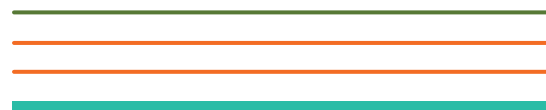




LAKE

MONONA

WATERFRONT





May 2, 2022

Mr. Brian Pittelli
bpittelli@city of Madison.com
City-County Building, Room 407
210 Martin Luther King, Jr. Blvd.
Madison, WI 53703-3346

re: Qualifications, Lake Monona Design Challenge RFQ# 10082

Dear Mr. Pittelli and Members of the Waterfront Ad-hoc Committee:

Civitas, Inc, is pleased to submit our team qualifications for consideration as participants in the Lake Monona Waterfront Design Challenge. This important and exciting project has the potential to activate the waterfront; engage, include, and attract people from all races, ethnicities, and histories; enhance community health and sustainability; and demonstrate the community's commitment to the quality of life and environment with meaningful actions to mitigate the many effects of a changing climate. We would be honored to be selected as participants in this competition.

Civitas has designed unique environments across the country, with an emphasis on riverfronts, lakefronts, and marine waterfronts. Our mission since 1984, to "Engage People with Nature, In Cities" continues to propel our work. Our many successful placemaking projects have attracted residents and leaders of many communities who want to make meaningful change. You will see that we do not project our own egos in our work, but instead derive design from the local histories, cultures, materials, and people of each unique community. Each project is different because each community is different.

We are highly experienced in design competitions. Our goal is to identify and celebrate what makes each community special. Our process, built upon listening and open curiosity, mines the special opportunities and challenges that become the foundation of successful projects. Our solutions are not about a design aesthetic or repetitive program elements. Instead, they are about the outcomes. Our projects have measurable results - more active communities, more inclusive public engagement and activation, and more community activity and pride in places that resonate with meaning.

The Lake Monona Waterfront has its challenges, which have been well identified in the newly completed report titled "A Madison Lakefront for All". We subscribe to the Master Plan Guiding Principles and are prepared to study every aspect of what the community has said and asked for. Successful waterfronts are also rooted in how we can incorporate and satisfy the numerous urban issues- infrastructure, ownership, governance, local and regional policy, traffic and safety, access and parking. The issues of water quality, shoreline resiliency, ecological health, and sustainability, in the context of a changing climate, will be key to this project.

I have personally led more than 20 waterfront projects and am committed to my role as Lead Designer for Lake Monona. With my partner and Principal-in-Charge, Scott Jordan, we have achieved some of the most challenging and impactful waterfront projects in recent years. With our core team including Civitas, Stantec and Krueck Sexton Partners (architects), we have brought together leading minds with the experience needed to lead from Vision to Implementation of this complicated project.

We look forward to your review of our team qualifications and to meet you in-person for an interview. Thank you for your consideration, we are excited to be part of this!



Mark W. Johnson
Founding Principal



CONTENTS

A Affidavit

C Profile

B Checklist

E References

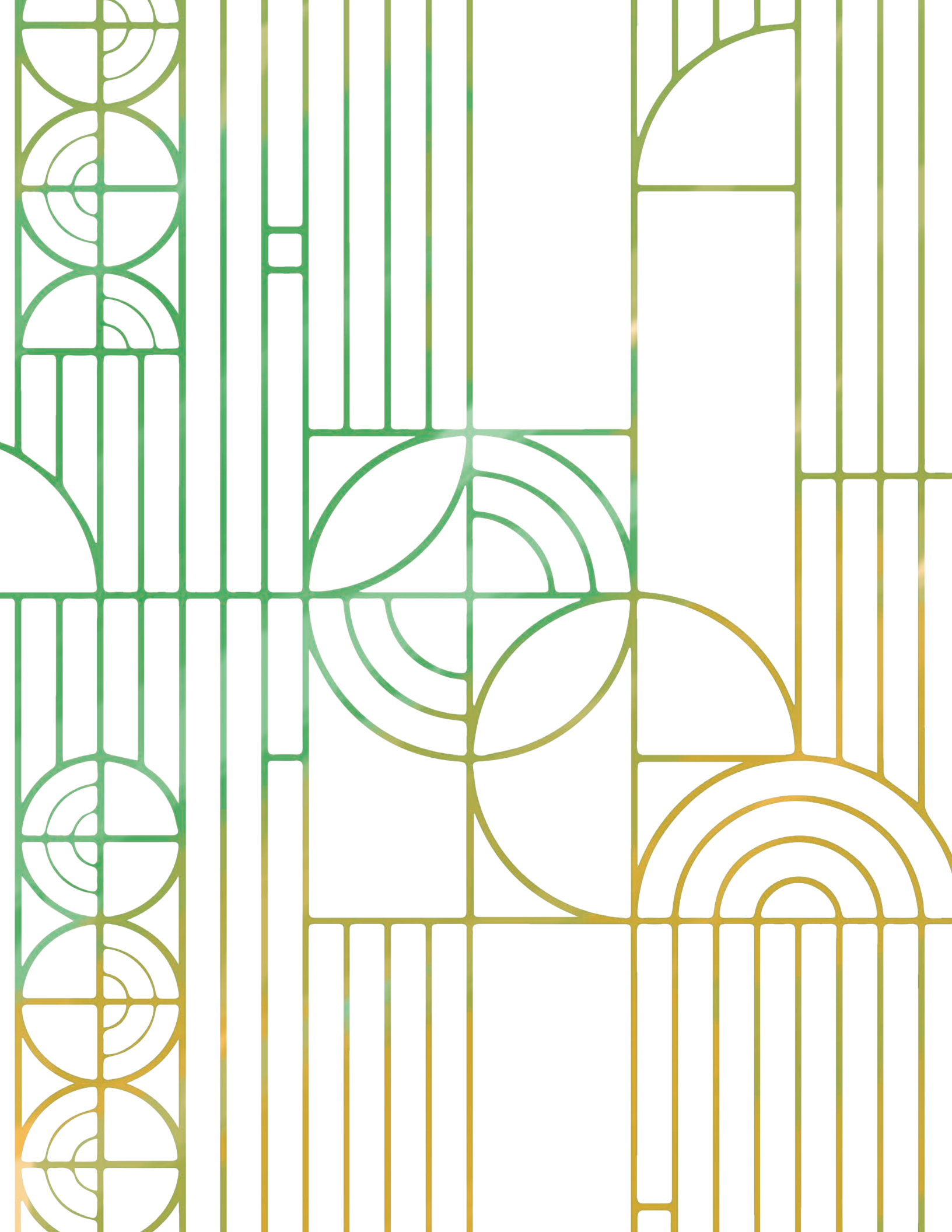
01 Qualifications

04 Equitable Design

02 Experience

05 Understanding

03 Technical Issues



FORM A Signature Affidavit



Form A: Signature Affidavit

RFQ #:10082-0-2022-BP

This form must be returned with your response.

In signing Proposals, we certify that we have not, either directly or indirectly, entered into any agreement or participated in any collusion or otherwise take any action in restraint of free competition; that no attempt has been made to induce any other person or firm to submit or not to submit Proposals, that Proposals have been independently arrived at, without collusion with any other Proposers, competitor or potential competitor; that Proposals have not been knowingly disclosed prior to the opening of Proposals to any other Proposers or competitor; that the above statement is accurate under penalty of perjury.

The undersigned, submitting this Proposals, hereby agrees with all the terms, conditions, and specifications required by the City in this Request for Proposals, declares that the attached Proposals and pricing are in conformity therewith, and attests to the truthfulness of all submissions in response to this solicitation.

Proposers shall provide the information requested below. Include the legal name of the Proposers and signature of the person(s) legally authorized to bind the Proposers to a contract.

Civitas, Inc.

COMPANY NAME

A handwritten signature in blue ink, appearing to be "Mark Johnson", written over a horizontal line.

SIGNATURE

May 2, 2022

DATE

Mark Johnson

PRINT NAME OF PERSON SIGNING

FORM B Submittal Checklist



Form B: Receipt of Forms and Submittal Checklist
RFP #:10082-0-2022-BP

This form must be returned with your response.

Proposers hereby acknowledge the receipt and/or submittal of the following forms:

Forms	Initial to Acknowledge SUBMITTAL	Initial to Acknowledge RECEIPT
RFQ Description of Services/Commodities	N/A	
Form A: Signature Affidavit	MJ	
Form B: Receipt of Forms and Submittal Checklist	MJ	
Form C: Proposer Profile	MJ	
Form D: Fee Proposal	N/A	N/A
Form E: References	MJ	
Appendix A: Standard Terms & Conditions	N/A	
Appendix B: Contract for Purchase of Services	N/A	
Addendum #	N/A	
Addendum #	N/A	
Addendum #	N/A	
Addendum #	N/A	

Mark Johnson

VENDOR NAME

Civitas, Inc.

COMPANY NAME

FORM C Proposer Profile



Form C: Proposer Profile

RFQ #:10082-0-2022-BP

This form must be returned with your response.

COMPANY INFORMATION

COMPANY NAME (Make sure to use your complete, legal company name.) Civitas, Inc.			
FEIN 84-0939567		(If FEIN is not applicable, SSN collected upon award)	
CONTACT NAME (Able to answer questions about proposal.) Mark Johnson		TITLE President	
TELEPHONE NUMBER (O) 303-571-0053 (C) 917-699-3303		FAX NUMBER N/A	
EMAIL mjohnson@civitasinc.com			
ADDRESS 1200 Bannock Street		CITY Denver	STATE CO
			ZIP 80222

AFFIRMATIVE ACTION CONTACT

The successful Contractor, who employs more than 15 employees and whose aggregate annual business with the City for the calendar year, in which the contract takes effect, is more than twenty-five thousand dollars (\$25,000), will be required to comply with the City of Madison Affirmative Action Ordinance, Section 39.02(9) within thirty (30) days of award of contract.

