Delta Headquarters Office, the World Artificial Intelligence Conference Center, and the first 7-star hotel in Shanghai. Property values in the immediate neighborhood (within 2 blocks of the park) increased in value over 80% from 2015 to 2019 when the park was completed.

The client is also pleased with the project being awarded the first SITE Gold project in mainland China. The street side rain gardens that are integrated into the stormwater systems of the adjacent road design are one of the pioneer cases of "Sponge City Practices" (green infrastructure) in mainland China. Sasaki has continued work with the client on other surrounding landscape projects and has been highly recognized and recommended for our work at Xuhui Runway Park.

GRAPHIC MATERIAL PRODUCTION AND APPROXIMATE BUDGET

The design team has used hand drawing, CAD, SketchUp modeling, in-house rendering from models enhanced with Photoshop, and the Creative Suite for plans, diagrams, and montages. Third party professional renderings were used for key views. The estimated budget was $100,000.

QUALITY CONTROL

In addition to internal QAQC, we had a third party senior associate review and markup sets for health, safety and welfare following our corporate policies. The project technical landscape architect reviewed all construction details for the plan set. Sasaki was also contracted to do the construction administration to oversee the project construction phase.

SAMPLE PROJECT MANAGEMENT STATUS UPDATES

See below for sample project management status updates including punch list items, schedules, and meeting minutes.

行动总表 ARCHITECTURE PUNCHLIST
徐汇滨江云锦路公共绿地景观设计 XUHUI RIVERFRONT YUNJIN ROAD PUBLIC GREEN SPACE LANDSCAPE DESIGN

Observed: 2017年7月1日 Observed: 2017年7月1日

类型 Type	编号 No.	位置 location	施工问题 Construction Issue	Sug
种植 Planting	A1	在施工区域 Construction Site	乔木树干包裹的草绳和麻布袋均已发霉和生虫，容易造成树干树皮腐烂，严重影响树木的生长，外观极差。 The grass rope and linen covered on trunk have already mildewed, which will decay the trunk and bark as well as have negative impact on the growth and appearance of the tree.	**全部去除已**经腐烂的草绳和麻布。 Get rid off all the decayed grass rope and
	A2	在施工区域 Construction Site	过多的树木支架影响行人行走和公园观感。 Too many tree stakes affect visitors' experience and the appearance of the park.	**种植2年后的**树木，支架可以拆除 。 The tree stakes could be removed 2 year
	A3	在施工区域 Construction Site	**部分**乔木（如乌桕）枝条较低，影响树木造型和行人行走。 Some of the trees like Sapium sebiferum with lower branch could possibly affect the people passing by.	**适当修剪**较低的枝条，避免影响行人。 Prune the lower branch properly to avoid
	A4	在施工区域 Construction Site	**混凝土和其他垃圾散落在种植区内，混凝土已凝固成型**，严重影响种植土质量和功能。 The concrete and other construction materials were left in the planting area, the concrete blocks seriously affect the quality and function of the planting soil .	**清理**绿化区域的建筑垃圾。 Clean the construction trash in the planti
	A5	在施工区域 Construction Site	**种植土**严重不合格，大量场地内原有的黏土被简单翻土后重新用在种植区。 The planting soil did not meet the requirement, large amount of original clay from site was reused as planting soil on planting area.	设计说明中明确要求了种植土的标准和使 。 The standard and application location of The soil test report provided by the contr code.
	A6	在施工区域 Construction Site	**施工材料随意**摆放在种植区内，影响植物生长，破坏成品保护。 The construction materials were left in the planting area which affect the growth of the plant.	**加强成品保**护的现场管理，立即去除影响 Improve the protection and management area.
铺装 Paving	B1	**丰谷路至**龙兰路 Fenggu Rd to Longlan Rd	**透水混凝土表面留存混凝土散落**块，透水混凝土表面没有清理,。还未正式使用，表面及边缘已经破损严重。 The mortar dirt pollution on permeable concrete paving did not cleaned.The permeable concrete paving was seriously broken on the surface and edge before the park officially open to the public.	**拆除**质量不符合设计要求的透水混凝土路 Demolish the permeable concrete paving the construction.
	B2	**休**闲走廊碎拼区域 Leisure Corridor Recycled Broken Concrete Area	**碎拼混凝土表面水泥**污染严重，并且断裂。 Serious mortar dirt pollution and crack on concrete surface.	**全**线排查，尽快修补 Check the whole site and fix the issues a
	B3	**保留跑道区域** Preserved Runway Area	**保留混凝土**边缘损坏严重，未修补。 The broken edge of the preserved concrete did not repaired.	**全**线排查，尽快修补 Check the whole site and fix the issues a
	B4	龙耀路以南区域 South Area to Longyao Rd	**木平台竹木**铺装完成仅**2个月，多**处发霉、开裂和腐烂。出现很明显的一条好一条坏的布局。 Only 2 months after the installation of bamboo wood deck, the wood starts to mildew, crack and decay, which result in bad looking deck pattern.	应采购符合国家竹木质量标准和设计要求 The purchased bamboo wood shall meet requirements, all the slats installed with b
	B5	**机**场河转角处西侧 West side of Jichang River Turning Corner	**透水混凝土路面与木平台**衔接处边缘未对齐。 The joint between permeable concrete and boardwalk did not aligned and match with each other.	调整施工有误的边缘，使之与木栈道边缘 Adjust the mistake edge to make it aligne
	B6	**四季花园** Four Season Garden	**碎石**颜色过深，与混凝土颜色差距较大。 The color of the aggregate was too dark which has big difference with the concrete color.	**采用**颜色较浅的碎石或粒径相同的破碎混 Either use the aggregate that has similar same size as the applied aggregate.
室外家具 furniture	C1	**城市跑道旁的坐凳**A-1 Bench A-1 along Urban Runway	**施工中不注意成品保**护，室外家具多处破损。 The bench was already broken due to lack of protection during the construction.	应整体更换破损的板凳。 The broken bench shall be replaced.
	C2	**城市跑道旁的坐凳**A-1 Bench A-1 along Urban Runway	**多**处混凝土表面被污染，包括乱扔施工中的铁质工具而产生的铁锈和油污。 There are several places that the concrete surface were polluted by rust and oil stain due to the carelessness during the construction process.	**加强成品保**护，清理混凝土表面的污渍。 Improve the protection of built area, clea
	C3	**沿河木**栈道 Boardwalk Along Riverside	**不**锈钢不应与镀锌钢焊接，焊点处已严重锈蚀，未来会继续加重锈蚀程度，不仅导致其失去结构作用，而且锈迹将随雨水流到下部混凝土表面，污染混凝土及河道。 The stainless steel shall not weld with galvanized steel, the joint was already rust and will be even worse in the future. The rust part will not only affect the strength but also pollute the concrete surface and river after raining.	**方案一**，龙骨改为整体不锈钢。方案二， Option1: Change the frame to stainless s
	C4	**沿河木**栈道入口 Boardwalk Entrance Along Riverside	**不**锈钢扶手应为整体钢管，现场焊接处明显，品质工艺差。 The stainless steel shall be one piece, the welding was obvious on site, and the quality was bad.	栏杆应为整体钢管，而非钢管焊接，以保 Instead of welding on site, the railing sha quality.
	C5	观鸟园坐凳A-2 Bench A-2 at Bird Watching Garden	**木坐凳**缝隙远超图纸要求的5mm,**手指可以伸**进去，龙骨位置和规格与图纸不符。 The joints of the wood slats were much wider than 5mm that indicated on the drawings, the finger could also fit in.The position and specification did not match the drawings.	SASAKI**根据**实际情况建议坐凳木坐面调整 SASAKI suggests the improvement prop revised solution.

整改措施
gestion / Follow-up

d linen.

s later after the trees were initially planted.

affect the people passing by.

ng area.

用范围，施工单位提供土壤检测报告，不符合规范要求的

the planting soil was clarified in the design instruction.
actor did not meet the requirement of the associated

植物生长的临时工程和建筑垃圾。
of built area,clean the construction trash in the planting

面，重新施工。
which did not meet the design requirement, and redo

s soon as possible.

s soon as possible.

的竹木材料，有问题的需要全部更换。
Chinese related quality standard and design
oad quality need to be replaced.

对齐。
ed with the edge of the boardwalk.

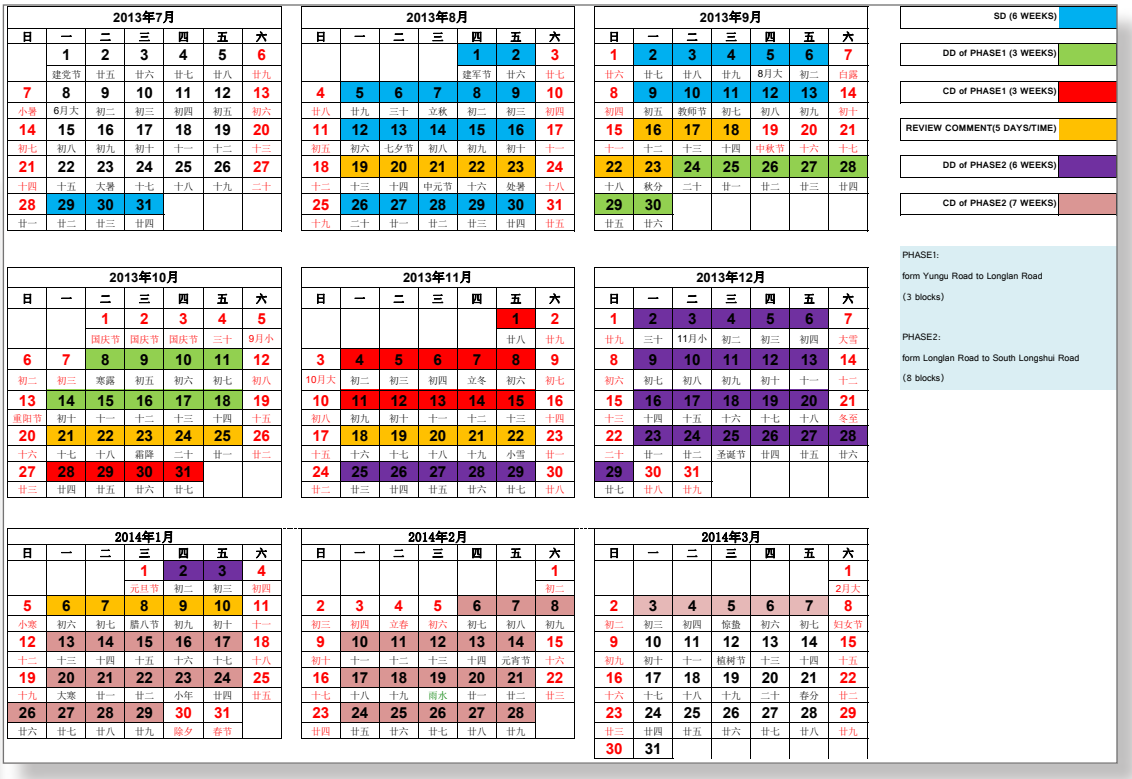
凝土块。
color as the concrete or smashed concrete with the

n the dirt on the surface of the concrete.

连接形式改为螺栓连接。
steel. Option2: Change to bolted connection.

证质量和外部观感。
ll be one piece in order to guarantee the appearance and

整方案，施工单位进行调整。
osal, and the contractor should adjust according to the



2013年7月

日	一	二	三	四	五	六
	1	2	3	4	5	6
	建党节	廿五	廿六	廿七	廿八	廿九
7	8	9	10	11	12	13
小暑	6月大	初二	初三	初四	初五	初六
14	15	16	17	18	19	20
初七	初八	初九	初十	十一	十二	十三
21	22	23	24	25	26	27
十四	十五	大暑	十七	十八	十九	二十
28	29	30	31			
廿一	廿二	廿三	廿四			

2013年8月

日	一	二	三	四	五	六
				1	2	3
				建军节	廿六	廿七
4	5	6	7	8	9	10
廿八	廿九	三十	立秋	初二	初三	初四
11	12	13	14	15	16	17
初五	初六	七夕节	初八	初九	初十	十一
18	19	20	21	22	23	24
十二	十三	十四	中元节	十六	处暑	十八
25	26	27	28	29	30	31
十九	二十	廿一	廿二	廿三	廿四	廿五

2013年9月

日	一	二	三	四	五	六
1	2	3	4	5	6	7
廿六	廿七	廿八	廿九	8月大	初二	白露
8	9	10	11	12	13	14
初四	初五	教师节	初七	初八	初九	初十
15	16	17	18	19	20	21
十一	十二	十三	十四	中秋节	十六	十七
22	23	24	25	26	27	28
十八	秋分	二十	廿一	廿二	廿三	廿四
29	30					
廿五	廿六					

SD (6 WEEKS)
DD of PHASE1 (3 WEEKS)
CD of PHASE1 (3 WEEKS)
REVIEW COMMENT(5 DAYS/TIME)
DD of PHASE2 (6 WEEKS)
CD of PHASE2 (7 WEEKS)

PHASE1:
form Yungu Road to Longlan Road
(3 blocks)

PHASE2:
form Longlan Road to South Longshui Road
(8 blocks)

2013年10月

日	一	二	三	四	五	六
		1	2	3	4	5
		国庆节	国庆节	国庆节	三十	9月小
6	7	8	9	10	11	12
初二	初三	寒露	初五	初六	初七	初八
13	14	15	16	17	18	19
重阳节	初十	十一	十二	十三	十四	十五
20	21	22	23	24	25	26
十六	十七	十八	霜降	二十	廿一	廿二
27	28	29	30	31		
廿三	廿四	廿五	廿六	廿七		

2013年11月

日	一	二	三	四	五	六
					1	2
					十八	廿九
3	4	5	6	7	8	9
10月大	初二	初三	初四	立冬	初六	初七
10	11	12	13	14	15	16
初八	初九	初十	十一	十二	十三	十四
17	18	19	20	21	22	23
十五	十六	十七	十八	十九	小雪	廿一
24	25	26	27	28	29	30
廿二	廿三	廿四	廿五	廿六	廿七	廿八

2013年12月

日	一	二	三	四	五	六
1	2	3	4	5	6	7
廿九	三十	11月小	初二	初三	初四	大雪
8	9	10	11	12	13	14
初六	初七	初八	初九	初十	十一	十二
15	16	17	18	19	20	21
十三	十四	十五	十六	十七	十八	冬至
22	23	24	25	26	27	28
二十	廿一	廿二	圣诞节	廿四	廿五	廿六
29	30	31				
廿七	廿八	廿九				

2014年1月

日	一	二	三	四	五	六
			1	2	3	4
			元旦节	初二	初三	初四
5	6	7	8	9	10	11
小寒	初六	初七	腊八节	初九	初十	十一
12	13	14	15	16	17	18
十二	十三	十四	十五	十六	十七	十八
19	20	21	22	23	24	25
十九	大寒	廿一	廿二	小年	廿四	廿五
26	27	28	29	30	31	
廿六	廿七	廿八	廿九	除夕	春节	

2014年2月

日	一	二	三	四	五	六
						1
						初二
2	3	4	5	6	7	8
初三	初四	立春	初六	初七	初八	初九
9	10	11	12	13	14	15
初十	十一	十二	十三	十四	元宵节	十六
16	17	18	19	20	21	22
十七	十八	十九	雨水	廿一	廿二	廿三
23	24	25	26	27	28	
廿四	廿五	廿六	廿七	廿八	廿九	

2014年3月

日	一	二	三	四	五	六
						1
						2月大
2	3	4	5	6	7	8
初二	初三	初四	惊蛰	初六	初七	妇女节
9	10	11	12	13	14	15
初九	初十	十一	植树节	十三	十四	十五
16	17	18	19	20	21	22
十六	十七	十八	十九	二十	春分	廿二
23	24	25	26	27	28	29
廿三	廿四	廿五	廿六	廿七	廿八	廿九
30	31					

SASAKI

minutes

date	2013 年 6 月 26 日 June 26, 2013		
project name	徐汇滨江云锦路开放空间景观设计 Xuhui Riverfront Yunjin Road Open Space Landscape Design	project #	
meeting date	2013 年 6 月 26 日 June 26, 2013	time	
location	徐汇区政府 Xuhui District Government Hall		
recorded by	周天闻 Tianwen Zhou		
distribution			

ATTENDEES

徐汇区党委：孙继伟书记, 袁里主任
Xuhui District Party Committee: Mr. Jiwei Sun, Mr. Gang Yuan

徐汇区政府：徐建副区长
Xuhui District Government: Mr. Jian Xu

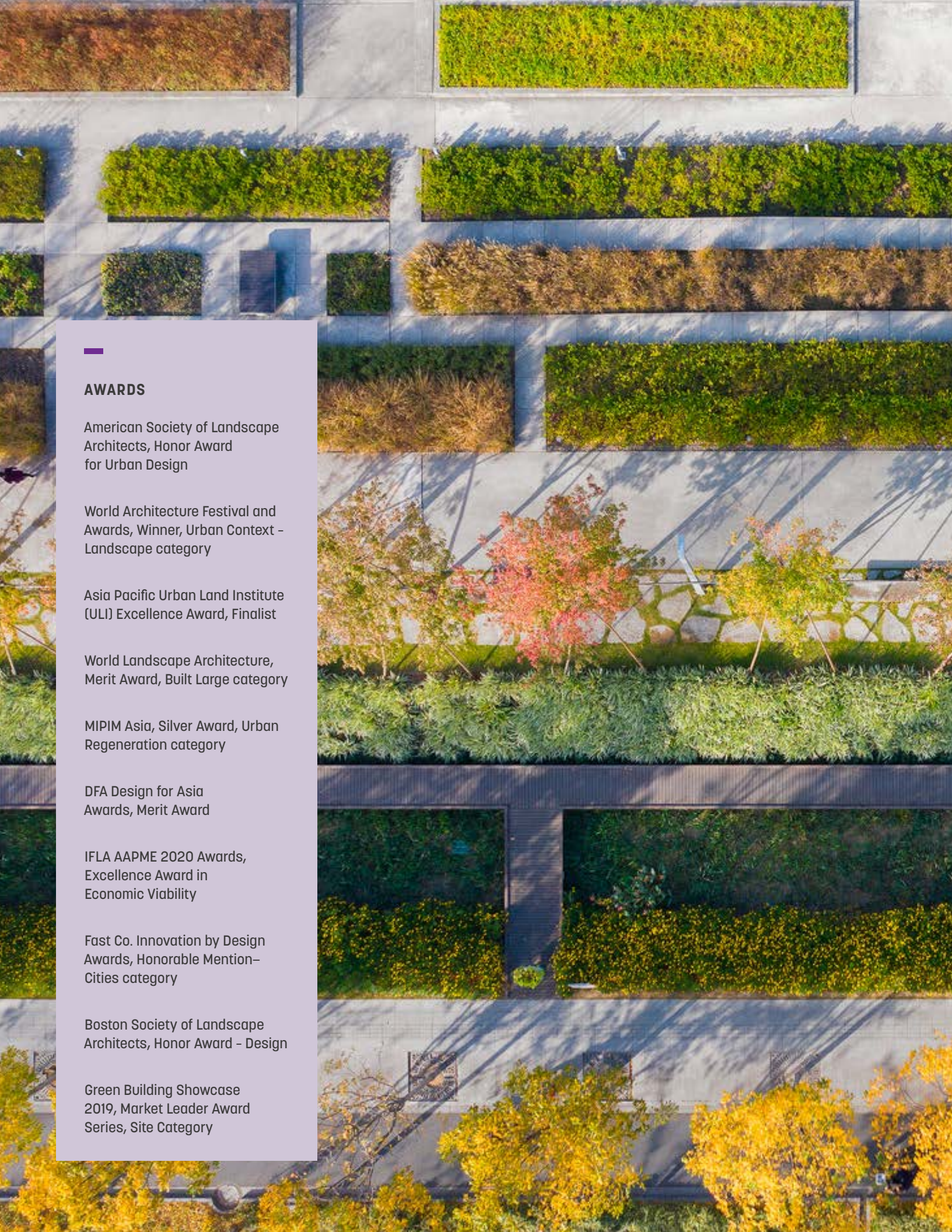
徐汇区规土局：关也彤局长
Bureau of Urban Planning and Land Management of Xuhui District: Mr. Yetong Guan

徐汇区建交委：刘东昌主任
Xuhui District Construction & Communication Commission: Mr. Dongchang Liu

上海徐汇滨江开发投资建设有限公司：李忠辉总经理, 叶可央经理, 宋从伟规划师
Shanghai Xuhui Riverfront Development Investment Co., Ltd: Mr. Zhonghui Li, Ms. K
Mr. Congwei Song

close to the intersection, and extremely difficult to build. Please coordinate with the Water Bureau and inform us of the final decision.

5. Please provide historic information about Longhua Airport, so that we can develop the concept based on historical fact.
6. Does the park green ratio have to reach 70%? Please provide the standard method used to calculate park green ratio.
7. Please provide the construction documents or as build drawings of existing open spaces around the Greenland Hui Center.
8. Is it allowed to build the proposed sunken plaza between Greenland Hui Center and subway station? Is there any requirement for the elevation at the sunken plaza? Is there any specific requirement or restriction to the construction work around the subway station?
9. Which scheme of the sunken plaza design shall we follow for the next step of the work?
10. Are the existing stormwater lines going to be moved? Do we still need to consider the conflict between street trees and utility lines? Please inform us on the final decision.
11. Please provide the construction documents of all the roads intersected with Yunjin Road.
12. If there is any information available about the public transit hub at the intersection of Yunjin Road and South Longshui Road, please provide it to us as soon as possible.
13. Where are the final locations of bus stop bays along Yunjin Road? Do all the bus stops have to use the pull out design? If so, the space along the road will not be very straight.
14. Is there any specific design requirement for the newly added linear open space on the northwest of the park? Are there any regulations or restrictions impacting building structures or buildings there? Besides the public restroom, do we need to put any additional buildings there?
15. Please provide the expected area for park service and facility. Besides the public restroom, do we need to put any additional buildings at the north part of the park?
16. What is the design speed along Longyao Road?
17. Is it possible to have more clearance under the bridges over Jichang He Canal to accommodate recreational boats?



