

A Design Team Search for the Pierscape at Navy Pier

Request for Qualifications and Design Proposals

1 September 2011



Contents

2

September 1, 2011 • Pierscape RFP

Invitation Overview Design Goals Scope of Work

Site and Context
Gateway Park
Crystal Garden
Pier Park
East End Park
South Dock

Search Process

Schedule
Submittal Requirements
Evaluation Criteria
Board of Directors
Advisors

General Conditions Resources



On behalf of Navy Pier, Inc. and the people of the city of Chicago, we invite you to participate in this search for a Design Team for the Pierscape at Navy Pier and to respond to our Request for Qualifications and Design Proposals for reimagining the exterior public spaces at Navy Pier, its Pierscape. Navy Pier provides the opportunity for a Design Team to have a profound impact on one of the most important and visible public places in Chicago. The Pier is the most popular attraction in Chicago, drawing nearly nine million visitors annually. Design Teams interested in participating in this search process should be comprised of representatives from landscape architecture, architecture, urban design, communication and graphic design, lighting design, art curation, engineering, and other relevant disciplines. These self-organized teams will be asked to submit creative solutions for the Pier's public realm. The search will culminate with the selection in early 2012 of designers to work with Navy Pier to implement a new design for the Pierscape.

The Pierscape Design Team search is an important part of a larger Navy Pier initiative entitled *The Centennial Vision*, the goal of which is to make Navy Pier a truly iconic and world-class destination. As the Pier approaches its centennial, now is the time to look at future possibilities for the Pier. It is important to preserve the heritage of the "People's Pier" while refreshing and improving its public spaces. We are confident that the framework that we have put together is visionary, practical, and achievable. The Pierscape design should follow suit so that it is inspirational, feasible, and gets built.

It is our hope that inspired and visionary design professionals will form well organized, talented, and experienced teams to undertake this seminal project. We encourage innovative and compelling design proposals that offer the best vision and aspiration for the Pier's public realm.

It is now time to revisit Navy Pier's legacy and reimagine its potential through a contemporary lens. The Pier already has much of what is necessary to become a great and notable public place, but for the Pier to truly achieve world-class standing – to become not just good but great – it must embrace and implement a new vision.

Overview



Navy Pier has been an icon and popular destination throughout much of Chicago's history. It offers a diverse and eclectic Chicago experience and is positioned in one of the most unique settings in the world. Navy Pier has been integral to the development of Chicago's identity and culture as one of the city's most memorable places. Surprisingly large, at more than six city blocks long, it offers a wide range of programs and events. It is a destination for a diverse audience including families, children, young adults, and visitors from around the world. Whether experienced from the lake as a part of the skyline, or viewed from above, Navy Pier is important to Chicago and its position as a world-class city on the shore of Lake Michigan. It is a true Chicago icon.



Rendered vision of Navy Pier's East End Park, Image Fiction.

Navy Pier has issued *The Centennial Vision*, a framework for reimagining Navy Pier. The vision's purpose is not only to expand the Pier's audience but to enrich the experience of its visitors. Like other Chicago endeavors – Millennium Park is a recent example – *The Centennial Vision* aims high and establishes a framework befitting a world-class city with a vibrant architectural, cultural, environmental, and recreational landscape. The design of the Pier's Pierscape is an essential component of implementing *The Centennial Vision*. The search for a Design Team is its first step.

As Navy Pier approaches its centennial, Navy Pier, Inc., the newly formed not-for-profit entrusted with the redevelopment and operation of the Pier intends to enter into a professional services agreement with one or more Design Teams. Teams should have representatives from landscape architecture, architecture, urban design, communication and graphic design, lighting design, art curation, engineering, and other relevant disciplines to reimagine the Pier's public realm, or Pierscape. Pierscape includes Gateway Park, the Crystal Garden, Pier Park, East End Park, and the South Dock, along with smaller public spaces along the length of the Pier.