CONTACT NAME Mark Johnson		TITLE President	
TELEPHONE NUMBER (O) 303-571-0053 (C) 917-699-3303		FAX NUMBER N/A	
EMAIL mjohnson@civitasinc.com			
ADDRESS 1200 Bannock Street		CITY Denver	STATE CO
			ZIP 80222

ORDERS/BILLING CONTACT

Address where City purchase orders/contracts are to be mailed and person the department contacts concerning orders and billing.

CONTACT NAME Sandy Hendon		TITLE Business Manager	
TELEPHONE NUMBER (O) 303-571-0053		FAX NUMBER N/A	
EMAIL shendon@civitasinc.com			
ADDRESS 1200 Bannock Street		CITY Denver	STATE CO
			ZIP 80222

LOCAL VENDOR STATUS

The City of Madison has adopted a local preference purchasing policy granting a scoring preference to local suppliers. Only suppliers registered as of the bid's due date will receive preference. Learn more and register at the City of Madison website.

CHECK ONLY ONE:

- Yes**, we are a local vendor **and** have registered on the City of Madison website under the following category: _____ www.cityofmadison.com/business/localPurchasing
- No**, we are not a local vendor or have not registered.

FORM E Proposer References



Form E: Proposer References

RFQ #:10082-0-2022-BP

This form must be returned with your response.

For Proposer: Provide company name, address, contact person and information on up to five (5) or more master plan projects with scope and requirements similar to the Lake Monona Waterfront.

REFERENCE #1 – CLIENT INFORMATION			
COMPANY NAME City of Wayzata	CONTACT NAME Jeffrey Dahl, City Manager		
ADDRESS 600 Rice St E	CITY Wayzata	STATE MN	ZIP 55391
TELEPHONE NUMBER (952) 404-5309	FAX NUMBER		
EMAIL jdahl@wayzata.org			
CONTRACT PERIOD 2015-present	YEAR COMPLETED 2020 Phase One	TOTAL COST Civitas Fee: \$1M	
DESCRIPTION OF THE PERFORMED WORK Civitas as the landscape architect and prime consultant led a multi-firm design team to create a vision, document and implement a new lakefront open space, reconfigure Wayzata’s main street, and to develop two new lakefront ecologically focused open spaces and a 1,500 linear foot over-water boardwalk. As the lead consultant Civitas was responsible for all community engagement, stakeholder and permitting agency coordination.			



Form E: References

RFP #:10082-0-2022-BP

REFERENCE #3 – CLIENT INFORMATION			
COMPANY NAME Calgary Municipal Land Corporation	CONTACT NAME Kate Thompson, President & CEO		
ADDRESS 430 – 8 Avenue SE	CITY Calgary	STATE AB	ZIP T2G 0L7
TELEPHONE NUMBER 403-718-9240	FAX NUMBER		
EMAIL kthompson@calgarymlc.ca			
CONTRACT PERIOD 2015-2016	YEAR COMPLETED 2016	TOTAL COST Civitas Fee: \$507,000	
DESCRIPTION OF THE PERFORMED WORK Civitas in partnership with W Architecture + Landscape Architecture led the design and implementation of a 20-acre park on an island located in the middle of the Bow River. The redesign of St Patrick's Island is the centerpiece of an ambitious redevelopment strategy for Calgary's East Village. The 'Living Island' provides a natural landscape infrastructure with restored ecological vitality, creating both a well-located community resource and a citywide recreation destination.			

REFERENCE #4 – CLIENT INFORMATION			
COMPANY NAME City of Tampa	CONTACT NAME Kevin Henika, City Architect		
ADDRESS 306 E. Jackson Street, 4N	CITY Tampa	STATE	ZIP 33602
TELEPHONE NUMBER 813-274-5678	FAX NUMBER		
EMAIL kevin.henika@tampagov.net			
CONTRACT PERIOD 2013-2018	YEAR COMPLETED 2018	TOTAL COST Construction: \$35M	
DESCRIPTION OF THE PERFORMED WORK As the prime consultant Civitas led all aspects of the \$35,000,000 retrofit of Julian B Lane Park. The scope of work included extensive community engagement, managing, and coordinating a team of ten collaborators, and completing design and construction phase services. Originally targeted as an \$8,000,000 project, our extensive work with the community and the city led the city to expand the project scope and incorporate a new community center and boathouse to provide a much-needed water-based amenity for a mostly lower-income, minority neighborhood.			

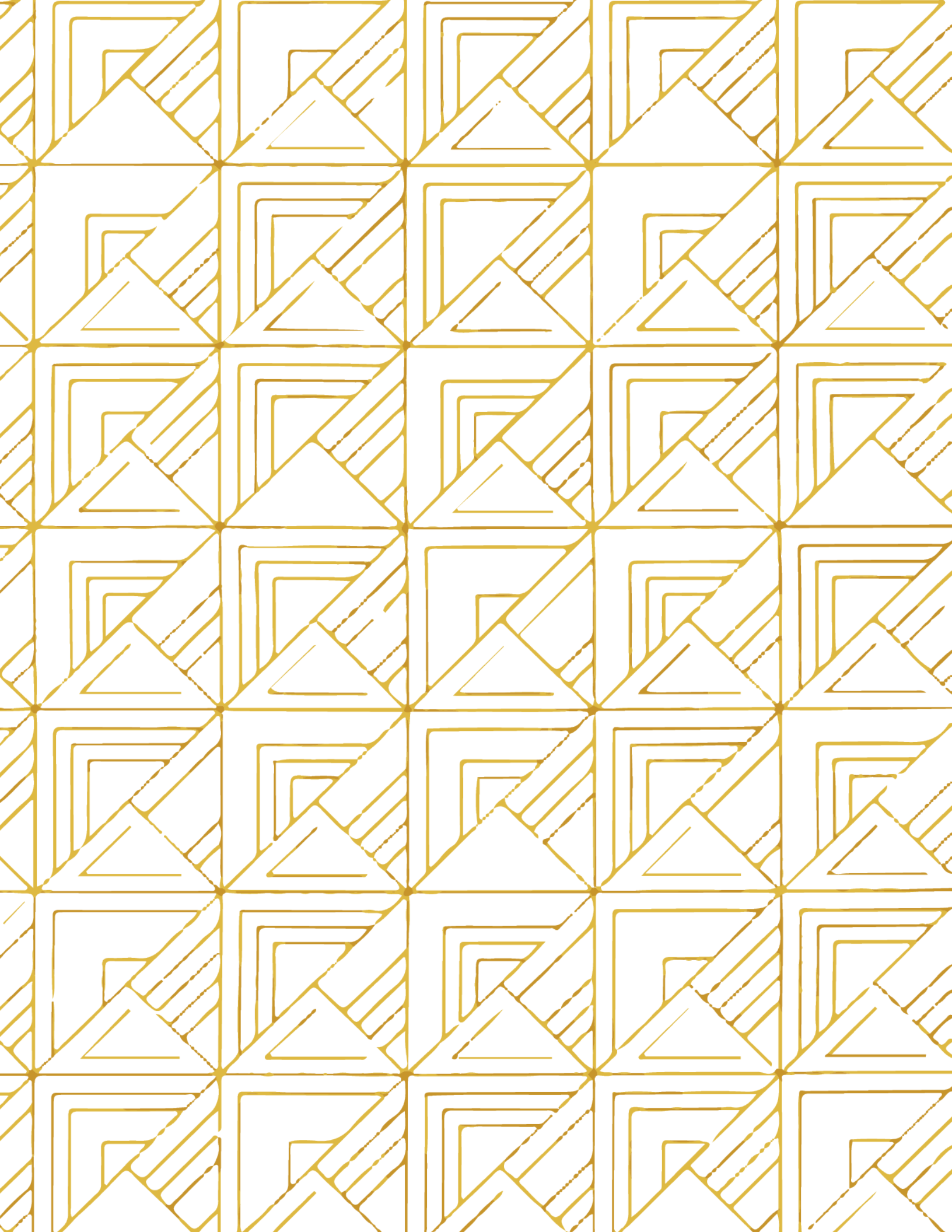


Form E: References

RFP #:10082-0-2022-BP

REFERENCE #3 – CLIENT INFORMATION			
COMPANY NAME City of Green Bay	CONTACT NAME Matthew Buchanan		
ADDRESS 100 North Jefferson	CITY Green Bay	STATE WI	ZIP 54301
TELEPHONE NUMBER 920-448-3396	FAX NUMBER		
EMAIL Matthew.Buchanan@greenbaywi.gov			
CONTRACT PERIOD 10/2018-4/2022 (master plan and phase 1 construction)	YEAR COMPLETED 4/2022 (design)	TOTAL COST \$1.2M	
DESCRIPTION OF THE PERFORMED WORK Stantec assisted the city in public engagement, developing a master plan, phasing plan and construction documentation and bidding assistance for the first phase of work for a brownfield waterfront property along the Fox River.			

REFERENCE #4 – CLIENT INFORMATION			
COMPANY NAME City of Chicago	CONTACT NAME Ann Hickey, Deputy Commissioner of Facilities		
ADDRESS 78 E Washington, Ste 350	CITY Chicago	STATE IL	ZIP 60602
TELEPHONE NUMBER (312) 907-2426	FAX NUMBER		
EMAIL ann.hickey@cityofchicago.org			
CONTRACT PERIOD 2002-2004 & 2017	YEAR COMPLETED 2004, 2017	TOTAL COST \$6.5 Million	
DESCRIPTION OF THE PERFORMED WORK Architecture, Site & Master Planning, Contract Documents, Bidding + Construction Administration Although this is perhaps our firm's highest-profile project, our role in it is hidden in plain sight. We were asked to resolve a series of complex technical challenges to fulfill the Crown family's desire to offer a gift to the city of Chicago and bring to life Jaume Plensa's concept for a 21st century fountain. The task required mastering and coordinating its component parts — including LED technology, glass, and water — impeccably and invisibly.			



01 Qualifications

Civitas is a firm of 25 landscape architects and urban designers that has been active for 39 years. During this time, we have performed projects of every scale and type, ranging from big city waterfronts to small-town parks. Our practice focuses on placemaking in the public realm, with an emphasis on design that attracts people for all forms of passive and active recreation, social gathering, and other activities that enable social, environmental and public health. Equity has been a focus of our work for more than 20 years, with many projects completed that benefit minority and disinvested populations.