AWARDS

American Society of Landscape Architects, Honor Award for Urban Design

World Architecture Festival and Awards, Winner, Urban Context – Landscape category

Asia Pacific Urban Land Institute (ULI) Excellence Award, Finalist

World Landscape Architecture, Merit Award, Built Large category

MIPIM Asia, Silver Award, Urban Regeneration category

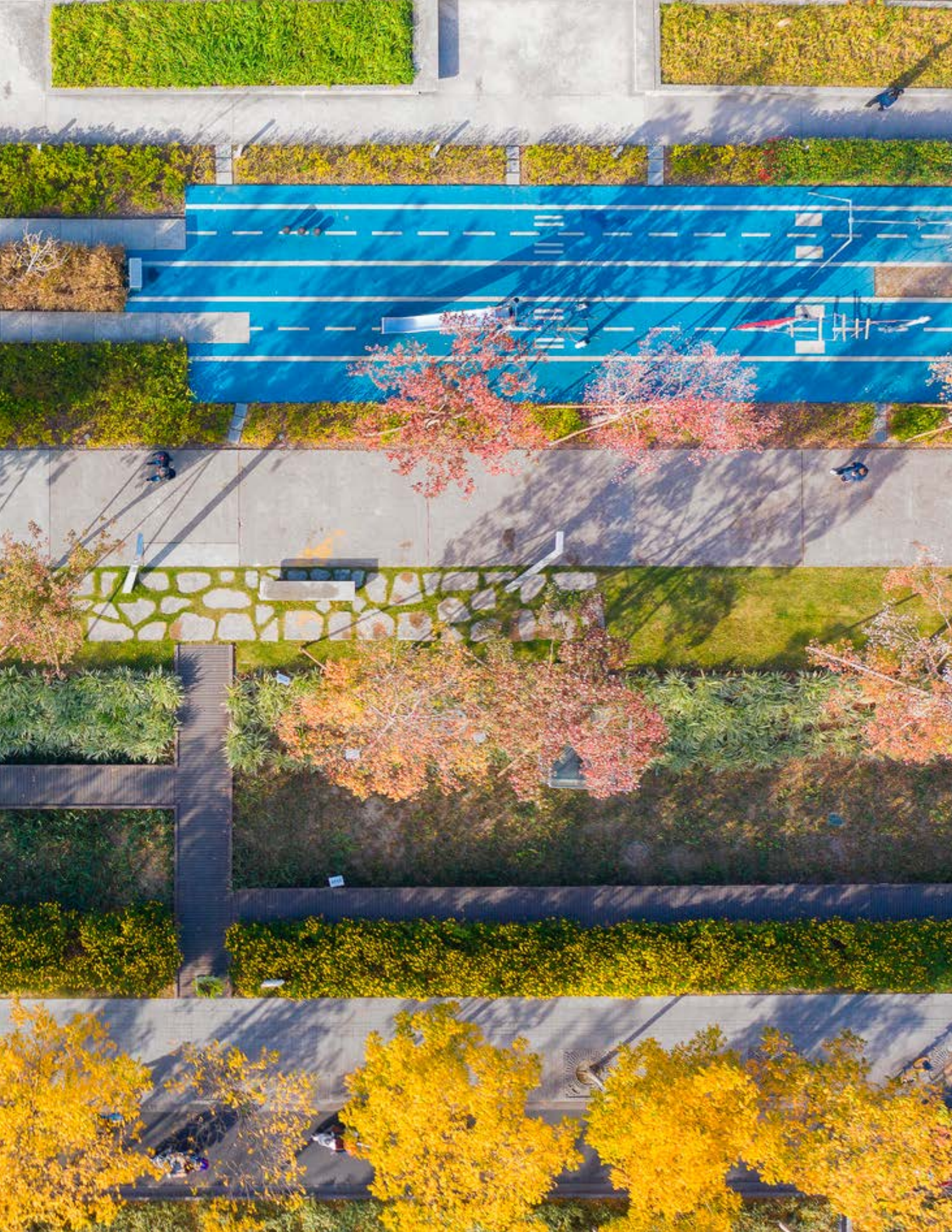
DFA Design for Asia Awards, Merit Award

IFLA AAPME 2020 Awards, Excellence Award in Economic Viability

Fast Co. Innovation by Design Awards, Honorable Mention– Cities category

Boston Society of Landscape Architects, Honor Award – Design

Green Building Showcase 2019, Market Leader Award Series, Site Category



DEN Real Estate Strategic Development Plan

DENVER INTERNATIONAL AIRPORT| DENVER, COLORADO | SASAKI & HR&A ADVISORS

Sasaki's interdisciplinary design team is collaborating with Denver International Airport's (DEN) real estate division to create a Strategic Development Plan that establishes a comprehensive long-range planning framework, development strategy, and design standards to realize DEN's vision.

The Strategic Development Plan transforms DEN's non-aviation land into a series of concentrated, vibrant development districts designed to serve a spectrum of national and global businesses. Focused initially on approximately 1,000 acres along the airport's main access road, Peña Boulevard, the plan celebrates an identity that is distinctly DEN and uniquely rooted in the Colorado landscape. Each development district capitalizes on the property's unique landscape amenities, views of the rolling prairie and Front Range, and seamless international airport access.

The vision for DEN's airport city builds on the distinct architecture of the iconic Jeppesen Terminal, vast prairie landscape, and breathtaking views of the Rocky Mountains. A newly constructed passenger rail line connects DEN to Union Station in downtown in about 40 minutes. Stopping at several transit-oriented development sites, this new transit line forms what Mayor Michael Hancock refers to as Denver's Corridor of Opportunity. The network of regional, national, and global connectivity—combined with DEN's extensive land resources, the natural beauty of the surrounding prairie and Rocky Mountains—provides the context and inspiration for the Strategic Development Plan.

Project Dates
2016 - 2018

Team or Firm's Specific Role
Prime Consultant

Names and Title of Lead Project Staff
Josh Brooks - Urban Designer
HR&A Advisors: Market/Feasibility Analysis - Connie Chung

Funding Sources
Public Funding

Dollar Amounts
$2,000,000 (Design Fee)

Timelines
2016-2018

Services Provided
Planning and Urban Design
Landscape Architecture

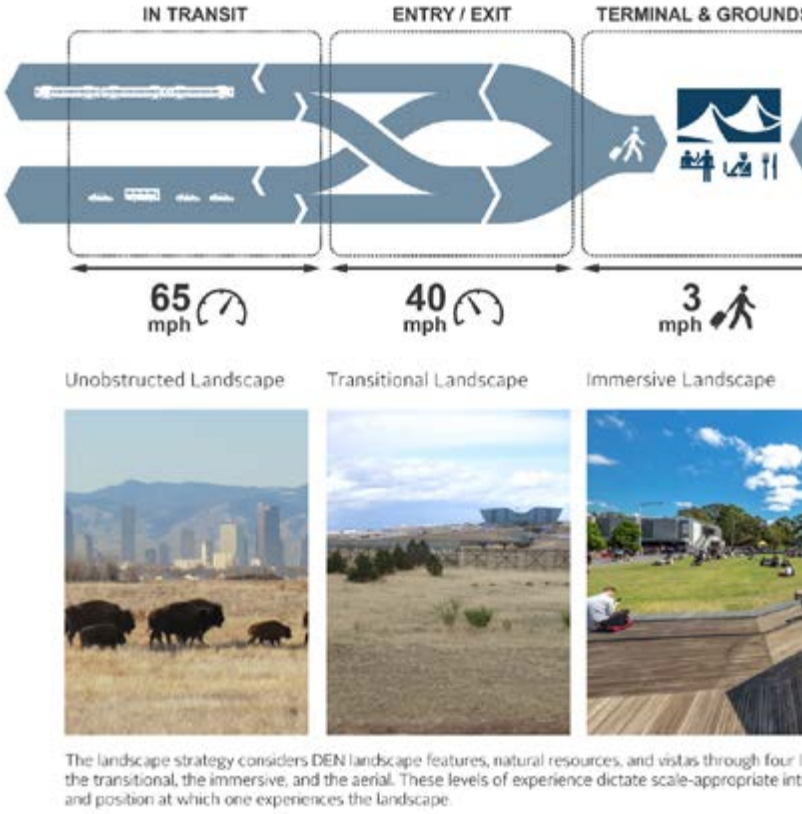
Size
16,000 acres


EAST APPROACH
1. East Approach Boulevard
2. Plane Spotting Park
3. Central Park Landscape
4. *Blue Mustang* by Luis Jimenez
5. East Approach Gateway
6. Hotel/Conference Center
7. 100 Block Development
8. 200 Block Development
9. 300 Block Development
10. Parking with Solar Canopies
RTD A-Line
78th Avenue
Peña Boulevard (Outbound)
Peña Boulevard (Outbound)
Peña Boulevard (Inbound)
Peña Boulevard (Outbound)
Peña Boulevard (Inbound)
75th Avenue

Each of the plan's priority development districts has a signature character derived from its relationship to the airport terminal, landscape context, and connection to regional transportation networks. The districts are founded on a framework of streets and public spaces designed to balance flexible growth and evolving technologies with the creation of attractive, human-scaled places. DEN's development districts are conceived as destinations to attract innovative local, national, and international businesses as well as the broader regional community. The plan anticipates a diverse mix of uses including hotel, conference, and other hospitality functions; destination and local retail; commercial office space; research and development; and manufacturing.

The Strategic Development Plan's distinctive landscape strategy considers four levels of user experience. Characterized as unobstructed, transitional, immersive, and aerial, these levels of experience dictate scale-appropriate interventions based on the typical speed and position at which one experiences the landscape, be it on foot or bicycle, or in a car, train, or airplane.

This strategy is uniquely appropriate to the tens of thousands of visitors and employees whose perspective varies depending on when and how they travel through DEN's landscape. Underlying the landscape experience is a commitment to contextualize development in the high plains ecoregion, minimize intensive landscape maintenance, and utilize landscape as an integrated medium for DEN's commitment to public art.



The landscape strategy considers DEN landscape features, natural resources, and vistas through four l
the transitional, the immersive, and the aerial. These levels of experience dictate scale-appropriate int
and position at which one experiences the landscape.

evels of experience: the unobstructed,
erventions based on the typical speed

The planning process is engaged a cross-section of airport leadership and divisional expertise, as well as stakeholders from the City of Denver and neighboring jurisdictions. Sasaki collaborated with HR&A Advisors, Matrix Design Group, Peter J. Park, PGAL, HDR, and VHB to develop the plan.

SAMPLE PROJECT MANAGEMENT STATUS UPDATES

See below for sample project management status updates including meeting minutes and action item updates.

SASAKI

Memorandum

Date	10 July 2017
To	DEN Real Estate
From	Sasaki
Project Name	DEN Real Estate Strategic Development Plan
Project No.	56381.00
Subject	July 27-28 Work Sessions

Overarching goals for the July 27-28 work sessions at DEN:

- Confirm final nodal design and infrastructure strategies: East Approach, West Approach, R&D
- Present refined nodal design and infrastructure strategy for TOD; identify amendments
- Address physical planning/technical coordination elements necessary to commence draft plan documentation (e.g. Pena reconstruction, sustainability, circulator, etc.)
- Refine initial strategy for design guidelines approach and content
- Review and refine transaction scenarios (informed by implementation case studies, capacity analysis, and nodal financial analysis update)

Preliminary list of meetings (for discussion with DEN Real Estate):

TIME	MEETING	PURPOSE
July 27		
12:30-1:30? TBD by DEN	DEN Real Estate Review & Preparation	• Review presentation and discussion points for CEO/lead meeting
2:00-3:30	DEN Real Estate, Finance, and Legal Work Session	• Detailed review and advancement of transaction scenar informed by financial analysis and case studies
4:00-5:00	Circulator Work Session w/ Bill/Tom	• Review conceptual alignment per CEO request; requires from DEN Planning to take design options any further
July 28		
9:00-10:30	CEO/Leadership Project Update	• Design/infrastructure analysis update • Implementation/financial analysis briefing
11:00-12:30	DEN Real Estate Wrap-up	• Confirm final master plan design direction • Confirm median design strategy and next steps • Confirm presentation content for Mayor
Not Scheduled		
	DEN Real Estate Design Guidelines	• Review format and content outline of both master plan document and design guidelines document
	Pena Realignment Follow-up (TBD if required)	• Review any final comments regarding East Approach la access related to forthcoming Pena Blvd realignment pr

Suzuki

SASAKI

Date	22 June 2017
To	DEN Real Estate
From	Sasaki
Project Name	DEN Real Estate Strategic Development Plan
Project No.	56381.00
Subject	Specific Action Items from June 15-16 Project Update

Peña Corridor Framework

1. Refine and document complete trail network link refuge, art, plane spotting locations, etc. Identify Peña corridor.
2. Identify potential taxi lot and other parking reloc
3. Conduct planning-level traffic analysis for nodal

East Approach

1. Further study circulator options to connect to terminal. Requires DEN meeting w Tom Reed – need more information to take design options any further.
2. Prepare diagram of East Approach related to Peña realignment to highlight issue etc. Send to DEN prior to July meeting to allow time to review/markup.

West Approach

1. Study redevelopment option for Final Approach that considers 78th Avenue reali include location of existing infrastructure and phasing/potential for early action d opportunity.
2. Study implications of sculpting landforms to ensure they do not funnel snow to P conceptual strategies as part of the Peña corridor landscape framework.

Wildlife Refuge R&D Campus

1. Identify buffalo habitat area and viewing opportunities including access to and pa viewing area. Include as part of the Peña corridor landscape framework.
2. Consider interim development of parking area and needed infrastructure. Coord parking relocation strategy noted above.
3. Consider interim development of light industrial. Refine large parcel concept as phasing strategy.

Sasaki

72nd / Himalaya

1. Redesi
2. Refine
3. Determ

Peña Median

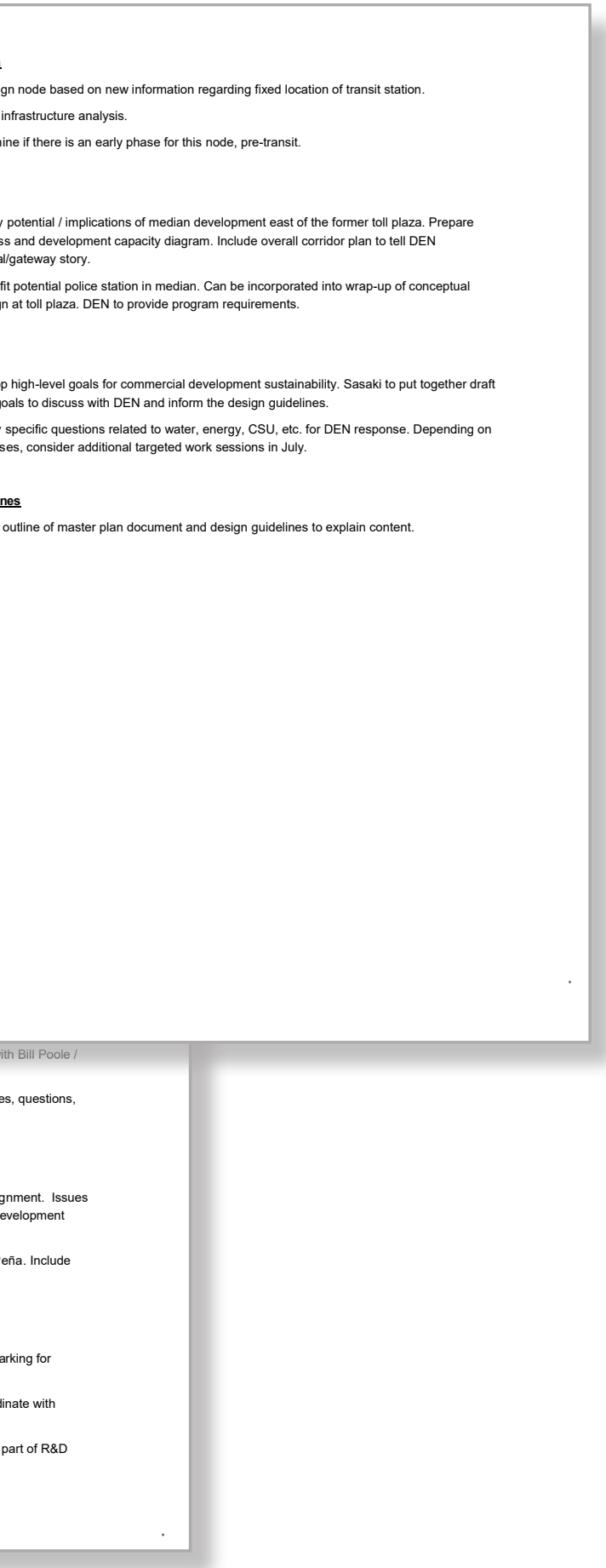
1. Study acces arriva
2. Test- desig

Sustainability

1. Develo list of g
2. Identify respon

Design Guideli

1. Create


gn node based on new information regarding fixed location of transit station.

infrastructure analysis.

ine if there is an early phase for this node, pre-transit.

potential / implications of median development east of the former toll plaza. Prepare
s and development capacity diagram. Include overall corridor plan to tell DEN
l/gateway story.

fit potential police station in median. Can be incorporated into wrap-up of conceptual
n at toll plaza. DEN to provide program requirements.

p high-level goals for commercial development sustainability. Sasaki to put together draft
oals to discuss with DEN and inform the design guidelines.

specific questions related to water, energy, CSU, etc. for DEN response. Depending on
ses, consider additional targeted work sessions in July.

nes

outline of master plan document and design guidelines to explain content.

ith Bill Poole /

es, questions,

gnment. Issues
evelopment

eña. Include

arking for

linate with

part of R&D

COST CONTROL

This project had to balance a large number of consultants across a very extended period of time that dealt with a diverse series of scope items. The team deployed a tactic that included organizing the team into different sub groups—those that met regularly and those that only met as needed. This resulted in reduced spending on meetings and focused conversations. Additionally, we helped the client establish a critical decision making body and a regular series of project leadership meetings that ensured that consensus was met at the staff level prior to bringing direction to the CEO and senior leadership.

CLIENT'S RECEPTION OF THE FINAL PROJECT

The client was very happy with the final outcome of the master planning process because it worked to align strategic vision with practical solutions for attracting private investment and a clear road map for how to make that happen. Given the onset of COVID and the hit on the airport industry, the master plan offered other channels for revenue generation. As a first phase, the airport has released a development RFP for the first parcels to be leased and developed by a separate entity. The master plan gives enough guidance, while maintaining flexibility to ensure certain critical outcomes.

Additionally, Sasaki's work was honored with the following awards:

- Boston Society of Architects, Campus and Urban Design Awards, Award
- American Planning Association Colorado Chapter, Merit Award, General Planning Project
- Boston Society of Landscape Architects, Honor Award – Analysis & Planning

GRAPHIC MATERIAL PRODUCTION AND APPROXIMATE BUDGET

This project utilized a wide range of mapping, simulation, modeling, and rendering platforms to create the content. Both technical and qualitative explorations were created and at certain points—even quick hand-drawn sketches were utilized. Roughly 35-30% of the overall budget was spent ongraphic production and documentation.

QUALITY CONTROL

Quality control was achieved through internal, periodic project reviews with technical advisors within the firm as well as peer review processes with our subconsultant team. Additionally technical review committees were established across the client departments to ensure that deliverables were vetted long before they went public.

Wilmington Waterfront Promenade

PORT OF LOS ANGELES | LOS ANGELES, CALIFORNIA | SASAKI

Sasaki first collaborated with the Port of Los Angeles and its staff, members of the community, and all affected agencies to craft a master plan that both created a natural buffer between Wilmington and the Port's operations, and identified ways in which equal access to natural resources for Wilmington's primarily Hispanic residents could co-exist with industry. At the conclusion of the master plan, Sasaki identified three open spaces for implementation: the Wilmington Waterfront Park, the Avalon North Streetscape and the Wilmington Waterfront Promenade.

The port has implemented the waterfront master plan in two primary phases. The first phase opened in 2011: the Wilmington Waterfront Park transformed a brownfield site into a 30-acre park that runs parallel to the coast and provides a buffer between the community and the port's operations.

Project Dates
2015 - Ongoing

Team or Firm's Specific Role
Prime Consultant

Names and Title of Lead Project Staff
Ben Boisclair - Landscape Architect

Funding Sources
Port of Los Angeles

Dollar Amounts
$51,000,000

Timelines
Phase 1: 2011
Phase 2: Under Construction

Services Provided
Civil Engineering
Landscape Architecture
Community Engagement
Planning and Urban Design

Size
10 Acres

The second phase, currently under development, is connecting the park and the community to the ocean. The new L-shaped ribbon of green development will connect the Industrial District and Avalon Corridor with the new Waterfront Promenade. A future land-bridge connection will carry Angelinos and visitors over the industrial port sites to arrive in the space of the promenade—a grand entrance, opening to a sweeping view of LA harbor from the top of a sculpted landform, which cleverly nests the restrooms and services underneath the dome of earth.

To the right, native California sycamore and oak trees create a shaded woodland path towards a play area for children. To the left, a sweeping promenade—with custom-built seating that slides on tracks like the railcars of the former industrial port, is the front porch of the existing Banning's Landing community center. The visitor can traverse the open plane of lawn ahead, spill out onto the promenade that doubles as a stage, and arrive at a place to sit on the terraced sculpture of rough-hewn stones cut from sparkling onyx that step down to meet the water, offering unobstructed views out over the harbor.

What had previously been inaccessible–a place for machines, less for people–is transformed through design intervention into a place where a community can meet the water's edge.

Top

Small community gathering spaces created areas to sit and enjoy shade and the local landscape.

Right

A new playground creates a destination and needed active recreation for the region.

Bottom

Sasaki led the architectural design for all park pavilions, restrooms, and shade structures.

Right Page

The new waterfront park master plan connected a series of trails and open spaces.