Rendered vision of Navy Pier at night, Image Fiction.

In order to find the Design Team best suited to work with Navy Pier on the design of the Pierscape, it is inviting Design Teams to participate in a multi-step selection process and respond to this Request for Qualifications and Design Proposals (“RFP”). The initial phase includes the submission of qualifications by prospective Design Teams, after which approximately ten teams will be invited to submit additional information about the organization of their team, its members and the individuals that comprise the team. Thereafter, Navy Pier will invite approximately five finalists to submit design proposals, fee estimates, and participate in oral interviews with Navy Pier. A stipend of \$50,000 USD will be paid to each of the finalists. Navy Pier intends to select a Design Team or Teams with whom it would work to complete the design and bring it to fruition.



Rendered vision of Navy Pier at night, Image Fiction.

The Centennial Vision sets forth a framework for the redevelopment of Navy Pier and the preliminary costs for the capital program that is contemplated totals \$155M, with all hard and soft costs related to the Pierscape assumed to be \$85M. Navy Pier currently has set aside \$60M for the implementation of its overall capital program. It is anticipated that some portion of the existing capital will be available for Pierscape improvements. Navy Pier will also embark on an expansive capital campaign after the selection of a Design Team, to seek private, corporate, and commercial support to fully implement the Pierscape improvements.

Design Goals



Rendered vision of Pier Park and the South Dock, Image Fiction.

A major goal of redesigning the Pierscape at Navy Pier is to help make Navy Pier a truly world-class destination. World-class means taking advantage of the Pier's unique context and integrating it with a design that is both respectful of the Pier's history but is also forward-looking and has the potential to be a destination in itself. As outlined in *The Centennial Vision*, increasing connectivity is a key part of the reimagination of Navy Pier. Better visual and physical connections between the elements on the Pier, the Pier and the city, and the Pier and Lake Michigan will foster a truly enjoyable and one-of-a-kind Navy Pier experience. The areas to be addressed in the Pierscape design should support the goals set forth in *The Centennial Vision* and encourage and showcase Chicago's blossoming art and culture. Designs should be innovative and flexible, incorporate a thoughtful and appropriate approach to sustainability, and be sensitive to the Pier's diverse programming. Because the popularity of the Pier varies between the busy summer and the off-peak winter season, the Pierscape design strategy must accommodate heavy pedestrian volumes in the summer and enhance both the indoor and outdoor experience at the Pier in the winter.