Civitas has designed many relevant projects of similar or larger scale to the Lake Monona Challenge:

- Panoway on Wayzata Bay, Lake Minnetonka, Wayzata, MN
- St. Patrick's Island, Bow River, Calgary, AB
- Julian B Lane Riverfront Park, Hillsborough River, Tampa, FL
- Museum Park, Biscayne Bay, Miami, FL
- North Embarcadero, San Diego Bay, San Diego, CA
- Black Bay Park, Spokane River, Post Falls, ID
- Commons Park, South Platte River, Denver, CO
- Cuernavaca Park, South Platte River, Denver, CO
- Riverfront Master Plan, Mississippi River, Memphis, TN
- Sherman Creek Master Plan, Harlem River, New York, NY
- Port Master Plan, San Diego Bay, San Diego, CA

Civitas will be the prime consultant leading the effort and managing a team of consultants listed below. Mark Johnson, FASLA and Founding Principal will be the lead designer. Scott Jordan will be Principal-in-Charge and Project Director with support from Juliana de Affonseca as Project Manager. Civitas performs 1-2 national or international competitions annually and maintains the capacity to develop competitions to the highest level. In 2021, Civitas prepared two competitions with no impact on other workloads, we are prepared to commit our leadership and staff to the Lake Monona Challenge as our primary competition effort for 2022 if selected.

CORE DESIGN TEAM

Civitas will be joined by Stantec, a global design and engineering firm and Krueck Sexton Partners, as our core design team. Together, our three firms will bring together architecture, landscape architecture, urban design, ecology, and environmental engineering to the project as core collaborators. Additional team members are included in several specialty areas to provide technical expertise, ensuring that our design proposals are achievable. Civitas and Stantec have collaborated extensively in the past, most notably on the Julian B Lane Riverfront Park included here as one of our featured projects.

The Core Design Team for conceptual development of the design will consist of:

- Mark Johnson, Scott Jordan and Juliana de Affonseca, Civitas
- Sarah McDonald and Todd Meyer, Stantec
- Sara Lundgren and Mariusz Klemens, Kreuck Sexton Partners

TECHNICAL TEAM

Civitas builds design from the ground up, relying heavily on understanding the technical realities of infrastructure, transportation, and the regulatory context. This team will contribute to our understanding of the site conditions and will evaluate each design proposal for viability from a technical and regulatory perspective:

Stantec

- Aaron Volkening, Project Civil and Stormwater Engineer
- Ann Varian, Fisheries Biologist
- Joshua Arrigoni, Upland Ecologist
- Christian Burnson, Environmental Engineer

Toole Design

- Kevin Luecke, Transportation and Mobility Planning

ETM

- Tim Marshall, Cost estimating and planning for long-term waterfront maintenance

PROGRAMMING, ACTIVATION AND INCLUSION TEAM

The design of the waterfront must lead to an active, inclusive environment that respects and honors the past. The design must engage and excite people in the present and make the diversity of people in Madison welcome. The context of a design competition will not allow us to actively engage the community and stakeholders, although we are committed to that in the event we are eventually selected as the project team. Instead, we have brought together individuals who have deep experience working in minority and disadvantaged communities to bring those voices, ideas, and histories to the creation of design concepts and details. Each of these individuals has prior experience working in this capacity with one or more members of our core design team, and if selected, our team would be committed to extending the community engagement already completed.

Phil Myrick, Lakefront Activation

Phil is the former Executive Director of Project for Public Spaces, the leading international expert on the activation of public space, and a frequent collaborator with Civitas.

Michael Ford, Arts and Culture Programming

Michael is known as the Hip-Hop Architect and is a nationally recognized thought leader and speaker on the inclusion of young people of color in the design and activation of the public realm and is a collaborator with Stantec.

Daniel Hintz, Community Programming, and Interpretation

Daniel created the Velocity Group to provide a systems approach to bringing the diversity of community history and experience into the design and activation of public space. Most recently, Daniel and Civitas have made unprecedented progress in bringing the LatinX, Marshallese and Asian communities directly into the design process of a major placemaking project in Northwest Arkansas.

Brodie Kerst, Video Communications

Brodie joins the team to record our creative process as we search to bring the stories of all people of the region into the design. Brodie has collaborated with Stantec and will produce a video telling the story of how our concepts for programming, activation, and inclusion come together to make a powerful vision real.



CIVITAS, INC.

PRIME FIRM, URBAN DESIGN LEAD

Creating a vision to elevate the waterfront into a sustainable open space amenity that is integrated into the regional greenway network, and provides many new uses to attract a more diverse and inclusive user-base is complex. The projects we have included represent our firm's approach to expanding upon the unique and distinct qualities of each place to achieve similar transformations. We build upon the existing uses and qualities of each place and explore ways to minimize disturbance while maximizing impacts, maintain existing program/events, increase user diversity, and create new ways that users can derive meaning and create their own memories in the space. We believe that successful park spaces must mean more, to more people.

The most effective way to ensure meaning is to implement a park that is authentic to the place and the culture with which it is set. No two parks are alike, as no two cities are alike. Civitas is a consultancy and a design studio, advising clients on a wide range of strategies for re-imagining city conditions, and designing the ideas, craft and implementation of built spaces and open space systems.

We focus on design that gets built and performs at a high level. We achieve projects that are sustainable, technically current, well-crafted and lasting. We are skilled at managing consulting teams, community engagement, political processes, project delivery and construction.



Mark Johnson, FASLA

Lead Designer

Mark Johnson is a leading urbanist, designer of public space and strategist for the regeneration of core cities. He is sought by clients and collaborators for his ability to listen and provide honest responses to challenging contemporary urban issues that are rooted in economic, political, legal and social issues. His commitment to addressing these conditions and improving life in cities through the natural environment has resulted in the implementation of some of the most complex and transformative projects in the country. In 36 years of leading the firm, he has played a strong role in many efforts for ASLA, ranging from service on the Awards Jury several times, as Chair of the Editorial Committee of Landscape Architecture Magazine and several other assignments. In 1997 he was one of the original members of the CEO Roundtable, a group of practice leaders that have met biannually for 12 years to discuss challenges to the profession.



Scott Jordan, ASLA

PIC/Project Director

With 20 years of professional experience, Scott Jordan has led the firm's most complex and challenging projects across North America. Having spent his career engaging in the transformation of public realm spaces in urban cities, he has led multifaceted project teams with a variety of multi-agency client groups. His communicative style, quick wit, and ability to synthesize inputs of all forms, enables him to be an effective leader and decision maker, while his collaborative spirit is best embodied by his belief that it does not matter where an idea comes from, what matters most is that it is the best idea for the given problem.

As a Principal at Civitas, Scott has led large-scale, complex projects across the country such as the Balboa Park Master Plan in San Diego, The San Diego Convention Center Expansion and Rooftop Park, and the design of 6 parks totaling 70 acres for the Stapleton Parks in Denver. Scott recently completed the North Embarcadero NExt Plan in San Diego, which is exploring the future San Diego's port into a world-class waterfront. Currently he is managing the design of Wayzata's revitalized waterfront on Lake Minnetonka, Minnesota, and the design and planning of a new central square for the University District in Calgary.



Juliana de Affonseca

Project Manager

Juliana is a landscape designer working on projects in the public realm in both urban and suburban conditions. She is passionate about design details that excite the senses and projects that serve as catalysts for positive change in communities. Juliana de Affonseca has been with Civitas four years and, with prior experience in government and business brings a sharp, calm demeanor and insight into the organization, workflow and progress of design. She will be Project Manager for the project.

STANTEC

LANDSCAPE ARCHITECTURE, ENGINEERING, TECHNICAL

Communities are fundamental. Whether around the corner or across the globe, they provide a foundation, a sense of place and of belonging. That's why at Stantec, we always design with community in mind.

The Stantec community unites approximately 25,000 employees working in over 400 locations across six continents. We're architects, engineers, designers, planners, scientists, and project managers, innovating together at the intersection of community, creativity, and client relationships. Balancing these priorities results in projects that advance the quality of life in communities across the globe.

Since 1954, our local strength, knowledge, and relationships, coupled with our world-class expertise, have allowed us to go anywhere to meet our clients' needs in more creative and personalized ways. With a long-term commitment to the people and places we serve, Stantec has the unique ability to connect to projects on a personal level and design with community in mind.

Sarah McDonald, PLA, CLARB, ASLA

Project Landscape Architect

Sarah has a passion for designing spaces that improves the relationship between people's quality of life and the built environment. Sarah's professional experience spans the realm of urban design, landscape design, and green infrastructure for a wide range of project markets. Sarah has led some complex multidisciplinary projects on challenging brownfield and waterfront sites in Wisconsin. Sarah has designed waterfront parks and improvements and understands how to design these dynamic environments. Additionally, Sarah's career spent collaborating with municipal staff, community stakeholders and allied professionals provides a strong basis for building consensus and opening clear lines of communication to meet expectations, schedules and budgets.



Todd Meyer, PLA, LEED-AP, CNU-A

Project Urban Designer

Todd is a landscape architect and an urban designer with expertise in community planning. He has led the design and construction oversight for a wide variety of projects, including parks, trails, waterfronts, open spaces, plazas and other public realm areas. He is interested in creating unique places that promote social interaction and elevate the cultural aspects of our communities. For nearly 30 years, he has worked around the world with public and private sector clients. As a studio director, Todd leads planning and design teams to develop innovative solutions and feasible implementation strategies that lead to the successful completion of projects. This includes site planning, securing approvals and entitlements, design, construction documentation, specifications, bidding, contract negotiation and construction administration.