Construction begins on Wilmington Waterfront Promenade

SAMPLE PROJECT MANAGEMENT STATUS UPDATES

See below for sample project management status updates including meeting minutes and field notes. Sasaki's focus on management ensures clear community and weekly updates. Photos, text, and narrative are utilized to ensure all information is properly documented and laid out for the team to review.

minutes

LA Waterfront

SASAKI

Port of Los Angeles
Wilmington Waterfront Promenade
SA# 56112.00

Meeting Minutes
Weekly PM Meeting #309
February 22, 2023

ATTENDEES

Name	Company
Hugo Cisneros	Port of Los Angeles (POLA)
Christian Castro	POLA
Zachary Chrisco	Sasaki (SA)
Ben Boisclair	Sasaki

PROJECT STATUS	ANTICIPATED DATE
Task 1 – Project Management and Coordination	ONGOING
Task 2 – Geotechnical Report	ONGOING
Task 3 – Conceptual Planning	SUBMITTED 8/16/16
Task 4 – Preliminary Design (40%)	SUBMITTED 10/31/16
Task 5 – 80% Construction Documents	4/19/17
Task 6 – 100% Construction Documents	11/30/18
Task 7 – Signature Submittal	2/20/20
Task 8 – Bid Phase Support	6/11/20
Task 9 – Design Services During Construction	TBD
Task 10 – Project, Coordinating, Documentation, Controls	TBD
Task 11 – As-Needed Engineering Design Services	ONGOING

OLD BUSINESS

07/07/16 – 2 **Wilmington Youth Sailing and Aquatic Center**
01/12/21: Scheduled to go to PDC in Feb.
01/19/21: Ongoing
01/26/21: WYSAC Signature Submittal mid February
02/03/21: WYSAC utility drawings being signed this week. Being packaged as Delta 2.
02/09/21: Ongoing
02/16/21: WYSAC Utility Drawings are complete. Will be Delta 2.
02/23/21: Ongoing
03/02/21: Budget discussions ongoing at WYSAC.
03/09/21: Ongoing. Notes prior to 1/12 removed.
03/16/21: Ongoing
03/23/21: Ongoing
03/30/21: Ongoing

Sasaki Associates Inc. | 64 Pleasant Street Watertown MA 02472 USA t 617 926 3500 f 617 924 2748 w www.sasaki.com

SASAKI

Project Name Port of Los Angele
Waterfront Prome
Project No. 56112.00
Field Report No. 08

Report Date 01/03/2023
Visit Date 12/14/2022
Time Morning 8:30am
Weather Sunny

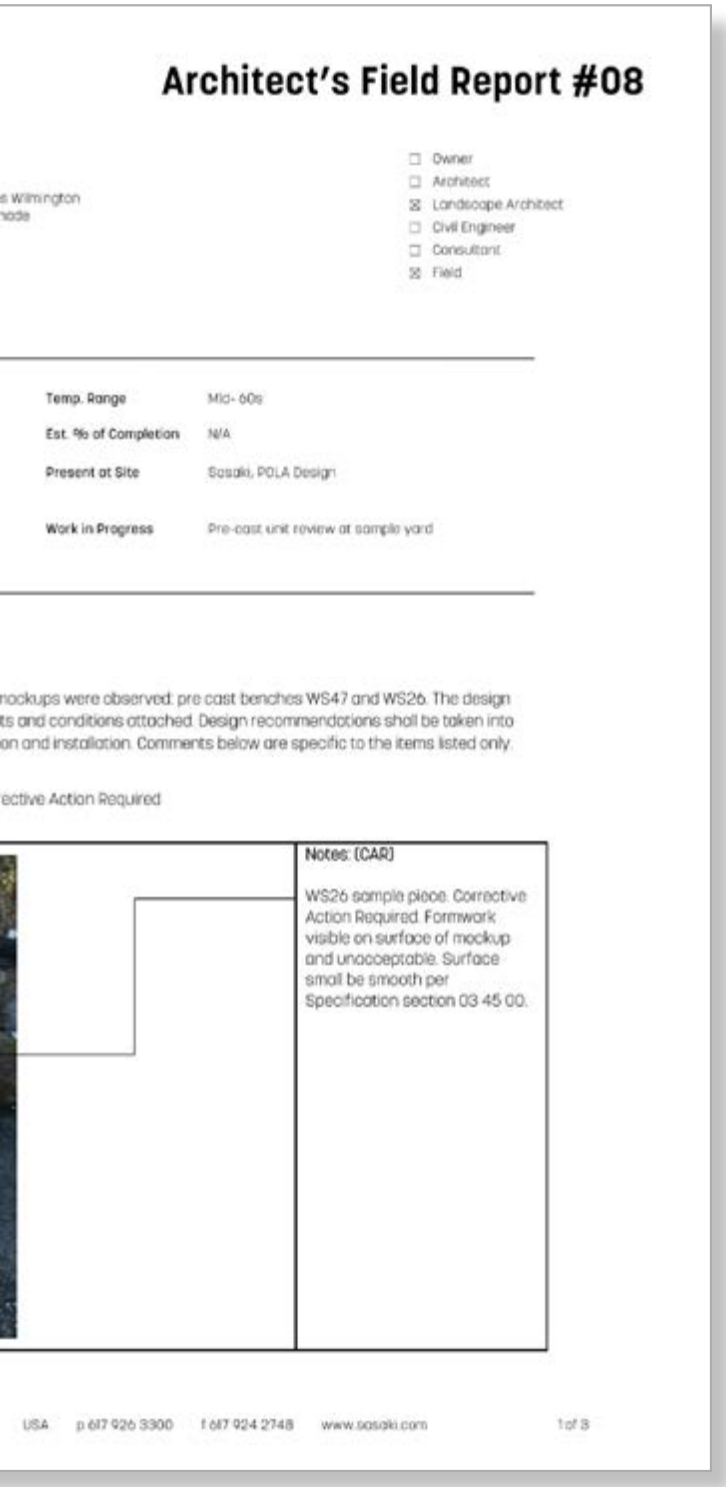
OBSERVATIONS

During the site visit, the following r
team offers the following commen
consideration during final fabricati

WS26- Review and Resubmit- Com
WS47- Approved

1.

Sasaki 64 Pleasant Street Watertown, MA 02478



Architect's Field Report #08

☐ Owner
☐ Architect
☒ Landscape Architect
☐ Civil Engineer
☐ Consultant
☒ Field

s Wilmington
nade

Temp. Range	Mid- 60s
Est. % of Completion	N/A
Present at Site	Sasaki, PDLA Design
Work in Progress	Pre-cast unit review at sample yard

nockups were observed: pre cast benches WS47 and WS26. The design
ts and conditions attached. Design recommendations shall be taken into
on and installation. Comments below are specific to the items listed only.

ective Action Required

Notes: (CAR)

WS26 sample piece. Corrective Action Required. Formwork visible on surface of mockup and unacceptable. Surface shall be smooth per Specification section 03 45 00.

USA p 617 926 3300 f 617 924 2748 www.sasaki.com 1 of 3

COST CONTROL

Sasaki performed initial cost estimates for the project prior to a public bid process. Cost estimates resulted within 5% of final construction cost and ensured the project was implemented to plan over a period of 10 years. Using this extensive experience, any alterations to the plan were taken into careful consideration from a financial and design standpoint.

CLIENT'S RECEPTION OF THE FINAL PROJECT

As the project is underway and approaching the 50% construction milestone, the client has commended Sasaki's thoughtful design that reflects not only the voices of the local community, but delicate use of material choices and exquisite attention to detail. Sasaki has been on site multiple times a week to ensure the project is implemented to plan and the highest quality. The Port of Los Angeles has commended Sasaki's ability to lead a robust and complex consultant team and navigate through the entitlement/ approval process with ease.

GRAPHIC MATERIAL PRODUCTION

Graphic materials were led by Sasaki and produced by a larger internal and external consultant team. The program and production process is led internally where we ensure budgets, memos, documentation, and milestones are met amongst all involved.

QUALITY CONTROL

Quality control was achieved on a multi-tier system. In addition to pier review, Sasaki focuses on multiple internal reviews as well as client analysis to ensure any past experience or concerns are captured. As prime, Sasaki ensured via weekly check-in calls that all consultants were managed, on track, and via digital online platforms always had the most recent site bases and base structure. To finish such a complex effort, Sasaki ensured weekly memos were provided to ensure an up to date schedule, budget, and drawings to all consultants.

Gene C. Reid Park Master Plan

TUSCON, ARIZONA | SASAKI

Sasaki led the master plan for Gene C. Reid Park, a 131-acre park in the center of Tucson. The master plan is designed to ensure that future improvements to Reid Park help it evolve into a cohesive, functional, and efficiently planned amenity for all of Tucson.

Reid Park is often called Tucson's central park and like other central parks it has to appeal to many user groups and meet a range of recreational, ecological, and cultural needs. Throughout Reid Park's history, new features were incrementally added to the park to meet the evolving needs of the Tucson community. This incremental growth often happened without a larger comprehensive plan to guide individual projects. The result of this is clear. Today's Reid Park is a collection of features, that individually are well-loved and used, but together lack a cohesive circulation network, infrastructural logic, or place identity.

Reid Park is a destination for all of Tucson, with keystone attractions like the Reid Park Zoo, welcoming 500,000 visitors a year, Hi Corbett Field, a stadium with a capacity for 9,500 spectators, and the Demeester Outdoor Performance Center (OPC), an open-air music and performing arts venue. It is also a community park, offering play, sports, nature-viewing and cultural recreation for daily use. Reid Park is called upon to play many roles for Tucson and some of its greatest challenges - and opportunities - come from the need to balance its role as host to city-wide events with the daily recreational, cultural, and ecological needs of the local community.

Project Dates
3/2022 - 12/2022

Team or Firm's Specific Role
Prime

Names and Title of Lead Project Staff
Anna Cawrse - PIC
Josh Brooks - Urban Designer

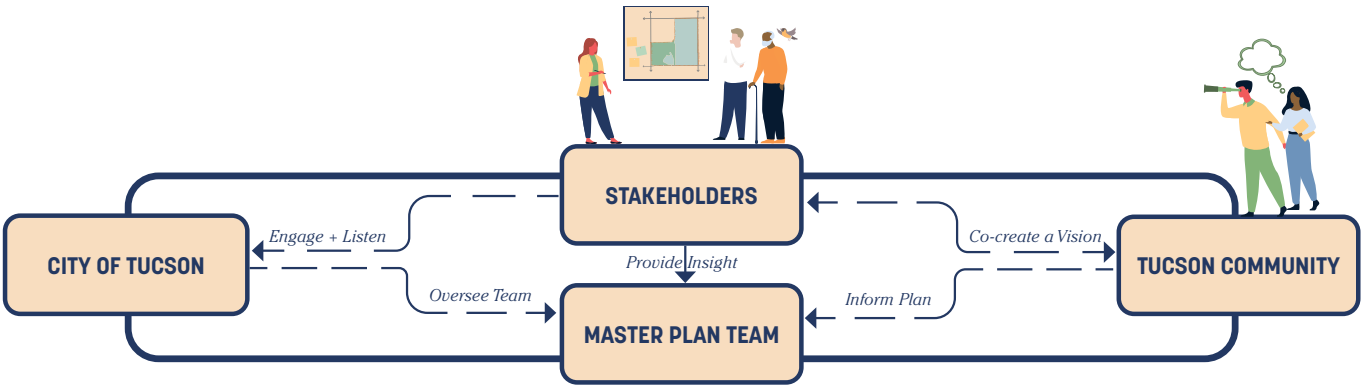
Funding Sources
State, Federal, and Local Grants; Private and Non-profit Partnerships; and Bonds

Dollar Amounts
$324,500 (Sasaki Fee)

Timelines
Phase I: Discovery - 12 Weeks
Phase II: Vision - 18 Weeks
Phase III : Action - 15 Weeks
Phase 1: Implementation - Ongoing

Services Provided
Landscape Architecture
Planning and Urban Design

Size
131 Acres



Community & Stakeholder Engagement

The Reid Park Reimagined engagement process was an integral part of the master plan. From the outset, the team and city wanted as many voices at the table as possible to envision a central park for Tucson that was authored by the people it will serve. To do so required a multifaceted engagement approach that involved digital communications, in-person events, surveys, stakeholder interviews, and one-on-one conversations all of which were in Spanish and English. Reid Park Reimagined was crafted around seven principles:

Be Flexible: The team continuously adapted engagement methods to real-world conditions and worked to implement new forms of engagement throughout the process in order to capture unheard voices.

Prioritize Quality, Diverse, and Representative Input: Engagement surveys used interactive maps, images, and problem-solving exercises to encourage the community to think creatively and provide deep feedback about their desires for the park. The planning process sought to engage the entire Tucson metro, not just residents of nearby neighborhoods.

Be Proactive and Intentional: The planning team was proactive about engaging voices from historically underrepresented communities. Engagement used a combination of online, in-person, and paper formats to reach different age and income groups. All surveys were made available in Spanish. A Spanish interpreter was available at all community events.

Promote Discovery: The engagement process was not just about getting the community's feedback on the future of Reid Park, but also helping them to develop a deeper relationship with the park today. A goal of the planning process was to reintroduce the park to communities throughout Tucson and encourage them to discover new programs, places, and features of the park to love.

Stay with the Trouble: The planning team sought to maintain an open, sensitive, and non-judgmental engagement process that welcomed disagreements. Conflict was treated as an opportunity to dive deeper into elements of the plan and develop creative solutions.

Meet People Where They Are: Engagement for the Reid Park master plan followed a period of engagement surrounding the expansion of the Reid Park Zoo. All engagement recognized previous community input and used that as a jumping off point for new conversations.

Keep it Fun and Meaningful!: The engagement process involved interactive media, story-telling exercises, scavenger hunts, and community festivals to ensure it was fun and accessible for participants of all ages. The engagement process was woven into other recreational and community activities to broaden its reach.

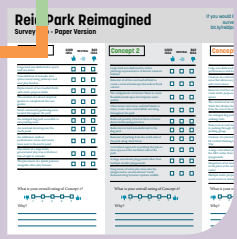
ENGAGEMENT & OUTREACH DASHBOARD

7,119
POINTS OF ENGAGEMENT

24
Stakeholder Interviews
31 STAKEHOLDER GROUPS
100+ STAKEHOLDERS

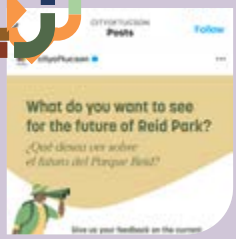
3
Open Houses
OVER 9,000 ATTENDEES

6
Pop-up Events
OVER 300 INTERACTIONS



3
Community Surveys
6,307 TOTAL RESPONSES
IN 2 LANGUAGES

EST. +150,000
Emails Sent
10 MEDIA CHANNEL OUTLETS FOR
TARGET OUTREACH



722,365
Media Impressions
23,557 CLICKS

Process

The Reid Park Reimagined planning process was a citywide effort. By hosting "pop-ups" at events throughout Tucson, the planning team was able to reach new audiences. By hosting events at the park itself, the planning team sought to build deeper relationships to the park. All events were interactive, community-driven conversations where fellow Tucsonans could discuss their visions for the park with each other. Over the year-long process, the Sasaki team reached over 650,000 people within and around the City, over 6,000 respondents to detailed surveys, and identified a first phase for implementation with support from the community.

PHASE I : DISCOVERY

The purpose of the first phase of engagement was to learn as much as possible about the community's current experiences with Reid Park and their desires for its future. The process began with the Reid Park Reimagined media launch. The planning team used pop-up events, social media, E-newsletters, elected-officials, print and web media, and community partners to get the word out.

PHASE II : VISION

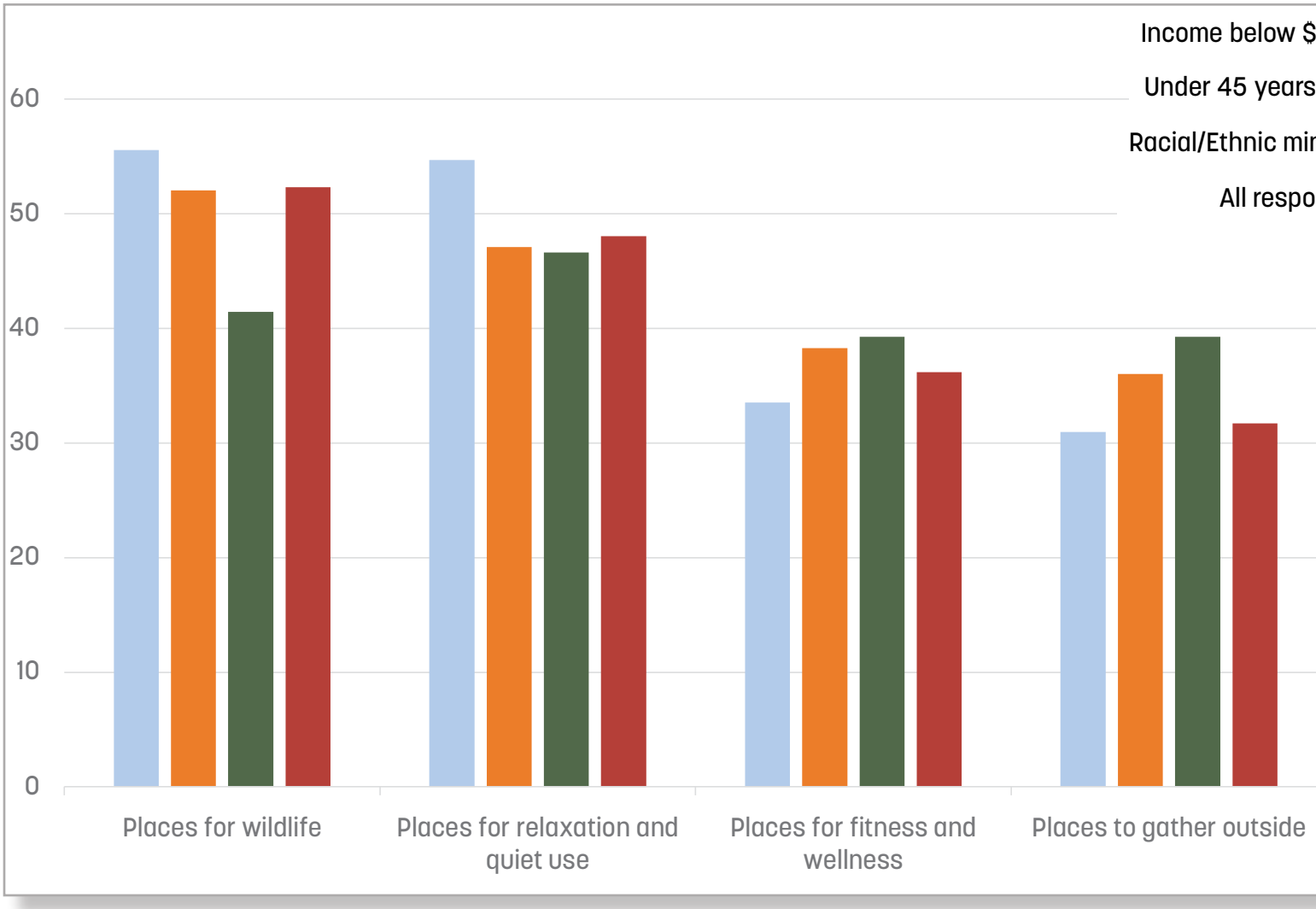
The second phase of engagement asked the community to assess three "concept alternatives", plans for the park intended to stimulate conversation and help the community identify core trade-offs in the plan. The concept alternatives were unveiled at the Reid Park Reimagined Open House. Hundreds of community members gathered to discuss the concepts with the planning team and each other. The event was supplemented by a scavenger hunt to encourage exploration of the park.

PHASE III : ACTION

For the final engagement window, the planning team developed and refined a synthesized plan for the park which reflected everything learned in engagement windows one and two. The community was invited to view the plan at an unveiling during FamilyFest at Reid Park. This event drew hundreds of participants who could interact with the plan on a 18-foot by 12-foot carpet or view it on a large banner. Participants asked questions and shared their thoughts with the planning team.

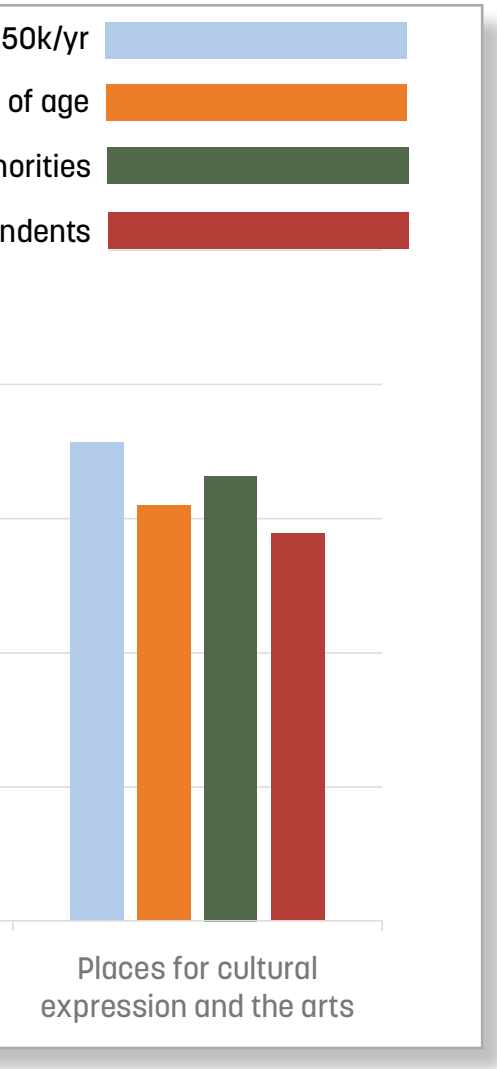
One of the engagement tactics used was CoMap—a proprietary software developed in-house at Sasaki that is an interactive web-based mapping platform to crowdsource experiences, issues, and priorities for the project. This easily illustrated patterns, shared concerns, opportunities and challenges of the site to the community and CoT Parks (client). Key patterns that emerged were:

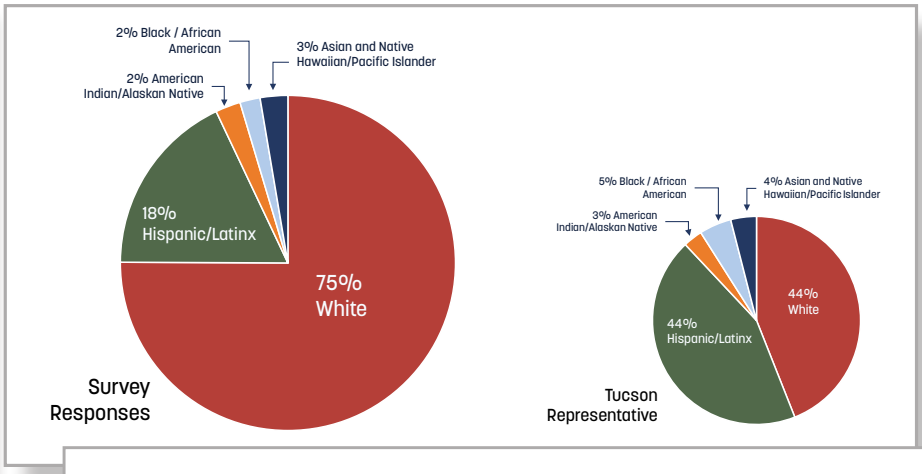
- A well-loved park where park and program use was not distributed equally
- A community that prioritized naturalized areas over formal park program elements
- A community that viewed "recreation" beyond traditional fields and sport courts, and encompassed running, walking, and playing within more natural and shaded areas
- A desire to protect and expand areas for interacting with nature

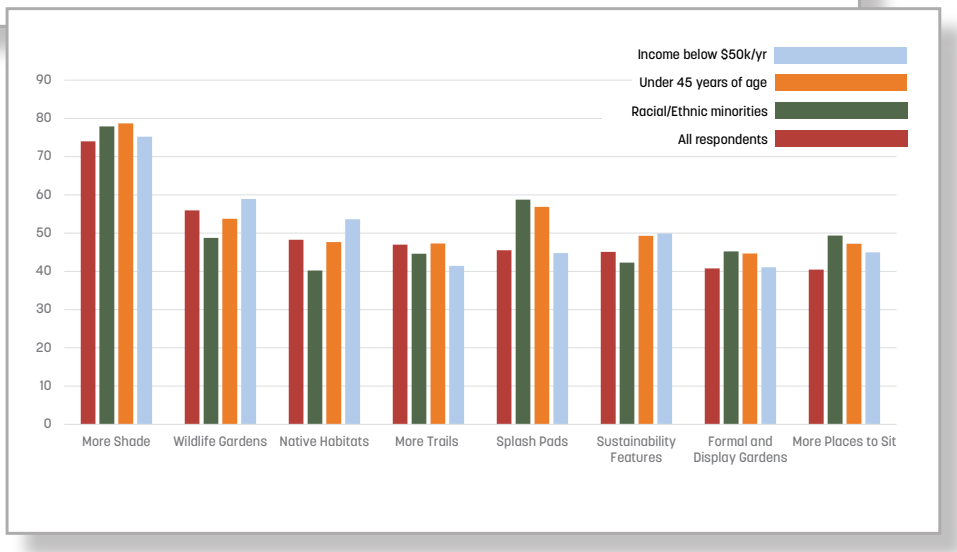


We also kept an up-to-date website as an engagement tool. There was a website in both English and Spanish. The webpage for this project was hosted by the City of Tucson and Sasaki provided the content.