Design Goals

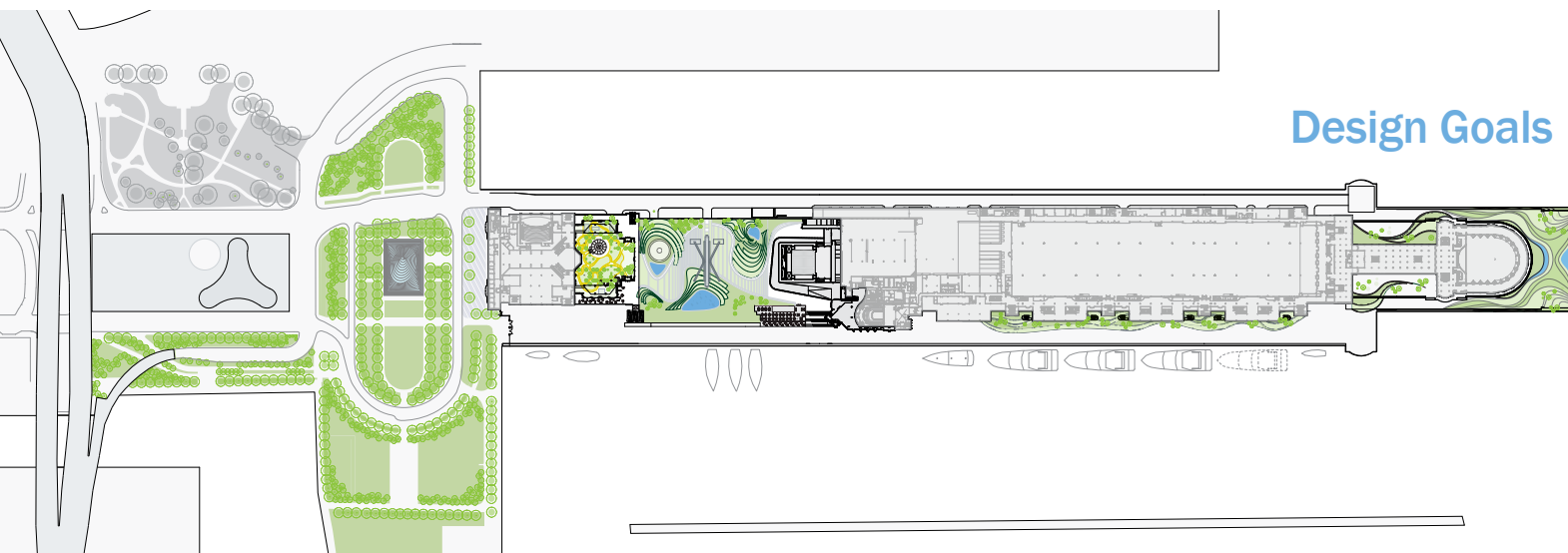


Diagram of the green spaces within the Pierscape.

Proposals for the Pierscape design should address the following conditions:

Art: As outlined in *The Centennial Vision*, Navy Pier intends to celebrate and support art in its major outdoor spaces. The Pierscape must be able to accommodate both permanent and temporary installations of art of various materials, media, and sizes.

Landscape: The types and locations of greenery on the Pier is an important element of its new character. Consideration should be given to the types of plantings, how they are planted, their purpose, and the nature of Chicago's seasonal weather. This greenscape should help to reduce heat gain and reflect the character of the various zones on the Pier.

Hardscape: The various hard surfaces on the Pier may be repaved or resurfaced to further support the goals of *The Centennial Vision*. However, all materials must be able to accommodate significant pedestrian activity and, in some areas, service vehicles as well. Hardscape must also be able to withstand the elements. Design Teams should be mindful of the implications that the scale of Navy Pier has on the cost of improvements.

Water: Navy Pier's location on Lake Michigan makes it important to emphasize its relationship within this context and take advantage of the possibilities that water can offer. Reconnecting with the water could take many forms, from installing interactive fountains and water features, to providing opportunities to better connect Navy Pier to the lake.

Light: The Pierscape lighting strategy should emphasize the Pier's goal of becoming a truly world-class public place. Site lighting on the Pier should be integrated with other innovative installations of lighting which could include projected images and artistic installations.

Signage and graphics: A new design standard should be developed and applied consistently for all the signage, graphics, and way finding elements on Navy Pier. Important considerations include the clarity, legibility, flexibility in messaging, and location of such elements that reinforce Navy Pier's identity as an iconic, world-class destination.

Street furniture and other urban design elements: Items such as benches, seating, tables, awnings, planters, lights, trashcans, kiosks, and other elements must follow a design standard that complements the overall character and vision for the Pier.