Aaron Volkening, PE

Project Engineer

(Civil, Stormwater, from Madison, sits in Milwaukee)

Aaron applies a broad mix of experience, theory, and technology to water resources planning and design. For more than 20 years, he has been applying tools such as geographic information systems and hydrologic and hydraulic models to watershed, stormwater management, and infrastructure planning. Aaron's design experience includes detention ponds, lake and stream shorelines and banks, channels and streams, bridge and culvert crossings, storm sewers, and other infrastructure. He has worked extensively with regulatory compliance requirements in the areas of stormwater quantity and quality, navigable waterways, and floodplain management. With a technical background that includes graduate research in hydrology and hydraulics and university teaching in water resources-related subjects, Mr. Volkening has hands-on experience in measuring and analyzing real water resources data in areas such as rainfall-runoff relations, stream gaging, and laboratory hydraulics.



Anna Varian

Fisheries Biologist (MN)

Anna is an aquatic biologist with over 15 years of experience in a broad range of aquatic projects including fisheries surveys, fish habitat assessments, natural resource management plans, water quality data collection, aquatic plant collection and identification, and macro-invertebrate collection and identification.



Josh Arrigoni

Ecologist (Cottage Grove)

Josh has been planning and executing ecosystem restoration projects in the Great Lakes region since 2002. At Stantec, Josh works as an environmental project manager and helps to lead the ecosystem restoration implementation group, to which he brings extensive experience in site assessment, restoration planning, construction administration, and natural areas stewardship. Josh works with clients to develop creative approaches to site access and project execution that result in economical, low-impact solutions in a variety of challenging environments - from the coastal ravines and bluffs of Lake Michigan to sensitive wetland, prairie, and woodland plant communities. His project experience includes streambank and shoreline stabilization, naturalized stormwater management applications, environmental permitting and compliance, and development of restoration management and monitoring plans for a wide variety of terrestrial and aquatic ecosystems.

Christian Burnson, PE**Civil (Cottage Grove)**

Christian is a Civil Engineer with eight years' experience working on civil infrastructure, environmental, and water resources projects in Wisconsin, the Greater Midwest, and Northeast part of the United States. He has worked as a designer and project manager on a host of projects in the residential, commercial, and utility infrastructure marketplaces. Christian has a wealth of experience with stormwater management design, erosion control implementation, floodplain modeling and permitting projects, and general water resources engineering projects. He has participated in proposal and business opportunity pursuits and client management as well as preparation of project deliverable including construction plans and specifications and permit-support documentation.

**KRUECK SEXTON PARTNERS
ARCHITECTURE**

What sets Krueck Sexton Partners apart is our ability to realize a project's hidden potential. We leverage its competing elements and constraints to create opportunities to increase impact and value.

Taking the client's goals and budget as our own, we bring to every project both curiosity and a breadth of insight from across an intentionally diverse body of work. The result is environments that fulfill client needs and support their aspirations and elevate the human experience.

The firm was founded in Chicago in 1981 and is grounded in the pragmatism and clarity of the city's architectural heritage. Wherever our work takes us, we are committed to using design to address some of the greatest challenges of our day.

We love what we do.

We check our egos at the door, approaching our work, clients, and each other in a spirit of openness and possibility.

This drives the choices we make — including the diversity of our portfolio, our commitment to the city of Chicago, and our advocacy of the Architecture 2030 goal to mitigate climate change.



As a sustainability champion at Krueck Sexton Partners, she leads the firm's commitment to achieving 100 percent net-zero energy on all of its projects by 2030. Sara works closely with colleagues, clients, and project collaborators to ensure that our buildings achieve their design and environmental performance goals, rooted in her belief that an enduring building is the most important first step to creating a sustainable future and repairing the earth. Sara has worked on projects at all scales—from boutique residences to major embassy compounds. She's an influential mentor who enjoys empowering others to reach their full potential.

Mariusz Klemens, AIA, NCARB

Project Architect



Mariusz is an architect, urban designer, teacher, and entrepreneur. He values the knowledge he has acquired from the cross-disciplinary teams he works with — from clients to consultants, contractors to teammates. He believes greater results are achieved through idea sharing and open communication. With his education and work experience in Architecture, Urban, Landscape, and Digital design, Mariusz approaches complex problems from a holistic perspective. Throughout his work, he integrates technology in design and delivery. He is an essential part of the KSP team — a creative leader who creates spaces that respond to context and where communities grow. His experience is diverse from residential, commercial, and mixed-use developments to master planning, urban design, and spatial analysis. He is open and collaborative, maintaining a philosophy of always learning and evolving.

Gunny Harboe

In-house Preservation Expert

(with emphasis on Frank Lloyd Wright)



Phil Myrick

Lakefront Activation

Phil Myrick is an advisor to planning and development projects around the world, helping to create vibrant public spaces, destinations, districts, and mixed-use environments. Former CEO of Project for Public Spaces, Phil is a leading practitioner of placemaking - helping his clients activate the public realm, engage people in their community, and stimulate economic development. A vibrant public realm is what great urban environments are made of – their stimulating mix of activities and energy makes us want to visit again and again. In today's world, a high-performing public realm only happens with careful planning and design. Phil's expertise fills that niche, and has helped transform projects into dynamic places that bring enormous benefits in terms of innovation spaces, social activity, and economic return. Phil's impact is illustrated by the long list of awards to his clients from leading organizations like the Urban Land Institute, the American Planning Association, and the American Institute of Architects.

Daniel Hintz

Community Programming and Interpretation

Daniel Hintz founded the Velocity Group in 2014 to provide a systems-based approach to placemaking, focusing on the dynamic ways the individual parts of a project interrelates within the larger community context. It his belief in the power of collective wisdom and working with people driven by a common vision that provides the powerfully collaborative outcomes of Velocity Group projects. Daniel has cultivated his approach over a lifetime of work as an actor, filmmaker, chef, educator, non-profit executive, small business owner, property developer, restaurateur, event producer, social service provider, community advocate and volunteer, informing his uncommon approach to the work of placemaking and community experience design.



Michael Ford

Arts and Culture Programming

Michael Ford, known as the “Hip-Hop Architect”, is an architect, designer, educator, and keynote speaker whose years of research, publications and lectures seek to fuse his two passions, hip-hop culture and architecture. In hip-hop architecture, Ford provides an alternative to the western canon in architecture and urban theory. This model is not only celebrates diversity, but it is also appealing to young people of color, encouraging them to join the profession and think critically about the built environment they live in. Ford is a professor in the architecture program at Madison College and founder of BrandNu Design



TOOLE DESIGN

MOBILITY, MULTI-MODAL TRANSPORTATION, CONNECTIVITY

Toole Design is the nation’s leading planning, engineering, and landscape architecture firm specializing in multi-modal transportation planning and design. As a firm, our mission is to create livable communities where walking and bicycling are safe, convenient, and enjoyable for everyone. We focus on developing cost-effective and implementable solutions that move people efficiently while also improving health, quality of life, and economic vitality.

Toole Design has significant experience in planning and design for shared use paths, multi-use trails, wayfinding sign systems, and parks. Our past work includes individual trail and park concept plans, statewide trail master plans, park feasibility studies, detailed design and development of construction documents, trail brochures and maps, and federally funded trail research. This experience has taught us how to effectively plan and design for both recreational trail users and commuters.

Toole Design has also served as the lead author of national trail design guidance documents, including the AASHTO Guide for the Development of Bicycle Facilities—both the 2012 edition and the forthcoming update. The updated guide includes significantly expanded guidance on trail design, including a new section on trail/roadway intersections.



Kevin Luecke

Senior Planner

Kevin is Toole Design's Madison Office Director. He is a multi-modal transportation planner with a broad background in active transportation planning and policy, and he has worked with communities large and small, as well as state departments of transportation and federal agencies, to improve bicycling and walking plans and policies. Kevin is adept at facilitating community engagement and developing solutions that are tailored to and appropriate for each community or region he works with. Kevin has managed projects that have recommended hundreds of miles of bicycle and pedestrian facilities, researched pedestrian and bicycle issues for the Federal Highway Administration, produced Pedestrian Safety Action Plans, and conducted numerous public outreach events to engage citizens in various planning activities.

ETM

Formed in 1997, ETM ASSOCIATES, LLC specializes in Public Space Design, Public Space Management and Project Management. The firm brings a wide range of professional, technical and entrepreneurial expertise to public space issues and public/private sector involvement. Our background in landscape architecture gives us a unique perspective in addressing the challenges of each project and actively collaborating with each project team. Our work within the continuum of design, implementation, and management is a dynamic process that identifies and addresses problems through the creation and evaluation of alternative solutions that meet high design standards, management goals, and user needs.

Successful public spaces are achieved with forethought and planning. Parks that thrive and provide balance to the community are those that rise above the commonplace in the quality of design, facilities, maintenance, and programs. Many cities are seeing increasing environmental impacts brought on by climate change, with the greatest impacts among waterfront communities. There is a growing demand for green spaces by the water, both to restore the community's access to the water and to mitigate the impact brought on by storms and rising water levels while restoring wildlife habitat.

ETM has consulted on numerous waterfront projects, and on projects with significant waterbodies. Examples include Rogell Park Master Plan (Detroit, MI), Grand River Corridor (Grand Rapids, MI), Buffalo Bayou Park (Houston, TX), Harold Simmons Park at Trinity River (Dallas, TX), Bayou Greenways 2020 (Houston, TX), Waterloo Greenway (Austin, TX), Lakes Calhoun & Harriet Master Plan (Minneapolis, MN), and RiverFirst Park Master Plan (Minneapolis, MN).

Tim Marshall, PLA, FASLA

Lakefront operations, management and maintenance

Timothy Marshall has extensive hands-on experience with park management and operations, with over 30 years in the field. Mr. Marshall was formerly the Vice President for the Central Park Conservancy and Deputy Administrator of Central Park for more than 13 years with direct responsibility for the daily management of the Park. He has extensive knowledge on the challenges grounds maintenance staff encounter and provides creative problem solving for park management and operations, funding and public/private involvement. Mr. Marshall has been a registered Landscape Architect since 1989 and was elevated to the ASLA Council of Fellows in 2016.