English and Spanish

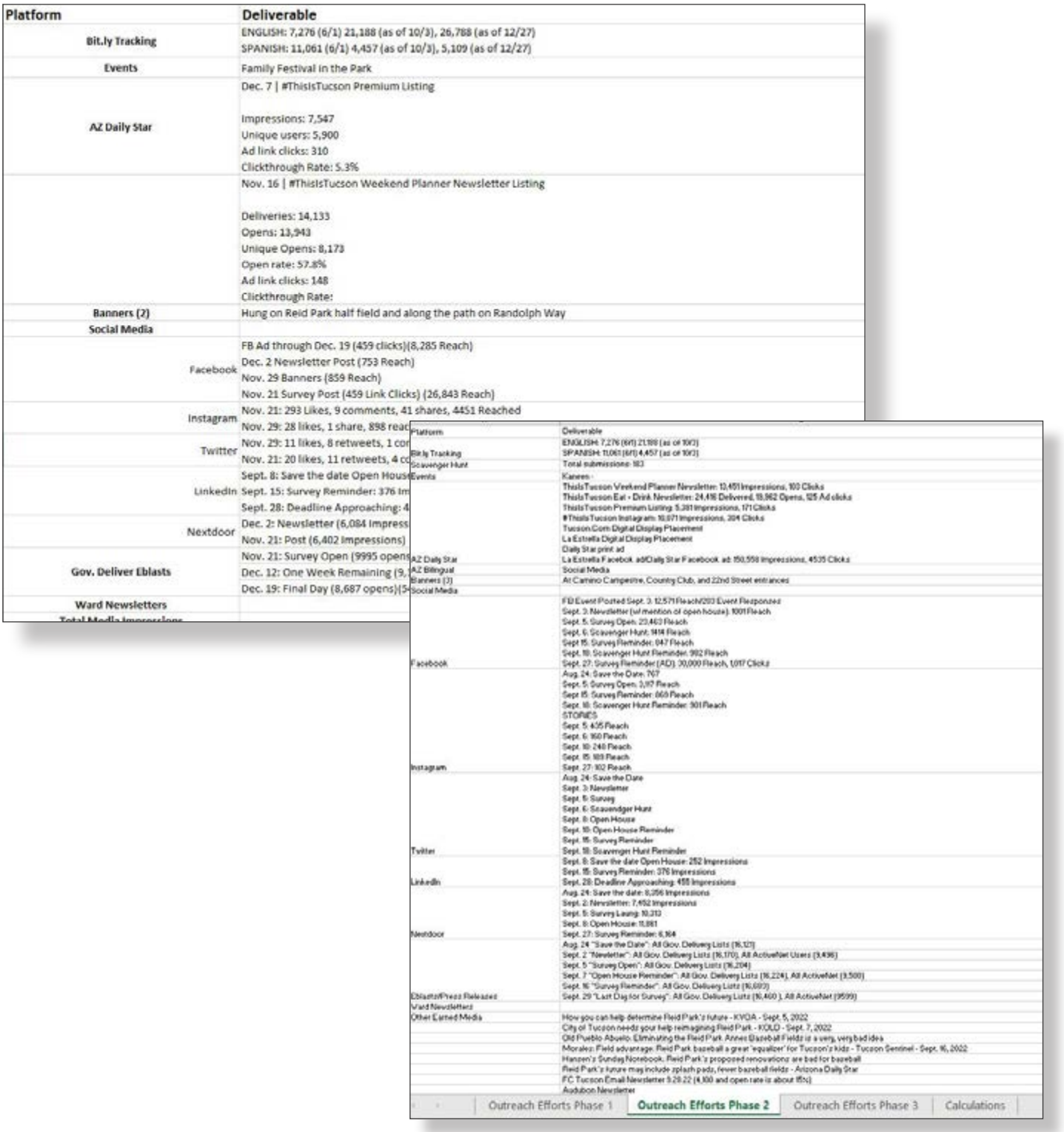






SAMPLE PROJECT MANAGEMENT STATUS UPDATES

For this project, Sasaki used an engagement tracker spreadsheet (collaboratively managed by CoT, Sasaki, and KaneenPR). This is a cloud based tracking strategy where all parties within the client and consultant team have access and can document and report out using it. It also documents all media impressions, ad buys, etc.



Platform		Deliverable
Bit.ly Tracking		ENGLISH: 7,276 (6/1) 21,188 (as of 10/3), 26,788 (as of 12/27) SPANISH: 11,061 (6/1) 4,457 (as of 10/3), 5,109 (as of 12/27)
Events		Family Festival in the Park
AZ Daily Star		Dec. 7 | #ThisIsTucson Premium Listing Impressions: 7,547 Unique users: 5,900 Ad link clicks: 310 Clickthrough Rate: 5.3%
		Nov. 16 | #ThisIsTucson Weekend Planner Newsletter Listing Deliveries: 14,133 Opens: 13,943 Unique Opens: 8,173 Open rate: 57.8% Ad link clicks: 148 Clickthrough Rate:
Banners (2)		Hung on Reid Park half field and along the path on Randolph Way
Social Media		
	Facebook	FB Ad through Dec. 19 (459 clicks)(8,285 Reach) Dec. 2 Newsletter Post (753 Reach) Nov. 29 Banners (859 Reach) Nov. 21 Survey Post (459 Link Clicks) (26,843 Reach)
	Instagram	Nov. 21: 293 Likes, 9 comments, 41 shares, 4451 Reached Nov. 29: 28 likes, 1 share, 898 reac
	Twitter	Nov. 29: 11 likes, 8 retweets, 1 cor Nov. 21: 20 likes, 11 retweets, 4 c
	LinkedIn	Sept. 8: Save the date Open Hous Sept. 15: Survey Reminder: 376 Im Sept. 28: Deadline Approaching: 4
	Nextdoor	Dec. 2: Newsletter (6,084 Impress Nov. 21: Post (6,402 Impressions)
Gov. Deliver Eblasts		Nov. 21: Survey Open (9995 opens Dec. 12: One Week Remaining (9, Dec. 19: Final Day (8,687 opens)(5
Ward Newsletters		
Total Media Impressions		

Platform	Deliverable
Bit.ly Tracking	ENGLISH: 7,276 (6/1) 21,188 (as of 10/3) SPANISH: 11,061 (6/1) 4,457 (as of 10/3)
Scavenger Hunt	Total submissions: 183
Events	Kaneen -
	ThisIsTucson Weekend Planner Newsletter: 13,451 Impressions, 100 Clicks
	ThisIsTucson Eat + Drink Newsletter: 24,416 Delivered, 13,962 Opens, 125 Ad clicks
	ThisIsTucson Premium Listing: 5,281 Impressions, 171 Clicks
	#ThisIsTucson Instagram: 10,071 Impressions, 304 Clicks
	Tucson.Com Digital Display Placement
	La Estrella Digital Display Placement
	Daily Star print ad
AZ Daily Star	La Estrella Facebook ad/Daily Star Facebook ad: 150,558 Impressions, 4535 Clicks
AZ Bilingual	Social Media
Banners (3)	At Cameno Campestre, Country Club, and 22nd Street entrances
Social Media	
Facebook	FB Event Posted Sept. 3: 12,571 Reach/203 Event Responses
	Sept. 3: Newsletter (w/ mention of open house): 1001 Reach
	Sept. 5: Survey Open: 23,443 Reach
	Sept. 6: Scavenger Hunt: 1414 Reach
	Sept 15: Survey Reminder: 847 Reach
	Sept. 19: Scavenger Hunt Reminder: 992 Reach
	Sept. 27: Survey Reminder (AD): 30,000 Reach, 1,017 Clicks
Instagram	Aug. 24: Save the Date: 767
	Sept. 5: Survey Open: 3,197 Reach
	Sept 15: Survey Reminder: 869 Reach
	Sept. 19: Scavenger Hunt Reminder: 901 Reach
	STORIES
	Sept. 5: 435 Reach
	Sept. 6: 160 Reach
	Sept. 19: 248 Reach
	Sept. 15: 189 Reach
	Sept. 27: 102 Reach
Twitter	Aug. 24: Save the Date
	Sept. 3: Newsletter
	Sept. 5: Survey
	Sept. 6: Scavendger Hunt
	Sept. 8: Open House
	Sept. 10: Open House Reminder
	Sept. 15: Survey Reminder
	Sept. 19: Scavenger Hunt Reminder
LinkedIn	Sept. 8: Save the date Open House: 252 Impressions
	Sept. 15: Survey Reminder: 376 Impressions
	Sept. 28: Deadline Approaching: 488 Impressions
Nextdoor	Aug. 24: Save the date: 8,256 Impressions
	Sept. 2: Newsletter: 7,452 Impressions
	Sept. 5: Survey Laung: 10,313
	Sept. 8: Open House: 11,881
	Sept. 27: Survey Reminder: 6,164
Eblasts/Press Releases	Aug. 24 "Save the Date": All Gov. Delivery Lists (16,121)
	Sept. 2 "Newsletter": All Gov. Delivery Lists (16,170), All ActiveNet Users (3,436)
	Sept. 5 "Survey Open": All Gov. Delivery Lists (16,204)
	Sept. 7 "Open House Reminder": All Gov. Delivery Lists (16,224), All ActiveNet (3,500)
	Sept. 16 "Survey Reminder": All Gov. Delivery Lists (16,093)
	Sept. 29 "Last Day for Survey": All Gov. Delivery Lists (16,400), All ActiveNet (3599)
Ward Newsletters	
Other Earned Media	How you can help determine Reid Park's future - KVOA - Sept. 5, 2022
	City of Tucson needs your help reimagining Reid Park - KOLD - Sept. 7, 2022
	Old Pueblo Abuelo: Eliminating the Reid Park Annex baseball fields is a very, very bad idea
	Morales: Field advantage. Reid Park baseball a great 'equalizer' for Tucson's kids - Tucson Sentinel - Sept. 16, 2022
	Hansen's Sunday Notebook. Reid Park's proposed renovations are bad for baseball
	Reid Park's future may include splash pads, fewer baseball fields - Arizona Daily Star
	FC Tucson Email Newsletter 9.29.22 (4,300 and open rate is about 15%)
	Audubon Newsletter

Outreach Efforts Phase 1 | Outreach Efforts Phase 2 | Outreach Efforts Phase 3 | Calculations

COST CONTROL

The Living Engagement Plan was key to project success and to staying within budget. This is a living document capturing the goals for the project, and strategies that would be utilized to engage the community and stakeholders throughout the process, attuned to the communities needs. This was reviewed at every stage of the project to be clear that Sasaki was meeting expectations and it set parameters for what would be done based on the client's desired outcomes and on the overall budget that was established for the effort. Moreover, it defined clear communication protocols between the City of Tucson, Kaneen PR, and Sasaki, and set roles and responsibilities for each action item such as content creation, media outreach, and coordination of meeting spaces.

GRAPHIC MATERIAL PRODUCTION AND APPROXIMATE BUDGET

Graphic material was created using a suite of platforms including:

- Adobe Illustrator and InDesign to establish and maintain a visual identity and project brand. The process was used as a way to summarize community feedback and make the engagement materials fun, easy to read, approachable (bilingual), and ADA Accessible. We went through a process of ensuring all fonts and colors met ADA accessibility criteria.
- Word aggregation and word search for frequency use was deployed using Excel tables to identify common themes for any write in comments from the community, of which there were thousands. These informed "What we Heard" infographics.
- ArcGIS to Illustrator to spatialize the entire city's park system to identify program gaps, document challenges such as urban heat island and tree canopy distribution, as well as understand access and circulation patterns to document the ways people access the site, and inform opportunities for future multi-modal connections through and around the park based on existing and planned transit and greenways. Illustrator was used in the production process of mapping to ensure graphic consistency and legibility.
- PowerPoint and Excel were used to aggregate and filter all survey responses which were then distilled into easy to read charts and graphs, illustrating everything from programming preference to phasing priorities and park layout.

CLIENT'S RECEPTION OF THE FINAL PROJECT

The final product for the master plan is a 160-page report outlining the process, outcomes, and next steps for Reid Park. After completion of the master plan, the client asked Sasaki to continue with another study looking at converting an adjacent golf course into more park space. The client also direct selected Sasaki to start the implementation of Phase 1 for Reid Park.

QUALITY CONTROL

We were continuously evaluating our outreach performance against Tucson representative demographics for age, ethnicity, and income. To improve the quality of our engagement response, we proactively engaged communities under-represented in preliminary results. This happened through additional ad-buys in Spanish language media, hosting in-person pop-ups at events in under-served neighborhoods, and working with community partners to amplify our message.

- Any media which would be shown to the public underwent several stages of QC to ensure consistent messaging:
  - » Internal review by the design team to ensure the media was in a consistent voice and graphic style.
  - » Review by the PR consultants for localization (i.e. correct place names and locally relevant terminology) and word choice that would work best for the elected officials and community they routinely work with.
  - » Review by the Tucson Parks and Recreation project managers
  - » Review by the Tucson City Manager's office
- All of these reviews ensured that messaging struck a balance: confident, impactful, and reassuring to an anxious community without over-promising results. It was very important to correctly describe the decision-making process so that no plans or documents appeared to be a "done-deal" prior to thorough community feedback.
- After the content was reviewed by these parties it was translated to Spanish by our PR consultant. Translation should be important to this client as 35% of Los Angeles County households speak Spanish as a first language.

Given all of the different parties that needed to review material we had to anticipate a long review period and send draft graphic and written materials a couple weeks prior to our planned media launch or engagement events.

3 —
Project Understanding

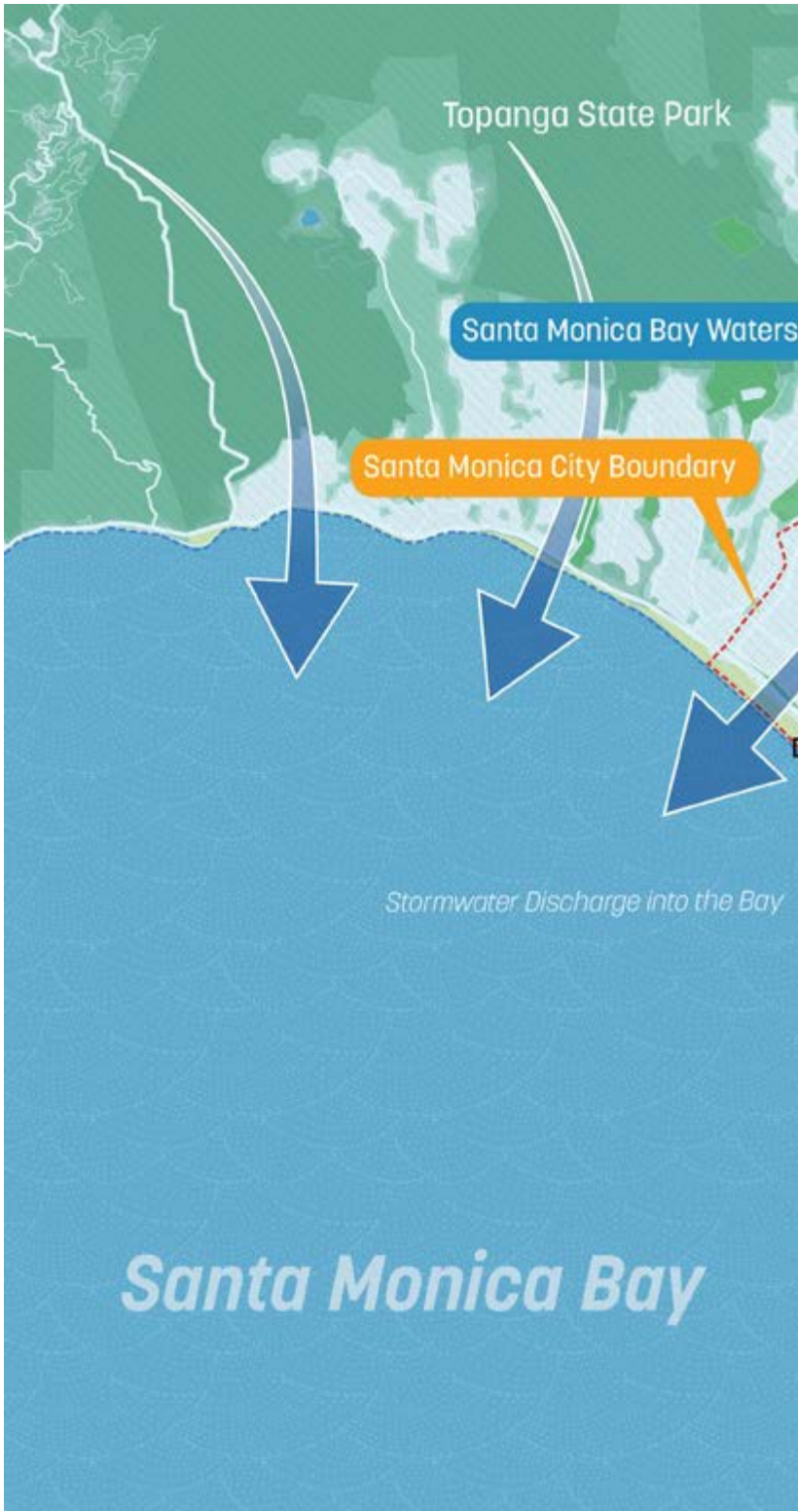
Project Understanding

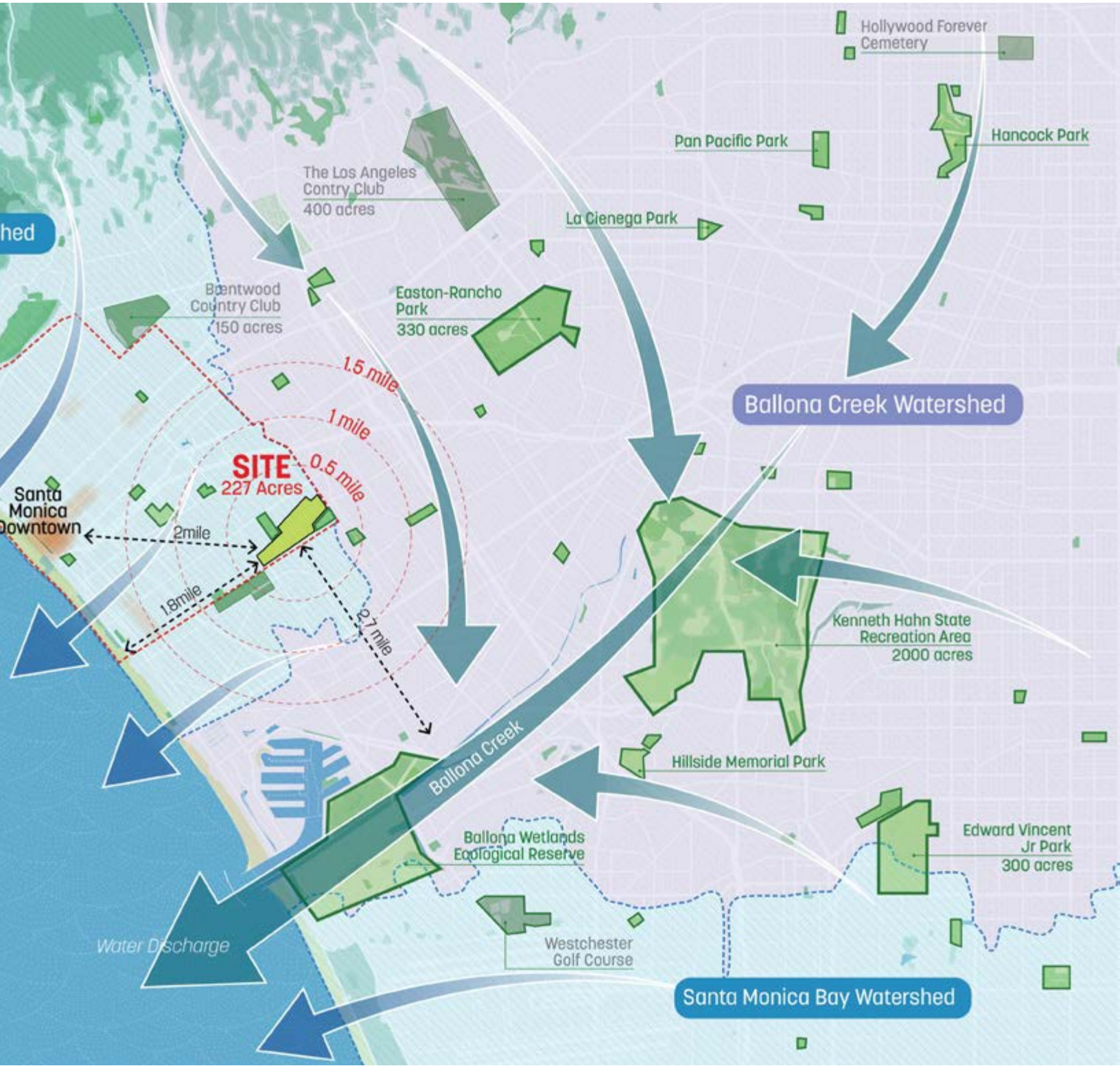
With six years to go until Santa Monica Airport (SMO) is returned to the City of Santa Monica, the city is seeking consultant services to explore alternative land use scenarios for the potential conversion of the airport.

While the future of the 227 acres is not yet determined, the City Council's goals include "sustainability and resiliency for the future of the Airport, and...an inclusive community space centered around the concept of a Great Park and supporting land uses." This planning effort is intended to explore a wide range of options for the future of the airport that takes into consideration economic feasibility, environmental sustainability, historic preservation, and community interests and needs. This will be a multi-year, public-facing process that will welcome the community to participate in all stages of the planning process.