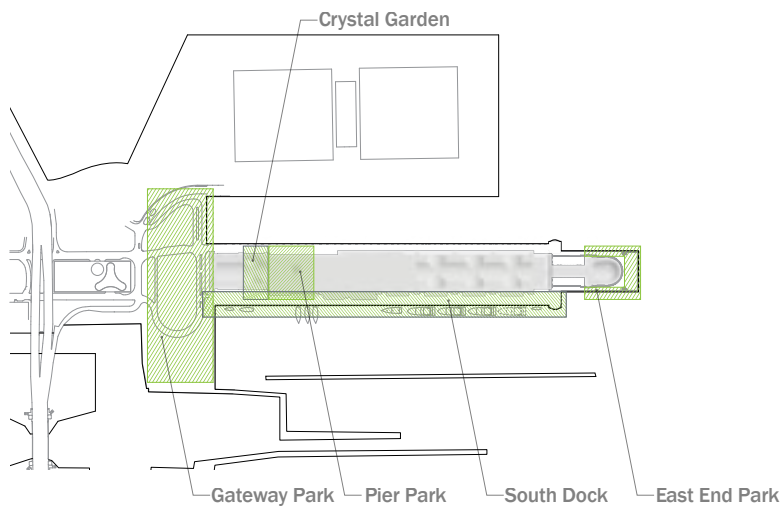
Scope of Work



Overview

The areas to be included in the Pierscape design include Gateway Park, the Crystal Garden, Pier Park, East End Park, and the South Dock. The design goals and a summary of the programmatic objectives for each of these areas are outlined in this RFP. Design Teams should also refer to *The Centennial Vision* for additional information. More detailed programmatic information and design criteria will be provided at the beginning of Phase III to the Design Teams that are invited to submit design proposals and will address all components of the Pierscape in greater detail. It is the goal of Navy Pier that the proposed designs be innovative, responsive to the Pier's programmatic and business objectives, and feasible. Design Teams must give consideration to the cost and ability to fund its design proposal.

Scope of Work

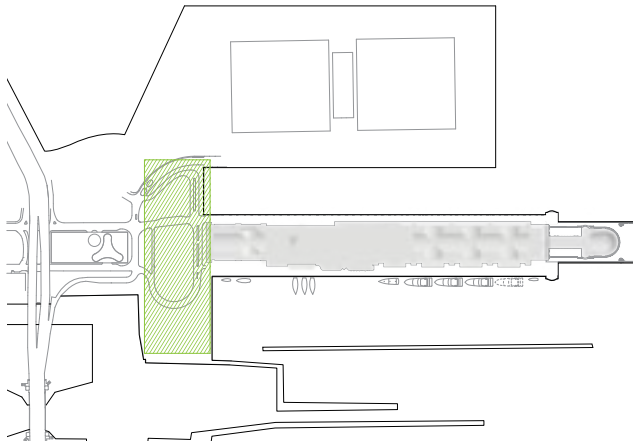


Site and Context

Navy Pier is located on Lake Michigan, just north of downtown Chicago, and east of Lake Shore Drive and North Michigan Avenue. To its north are the Ohio Street Beach and the water filtration plant and to its south is the Chicago River lock. The Pier is adjacent to Chicago's public lakefront park system and connected to the rest of the city by a public bike/walking path and green space. Although not actually far from the city, there is a perception that Navy Pier is disconnected from it partially because the two are separated by an elevated section of Lake Shore Drive.



Gateway Park



Goals

An important aspect of Gateway Park is its role as the connective element between Navy Pier and the rest of the city. Additionally, it is the first part of the Pier that visitors experience. People must cross Gateway Park to get to the Pier, so this area plays a major role in developing a better connection between the city and the Pier. Its design should create a vibrant, active, and cohesive “front yard” with minimal conflict between pedestrians and vehicles. Clear circulation should further encourage visitors to proceed to any of the various destinations on the Pier.