Tsz Ting (Désirée) Liu

Lead operations analyst

Désirée is a project manager with over ten years of experience in public space management in a wide range of projects, from small scale urban parks to large scale public space. Désirée’s research and analysis provide clients with a clear understanding of existing issues and offer viable solutions with which to prevent and resolve problems that may arise given the complex nature of designing and managing public spaces. Her work addresses a full spectrum of unique constraints and challenges that public spaces present. These elements have included economic feasibility studies, development of program calendars, analysis of special events needs and their impact on the landscapes, long-term landscape maintenance plans, facility recommendations, and consultation with regards to park amenities, such as food concessions and restrooms needs based on use on both event and non-event days.



**BRODIE KERST PRODUCTIONS
VIDEO COMMUNICATIONS**

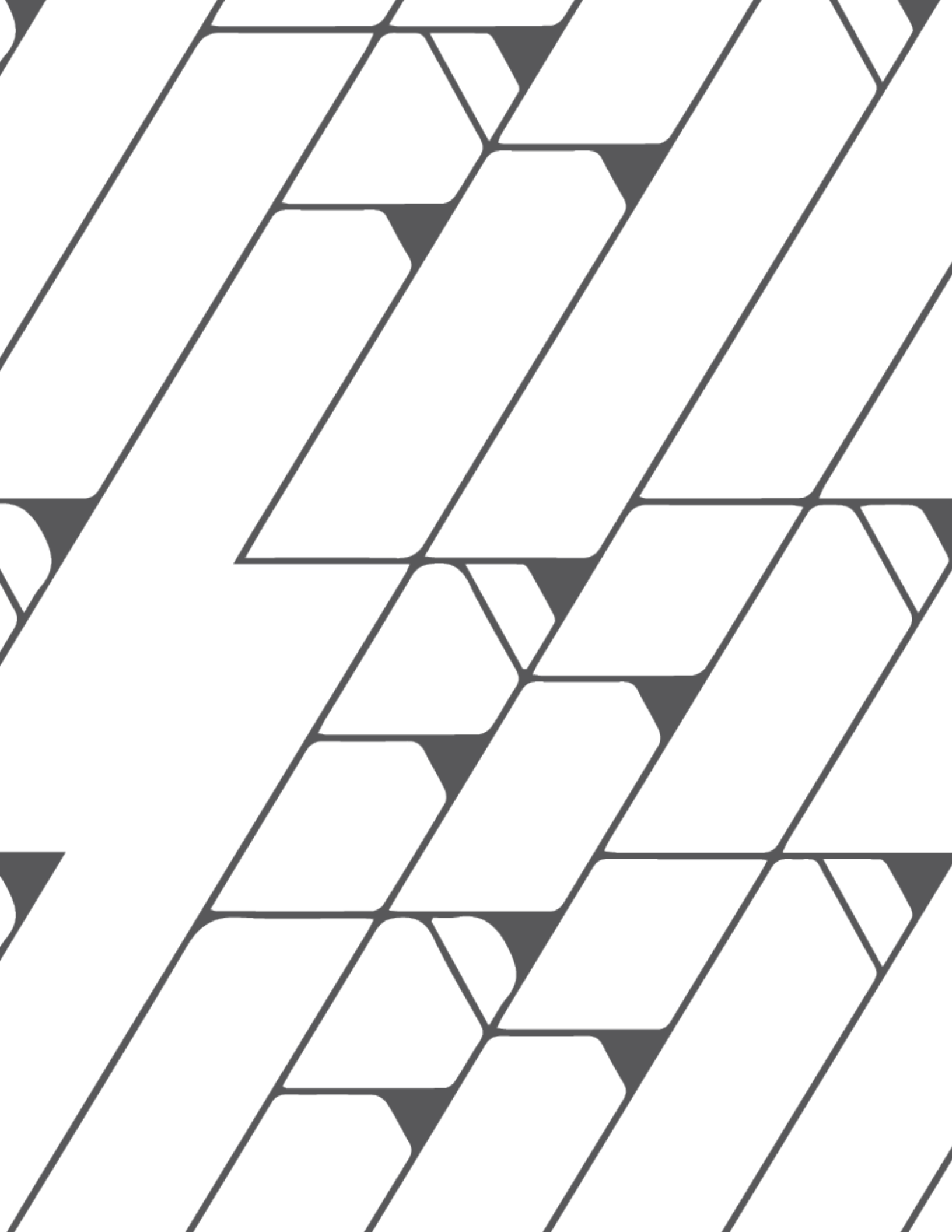
Through aerial and ground video, intimate interviews, and animations we communicate the built environment in a way that is approachable and easily understood.

Brodie Kerst

Videographer

My dad is the core reason I got into this. Growing up we would do landscaping, paint watercolors, and even photography. That eventually let me to pursue my degree in architecture and eventually branch off into this niche of architectural video storytelling. The videos I create have given firms and individual projects a platform and a voice to reach and impact a much larger group of people than if they were standalone images.





02 Previous Related Experience

Civitas has deep experience in urban landscapes, park renewal, greenways, ecological restoration, waterfront and river open space, and developing inclusive community-based designs. We have over \$1 billion in built works from coast to coast and have encountered most of the issues that must be balanced when bringing nature and community together in an active interplay in urban waterfront design.

What matters about our experience? Technical skill. Communication savvy. Conceptual strength. Effective Delivery. Above all, our experience is just evidence that our firm has matured to a point where we know how to layout a design process, engage people and stakeholders, and build program and design to achieve real performance in the built public realm. We have lots of talent, but it is our ability to work through complexities that differentiate us.

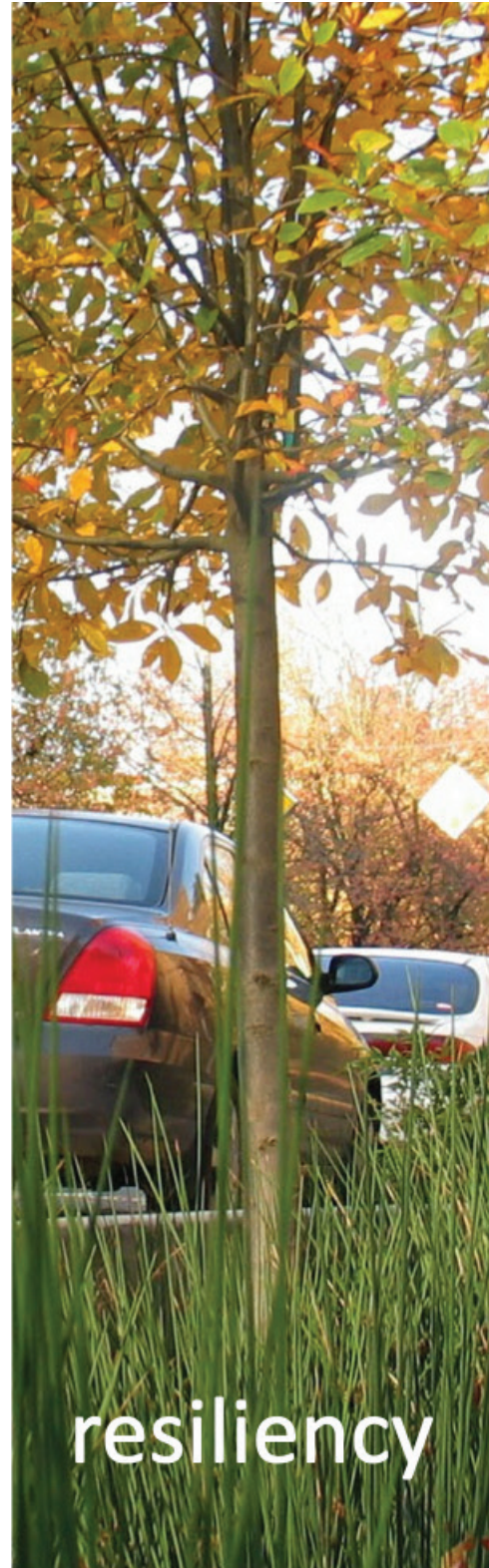
Each place and each community are different, so the projects we have included range in scale, program, design and content. But each successfully represents how our firm works from the existing context toward active waterfront designs. Many of the projects represented include extensive rehabilitation and renewal of long-forgotten or under-utilized park spaces. The projects we have included represent our team's approach to expanding upon the unique and distinct qualities of each place to achieve similar transformations. We build upon the existing uses and qualities of each place and explore ways to minimize disturbance while maximizing impacts, maintain existing programs/events, increase user diversity, and create new ways that users can derive meaning and create their own memories in the space. We believe that successful park spaces must mean more to more people. The most effective way to ensure meaning is to implement a waterfront park that is authentic to the place and the culture with which it is set. No two parks are alike, as no two cities are alike.



nature



health



resiliency



activation



inclusivity



movement

Reconnecting a city to its lake.

Enhancing ecological diversity, connectivity, and placemaking through a community-based design process.



PANOWAY AT WAYZATA BAY | Civitas Inc.

The Panoway on Wayzata Bay vision proposed the most advanced solutions to a problem that has been in public discussion for over 80 years. Building upon the city-wide Framework Plan, our plan created a unified vision for the open spaces along the shoreline of Lake Minnetonka. At the community level, the plan sought to strike the balance between those who wanted access to the lake with those who wanted a healthy downtown. As envisioned, Panoway will create new public space, introduce a regional bikeway into downtown, restore lakefront ecosystems, enhance safety, improve water quality, and reconnect Wayzatans to their lakefront.

The city of Wayzata was founded in the late 19th century as a lakeside retreat just 12 miles west of downtown Minneapolis. Located on the northern shore of Lake Minnetonka, the early city enjoyed all the beauty, health and recreation benefits of country living just a short carriage ride from the city. Not long after the initial settlement, disputes arose about lakefront access and economic development.

According to local lore, the Great Northern Railroad purposefully located its western mainline between the new town and the lakeshore, effectively separating the town from its lake ever since.