We understand that the core scope items include:

1. **Comprehensive Existing Conditions Report**
   A comprehensive assessment of the landscape infrastructure, utilities, ecology, environmental and contamination issues, site structures, historical and cultural assets, and circulation. This inventory will identify the site's opportunities and constraints and how these conditions can inform design outcomes.
2. **Outreach and Engagement Process**
   A highly inclusive and wide-reaching community engagement process to both inform the design scenarios and to solicit input and feedback on the different scenarios that emerge. This robust outreach process will ideally lead towards consensus identifying a preferred scenario for the future of the SMO's 227 acres.
3. **Scenario Planning and Identification of a Preferred Scenario**
   An exploration of a holistic and diverse range of options for the future of the potential airport conversion evaluating the economic feasibility, environmental performance, and cultural benefits for each scenario. We understand that the scenarios should be developed around a "Great Park" concept that is supported by a variety of land uses, mobility improvements, and infrastructure enhancements, through a lens of implementation–taking into account considerations for funding, constructability, and ongoing operations and maintenance.




Hollywood Forever Cemetery
Pan Pacific Park
Hancock Park
The Los Angeles Contry Club
400 acres
La Cienega Park
Brentwood Country Club
150 acres
Easton-Rancho Park
330 acres
1.5 mile
1 mile
0.5 mile
SITE
227 Acres
Ballona Creek Watershed
Santa Monica Downtown
2mile
1.8mile
2.7 mile
Kenneth Hahn State Recreation Area
2000 acres
Ballona Creek
Hillside Memorial Park
Ballona Wetlands Ecological Reserve
Edward Vincent Jr Park
300 acres
Water Discharge
Westchester Golf Course
Santa Monica Bay Watershed

EMERALD NETWORKS: REVIVING THE LEGACY OF CITY PARKS

1. Graphically Rich Existing Conditions and Site Analysis

We understand the importance of documenting the conditions of this space to better inform future priorities for its use and we will bring some of the most innovative ways to look at the existing land and tie that to equitable future opportunities. For this effort, Sasaki brings a robust multidisciplinary team that together blends the best of national expertise in parks, recreation, and open space planning; urban design; civil engineering; economic planning; sustainability; ecological design; and transportation with local knowledge grounded in Southern California and Santa Monica.

Sasaki and our extraordinary team of technical experts will develop a comprehensive inventory and analysis of the site's existing conditions, opportunities and constraints including: project and EIR history; utilities, infrastructure and mobility; cultural, historical and architectural assets; environmental and ecological conditions, especially contamination issues; and an economic profile.

After documenting the conditions, Sasaki will compile the information into a graphically-rich, easy-to-read format understandable to community members. At Sasaki, we believe that storytelling and narrative are as important as the design itself–if the design is not effectively communicated, it loses its potential impact. At the end of the day, the planning and design process is about people, mission, and place–three elements that are rich with context, history, and presence. Accordingly, this document must tell the story of people, mission, and place.

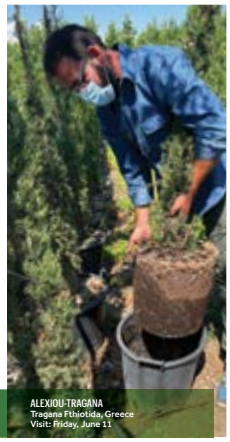
We think not only about how to tell the story, but also who our audience is, and why we're telling the story. We use a wide range of visual tools to communicate, and employ them based on which tool renders our ideas legible and accessible. We will also consider how quantitative information can be visualized to make it instantly comprehensible, and to effectively facilitate understanding and inform decision-making.

Gene Reid Park Master Plan

In Phase I: Discovery, the planning team investigated the park's history and existing conditions to frame a set of opportunities and constraints with which to craft a vision for its future. The planning team performed frequent site reconnaissance to understand the character of Reid Park, its strengths, and opportunities for improvement. Planning team members experienced the park by car and pedestrian paths, used its facilities, and attended events at the park. The initial observations of the planning team informed questions asked in stakeholder interviews and community surveys which further reinforced or adjusted these initial findings.

City of Aurora Parks, Recreation, and Open Space (PROS) Master Plan

In Phase 1, the Sasaki team focused on visioning and capturing current experiences. In this phase, Sasaki performed an Isochrone analysis for each park typology to understand who does and does not have access to different types of parks. The final inventory and analysis report assessed physical assets including all park typologies and recreation amenities, as well as aspects of the PROS system and department related to operations and maintenance, recreation programming, and economic development and partnership opportunities.



NURSERY VISIT AND EVALUATION

On June 10 and 11, the Sasaki team (Michael Grove, Christopher Hardy and Andrew Sell) visited three prospective nursery suppliers with three members of the Lamda client team (Yannis Nikolopoulos, Konstantinos Zarakiotis, and Stella Skaltsa). These nurseries included Antimisaris and Zacharogiannis on Thursday, June 10 and Alexiou-Tragana on Friday, June 11. Sasaki team member Andrew Sell visited a fourth nursery, Interplants on June 16.

Topics of Dicussion Included:

What types of plant products does the nursery provide
Where does the nursery source their plant material and
How is plant material propagated and where are seed
What is the general diversity of species that the nurser
What percentage of the nursery stock is native to Attic
What are some examples of plant/tree species the nurse
What is the size range that the nursery can produce in
material?

The Ellinikon Metropolitan Park

In the site inventory and analysis phase, the Sasaki team started with inventory and data gathering of the site and the larger context, and further defined six major aspects of studies which were cultural, ecology, hydrology, connection, relics, and procurement, which became the foundation to design a park that's in such a big scale. After the site analysis phase, the Sasaki team also completed a 28-page graphically rich Site Evaluation Report after a week long site visit, attending meetings and briefings of the previous/associated work and study. We then documented both our evaluation of various field visits, but more importantly key conclusions our team learned influenced the concept design development. The Site Evaluation Report included a details in vegetation report, a hardscape considerations/existing pavement report, and a review of current infrastructure design and constraints.

2. Innovation in Outreach

A PROCESS FOR CO-CREATION

We recognize that community engagement is not a single phase, but a holistic conversation that must be woven throughout the entire project. Our approach to community engagement is centered around the belief that a successful project must be championed by the local stakeholders and community members.

We are committed to developing projects that focus on and ensure a planning and design process that is truly open and responsive to the community. To this end, we employ a layered approach to public engagement. We use a variety of tools such as public meetings, surveys, workshops, focus groups, and online tools to reach the broadest public audience possible. We also utilize social media platforms to keep the community informed of project progress, as well as to invite feedback on our plans. Our team also has extensive experience in providing a safe and welcoming space for members of the community to voice their opinions and concerns.

INNOVATIVE OUTREACH

In addition to some of the more traditional approaches to outreach and engagement, Sasaki has a number of in-house technologies and tools that can be implemented to expand how we are able to engage with our communities. Our in-house technology developers, Sasaki Strategies, have the capacity to create custom tools that can be tailored to specific communities to support our engagement efforts.

We understand that engagement in design processes must be different than planning. We love to engage communities in detailed questions and design selection processes through a combination of high-touch and high-tech ways. This could be building onsite mock-ups with our fabrication studio or creating digitally immersive environments for display at a meeting or in a park.

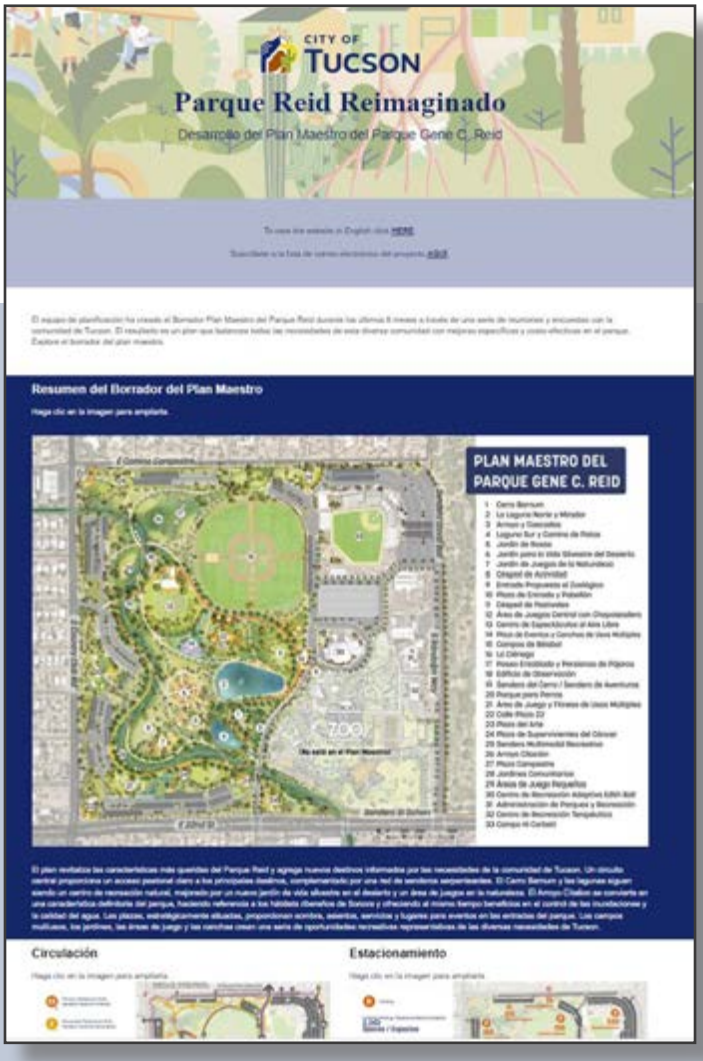
Underlying these diverse techniques is a fundamental willingness to communicate issues clearly and incorporate feedback in significant and meaningful ways. The quality of communication, flexibility of the tools to elicit substantive responses, and pragmatic implementation strategies are the essential ingredients for success. This is where Sasaki and our team excels: our experience with metric-based sustainability planning, collaborative processes, and the invention of innovative planning tools sets us apart as a firm well-qualified for this project.

MODERN, MULTILINGUAL, AND ACCESSIBLE ENGAGEMENT STRATEGIES

Gene C. Reid Park Master Plan | Tuscon, Arizona

Rooted in conversations with the community, and a thorough understanding of the park's physical conditions, the purpose of this master plan was to arrive at a design that protects the best of Gene C. Reid Park while casting a vision for future improvements. The planning team engaged with the community through a variety of ways including:

- Launch of the project website in English and Spanish. (bit.ly/reidparkreimaginedSP)
- A map-based survey to gather input about how the community uses the park and their priorities for the future of the park.
- Visiting local events at the park and across the city to inform the public about the project, share ideas, and the survey.



SPANISH LANGUAGE PROJECT WEBSITE

MANY CONTRIBUTING VOICES...

DEMOGRAPHICALLY REPRESENTATIVE

Greenwood Community Park Master Plan and Implementation | Baton Rouge, Louisiana

Community engagement was an integral part of defining the vision for Greenwood Park. In order to invite as many voices as possible into the process, engagement methods were designed to be broad reaching in terms of age and demographics by using numerous locations and tools. Innovative strategies including analog Instagram boards, a gumball preference game, and a 24'x22' walkable master plan! In addition to collecting feedback, the engagement was seen as a two-way street—with materials providing analysis of the physical conditions of the existing park in order to spark a deeper connection to the park and its future.

SASAKI PRINCIPAL-IN-CHARGE ANNA CAWRSE SHOWS A COMMUNITY MEMBER WHERE THEY ARE CURRENTLY LOCATED WITHIN THE PROPOSED DESIGN

PUBLIC ENGAGEMENT TACTICS

DIGITAL SCAVENGER HUNT

The Digital Scavenger Hunt embraces play-based gaming techniques and smart phones to explore, celebrate, and visualize the current and future community, city, or neighborhood. The tool highlights existing assets, as well as future proposed recommendations in an interactive manner.

COMAP, SASAKI'S MAPPING-BASED SURVEY PLATFORM (ONLINE AND PAPER FORMATS)

Sasaki's interactive online mapping survey uses our map-based engagement tool CoMap to gather geographic input on the project area and surrounding context. This map allows an easy way for community members to share specific feedback about how they use the area today, by pinpointing barriers to use, opportunity areas, access modes and routes, and nearby community assets. The Sasaki team analyzes this input to understand geographic patterns of use and park perceptions, and incorporates this important lived experience into the design.

VIRTUAL AND AUGMENTED REALITY

Virtual and augmented reality (VR and AR) offers opportunities for community members to visualize and imagine the future in new, more immersive ways. We have been using these tools on projects to share 3D renderings and create interactive games related to project sites. We hear from participants that these new digital tools are helping them better understand design intent and get more excited about implementation.

PARK ACTIVATIONS AND ART

The Sasaki team can coordinate a series of events to activate the space, prototype new activities, and gather community feedback in the park (i.e. yoga session, food pop-up, youth-centered activity, food/resource distribution, live music, art pop-up, book sale, spoken word event). Sasaki can develop the series in partnership with local partners and facilitators to draw on existing networks and platforms. The series may be a multi-day activation (i.e. temporary art board) or single day programming (i.e. music or yoga).

INTERCEPT SURVEYS

This engagement tactic focuses on gathering first-hand feedback from park visitors. Spread across a variety of times of day and days of the week, survey leads can be stationed around the project area to gather feedback from passers-by. We recommend hiring local residents to spearhead this process. We will also compliment these clipboard surveys by exploring the opportunity to post temporary signs, giving a quick snapshot of the work and direct link to online input opportunities.

SOCIAL MEDIA & ONLINE PRESENCE

We can provide project updates and PDFs of public workshop materials to the client and the project management team to post on the project website and for sharing on existing social media channels. Digital updates can help increase participation and awareness, broadcast project updates, and share results. We recommend amping up social media activity in the weeks leading up to the public workshops.

YOUTH ENGAGEMENT

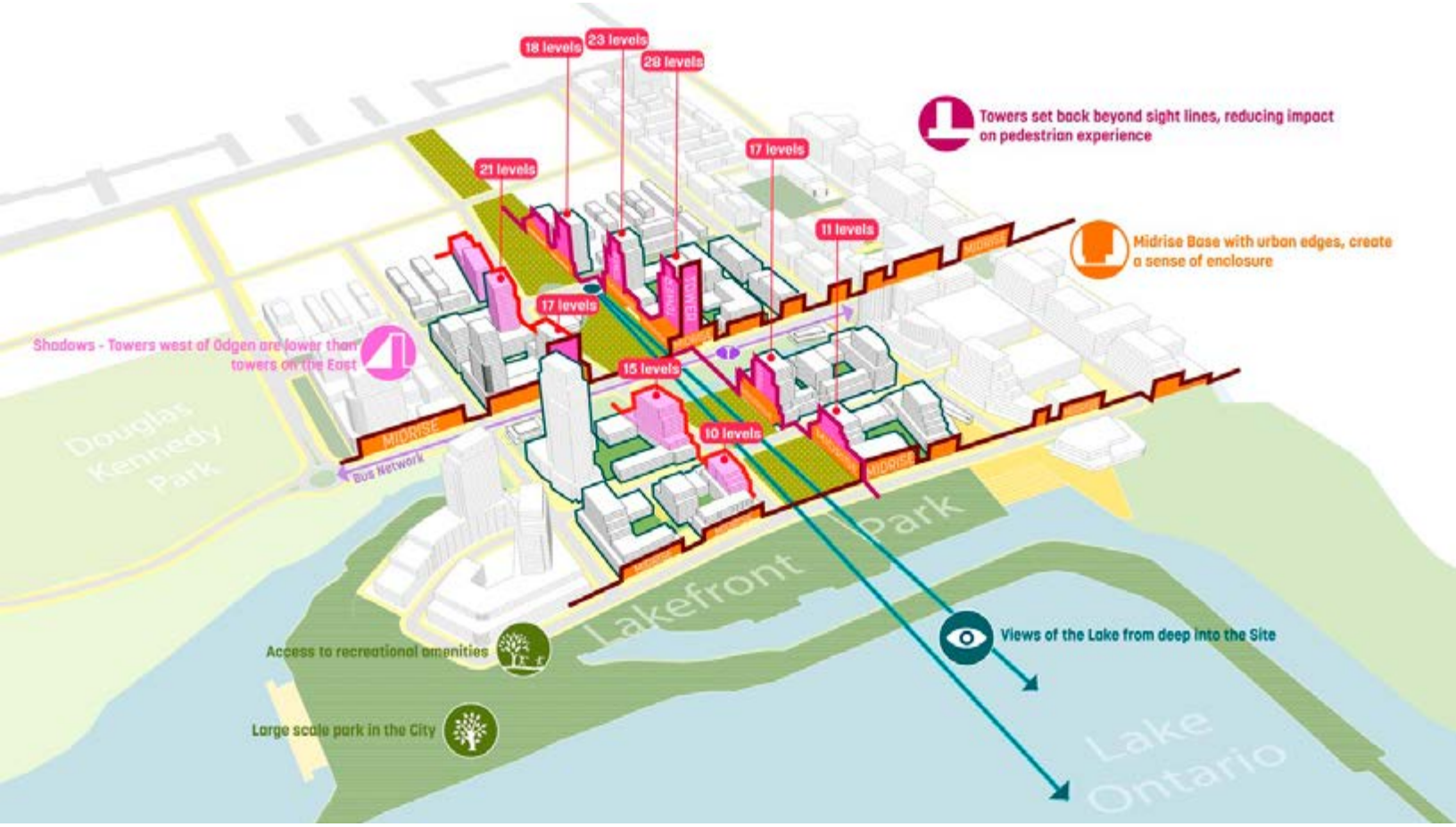
The Sasaki team can facilitate youth engagement, which could take a number of formats depending on the target ages, from custom focus group discussion, to a storytelling session with families, to youth-led surveys, to participating in an existing youth program/event. We recommend including a raffle or other participation incentive for event participants. This engagement could also overlap with other strategies.

COMMUNITY AND/OR STAKEHOLDER SITE WALKS

Onsite conversations can prompt deeper discussions and new insights through first-hand observations. This tactic can include site walks of the project area and the surrounding context with stakeholders, or scheduled events open to the broader community. These guided walks would be chances to share stories of the area's history and discuss ideas for its future together.

ONLINE AND PAPER SURVEYS

Public workshops can be accompanied by an online survey that includes the same questions as the event, along with the ability to view information shared. The intent of this parallel survey is to provide an equivalent participation option for anyone unable to attend live. Sasaki can develop and share a printable PDF version of the survey if the city is interested in distributing a paper version for anyone with less access to technology. Distributing information packets that share the same questions and discussing input with local residents at food distribution sites, community centers, and other locations likely to attract residents that traditionally would be less likely to attend an in-person meeting. Additionally, collection boxes for paper copies of surveys could be set up in the same location.



LAKEVIEW VILLAGE DEVELOPMENT MASTER PLAN

3. Scenario Planning

Throughout our history, Sasaki has demonstrated a commitment to planning and design that enhances the public realm, celebrates the environment, adds economic value, and promotes social interaction. Sasaki's immersive, integrated approach to planning, urban design, landscape architecture, and architecture results in comprehensive solutions that knit together a flexible urban design framework, a dynamic public realm, and a well-balanced programmatic mix to achieve civic, creative, and financial goals.

We transcend the boundaries of traditional disciplines in pursuit of singular, interconnected visions for urban environments that advance the contemporary human experience. No single disciplinary perspective can address the complexity of urban life. Today, cities and large complex sites require creative, multi-benefit solutions that transcend traditional typologies. As passionate urbanists and expert practitioners, we seek new models for advancing city life: models that align multiple agendas and disparate interests into a shared vision.

Our approach to urban design is structured by systems thinking, where landscape and the public realm play a critical role. Always extending beyond the site area involved, we consider water management, air flow, sun path, and connectivity as fundamental elements to the development of urban form. Successful developments are guided by a strong framework plan that serves to integrate multiple systems and guide long-term evolution. Central to an enduring framework is a powerful definition of public space–whether in the form of streets, parks, or an array of civic places–which forms the armature of society's evolving vision of the "ideal" urban environment.

Many of our built projects – buildings, interiors, and landscapes – started as planning and concept design efforts that evolved into full design collaborations. Our extensive portfolio of built work provides us with invaluable knowledge that we can apply during the planning and feasibility phase of a project. We pay crucial attention to materials, scale, massing and architectural character to make sure our buildings are both respectful of their environment and contribute to the transformation of place.

Union Printers Home Master Plan

Sasaki is currently leading the planning, urban design, architecture, and landscape architecture for a 25 acre site and 15 acres of surrounding property to create a master plan to breathe new life into the site through a mix of uses and dynamic public realm. The master plan will create adaptive reuse concepts for the existing buildings and a mix of public spaces that weave together the new district into an extension of the city.

776 Summer Street Master Plan

Sasaki has been retained as master planner for the implementation phase of L Street Station. The district will be created on the site of the South Boston Edison Power Station, a 15.2-acre parcel at 776 Summer Street, that includes significant historic landmark buildings that will be adaptively-reused. Sequestered for over a century from the surrounding communities, and decommissioned for over a decade, the re-mediated site and re-purposed historic elements will now become accessible to the public as a signature district, as well as a crossroads providing connection to surrounding businesses, retail, and residential areas in the Seaport and South Boston.

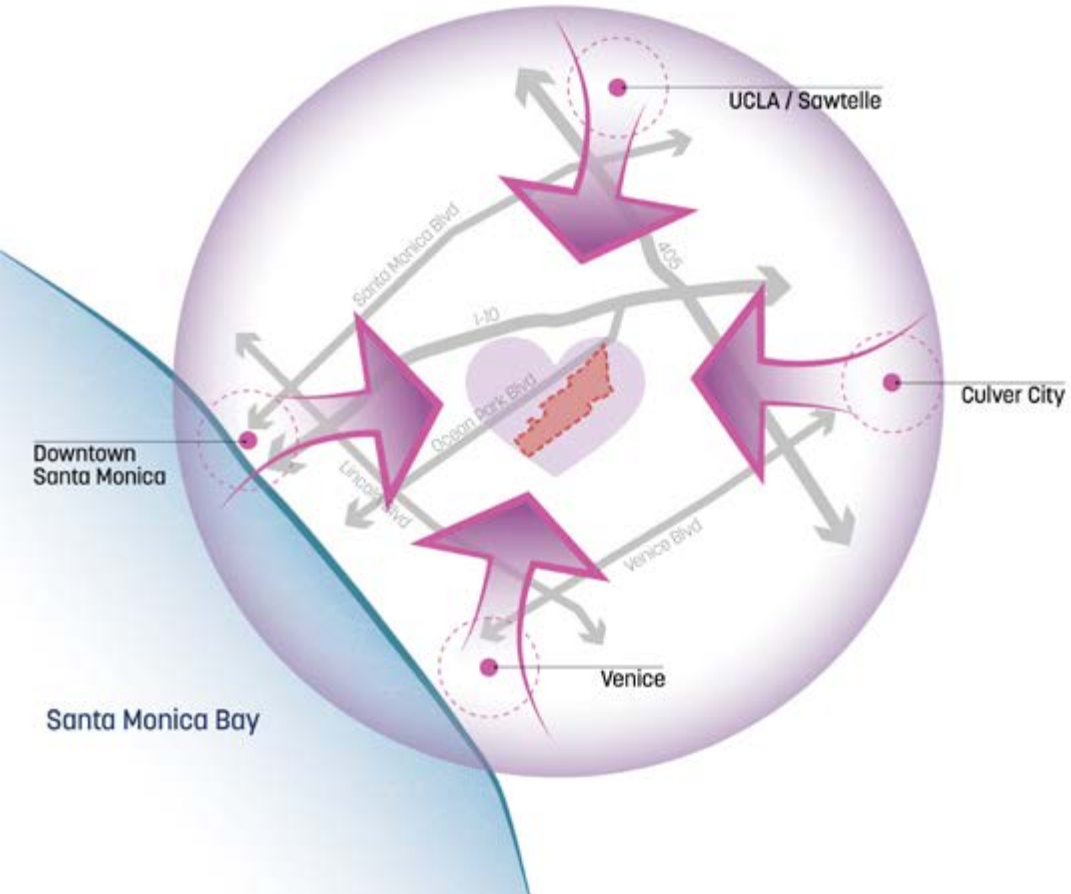
Foothills Mall Redevelopment

The multi-phased project works with existing site infrastructure and some existing buildings while transforming the sea of parking into a new urban center complete with nearly 2M square feet of new office, residential, retail, and civic uses.