Over the past 30 years, the City of Wayzata and its partner institutions have completed a variety of studies attempting to capitalize on the assets of Lake Minnetonka and its associated lakefront. The Panoway project builds upon the momentum generated by these studies and was the result of a series of community-wide and stakeholder meetings with representatives from local and state agencies responsible for all aspects of Lake Minnetonka and the surrounding open spaces.

The Plan looks to create a single unified vision that generates a well-connected, year-round civic destination that provides new spaces to accommodate the many divergent user groups and visitors who can overwhelm the lakefront during peak seasons.

The Vision provides enhanced safety at the railroad crossings; a quarter-mile long over-water boardwalk along the northern edge of Lake Minnetonka; renews an existing lakefront open space at its western boundary; introduces a new lakefront ecologically focused park along its eastern

boundary and provides a vastly improved lakefront that will be more ecologically healthy, more beautiful and more accessible for residents. For the first time in 100 years, people will be able to walk the length of the downtown along a restored lakefront.

The Plan includes important improvements along Lake Street, the heart of Wayzata's commercial core. Completed in the fall of 2020 these improvements enhance the experience and safety of people walking and cycling without a reduction in the overall level of service for vehicles passing through downtown. The City's municipal parking lot was reclaimed as the communities living room and window to Lake Minnetonka, focused on pedestrian comfort and regularly programmed events. The lake-based improvements associated with the second phase of the project are currently being developed and permitted with an implementation schedule for the Spring of 2023.



Reclaiming nature-based experiences in the heart of a city.

Supporting the continued development of major cultural, educational, and health institutions.

ST. PATRICK'S ISLAND | Civitas Inc.

Downtown Calgary sits astride one of North America's scenic rivers - The Bow, which reaches from Banff in the Rockies all the way to the Saskatchewan River and Hudson's Bay. The 30-acre island has been the site of river fording by buffalo and the First Nations, a headquarters for the Northwest Mounted Police, and modern use as a campground. In recent years the campground was closed, and the park languished, becoming a site for homelessness, drug use, and crime.

With the establishment of the Calgary Municipal Land Corporation (CMLC) a new vision emerged. It began with a new bike and pedestrian bridge becoming the connective tissue linking the Bow River Bikeway system to the redeveloping East Village and Light Rail Station with the island.

Followed by a multi-use trail that traverses the island and a conscious decision to return the island to a more naturalized state by allowing the island park to interact with the seasonal flow of the river, new ecologies were opened to exploration, while simultaneously a more diverse habitat was created for animals. This mix of greater ecological diversity with creatively controlled areas for use by people resulted in a model of resilient design.

As the multi-use path winds its way across the island, the design enables a variety of interactive landscape experiences, creating unique place-making amenities with long-term resilience to the inevitable flooding of the Bow River. The design scheme emphasizes a number of features that gives people new ways to interact safely with the river, remnant old-growth cottonwood galleries, restored wetlands, native prairie ecosystems, and a variety of programmed and placemaking activities in the amphitheater, picnic grove, playground, and more. This 'Living Island' provides a greenway with a natural landscape infrastructure with restored ecological vitality, creating both a well-located community resource and a citywide recreation destination.

The overarching intentions of the design include focusing on the island's unique urban environmental context, reconnecting the greenway system to the island, generating a sense of place, enabling residents to engage the river's edge in a safe and accessible setting, while seeking balance and harmony between constructed and natural elements.

Selected as one of the top new open spaces in Canada, St. Patrick's has become the community gathering space in downtown Calgary. The restored landscape goes beyond being merely aesthetic to becoming eminently used by visitors, providing health and cultural benefits to a new generation. The thoughtful design disturbs less than 30% of the total land area occupied by the island while resulting in a 100-fold increase in park users and activation. A successful example of the synergy that is the relationship between nature and cities, St. Patrick's Island Park is a testament to Civitas' innovative approach to greenway design and urban placemaking.



The central gathering space.

Improving the regional accessibility to a cherished ammenity.

JULIAN B. LANE RIVERFRONT PARK | Civitas Inc.

The story of this park is one of social equity and justice. The park was programmed and designed with heavy reliance on the aspirations and opinions of the local community, which had long-standing, lingering issues since the era of urban renewal. The new park, which opened in May 2018, brings three community-driven ideas together 1) a major emphasis on picnicking and families including a large playground; 2) new, first-class basketball, tennis, and football facilities; and 3) a large new River Center that is a boathouse below and community center above.

The Boathouse is operated by the Parks Department and includes kayaks, canoes, paddleboards, dragon boats and skulls, 4's and 8's for a variety of school and club rowing teams. The existing seawall was relocated to create a safe area of water surrounded by pedestrian wharf space and protected by a long, floating dock to provide safe and easy access to the water for beginners. The floating dock protects the rowing docks and paddle area from wakes and is already regularly used for paddle instruction. The floating dock has become a desirable place to sit to watch the paddlers, crew boats, passing boats, and dolphins; and is in weekend use as a stop for a water taxi.

The most important revelation during the community process came from the oldest members of the community, who recalled growing up in Robert City, fishing, boating, and playing along the river. Before this new park was opened, however, all connections from the community had been lost, with not one place in the city where one could get paddle instruction, launch a boat, or participate in water activities without paying a private fee. This led to a design program that enriched the community and the water by engaging both as a source of pride, recreation, relaxation, and health.

The design and craft of the park are high quality, user-friendly and sustainable. Public art is featured in several locations, quality materials in the building and site construction are evident, and most of the pavilions, shade structures, benches, and even the game tables were locally manufactured to keep money and jobs in the community. The design features a Great Lawn facing the river and downtown views, united with the active playground, playfields, and sport courts by a Promenade that ties the many parts together. Over 100 pre-existing live oak trees were retained, including champion trees and formal allees that were enhanced by new, raised walkways that protect sensitive tree roots.

The design includes on-site capture of all stormwater into vegetated swales. The major stormwater feature is a continuous water quality/filtration trench that forms the edge of the Great Lawn and backdrop to the Waterfront Promenade, making a sustainability facility into a primary design and placemaking feature.

As the centerpiece of the new West Tampa Plan, this park has sent a strong signal to the existing West Tampa neighbors that the city cares about them while supporting community reinvestment. Park usage has soared since re-opening, especially the use of the river, which was not accessible. Now local families and students have a place of their own, a celebration of their history, and the ability to participate equally with every other neighborhood of the city in Tampa's rich resources. With the landscape architects in the lead role, the public has seen the impact that our profession can have not just on physical space, but on community relations and social and environmental equity.



THE SHIPYARD | Stantec

Stantec is working with the City to design a rich assortment of attractions and programming that will provide visitors and residents with a year-round destination to gather. The Shipyard will be anchored by a shipping container park that could house restaurants, incubator space for startup businesses, local artisans, boutique retail, equipment rentals, intern housing, Airbnb-type rentals, and a 40,000 square foot private development. Planned support attractions and features include a beer garden, urban beach, volleyball, adventure playground, play fountain, dog park, wetland, great lawn, lookout, fishing wharf, kayak launch, marina with boat slips, floating docks, terrace waterfront seating, riverfront promenade, great lawn with room for a temporary stage and various pedestrian connections and amenities.

The City wants to be able to host a variety of events on site including festivals, markets, run/walks, concerts, movies and in winter months ice skating, snow sculptures, sledding and winter market.

Our design team completed an extensive survey of the project area, performed a structural analysis of the subsurface soils, and prepared site planning and mass grading plans and public improvement plans. We facilitated program discussions for The Shipyard park improvements and are working with the City on design development of The Shipyard amenities and associated support infrastructure (regional trail connections, safe railroad crossing, parking lots, road reconstruction). Throughout the project we have maintained careful focus on options that the City residents desire, local businesses can champion, and the City can realistically operate and maintain.

In 2022, Stantec received the Wisconsin Chapter of the American Society of Landscape Architecture Award of Excellence in the unbuilt work category and look forward to the first phase of construction in summer of 2022!



CROWN FOUNTAIN | Krueck Sexton Partners

Although this is perhaps our firm’s highest-profile project, our role in it is hidden in plain sight. We were asked to resolve a series of complex technical challenges to fulfill the Crown family’s desire to offer a gift to the city of Chicago and bring to life Jaume Plensa’s concept for a 21st-century fountain. The task required mastering and coordinating its component parts — including LED technology, glass, and water — impeccably and invisibly.

Since day one, the public has wholeheartedly embraced this open, welcoming and inspiring space. Well into its second decade, it is, in Plensa’s words, “an explosion of freedom.” It succeeds by allowing all who encounter it — residents and visitors, young and old — to have their own experience: be that to sit back and contemplate, or to jump in and play.

<i>Client</i>
<i>Millennium Park & Crown Foundation</i>
<i>Location</i>
<i>Chicago, IL</i>
<i>Status</i>
<i>2002 - 2004 + 2017 Asset Repairs</i>
<i>Services</i>
<i>Architecture / AOR Site + Master planning Design Development, Contract Documents, Bidding + Construction Administration Creator Collaborator: Artist Jaume Plensa</i>
<i>Awards</i>
<i>Fast Company - Innovation by Design / Honorable Mention: Timeless Design / Crown Fountain Chicago Architecture Foundation, Patron of the Year Midwest Construction, Project Of The Year IESNA Chicago Chapter, Illumination Design AIA National Honor Award Chicago Innovation Award AIA Chicago Chapter, Divine Detail AIA Chicago Chapter, Citation Of Merit IALD International Lighting Design, Award Of Excellence</i>
<i>Budget</i>
<i>\$6.5M</i>
<i>Total Development Cost</i>
<i>\$6.5M</i>
<i>Fee</i>
<i>\$650.0K</i>

03 Technical Issues

We have organized our response to directly address the Technical Competency and Experience topics identified in Section 5 of the RFP:

PROJECT MASTER PLANNING

Civitas has developed many master plans for projects of similar and greater magnitude. A brief list includes:

Los Angeles River Revitalization Master Plan, Los Angeles, CA

A 31-mile master plan that included 19 public meetings, many technical consultants, a 50-person stakeholder committee, and approval at 9 community councils, planning commission, and city council.

Panoway on Wayzata Bay, Wayzata, MN

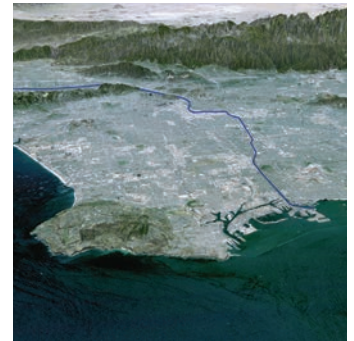
This master plan is very similar to the issues at Lake Monona. The master plan was developed in a community and stakeholder engagement process. The project includes an over-water boardwalk with aquatic and shoreline marsh habitat improvements, railroad crossings, conversion of parking to park space, a regional bike trail connection, a 9/11 memorial, a public plaza, street improvements, and shade structures. Phase one construction is complete.

Equitable and Inclusive Planning

Community engagement is a central aspect of all Civitas projects. Two recent examples include:

Julian B. Lane Riverfront Park, Tampa, FL

This master plan was heavily focused on learning from and engaging with the African American community of West Tampa in developing a park that would meet their needs, tell their stories, and be an active contribution to the community. Mark Johnson led 40 one-on-one interviews with the community members to understand the history and stories of a disinvested, impacted community prior to beginning a series of 5 large public meetings. The master plan was approved, and Civitas was commissioned to design the park, now built.





The Jones Campus, Springdale, AR

The Jones Campus is a 52-acre site with a recreation center, numerous non-profits on-site, and a focus on elevating education, recreation, and growth opportunities for Springdale's substantial minority population. The approved master plan envisions a transformation of the campus into an inclusive recreation, events, and gathering space for the community. Working with Daniel Hintz, a robust program was created that reached into the Marshallese, LatinX, and Asian communities to make a place that honors and welcomes diversity.



Community Engagement

Civitas includes community engagement in the master planning and design of public space, as noted in the examples above under equitable and inclusive planning. Each community is different and may require new means of communication. For example, in Tampa, we held personal interviews to build trust with the local African American community. In Springdale we gave small group tours of the site, masked and with social distance, to bring the three minority communities and non-profits into the conversation about the future use and design of the 52-acre site. We held public meetings over zoom and had recurring contact with the Marshallese community with interpreters on Facebook Live. In St. Louis, we are currently engaging six African American neighborhoods in planning for their future in response to a major federal investment in their area. These engagements, begun during the height of the pandemic, have included outdoor gatherings with masks and distancing; online interviews one-on-one; small group Zoom meetings, and Social Pinpoint, an online community information and project development tool.



MULTI-MODAL TRANSPORTATION

Civitas has substantial experience incorporating multi-modal transportation planning into our work - including the design of over 30 light rail stations, bus stations, and a mobility master plan for the Washington University Medical Center. We have Kevin Luecke of Toole Design, Madison, on our team to address the specific context and opportunities for access, connectivity, and accessible mobility for the project.



PEDESTRIAN/BICYCLE BRIDGE STRUCTURES

Naturally, many Civitas projects include bridges for accessibility and connectivity into our park spaces. We have designed several bridges with supporting structural engineers including three over the South Platte River in Denver and one over Interstate 25 in Denver.

LAKE WATER QUALITY AND LIMNOLOGY

Stantec, represented by Ann Varian, fisheries biologist, will address issues of water quality and other impacts or enhancements for aquatic habitat. Stantec additionally has numerous specialists in lake ecology, hydrology, hydraulics and limnology available as needed.

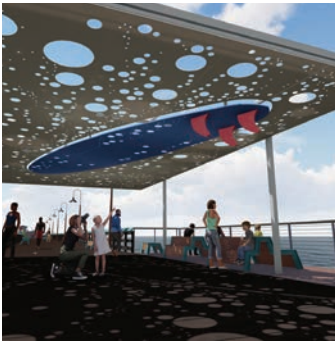
STORM WATER MANAGEMENT

Civitas has more than 30 years of experience incorporating best management practices and green solutions to stormwater management into our projects. In both our projects at Julian B. Lane Riverfront Park and the San Diego North Embarcadero, a system of continuous at-grade and underground BMPs was developed to treat surface waters prior to release into the water bodies. In each case, a two-level form of treatment was used, and in the case of San Diego, a continuous water quality facility was built that is 800 feet long, intercepting and cleansing urban runoff prior to release into the Bay.

AQUATIC HABITAT RESTORATION

Civitas is in final design with a local ecologist on the design of an underwater reef that will allow the re-establishment of a historic shoreline marsh that was historically eliminated by the railroad at the lakefront in Wayzata, MN. The existing riprap shoreline is the culmination of an 18-mile fetch that has eliminated underwater habitats due to scouring. The underwater reef will provide a protective barrier for marsh restoration behind the reef to restore natural processes. Ann Varian of Stantec will lead this effort for Lake Monona.





SUSTAINABLE DESIGN AND SHORELINE PROTECTION

The Minnesota lakefront example above is a highly relevant and current example of our efforts to use sustainable methods to protect and enhance shorelines. Civitas is also currently in the schematic design phase of a new pier in the bay of Long Beach, CA, where sea-level rise combined with storm surge has raised the potential that the entire existing beach may be underwater at times in the future. With our marine engineers, we are exploring means to mitigate, protect and form a resilient shoreline against these forces.



WATERFRONT STRUCTURES AND AMENITIES

Civitas' project at the Panoway and at Julian B Lane Riverfront Park each include significant investments in waterfront structures and amenities. We are in the final design of an over-water boardwalk at the Panoway, and Julian B. Lane includes a relocated marine sea wall, boathouse with docks, and a protective floating dock to protect a beginner paddle pool from wakes of passing vessels. These seawalls and docks were developed with Stantec as our subconsultant in Tampa.



ADA DESIGN

All public space design involves universal access as a foundational principle. More than just meeting the requirements of ADA - which are critical - Civitas focuses on conceptual approaches to design that do not require special facilities or structures. For example, the new boathouse, seawall, docks, and pier at Julian B. Lane Riverfront Park are all specifically designed to enable people with physical or other limitations to participate freely in the park, on the shoreline, and in boating.

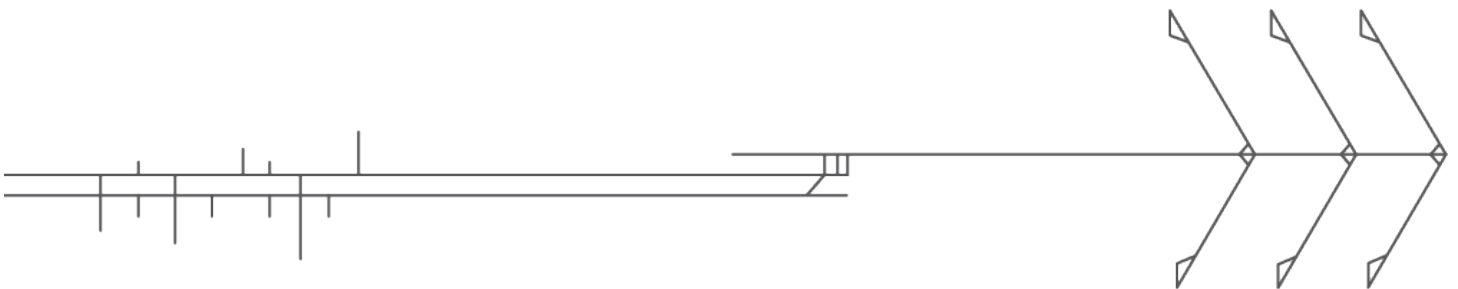


Like many American cities Post Falls, Idaho has an aging population that includes limited mobility. The design of Black Bay Park with its dramatic topographic changes (over 100 feet in some areas) proposes a variety of innovative design and place making features that ensure universal accessibility to all proposed park enhancements. The Vision Plan has explored all feasible routing alternatives, universally design play features, and for the first time ever complete ADA access into the Spokane River to ensure users of all mobility levels are not just accommodated, but are provided their own unique park experience.

04 Equitable and Inclusive Design

Mark Johnson has been involved in equitable and inclusive design for many decades. With both a disabled grandfather and son, his concern is personal. As a young designer in Seattle, his work engaged local native people in park and cultural facilities design. He brought those lessons and concerns for disadvantaged and minority individuals to the founding of Civitas in 1984. Since then, Civitas has worked to include the voices and stories of those who are not normally heard into the design of our public spaces. The examples we have provided above at Julian B. Lane Riverfront Park and the Jones Campus represent only our more recent efforts to ensure that our design is grown from the full diversity of the community, and not just the views of the majority population, or designer team unaided.

Civitas is not alone in this effort. We have included our Programming, Activation, and Inclusion Team specifically to find new ways to reach out, bring in, listen, understand, interpret and realize the ideas and voices of Madison's minority communities. These people must not only be heard, but they must also see their ideas, their histories and their culture represented in the physical world of the new waterfront. Without this, they will not feel respected and welcomed, and will not think of the new waterfront as their own. Phil Myrick, Michael Ford, Daniel Hintz and Brodie Kerst will all participate during the design competition and if selected, in the final design effort with the public. During the competition, we will rely on their knowledge of local people and issues and their experience in drawing out those voices, even if during the competition they can only read, listen and interpret Madison's diverse culture as surrogates.



05 Project Understanding

The Lake Monona Waterfront offers significant potential and opportunities to become an exciting destination, a fun place to be, and a signature statement of the city's commitment to its diverse environment and communities. Following the recently completed community planning initiative, this design competition is well framed by community inclusion, goals, and guiding principles. The finalist competitors must rely on this context to envision and give form and expression to the community's aspirations. But competition like this is limited by the need to maintain arms-length distance from other competitors, and thus we have formed a team that is skilled not just at design, but at listening, learning, and expressing a welcoming, equitable and inclusive waterfront for all.