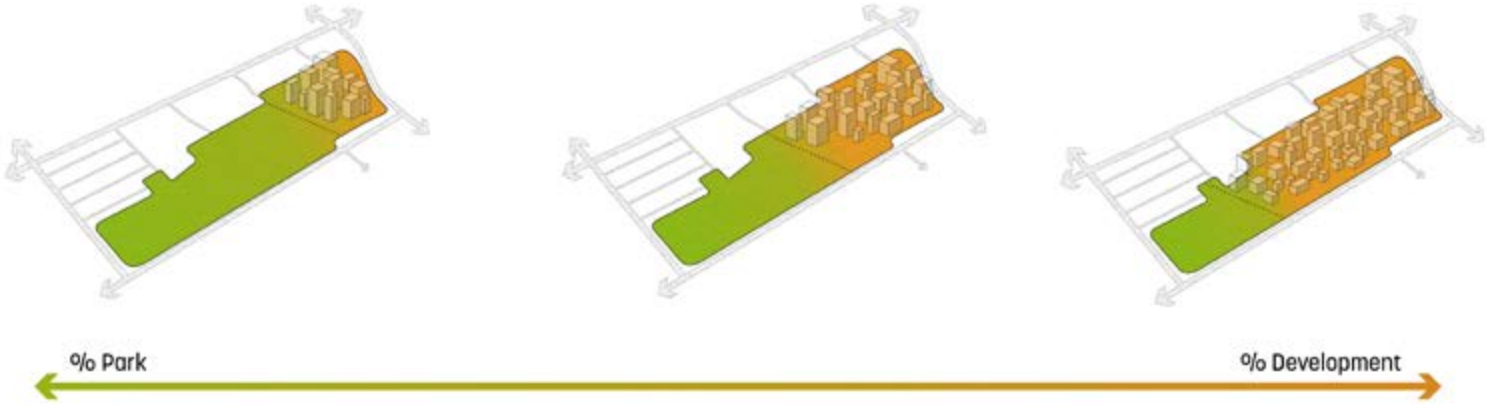
Our Approach

This is the Future of Santa Monica

The Santa Monica Airport Conversion represents the single greatest opportunity for Santa Monica to address a number of critical issues. Housing development, climate resilience, open space access, and spaces for people to gather are all needs of the city. This project provides a response to all of these if executed correctly.



1. Investment Today to Fund Tomorrow



Public realm investments of this scale take a major consideration in sources of funding. Local, state, and federal funds can often make up a huge percentage of the cost of these projects, but understanding the interrelationship between private investment and the quality of space is critical to the long-term success. There are numerous case studies from around the world that offer a glimpse of how these things play out. Tempelhof in Berlin presents a notion of low-impact changes that can have a huge social impact but with a funding emphasis that relies solely on public sources.

Other examples like Sasaki's work at the Athens, Greece Airport represent a radical departure from that concept where private development rights are traded for immense public good. The trade off is the scale of open space vs the quality. Through this project, community engagement and scenario modeling will be needed to understand the spectrum of open space quantity and development scale. While the community may want larger parks, thinking that it will add hedonic value, that trade off has limited funding streams.

On the other hand, giving larger portions of the site over to private development might allow for dedicated funding mechanisms to be created and ultimately create higher impact public space and less burden on public sources. This could also result in quicker implementation.

The other consideration that should be contemplated is the value of publicly controlled land in setting development goals such as affordable and workforce housing goals, local jobs, and specialty public facilities that often struggle to compete with private interest due to land values. This opportunity allows for concessions to be made, incentives to be created, and visions to be realized through strong public-private partnerships. At 227 acres, this site could deliver thousands of residential units that can really have an impact on affordability and access. Telling this story will be critical to the process of building consensus and outlining a path forward.

We will work with HR&A to evaluate the pros and cons of different development scenarios, the costs of maintenance and operations for public open space, and the various funding mechanisms and models that can be adopted to manage the future of the Santa Monica Airport.

DEN Non-Aviation Strategic Real Estate Master Plan

On the DEN Non-Aviation Strategic Real Estate Master Plan Sasaki worked closely with HR&A to tackle the same questions that Santa Monica will need to ask. Together, we worked extensively with the client to balance guiding principles with the financial realities of implementation. The result is a master plan that balances open space conservation and restoration with strategic opportunities for jobs and industry growth that would further strengthen revenues that could then be funneled through to capital improvements.

2. A New Green Sponge for the City

Central Park in New York City was conceived as the "The Lungs of the City" providing public health benefits and showcasing the importance of green spaces in our cities. This was the first time in North America where a park was created that served as part of the city's infrastructure. Santa Monica has a once-in-generation opportunity to shift the paradigm of what it means to have a Great Park within a thriving city. Santa Monica can set a new standard in sustainability by transforming impervious infrastructure into the city's "New Green Sponge".

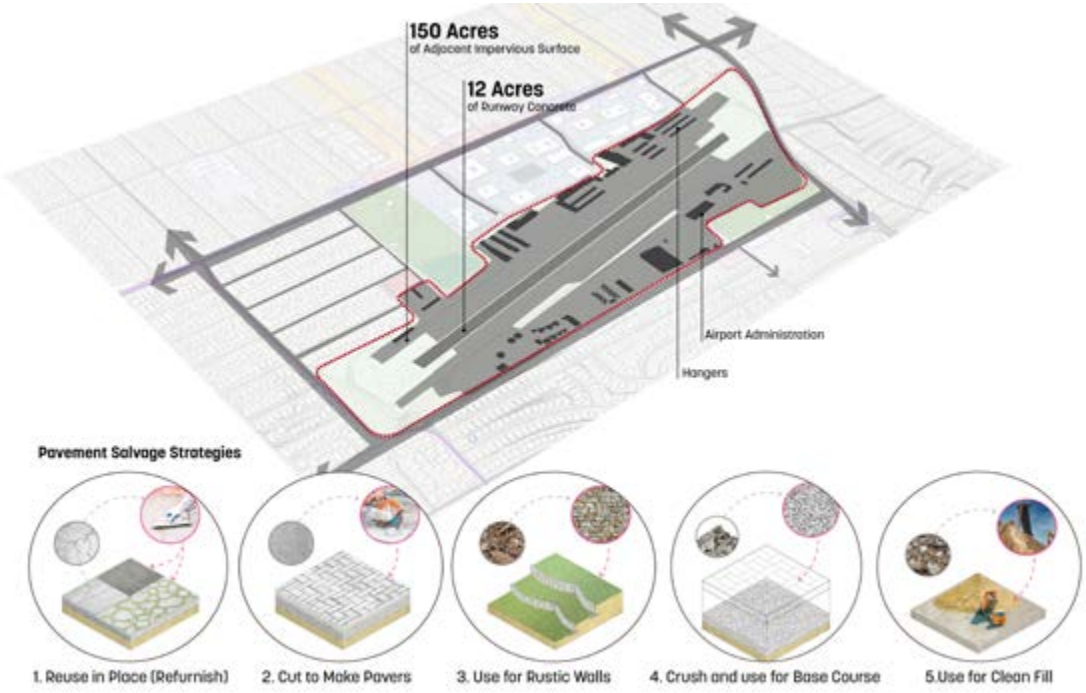
The Santa Monica Airport conversion presents an enormous opportunity to explore innovative approaches to sustainable and resilient design, as well as infrastructure development that will transform the site into an integrated and visionary urban space. The City of Santa Monica is a true leader in civic sustainability, from its LEED for Cities Platinum rating to its leadership in building a Living Building Challenge certified City Hall to its ambitious Climate Action Plan. The Santa Monica Airport redevelopment can aid in the city's goals by tackling several aspects of the Climate Action Plan: net zero building, reducing transportation emissions by creating a vibrant mix of uses and alternative transportation planning, and sequestering carbon in the landscape.

Sitting within the Santa Monica Bay Watershed, the new park can capture both the runoff from the new development, as well as localized runoff. By capturing the water, cleaning it within the new park, and releasing it, we can tackle water quality issues at the Santa Monica Beach which currently ranks as the third most polluted beach in California according to Heal the Bay's Annual Report Card (2021-2022). We will look at scenarios that convert the over 70% of impervious surface into a thriving district that is centered around a new central park. We will work closely with Atelier Ten, our sustainability consultant, to ensure that each development scenario will be coupled with sustainable and resilience-based landscape performance.

Xuhui Runway Park

In Xuhui Runway Park, a set of rain gardens were created alongside programs to form "a runway of modern life" that reflect the site's noteworthy legacy, which also cleans the runoff of the surrounding roadway and hardscape. The rain gardens are an integration to the utility design of the adjacent roadway which set a pioneer example of this case in mainland China at the time.

3. Using the Past to Design the Future



The airport site should be seen as a "living piece of the history of Santa Monica" and is crucial to all design scenarios. The site's 100 years of rich aviation history from WWI to WWII, to an aviation technology center and then a local general airport should not be forgotten but rather revealed and celebrated. The conversion should serve as the collective memory of the Santa Monica people.

A fundamental goal of the design scenarios is to create a 21st-century landscape that transcends time and space, blending the site's legacy with the contemporary urban setting, which will be a catalyst for new developments meeting the needs for the growing community. Working with ESA, our historical resources consultant, we will make sure to honor and preserve the site's most important historical assets. One strategy is to reuse the hangers and existing buildings for new community programming. Concerts, artist studios, pop-up markets, and food festivals are all ways to celebrate the history on the site while meeting future demands of the site.

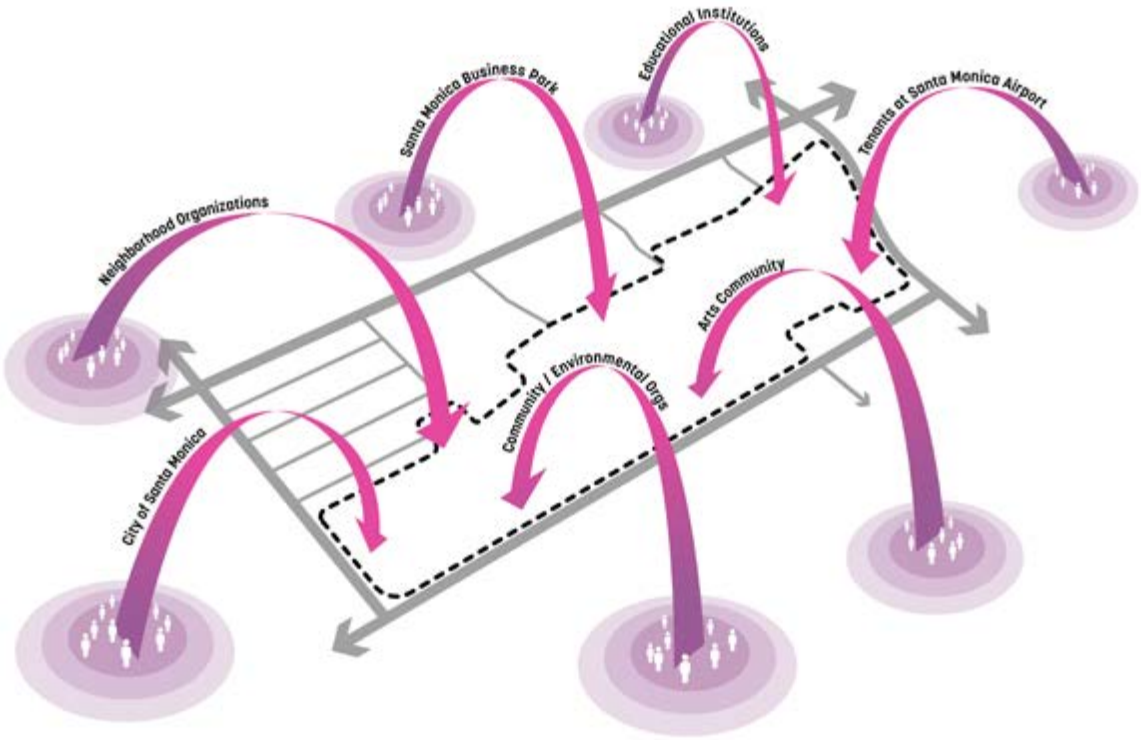
Another strategy is leveraging existing material resources like the existing runways. A rough estimate of the existing site shows that there are 12 acres of runway concrete and 150 acres of impervious surface. Discarding that concrete to a landfill will create 3,000MTC02e more carbon emissions, largely caused by transportation. By reusing the materials on site we will not only represent the site's history but greatly reduce the carbon footprint.

While a lot of the history should be celebrated, we recognize the contamination challenges associated with aviation use. We most likely will need to investigate for, and potentially cleanup, poly and perfluoroalkyl substances (PFAS). The cleanup of PFAS will demand innovative remediation techniques to minimize overall remediation costs. Sasaki knows how to balance and celebrate the past while thinking of innovative ways to tackle the challenges of a past airport. Working with Group Delta, our remediation experts, we believe that these challenges can be transformed into creative design opportunities!

Bonnet Springs Park

The site's status as a brownfield was a primary factor that influenced the design process–over 8 million cubic feet of contaminated soil required removal or remediation. Rather than exporting the contaminated material or capping the entire site-two options that would have been costly and had negative off-site impacts-Sasaki decided to incorporate a remediation strategy as an integral component of the design. Two 35 foot tall hills were created with the contaminated soil and provided space for an event lawn, integrated architecture, and mitigation from adjacent noise.

4. Vision Defined with the Community



The City of Santa Monica has gone through an ambitious three-phase public outreach process for the airport with respect to the 40 acres of non-aviation lands which establishes a great foundation for community engagement for the 227 acres. We will build on that effort, leveraging the stakeholder relationships created in that process. We will work with the City of Santa Monica to identify the key stakeholders and community leaders to bring to the table including:

- Residents of Santa Monica and West Los Angeles–especially the communities surrounding the airport such as Sunset Park, Ocean Park, Mar Vista, Venice Pacific Palisades, and Marina Del Rey
- Neighborhood Organizations such as Friends of Sunset Park, Friends of Santa Monica Airport, Ocean Park Association, Mar Vista Neighborhood Council, and Venice Neighborhood Council
- Current tenants at the Santa Monica Airport including Museum of Flying, Eco-Aviation Foundation International, the Cloverfield, and the Barker Hangar, among others
- The Santa Monica and Los Angeles arts community including the Santa Monica Arts Commission, Bergamot Station Arts Center, 18th Street Arts Center (also a tenant), and Frieze Los Angeles (also a tenant)
- Environmental and community-based organizations such as Sustainable Streets, Santa Monica Airport2Park Foundation, and Climate Action Santa Monica
- Educational Institutions such as UCLA and Santa Monica College
- Adjacent businesses along Ocean Park Blvd and in the Santa Monica Business Park

For this effort, we have partnered with The Robert Group, an award-winning community outreach consultant team which brings extensive experience working with communities all around the Los Angeles Metropolitan Area on some of the largest and most complex development projects in the region. Our team will foster a collaborative approach and co-create design solutions with the community as opposed to just a show-and-tell or using dots to choose solutions. Our process will blend education, input/feedback tools, and structured facilitated discussions to help increase awareness and build consensus around community ideas.

We also recognize and embrace that we may not have a perfect solution to engaging a particular community. We have worked to build a team that can innovate with Santa Monica City staff to develop new approaches that will ensure that the community and all key stakeholders are at the forefront of any solutions.

Our team will work with City staff to develop innovative and interactive public engagement content (graphic, web, and social media) that is project specific and designed to meet community needs. We strive to take advantage of many of the lessons learned during the COVID-19 pandemic and embrace virtual and online engagement which can often allow many of the quieter voices to be heard. We will complement the online engagement with in-person and open-house formats that allow us to go out to the community at different times of the day and week to engage in a critical dialogue around use, programming, access, and materiality.

Diversity, Equity, and Inclusion In Community-Driven Design

Our team's work aims to address discriminatory policies and institutionalized racism in the built environment that have resulted in disparities in health, wealth, and power. We follow design justice principles by prioritizing community impact over design intentions, working towards sustainable and community-led outcomes, and centering the voices of those affected by the design process.

We work to include those who have been historically excluded from decision making power within the built environment, specifically BIPOC/communities of color, low-income community members, long-time residents, our unhoused neighbors, and other vulnerable groups.

Additionally, our team is dedicated to promoting fairness and justice in the planning and development of parks, recreation, and open spaces. We believe that everyone should have equal access to opportunities that help them reach their full potential, regardless of race, gender, income, or place of residence. To achieve this goal, we conduct an equity assessment for each project, analyzing existing health, socioeconomic, and built environment conditions in the surrounding community, and engaging stakeholders to understand their needs.

Based on this analysis, we recommend evidence-based strategies for site design and programming that reduce historic barriers and promote health, sustainability, and social and racial equity. We recommend monitoring progress through measurable performance metrics to ensure our approach is effective in meeting community goals.

6 — Subconsultants

Subconsultants

To complement Sasaki's strengths, we have partnered with like-minded firms to bring the City of Santa Monica a complete and focused team.

Arup

TRANSPORTATION, INFRASTRUCTURE, AND UTILITIES AND WATER AND ENERGY RESOURCES PLANNING

Arup is a global firm dedicated to sustainable development. With 89 offices in 33 countries, Arup's 18,000 planners, designers, engineers, and consultants deliver innovative projects across the world, collaborating with our clients and partners using imagination, technology, and rigor to shape a better world. Arup is dedicated to creating sustainable, resilient, and inclusive environments in which people not only feel safe, but engage with others, feel part of a community, and can relax and be inspired. The firm has worked on a number of projects helping shape outdoor spaces locally, regionally, and globally.

Experience with Sasaki

Arup and Sasaki have worked together on multiple projects throughout the United States and California that highlight resiliency and sustainability, including:

- Wilmington Waterfront Park
- City of Miami Beach Historic District Resiliency Guidelines
- Rebuild by Design
- Bruce C. Bolling Municipal Building (LEED Gold)

FIRST AND BROADWAY CIVIC CENTER PARK

Santa Monica Experience

In Santa Monica, Arup was the civil engineer for the **Santa Monica Airport Park Expansion** project from 2016 to 2018. As the civil engineer on the project, Arup was involved in the community outreach process and provided street improvement design, pedestrian lighting design, and sustainable stormwater drainage integrated with the site's landscape design to support the overall final design for a "high-performance park" for the community. The project site interfaced with the Airport Avenue Improvements project.

Arup was also the lead consultant to the City of Santa Monica for the development of a multi-user microgrid project within the city that provides clean and reliable power to the City Yards municipal facility and adjacent sites including commercial developments, transit uses, and museums. Arup is familiar with the City of Santa Monica and the Santa Monica Airport and can leverage their knowledge and experience having worked at the project site and surrounding community to hit the ground running on this transformative project.

Relevant Experience

- Santa Monica Airport Park Expansion | Santa Monica, CA
- Santa Monica Advanced Energy District | Santa Monica, CA
- First and Broadway Civic Center Park | Los Angeles, CA
- North Shore Park | Mecca, CA
- Bradley Green Alley | Pacoima, CA
- Hunter's Point Site Improvement | New York, NY
- Delta JFK-IAT Redevelopment Program – Terminal 3 Reinstatement | New York, NY

ESA

HISTORIC RESOURCE ANALYSIS

ESA is an environmental consulting and community planning firm that has helped public and private sector clients understand, address, and solve their important environmental issues and planning and policy decisions for more than 50 years. They are a 100 percent employee-owned, California-based firm with over 600 in-house environmental specialists and community planners, which allows them to achieve truly integrated solutions across a broad range of services.

Historic Resources

ESA's award-winning Historic Resources team has extensive and demonstrated experience in historic resources management, providing professional preservation planning services and guidance regarding compliance with historical resources requirements for redevelopment projects, adaptive reuse, rehabilitation, preservation, and conservation pursuant to federal, state, and local regulations. These highly qualified historians, architectural historians, and preservation planners each meet or exceed the U.S. Secretary of the Interior's (SOI) Professional Qualifications Standards (36 Code of Federal Regulations 61) in history, architectural history, and archaeology. ESA's Historic Resources team is defined by its solutions-oriented approach, excellence of service, knowledge, experience, and high-quality work products to support the management of historic resources.

Santa Monica Experience

ESA has performed hundreds of task orders through an on-call historic preservation resources services contract and numerous projects as an on-call environmental (CEQA) consultant and under competitively selected projects over the last several decades. Projects include the Santa Monica Historic Preservation Element CEQA Compliance, Santa Monica City Hall Historic Preservation, St. John Medical Center, 16th Street Condo Development, 11th Street Condo Development, Santa Monica-Malibu Unified School District Facilities Master Plan Technical Support, Travelodge Hotel Development (Shore Hotel), Hotel Shangri-La MND, Centinela Townhomes Initial Study/MND, Bubba Gump Restaurant Development EIR, the Santa Monica Downtown Parking Program EIR, Section 106 and CEQA documentation for the Santa Monica Pier Gangway project and Phase 4 Structural Upgrade MND, and the EIR for the Miramar Revitalization project on Ocean Avenue, to name a few.