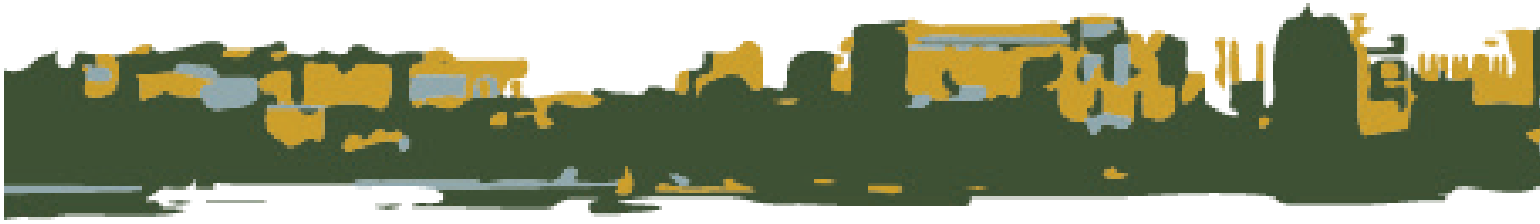
MASTER PLAN VISION

Our team met on-site, toured the project area and its context, and has a basic understanding of the physical planning and design opportunities and parameters. First among the challenges are connectivity, access, and mobility. Beginning with John Nolen's original vision, which proposed a beau-arts lakefront, not unlike the Burnham Plan for Chicago, two major shifts have taken place. The incremental development of roads and infrastructure, land use, and notably the Monona Terrace, have made the achievement of his vision impossible. But at the same time, today's culture no longer seeks the kind of formal, pictorial, and static vision of city-building that was promoted in the City Beautiful era that Nolen was a proponent of. We strive to make this waterfront meaningful, active, and valuable to a new and more diverse set of people and ideas. These ideas include welcoming all, respecting and recalling history, celebrating and giving life back to the land (in habitats and successful landscapes), combating climate change and urban heat islands, and much more.

The ideas that we bring forward in the competition can express our thinking and these needs. Immediately, the site would appear to be small, narrow, and disconnected. But we have shown in prior work that these site constraints can be overcome through our creative, innovative thinking.

RACIAL EQUITY AND SOCIAL JUSTICE

Equity, justice, climate, and health are the most pressing urban issues of our time. Addressing these issues in the project will depend on creative approaches after the competition phase to engage people from minority and disinvested communities in both the programming and design of the project. Just as we have at Julian B. Lane Park and the Jones Campus, our Programming, Activation, and Inclusion Team will join our Core Design Team in facilitating real-time, on-site activities such as pop-up events, site tours, and discovery activities. Bringing people to the site and engaging them in exploring ideas and possibilities is the foundation of our design approach and keys to making society not just feel welcome, but by making them actual authors of many design components.



SENSE OF PLACE

Civitas is committed to expressing a genuine sense of place for each project. No two projects are alike, and we do not carry a style or signature into any project. A sense of place is created by deep-dive studies of the human and natural histories of the place, looking at the materials and processes that have created a place, and reaching backward in time to put nature back into motion through design. We must use materials and details that can only be found in Madison, and at that, along the lakeshore. We find cultural symbols and stories that give inspiration to our creativity and that resonate with the community. These ideas are also deeply tied to inherent sustainability and resiliency, both factors essential to meeting our climate and health challenges.

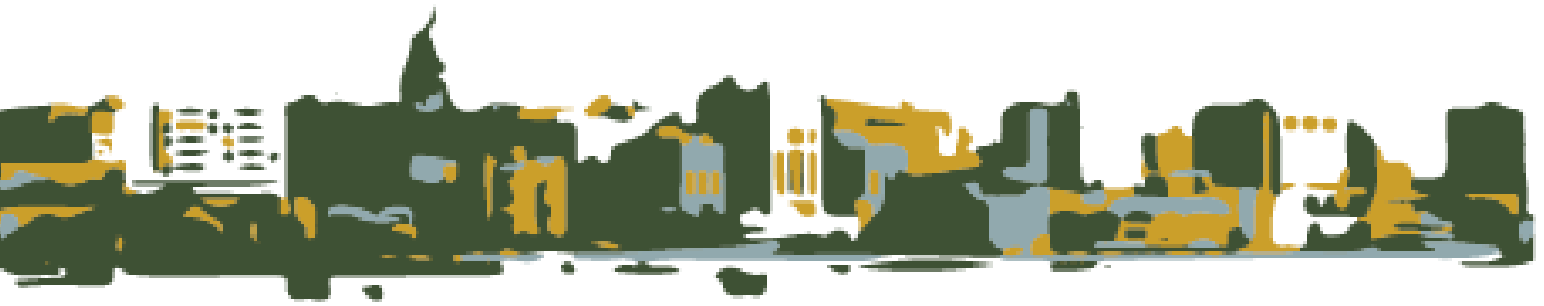
COMMUNITY CONNECTIONS

Connections can be both physical as well as cultural. They are activated by our investigation and discovery with the community(s). At the most basic level, we need to find every possible method to open safe, comfortable and attractive ways to connect people to downtown and across the causeway to the lakefront. But we also need wayfinding, environmental graphics and design elements that remind people of what Madison means to them. We can involve community groups and special interests in design; we can find old stories that are interpreted on-site, and we can create partnerships with groups that take ownership of ideas, features and places that they can consider their own.

Every form of connectivity will be considered, from the pedestrian, to bicycles, transit riders, the disabled community(s) and to people in cars. Every aspect of a journey to the waterfront must be visible, easy to use, and safe. Four important ideas stand out - 1) pedestrian safety improvements are needed at every street crossing, 2) we need to find ways of connecting across John Nolen Drive, including the air rights connection suggested in the RFP, 3) we need to find ways to make travel to the rooftop of the Monona Terrace more available and accessible and to find ways to bring people from street level above to the waterfront below and 4) every part of waterfront access experience has to be interesting, beautiful, comfortable and accessible whether on foot or on wheels.

LAKE ACCESS

Our projects in Wayzata and Tampa both found creative ways to use new ideas for water access - through structure, surfaces, re-shaping the shoreline, bringing water inland, and other means. The existing condition of lake access is overly simple and abrupt - the entire project area is either riprap or bulkhead, with no opportunity to put your toes in the water. While perhaps too extreme for Lake Monona, at St Patrick's Island we cut a new channel across the island to form a natural quiet eddy that supports beach play and wading for even small children in a safe water environment. Modifying the shoreline structures will be important to provide select, safe opportunities for wading, launching paddle craft, fishing and other activities that give people meaningful experiences of the lake itself.



SUSTAINABILITY

A sustainable urban waterfront will include areas of natural restoration that immerse people in nature and that provide actual habitat value for aquatic, emergent, riparian and upland systems. Surface runoff and stormwater, combined with best management practices can protect lake water quality, offer interesting emotional and evocative experiences (sight, sound, smell, shade) and the presence of a much richer range of avian, aquatic, insect and bird populations, including critical pollinators that depend on diverse native plant communities.

PUBLIC SPACE

Public space, access to green places and the ability to move, gather or to be alone, are primary lessons of the Covid-19 pandemic. The foundation of successful public space is the organic (or un-programmed) movement and occupation of people. We like to say that our public space designs "need no instructions" - meaning that good design provides the cues and clues that people understand unconsciously. We focus on triangulation, or the creation of three-dimensional sequences of places and activities that cause people to see others, in the distance, above or below, signaling that movement from one safe location to another is possible. This approach leads to sequences and modulation of space, connections and activities designed for individuals, small groups, small events and programs, or large events that take over a large area. At the core of a successful public space is design that welcomes and encourages locals and visitors to be part of shared experiences - whether daily, weekly or seasonal experiences that are enjoyed, and, importantly, remembered by all. If you watch social media, you will find that a large portion of what people post are their memorable experiences in public places, with friends. These shared experiences are becoming increasingly important to our local and cultural identity.

PUBLIC ART

Arts and culture should be a core complement to nature on this waterfront. There will be many places where public art can play a role, but it is equally important that we engage groups that focus on arts and culture as programming and activation. Arts and culture form the core identity and outward expression of the diversity of Madison's mix of cultures. Our Programming, Activation, and Inclusion Team, notably Michael Ford and Daniel Hintz will reach into the communities to find and engage the groups who can take the essence of the community to make them active and visible on the waterfront - and Brodie Kerst will record, amplify, and make them visible.

The key to designing the Lake Monona waterfront as an economic catalyst is to make it a vivid destination that shows the city's commitment to invest in its future, while also demonstrating that the entire community embraces the waterfront as their own.

EDUCATION

Education is not a by-product of waterfront design, it is essential. Bringing nature back to life, making natural processes visible, and interpreting nature are fundamental in programmed activities and environmental interpretive graphics. But as important is creating environments that inner-city kids and families can enjoy through discovery and the fun of being outside in nature. Our St Patrick's Island project is entirely designed around these principles - to give families a place to experience nature from a bus or bike ride, near enough to access and without other costs. Even though downtown Calgary is a short drive to the Canadian Rockies, St Patrick's is a valuable introduction to kids whose families do not have the time or means to access them.

ECONOMIC OPPORTUNITY

Civitas has designed many projects that have proven to be economic catalysts, both for nearby properties and downtowns in general. Our Commons Park, straddling the South Platte River in Denver, was the edge of a 120-acre railyard when it was built and is now the centerpiece of over \$4 million in mixed-use development and our North Embarcadero Waterfront in downtown San Diego has led to numerous new hotels, residential projects, retail, restaurants and office investments along the waterfront.

The key to designing the Lake Monona waterfront as an economic catalyst is to make it a vivid destination that shows the city's commitment to investing in its future, while also demonstrating that the entire community embraces the waterfront as their own.

DESIGN FOR PHILANTHROPY

Our emphasis on diversity, equity and inclusion, as discussed above, and our proactive approach to arts and culture programming will be at the heart of how we envision attracting philanthropy. People and organizations are attracted to invest in efforts that contribute to community success, equity and health. While there will be opportunities for targeted philanthropic investments in features, places or naming, the large concept of a waterfront for all will be the most attractive vehicle to attract donors.