CITY HALL LANDSCAPE: KEN GENSER SQUARE, TONGVA PARK

PALISADES PARK HISTORIC LANDSCAPE

Additional Relevant Experience

- Miramar Hotel Redevelopment (2018-2021)
- Providence St. John Master Plan Addendum Phase II EIR (2017-2022)
- Glendale Grand Central Air Terminal (1996-2001)
- Burbank Airport Historic Hangars Evaluation (2015-2021)
- Long Beach Airport Historic Terminal Evaluation (2019-2021)
- RAND Corporation Site (2011)
- City Hall Landscape: Ken Genser Square, Tongva Park (2011)
- City Hall Historic Various Evaluations, Studies, and Reports: Entrance, Jail, ADA, Seismic Retrofit Study, Repainting, Paneling, HABS (2004-2013)
- Palisades Park Historic Landscape (2007)
- SM Pier Gangway (2010-2011)
- SM Pier Sign (2010-2011)
- Culver Studios (2015-Present)

Group Delta

SOIL REMEDIATION

Established in 1986, Group Delta has more than 36 years of experience. The firm has five offices in Southern California located in Torrance, Irvine, Anaheim, Ontario, and San Diego. Group Delta currently employs a staff of approximately 100 including environmental, geotechnical, and materials testing/inspection professionals.

Their environmental team is composed of skilled environmental consultants and support personnel specialized in their respective fields. Their staff consists of licensed professionals including Professional Engineers (PE), Professional Geologists (PG), Certified Engineering Geologists (CEG), Certified Hydrogeologists (CHG), Certified Industrial Hygienists (CIH), Safety Trained Supervisor of Construction (STSC), Division of Occupational Safety and Health (DOSH) Certified Asbestos Consultants (CACs) and Certified Site Surveillance Technicians (CSSTs), and California Department of Public Health (CDPH) lead paint inspectors/assessors/project monitors/sampling technicians.

LAX AUTOMATED PEOPLE MOVER

Relevant Experience

Their experience includes major airport projects such as LAX Automated People Mover, United Airlines Terminal Redevelopment Project, LAX American Airlines Terminal 4/5 Modernization Program, and many more including:

- SANDAG Central Mobility Hub P3 On-call as a sub to HNTB: Environmental Current Conditions Assessment and Risk Identification of potential Central Mobility Hub Location: Naval Base Point Loma, Old Town Complex (March 2021 – January 2022)
  - » Group Delta performed an exhaustive environmental current condition review of dozens of existing site investigation and remediation reports, internal Naval documents and regulatory records. Deliverables included a Technical Review Memorandum and Current Conditions Report. Following completion of the reports, Group Delta presented the primary risk drivers to attorneys representing SANDAG.
- Los Angeles State Historic Park Site Investigation and Remediation (2014 - 2023)
  - » Group Delta performed the site investigation and remediation activities for the redevelopment of the 32-acre site. Duties included Performance of a site-wide Phase II Environmental Site Assessment (ESA) and remediation of heavy metal impacted soil and air monitoring during all excavation activities to mitigate active construction worker hazard and risk resulting from heavy metal contamination.
- San Diego International Airport North Side Support Facilities Redevelopment Project, San Diego, California, San Diego County Regional Airport Authority (SDCRAA) on-call contract, Phase I, II and Current Conditions Report (June 2017 – December 2017)
  - » Group Delta performed a Phase I and II Site Investigation on the approximate 100-acre site. The investigation included 52 boring locations and 14 temporary groundwater sampling locations and included a PFAS Investigation in Groundwater and associated Human Health Risk Assessment to assess the potential risk of PFAS-impacted groundwater to site workers.

HR&A

MARKET AND ECONOMIC ANALYSIS

HR&A has deep expertise in real estate analysis and the economics of open space. They help create more equitable, resilient, and dynamic communities. Their work turns vision into action through rigorous analysis, strategy development, and implementation planning.

They are a mission-driven group of analysts, planners, and policy experts who care deeply about the future of cities. They have 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 served more than 130 proposed and existing urban open spaces, parks, and park systems, including Exposition Park in Los Angeles, Orange County Great Park, Balboa Park in San Diego, New York City's High Line, London's Queen Elizabeth Olympic Park, Austin's Zilker Park, Boston's The Lawn On D, and the Dallas and Philadelphia Parks system. Their growth as a firm, from a small office in Santa Monica to a 150-person firm headquartered in New York, has always been dedicated to the values so firmly embedded on the West Coast–a commitment to the strengths of our manifold communities, a spirit of innovation, and bold experimentation.

Santa Monica Experience

HR&A has been working in the greater Los Angeles region since their founding over forty years ago, building deep experience in housing and economic development policy. In addition, they are on the ground collaborating with coalitions and community actors to shape a more inclusive, equitable future for the community. Recent work includes:

- 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
- LA County Broadband Strategy and Community Wireless Network Pilot

They 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.

DEN REAL ESTATE STRATEGIC DEVELOPMENT PLAN

Additional Relevant Experience

- DEN Real Estate Strategic Development Plan | Denver, CO **(with Sasaki)**
  - » HR&A's core tasks included a market analysis, financial feasibility analysis, and implementation and organizational structure considerations. This work has supported the development and evaluation of alternative land use programs and engaged the DEN Real Estate team, which is tasked with development, around key issues related to implementation.
- The Sarasota Bayfront Master Plan | Sarasota, FL **(with Sasaki)**
  - » HR&A has supported park implementation, including helping to create a new tax increment financing district to fund a portion of project costs and supporting the recent consideration and approval by the City and County Commissions of the first $48M of TIF financing for the next phase of park construction.
- Origin Park Benefits Case and Impact Analysis | Jefferson, IN
  - » HR&A conducted stakeholder engagement and created a bespoke analytical model to quantify impacts of three primary park benefits: economic impact of construction and operations of the park, improvement in equitable outcomes measured in health impacts, and the regional brand benefits.

Atelier Ten

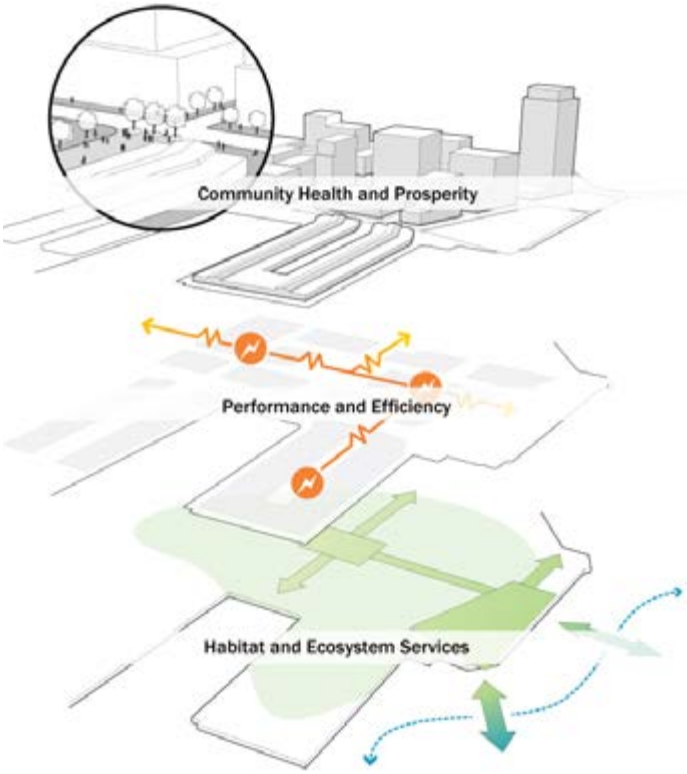
SUSTAINABILITY

Atelier Ten brings to the team the experience of sustainability planning and analysis for a wide range of master plans that are noted for their achievement of energy, comfort, atmospheric, and other environmental targets. They recently provided whole project carbon analysis for the Phase 1 of the Ellinikon Metropolitan Park in Athens, Greece with Sasaki. The project will go beyond the industry standards for operational and embodied carbon. Additionally, Atelier Ten provided overall sustainability goal setting, site lighting design, outdoor thermal comfort analysis, and water management strategies for 100% reclaimed water use.

They are also working on the Potrero Power Station redevelopment, which will transform the city of San Francisco's waterfront, adding 6 acres of parks, multiple pedestrian paths, and 2,600 mixed-use and mixed-income units. The development will be an example for how to convert a formerly polluting power plant into a healthy and sustainable community. Atelier Ten worked with the San Francisco State University to develop the SFSU Estuary and Ocean Science Master Plan, a marine science research campus using the Living Community Challenge to guide all future development with the goals for Net Positive Energy, all-electric systems, and the 100% offset of embodied carbon.

Experience in Santa Monica

Atelier Ten's experience in Santa Monica includes the Santa Monica Esplanade and Plaza. The Esplanade is one of the most utilized stretches of public space within the city of Santa Monica, making it an ideal location to highlight the city's commitment to environmental responsibility. Atelier Ten worked closely with the team to identify environmental strategies for the project in the early stages, which support the goals outlined in Santa Monica's Sustainable City Plan.



Projects with Sasaki

- Ellinikon Metropolitan Park
- National Grid Headquarters (LEED Platinum)
- EDC National Headquarters
- SUNY Stony Brook Campus Recreation Center
- Princeton University Lake Campus

Additional Relevant Projects

- Santa Monica Esplanade
- Potrero Power Station Redevelopment (2017-present)
- SFSU Estuary and Ocean Science Master Plan -Living Community Challenge Target (2018-2020)
- Mission Rock Development (2011-2014)
- India Basin Master Plan (2016-2017)

The Robert Group

WBE/MBE/DBE/SBE

ENGAGEMENT

The Robert Group (TRG), established in 1993, is a public affairs firm with expertise in citizen engagement, stakeholder outreach, and strategic communications. They develop and implement comprehensive outreach and engagement programs that build consensus, identify solutions, facilitate multiple opportunities for public input, and motivate broad stakeholder participation on projects of regional importance.

Their areas of expertise include developing innovative, multi-faceted public engagement programs for land use transformation, transportation, planning, public health, and economic and community development projects, as well as for master plans and projects that require environmental clearance. The services they provide include public engagement and strategic consensus-building; media relations; focus group facilitation; collateral material design and development; multi-lingual translation services; stakeholder identification; database development and maintenance; web-based and multi-media meeting facilitation; and social media management.

PUENTE HILLS LANDFILL PARK

SILVER LAKE RESERVOIR COMPLEX MASTER PLAN

Relevant Projects

- Silver Lake Reservoir Complex Master Plan | Los Angeles, CA
  - » TRG was responsible for coordinating and facilitating community workshops that engaged the public through creative methods, such as interactive map activities and print and online questionnaires to allow community members to participate at the various levels in design.
- Metro Green Line Extension to Torrance | Los Angeles, CA
  - » TRG has led the outreach and public engagement efforts with STV on the project from the initial Alternative Analysis phase of the study, through a partial Draft Environmental Impact Report/Environmental Impact Statement (EIR/EIS) and the completed Supplemental AA.
- Sepulveda Basin Vision Plan | Los Angeles, CA
  - » TRG developed a comprehensive, creative, and innovative outreach approach for engaging stakeholders and interested parties throughout the visioning process. Focusing on multi-generational and multi-cultural stakeholder involvement and consensus-building, TRG is working to solicit input about specific cultural and recreational interests, especially where there have historically been a range of differing objectives.
- Puente Hills Landfill Park | Whittier, CA
  - » TRG is responsible for developing project messaging, creating awareness for the project and ensuring opportunities for feedback at every stage of the process. Their team manages communication and logistics for all meetings and outreach events including execution of a detailed marketing campaign for meetings and the project overall. Engagement on this project strategically targets unique demographics, language needs, geography, and stakeholders in each community within the project area as well as regional stakeholders.
- Intuit Dome Arena
- Hollywood Park Master Plan
- Los Angeles River Path
- City of Long Beach Housing Element Update

Katherine Perez

Urban Planning and Transportation Planning

ARUP

Katherine has managed numerous complex projects in transportation planning, real estate development and community engagement for cities, public agencies, philanthropy, and private businesses.

Ms. Perez is an Associate Principal and the LA Office Leader at Arup. She is an expert in urban planning, transportation, and oversees the alternative procurement delivery team in LA. With her background in real estate development, transport and urban planning policy, and the transition to electrification, she is recognized as a leader in the planning and development fields and engages in projects across the services offered by Arup.

EDUCATION

University of California, Los Angeles
MA Urban Planning, Transportation

California State University, Northridge
BS Political Science

ACADEMIC EXPERIENCE

University of Southern California, School of Public Affairs
Adjunct Professor; 2008-2010

University of Southern California Sol Price School of Public Policy
Adjunct Professor; 2008-2011; 2013-present

PROFESSIONAL AFFILIATIONS

Ford Fellowship, Regional Sustainable Development, Lecturer, 2009

SELECT EXPERIENCE

California Energy Commission, City of Long Beach Blueprint, Transition to MD/HD ZEV Infrastructure; Long Beach, California

California Energy Commission, Built-Environment Electrification Solutions & Form Factors for Fitting Infrastructure to Transportation (BESTFIT) Innovative Charging Solutions; Santa Monica and Huntington Park, California

California Energy Commission, STC Traffic Equity Driven Public Access ZEV Blueprint; National City, California

California Energy Commission, Reliable, Equitable, and Accessible Charging for multi-family Housing (REACH); San Bernardino, California

Financing Electric Mobility Infrastructure, Department of Transportation; Los Angeles, California

City of Long Beach Strategic Vision; Long Beach, California

Paris Borovilos

LEED, PE

Infrastructure Engineering Lead | Civil Engineer

ARUP

Paris has experience with the various phases of a site development project as the civil lead. His expertise includes grading, drainage, hydrology, utilities, and stormwater quality.

Paris Borovilos is a civil engineer with Arup in Los Angeles. He has 17 years of experience in both the private and public sector, with a strong background in land development. Paris has undertaken a number of responsibilities during the project site development stage as civil lead, including grading, hydrology and drainage, utilities, and stormwater quality management.

Paris has QSD certification and knowledge in developing SWPPPs and obtaining permits for stormwater and non-stormwater discharges during construction phases of a project, along with expertise in SUSMP and LID requirements for post-developed water quality compliance within local jurisdictions. Paris is also a LEED Green Associate, with strong general knowledge of sustainable sites.

EDUCATION

University of California Irvine
BS, Civil Engineering

REGISTRATIONS

PE, State of California (C77286)

PE, State of Nevada (022736)

QSD, Qualified SWPPP Developer (#20511)

LEED Green Associate

PROFESSIONAL AFFILIATIONS

Professional Mentor of Engineers Without Borders for the USC Chapter (EWB-USC)

Member, American Society of Civil Engineers (ASCE)

SELECT EXPERIENCE

Santa Monica Airport Park Expansion; Santa Monica, California

North Shore Park; Mecca, California

LAX Central Utility Plant; Los Angeles, California

LAX Receiving Station X (RS-X), Los Angeles International Airport; Los Angeles, California

LAWA Roadway, Utility, and Enabling (RUE) Projects; Los Angeles, California

LAWA Principal Architect & Principal Engineer on-call; Los Angeles, California

Delta Sky Way | at LAX; Los Angeles, California

Gerald Desmond Bridge Replacement; Long Beach, California

Presidio Parkway; San Francisco, California

Amelia O'Shaughnessy

PE

Water Resources Planning and Engineering

ARUP

Amelia's passion resides in combining functionality and aesthetics using engineering.

Amelia O'Shaughnessy joined the Arup Los Angeles office in 2015 as an engineer. She supports a wide range of projects involving site development and planning. She is well versed in Civil 3D software.

Amelia created schematic design drawings for various projects to portray project goals and ideas. She generated grading plans as well as cut and fill maps for the Mexico City Airport using Civil3D. She also assisted in managing the utility pipe distribution for the LAX central utility plant.

EDUCATION

University of California Irvine
BS, Civil Engineering

REGISTRATIONS

PE, State of California (C94320)

PROFESSIONAL AFFILIATIONS

Member of American Society of Civil Engineers

SELECT EXPERIENCE

Santa Monica Airport Park Expansion, Santa Monica, California

North Shore Park; Mecca, California

LAX Central Utility Plant; Los Angeles, California

I-405 Improvement Design Build Project; Orange County, California

Gerald Desmond Bridge Replacement; Long Beach, California

Rainbow Bridge at Seaside Way; Long Beach, California

Berggruen Institute; Santa Monica, California

Spruce Goose; Los Angeles, California

(W)rapper Tower; Los Angeles, California

California Science Center Air and Space Center; Los Angeles, California

Finch West LRT Final Design; Toronto, Ontario

Mexico City Airport; Mexico City, Mexico

Adam Finkin

LEED

Cost Estimating

ARUP

With a focus on cost estimating, cost planning, scheduling, risk, and construction management Adam's strong leadership qualities and technical skills bring value to any project.

Adam Finkin is an Associate Cost Engineering Analyst in the New York office, leading the Arup Americas Risk Management offering. Adam has experience in construction management, cost estimating, cost planning, cash flow projections, scheduling, value engineering, risk management, risk analysis, and life cycle cost analysis.

Adam's projects span both heavy civil infrastructure and buildings within the Americas and globally. Several notable projects include the Doha Confidential Tunnel & Bridge project, Long Baseline Neutrino Facility Tunnel Excavations, Presidio Parkway, Tappan Zee Bridge, Goethals Bridge P3, Green Line Extension, CA High Speed Rail, Transbay Terminal, LA Convention Center, New Mexico City Airport and Terminal, Confidential Campuses in the Bay Area, and the New Bridge Saint Lawrence.

EDUCATION

State University of New York at Albany
BA

UC Berkeley Extension
Certificate in Construction Management

PROFESSIONAL AFFILIATIONS

Certified Professional Estimator

LEED Accredited Professional

American Society of Professional Estimators

SELECT EXPERIENCE

Eglington Crosstown Extension West; Toronto, California

California High Speed Train Project (CHSTP); California

Presidio Parkway;San Francisco, California

Los Angeles Convention Center;Los Angeles, California

Long Beach Civic Center; Los Angeles, California

Transbay Transit Center, San Francisco, California

Concord Community Reuse Plan; Walnut Creek, California

San Francisco/Oakland Bay Bridge Pedestrian Path; California

Cali Airport International Terminal; Colombia

Mexico City International Airport; Mexico City, Mexico

Alejandro Echeverry

Transportation, Mobility & Connectivity Planning

ARUP

Alejandro is a driver of change, committed to building more human-scale, innovative, and resilient cities.

Alejandro Echeverry is an Associate and leads the Transport, Logistics & Urban Planning team for Arup in the West Coast. With his unique background, he provides an integrated approach to cities, combining the fields of engineering, planning, and economics. His professional experience includes work in the public and private sectors, as well as in multilateral agencies. He has managed diverse teams, complex stakeholder coordination, and comprehensive technical analysis for projects in the fields of master planning, transport infrastructure, value engineering, and policymaking.

With 15 years of multi-disciplinary experience, Alejandro has a strong understanding of how to deliver successful large-scale master plans through a holistic vision around sustainability and resilience. While in Arup he has managed projects for confidential commercial property clients in the San Francisco Bay Area, SFMTA, Stanford University, the Colombian Finance Development Corporation (FDN), and the Latin American Development Bank (CAF). He has effectively produced innovative and forward-thinking strategies that help deliver sustainable and resilient urban environments.

EDUCATION

Universidad de los Andes
Specialization in Economics

BSc in Civil Engineering

University College London
MSc (Merit) Development Administration and Planning

PROFESSIONAL AFFILIATIONS

Professional Transportation Planner - PTP (2021)

Urban Land Institute - ULI, San Francisco Chapter

Institute of Transportation Engineers - ITE

SELECT EXPERIENCE

Transportation Infrastructure Project Portfolio; Bay Area, California

Micro-transit Pilot Planning and Launch Monitoring; Sunnyvale, California

Merced VST Site Feasibility, San Joaquin, California

Property Development; San Jose, California

Transit Corridors Study for SFMTA; San Francisco, California

EWLRT Extension; Toronto, Canada

Confidential Commercial Property Development; San Francisco, California

Confidential Commercial Property Development; Mountain View, California

Confidential Commercial Property Development; Sunnyvale, California

Glenn Burks

PHD, PE

Soil Remediation |
Director of Environmental Services

GROUP DELTA

Dr. Burks has more than 27 years of diverse environmental engineering consulting experience, with an emphasis on technical and project management for site investigations, remediation, and hazardous materials handling projects.

Dr. Burks has managed environmental components of large-scale construction projects and served as the technical lead on large-scale soil and groundwater remediation projects located at airports, industrial facilities, rail yards and educational facilities. Dr. Burks has consistently dedicated himself to being on the leading edge of technological advances in his field, as demonstrated by his development of state-of-the art remediation equipment for free product recovery, development and implementation of Environmental Management Information Systems, and his role as a primary author of the ASTM Standard Guide to Greener Cleanups (ASTM E2893-13).

EDUCATION

University of California, Los Angeles
Doctor of Philosophy, Environmental Engineering

Master of Science, Environmental Engineering

University of California, San Diego
Bachelor of Science, Chemical Engineering

REGISTRATIONS

Chemical Engineer: California No. 5975

SELECT EXPERIENCE

United Airlines Terminal Redevelopment, Los Angeles International Airport; Los Angeles, California

Mammoth Yosemite Airport, Soil and Groundwater PFAS Investigation; Town of Mammoth Lakes, California

Los Angeles World Airports (LAWA) Vacuum Enhanced Free Product Recovery System; Los Angeles, California

San Diego International Airport North Side Support Facilities Redevelopment Project; San Diego, California

Los Angeles World Airports (LAWA) Soil Vapor Extraction System; Los Angeles, California:

Mike Cassidy

PG, CHG

Professional Geologist | Certified Hydrogeologist

GROUP DELTA

Mr. Cassidy is a Professional Geologist and Certified Hydrogeologist in the state of California with over 29 years of professional experience performing site assessment and remediation and installing/managing soil and groundwater treatment systems.

He has managed site assessment and remediation projects throughout Southern California and has supervised technical staff conducting thousands of Phase I and Phase II investigations and remediation activities. Mr. Cassidy has reviewed, signed, and stamped groundwater monitoring and sampling reports for hundreds of contaminated sites in Southern California.

These projects have demanded a broad range of the expertise, including project forecasting and cost estimating, groundwater flow, water quality evaluation, contaminant fate and transport, feasibility analysis, health risk evaluation, and soil and groundwater remediation. Mr. Cassidy's clients have included public agencies, major oil companies, private developers, consulting firms, and private individuals. He has provided expert witness testimony and litigation support regarding numerous environmentally impacted properties.

EDUCATION

San Diego State University
Master of Science, Geology

University of California, Santa Barbara
Bachelor of Science, Geology

PROFESSIONAL REGISTRATIONS

Professional Geologist, California No. 6281

Certified Hydrogeologist, California No. 0580

Geologist and Hydrogeologist, Washington No. 2519

Professional Geologist, Idaho No. 1250

Registered Professional Geologist, Arizona No. 47065

SELECT EXPERIENCE

Major Airline, AFFF (aqueous film forming foam) Fire-Fighting System Investigation; Los Angeles, California

Los Angeles World Airports (LAWA) Assessment of Multiple Jet Fuel Releases and PFAS in Groundwater; Los Angeles, California

Ontario International Airport Authority (OIAA) Workplan for PFAS Soil and Groundwater Assessment; Ontario, California

Regional Airport PFAS Impacts to Soil and Groundwater; Northern California

Mammoth Yosemite Airport Assessment of Potential PFAS; Mammoth, California

Margarita Jerabek-Bray

PHD

Historic Resources Director

ESA

Margarita Jerabek-Bray, Ph.D. (formerly Wuellner), has 34 years of professional practice in the United States with an extensive background in historic preservation and architectural history.

She specializes in American Architecture, Modern and Contemporary Architecture, Urban History and Design, and Cultural Landscape, and is a regional expert on Southern California architecture. Her qualifications and experience meet and exceed the Secretary of the Interior's Professional Qualification Standards in History, Architectural History, and Archaeology. Margarita assists clients with strategic advice and historic preservation consultation services to support project success.

Highly experienced and solution oriented, she provides historic resources management and preservation consultation services for all stages of project development, from due diligence through planning and design, to preparation of required documentation for environmental review and permitting. She provides expert historic preservation services for environmental review and, when necessary, implements mitigation requirements and preservation treatment measures.

EDUCATION

University of California, Los Angeles
PhD, Art History

University of Virginia
MA, Architectural History

Certificate of Historic Preservation

Oberlin College
BA, Art History

SELECT EXPERIENCE

City of Santa Monica On-Call Historic Preservation Services; Santa Monica, California

Historic Resources and Preservation Consultation Services for Santa Monica City Hall; City of Santa Monica, California

Character-Defining Features Analysis Santa Monica City Hall Landscape and Grounds, 1685 Main Street; Santa Monica, California

Review of Santa Monica Town Square Project; Santa Monica City Hall Landscape and Grounds; Santa Monica, California

City Landmark Assessment Report, Palisades Park, 100-1500 Blocks (West Side) Ocean Avenue; Santa Monica, California.

Santa Monica Pier Sign, City Landmark Assessment and Evaluation Report; Santa Monica, California

AWARDS

2023 Preservation Design Award, Reconstruction Project, California Preservation Foundation (CPF)

2020 Award of Excellence, American Planning Association

2020 Gold Nugget Merit Award, PCBC, Best Rehabilitation Project

2018 Merit Award, Environmental Analysis Document, Association of Environmental Professionals

Alison Garcia Kellar

Senior Architectural Historian

ESA

Alison is a senior architectural historian with 11 years of professional experience with a background in historic preservation, design, and museum collections.

Her work with historic resources and cultural heritage in California has included managing and authoring historic resource assessments, National Register Nominations, historic structure reports, feasibility studies, Federal Historic Preservation Tax Credit applications, in addition to extensive archival research and resource documentation. Alison applies her understanding of preservation design and historic interiors to inform impacts analyses of proposed development and recommendations for adaptive reuse.

EDUCATION

University of Pennsylvania
MS, Historic Preservation

University of California at Davis
BA, Design

PROFESSIONAL AFFILIATIONS

Latinos in Heritage Conservation, Education, Committee Member

California Preservation Foundation, Member

Society of Architectural Historians, Member

National Trust for Historic Preservation, Member

SELECT EXPERIENCE

Lockheed Missiles and Space Historic American Building Survey (HABS); Sunnyvale, California

McDonnell Douglas Assembly and Warehouse Building; Long Beach, California

Long Beach Airport Airplane Showroom; Long Beach, California

Morningside High School Historic Resources Assessment and Impacts; Inglewood, California

Alpine Village Preservation Consulting Services; Unincorporated Los Angeles County, California

Celes King III Swimming Pool Historic American Building Survey; Los Angeles, California

Sonali Gupta

PHD

Cultural Resource Specialist

ESA

Dr. Sonali Gupta is an experienced Cultural Resource Specialist with a background in anthropological archaeology, law, education, history, museum studies, and non-profit work.

Her work in historic research and cultural heritage has taken her to projects in Egypt, Borneo (Indonesia and Malaysia), Himalayas (India) and California (US). Her projects include archival and architectural research, and authoring historic resource assessments, landmark nominations, engaging in community outreach, ethnography especially documenting both tangible and intangible cultural heritage. Dr. Gupta's experience enables her in understanding the patterns of continuity and change in urban contexts through time while documenting the past through the lens of the present.

EDUCATION

University of California, Los Angeles
PhD, Archaeology

MA, Archaeology

University of Delhi, India
MA, History

LL.B. (JD)

PROFESSIONAL AFFILIATIONS

Director, Himalayan Institute of Cultural and Heritage Studies, a Non- Profit initiative, India

SELECT EXPERIENCE

Los Angeles State Park, Topanga Lagoon Memo; Topanga, California

1925 Broadway; Santa Monica, California

City of Santa Monica, Palisades Park Landmark Nomination;Santa Monica, California

Zephyr Dogtown Boys Project; Santa Monica, California

Public Programs, Cotsen Institute of Archaeology; UCLA, Los Angeles, California

Junko Nakagawa

AIA, LEED AP BD+C, FITWEL

Sustainability | Associate Director

ATELIER TEN

As an Associate Director of Atelier Ten and an experienced architect, Junko possesses a strong interest in the collaborative work with architects and design clients on high-performance building projects and master plans.

Her current work includes environmental and LEED consulting services for a high-performance existing building renovation at New York University, a performing arts center at the University of Iowa, a New York City library with the DDC, and a commercial development in Japan.

EDUCATION

Massachusetts Institute of Technology
M. Architecture

Washington University
BA, Architecture

ACADEMIC POSITIONS

Columbia University GSAPP
Adjunct Assistant Professor; 2014 - Present

REGISTRATIONS

Registered Architect: NY

SELECT EXPERIENCE

Ellinikon Metropolitan Park; Athens, Greece

New York University 370 Jay Street Center for Urban Science and Progress; New York, New York

Duke University Central Campus Master Plan; Durham, North Carolina

Congregation Beit Simchat Torah; New York, New York

Far Rockaway Library; Queens, New York

Gilder Center for Science, Education, and Innovation at the American Museum of Natural History; New York, New York

University of Iowa Hancher Auditorium; Iowa City, Iowa

Jerome L. Greene Mind Brian Behavior Building, Columbia Manhattanville; New York, New York

Krause Gateway Center, Kum & Go Headquarters; Des Moines, Iowa

Columbia University Lenfest Center for the Arts; New York, New York

Longwood Gardens Master Plan; Kennett Square, Pennsylvania

Makuhari Shopping Center; Tokyo, Japan

Columbia University Manhattanville Campus; New York, New York

Museum of the American Revolution; Philadelphia, Pennsylvania

Site 0 Graduate Housing, Columbia University; New York, New York

Washington University in St. Louis Sustainability Framework; Saint Louis, Missouri

Vanderbilt University Master Plan; Nashville, Tennessee

Amy Leedham

AIA, LEED AP ND, WELL AP

Sustainability | Associate

ATELIER TEN

Amy is an Associate and a licensed architect in California. With a focus on achieving ambitious targets, she leverages her expertise in building physics and architecture to foster innovation between the design team and technical consultants.

She has managed projects of all scales with a wide range of ambitious goals including net zero energy, zero water waste, occupant health, and embodied carbon.

EDUCATION

Architectural Association in London
M.Architecture, Sustainable Environmental Design

Northeastern University
Bachelor of Science, Architecture

REGISTRATIONS

Registered Architect: CA

SELECT EXPERIENCE

Ellinikon Metropolitan Park, Athens, Greece

75 Howard Street; San Francisco, California

University of California 2020 Project; Merced, California

California College of the Arts Unifed Campus; San Francisco, California

City of Hope Cancer Center and Hospital; Irvine, California

CSU College of Continuing and Professional Education; Long Beach, California

CSU Fullerton Master Plan; Fullerton, California

CSU LA Physical Sciences Building Renovation; Los Angeles, California

University of California, Los Angeles Geffen Hall; Los Angeles, California

Google Caribbean; Sunnyvale, California

Hunters Point Shipyard and Candlestick Point; San Francisco, California

University of California, Santa Cruz Kresge College; Santa Cruz, California

Lendlease Moffett Park; Sunnyvale, California

Mission Rock Development; San Francisco, California

San Francisco Animal Care and Control; San Francisco, California

South San Francisco Community Civic Campus; South San Francisco, California

Sunnyvale Civic Center Master Plan; Sunnyvale, California

Uber Headquarters; San Francisco, California

UCSC Long Range Development Plan; Santa Cruz, California

Christine Robert

Community Engagement Lead

THE ROBERT GROUP

Chris is the founder and president of The Robert Group (TRG), a public affairs consulting firm specializing in community outreach, public education, legislative advocacy, and economic development. She has an extensive background in the areas of sustainability, transportation, economic development, and land use which is complemented by over 30 years of community involvement.

Prior to founding TRG, Chris gained significant experience in transportation and large public works projects as Senior Administrative Analyst at the Los Angeles County Metropolitan Transportation Authority (Metro). She also served as Manager of Government and Public Affairs at the agency where she conducted presentations to community groups; monitored and analyzed transportation projects and legislative issues of concern to city, state, and federal local elected officials; coordinated public outreach efforts to keep communities informed of transportation projects; and developed and implemented project action plans with city, state and federal elected officials and their staff. In the past 27 years TRG has been part of several efforts educating and engaging communities—and especially communities of color - on topics ranging from the proper disposal of hazardous household waste materials to the use of new bins for recycling.

EDUCATION

University of California at Berkeley
MBA

University of Southern California
University of Southern California

SELECT EXPERIENCE

LA County Metro: North Hollywood to Pasadena Bus Rapid Transit Corridor Project; Los Angeles, California

LA County Metro: North San Fernando Valley Bus Rapid Transit Corridor Project; Los Angeles, California

LA County Metro: Centinela Grade Separation Project; Los Angeles, California

City of LA Department of Public Works, Bureau of Engineering: LA River Revitalization Master Plan; Los Angeles, California

City of LA Department of Public Works, Bureau of Sanitation: Stormwater Management Program; Los Angeles, California

Amtrak: LA Union Station Run-Through Tracks Project; Los Angeles, California

Housing Authority for the City of LA (HACLA): Jordan Downs Community Master Plan; Los Angeles, California

LA County Department of Public Works: LA County: LAC + USC Medical Center Campus Plan; Los Angeles, California

LA County Department of Public Works: Olive View UCLA Medical Center; Los Angeles, California

LA County Metro: C (Green) Line Extension to Torrance Project; Los Angeles, California

LA County Metro: Inglewood First/ Last Mile; Los Angeles, California

LA County Metro: Purple Line Extension Project; Los Angeles, California

LA County Metro: Regional Connector Transit Corridor Study; Los Angeles, California

LA County Metro: Union Station Master Plan; Los Angeles, California

LA County Metro: Wilshire Boulevard Bus Rapid Transit Project EIR/EA; Los Angeles, California

Paul Silvern

Economic Advisor | Partner

HR&A

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.

EDUCATION

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

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

PROFESSIONAL AFFILIATIONS

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

SELECT EXPERIENCE

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

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

Real Estate Development Analysis for the City of Santa Monica; Santa Monica, California

City of Santa Monica Fee Analysis; Santa Monica, California

Santa Monica Housing Element Updates; Santa Monica, California

Fee Structure Analysis for LA County Parks and Recreation; Los Angeles, California

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

Connie J. Chung

AICP

Economic Advisor | Managing Principal Los Angeles

HR&A

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. In master planning projects, Connie develops market-supportable programs and implementation plans for complex, large-scale, and mixed-use projects.

Connie was the project manager for the conception and implementation of The Lawn on D, an award-winning outdoor event space in Boston—designed by Sasaki—during its first two seasons; with The Lawn on D, she developed the programming and branding concept, built and managed a team to oversee the project, and built internal capacity with the owner, which operates The Lawn on D as a net income-generating venture. Connie also serves as the Managing Principal for HR&A's Los Angeles office, where she focuses on talent development and business strategy.

EDUCATION

Massachusetts Institute of Technology
Master in City Planning

University of Pennsylvania
Bachelors in Economics

PROFESSIONAL AFFILIATIONS

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

Urban Land Institute, Member

American Planning Association, Member

SELECT EXPERIENCE

Denver International Airport Real Estate Land Plan; Denver, Colorado *(in collaboration with Sasaki)*

Business Planning at Orange County Great Park; Irvine, California

Civic Auditorium Redevelopment Planning; Santa Monica, California

I-5 Freeway Lid Feasibility Study; Seattle, Washington

Dorothea Dix Park Funding and Implementation Strategy; Raleigh, North Carolina

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

HUB404 Funding/Implementation Strategy and Benefits Case; Atlanta, Georgia

Candace Damon

Economic Advisor | Chair

HR&A

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

Amherst College
Bachelor of Arts, American Studies

PROFESSIONAL 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

SELECT EXPERIENCE

Brooklyn Bridge Park Planning; Brooklyn, New York

Redevelopment Planning for the Sarasota Bayfront; Sarasota, Florida

Seattle Waterfront Park Operations and Maintenance Strategy; Seattle, Washington

San Diego Downtown Parks Implementation Master Plan; San Diego, California

Long-term Maintenance Strategy for Atlanta BeltLine; Atlanta, Georgia

Benefits Case for Pittsburgh Parks Equitable Investment Strategy; Pittsburgh, Pennsylvania

Funding Strategy for Silver Lake Reservoir Complex Master Plan; Los Angeles, California

Freshkills Park Master Plan; Staten Island, New York

7 — Forms

City of Santa Monica
Non-Discrimination Policy Acknowledgment

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

(a) Denying any person any service, or benefit or the availability of a facility.

(b) Providing any service, or benefit to any person which is not equivalent, or in a non-equivalent manner or at a non-equivalent time, from that provided to others.

(c) Subjecting any persons to segregation or separate treatment in any manner related to the receipt of any service.

(d) Restricting any person in any way in the enjoyment of any advantage or privilege enjoyed by others receiving any service or benefit.

(e) Treating any person differently from others in determining admission, enrollment, quota, eligibility, membership, or any other requirement or condition which persons must meet in order to be provided any service or benefit.

(1) Contractor shall take affirmative action to ensure that intended beneficiaries of this Agreement are provided services without regard to race, color, religion, national origin, ancestry, sex, age, gender, gender identification, gender expression, sexual orientation, marital status, AIDS or disability.

(2) Contractor shall further establish and maintain written procedures under which any person applying for or receiving services hereunder, may seek resolution from Contractor of a complaint with respect to any alleged discrimination in the provision of services by Contractor's personnel.

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

B. Non-discrimination in Employment

(1) Contractor certifies and agrees that it will not discriminate against any employee or applicant for employment because of race, color, religion, national origin, ancestry, sex, age, sexual orientation, gender, gender identification, gender expression, marital status, AIDS or disability in accordance with the requirements of City, State or Federal law. Contractor shall take affirmative action to ensure that qualified applicants are employed, and that employees are treated during employment, without regard to race, color, religion, national origin, ancestry, sex, age, sexual orientation, gender, gender identification, gender expression, marital status, AIDS or disability, in accordance with the requirements of City, State and Federal law. Such shall include, but not be limited to, the following:

(a) Employment, upgrading, demotion, transfer, recruitment or recruitment advertising, layoff or termination, rates of pay or other forms of compensation.

(b) Selection for training, including apprenticeship.

(2) Contractor agrees to post in conspicuous places in each of Contractor's facilities providing services hereunder, available and open to employees and applicants for employment, notices setting forth the provisions of this non-discrimination policy.

(3) Contractor shall, in all solicitations or advertisements for employees placed by or on behalf of Contractor, state that all qualified applicants will receive consideration for employment without regard to race, color, religion, national origin, ancestry, sex, age, sexual orientation, gender, gender identification, gender expression, marital status, AIDS or disability, in accordance with the requirements of City, State or Federal law.

(4) Contractor shall send to each labor union or representative coworkers with which it has a collective bargaining agreement or other contract or understanding a notice advising the labor union or workers' representative of Contractor's commitments under this non-discrimination policy.

(5) Contractor certifies and agrees that it will deal with its sub-Contractors, bidders, or vendors without regard to race, color, religion, national origin, ancestry, sex, age, sexual orientation, gender, gender identification, gender expression, marital status, AIDS or disability, in accordance with the requirements of City, State and Federal law.

(6) In accordance with applicable State and Federal law, Contractor shall allow duly authorized representatives of the County, State, and Federal government access to its employment records during regular business hours in order to verify compliance with this non-discrimination policy. Contractor shall provide other information and records as the representatives may require in order to verify compliance with this non-discrimination policy.

(7) If City finds that any of the provisions of this non-discrimination policy have been violated, the same shall constitute a material breach of agreement upon which City may determine to cancel, terminate, or suspend this Agreement. While City reserves the right to determine independently that this nondiscrimination policy has been violated, in addition, a determination by the California Fair Employment and Housing Commission or the Federal Equal Employment Opportunity Commission that Contractor has violated State or Federal non-discrimination laws shall constitute a finding by City that Contractor has violated the provisions of this non-discrimination policy.

(8) The parties agree that in the event Contractor violates any of the non-discrimination policies set forth herein, City shall be entitled, at its option, to the sum of five hundred dollars ($500) pursuant to Civil Code Section 1671 as liquidated damages in lieu of canceling, terminating or suspending this Agreement.

(9) Contractor hereby agrees that it will comply with Section 504 of the Rehabilitation Act of 1973, as amended (29 U.S.C. 794), all requirements imposed by applicable Federal Regulations, and all guidelines and interpretations issued pursuant thereto, to the end that no qualified disabled person shall, on the basis of disability, be excluded from participation in, be denied the benefits of, or otherwise be subjected to discrimination under any program or activity of the Contractor receiving Federal Financial Assistance.

Steve Roscoe March 2, 2023 | 4:05 PM EST Steve Roscoe Sasaki Associates, Inc

:ure/Date Name of Proposer

ATTACHMENT I – NON COLLUSION DECLARATION FORM

NON-COLLUSION DECLARATION FORM TO ACCOMPANY PUBLIC WORKS PROPOSALS OR BIDS

STATE OF CALIFORNIA} COUNTY
OF LOS ANGELES}

Steve Roscoe, being first duly sworn, deposes, and says: that He/She is:

CFO

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

of Sasaki Associates, Inc
(Insert name of proposer)

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

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

Declarant further deposes and says that prior to the public opening and recording of proposals the said proposer:

(a) Did not, directly or indirectly, induce or solicit anyone else to submit a false or sham Proposal;
(b) Did not, directly or indirectly, collude, conspire, connive or agree with anyone else that said proposer or anyone else would submit a false or sham proposal, or that anyone should refrain from proposing or withdraw his/her proposal;
(c) Did not, in any manner, directly or indirectly, seek by agreement, communication or conference with anyone to raise or fix any overhead, profit or cost element of his, her, its, their price, or of that of anyone else; and
(d) Did not, directly or indirectly, submit his, her, its, or their proposal price or any breakdown thereof, or the contents thereof, or divulge information or data relative thereto, to any corporation, partnership, company, association, organization, depository, or to any member or agent thereof, or to any individual or group of individuals, except to the awarding authority or to any person or persons who have a partnership or other financial interest with said proposal in his, her, its, or their business. (strike out words not appropriate).
(e) That it has not in any manner sought by collusion to secure any advantage over any other Bidder.
(f) That it has not in any way, directly or indirectly, entered into any arrangement or agreement with any other Bidder, or with any public officer of the City of Santa Monica whereby the undersigned executing this declaration has paid or shall pay to such other Bidder or public officer any sum of money, or has given or shall give to such other Bidder or public officer anything of value whatsoever.

(g) That the undersigned executing this declaration has not directly or indirectly, entered into any arrangement or agreement with any other Bidder or Bidders, which tends to or does lessen or destroy free competition in the letting of the contract sought for.

(h) That no Bid has been accepted from any Subcontractor or supplier through any bid depository, the By-Laws, Rules, or Regulations of which prohibit or prevent the Contractor from considering any bid from any Subcontractor or supplier or which has the effect of keeping a Subcontractor or supplier from bidding to any Contractor who does not use the facilities of or accept Bids from or through such bid depository.

(i) That no inducement of any form or character other than that which appears upon the face of the Bid will be suggested, offered, paid or delivered to any person for the purpose of affecting the award of the Contract.

(j) That it does not have any agreement or understanding of any kind whatsoever, with any person to pay, deliver to, or share with any other person in any way or manner, any of the proceeds of the contracts sought by this Bid.

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

Steve Roscoe | March 2, 2023 | 4:05 PM EST | Sasaki Associates, Inc

e/Date | Name of Proposer/Bidder

City of Santa Monica

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

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

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

1) The Bidder and/or any of its Principals, contractors, subcontractors and sub recipients are not presently debarred, suspended, proposed for debarment, or declared ineligible for the award of or voluntarily excluded from participating in contracts by any Federal agency and are not presently on the Excluded Parties List System (EPLS) or being considered for the EPLS OR ineligible to work on contracts for violations of California Labor Code Sections 1777.1 or 1777.7;

2.) "Principals," for the purpose of this certification, means officer; directors; owners; partners; and, persons having primary management or supervisory responsibilities within a business entity (e.g., general manager; plant manager; head of a subsidiary, division, or business segment, and similar position).;

3.) The Bidder also certifies that if awarded a contract it shall provide immediate written notice to the City of Santa Monica if, at any time, the Bidder learns that its certification was erroneous when submitted or has become erroneous by reason of changed circumstances;

4.) A certification that any of the items in this provision exists will not necessarily result in withholding of an award under this solicitation. However, the certification will be considered in connection with a determination of the Bidder's responsibility. Failure of the Bidder to furnish a certification or provide such additional information as requested by City of Santa Monica may render the Bidder non-responsive;

5.) Nothing contained in the foregoing shall be construed to require establishment of a system of records in order to render, in good faith, the certification required by this provision. The knowledge and information of a Bidder is not required to exceed that which is normally possessed by a prudent person in the ordinary course of business dealings; and

6.) The certification of this provision is a material representation of fact upon which reliance was placed when making award. If it is later determined that the Bidder knowingly rendered an erroneous certification, in addition to other remedies available to the City, the City of Santa Monica may terminate the contract resulting from this solicitation for default and pursue any other available legal remedies.

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

Name (printed): Steve Roscoe Title: CFO

Signature: Steve Roscoe Date: March 2, 2023 | 4:05 PM EST

Name of Company: Sasaki Associates, Inc RFQ: SP2641

SASAKI

BOSTON | DENVER | NEW YORK | SHANGHAI
sasaki.com
@SasakiDesign

COVER IMAGE

Xuhui Runway Park
Shanghai, China