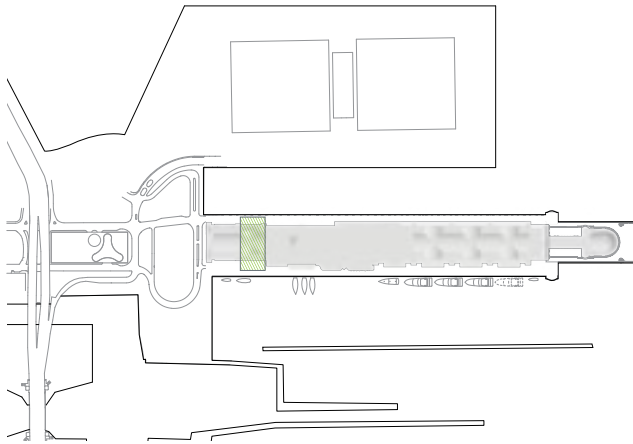
Gateway Park

Scope

Designs for Gateway Park must take into account, and accommodate a revised road plan, proposed improvements by the City to the lakefront bike trail, and additional programmatic elements, all of which will be provided later in the selection process. Gateway Park extends from the CTA turnaround at the north, to the Chicago River on the south (including about 1.5 acres adjacent to the river and owned by the U.S. Army Corps of Engineers), and from the Headhouse and South Dock entrance on the east, to Lake Shore Drive along Illinois Street and Grand Avenue on the west. The design should address aspects of the physical connections to the city, including the bike path, sidewalks, the Lake Shore Drive underpass, and other relevant infrastructure.

Design proposals may include changes to both the landscape and hardscape. Design Teams should recognize that much of the landscaping is mature and consideration should be given to maintaining much of it. Additionally, the existing water feature, which remains very popular in the summer, may be kept, modified, or replaced, as appropriate. Finally, like the rest of the Pierscape, room for both permanent and temporary art installations must be provided, as well as designs for kiosks, street furniture, signage, lighting, and other elements.





Crystal Garden

Goals

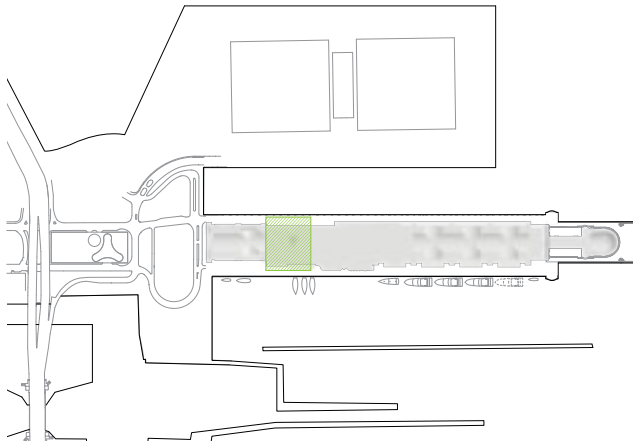
The Crystal Garden is the only interior space that is included in the Pierscape. It is located between the Family Pavilion and Pier Park, so programmatically it is strongly tied to both. It is intended to be a true indoor park and should embody principles of sustainable design. It should provide a quieter, more tranquil setting in both winter and summer. It is important to emphasize the connections between the Crystal Garden and its exterior surroundings through strong visual and physical connections east to Pier Park.



Scope

To achieve these goals, the Crystal Garden must fundamentally be re-landscaped so that it is first, and foremost, a park. Such a move would include new planters and plantings, new water features, as well as hardscape, lighting, furniture, and other surface treatments. Additionally, the Crystal Garden must be able to accommodate the relocation of the carousel indoors, a year-round café on the south side of the garden, small spaces for entertainment, as well as a new, flexible and programmable children's area on the north side. Because of its connections to Pier Park, the Family Pavilion, and the South Dock, it is crucial that the Crystal Garden is fully integrated into the Pier and that the transitional spaces between these areas must be treated carefully and given significant thought. Despite all of these modifications, the structure and enclosure system of the Crystal Garden should not be changed.





Goals

Located at the heart of the Pier and home to the Ferris wheel and other popular attractions, Pier Park draws many visitors to the center of the Pier. The goal of the design for Pier Park is to create a more sophisticated and contemporary environment that enhances the overall popularity of the Pier's amusement attractions. This diversely programmed space must also work with the proposed expansion of Chicago Shakespeare Theater. Finally, its design should capitalize on some of the most spectacular views back to the city and should anchor activities to both the east and west.



Scope

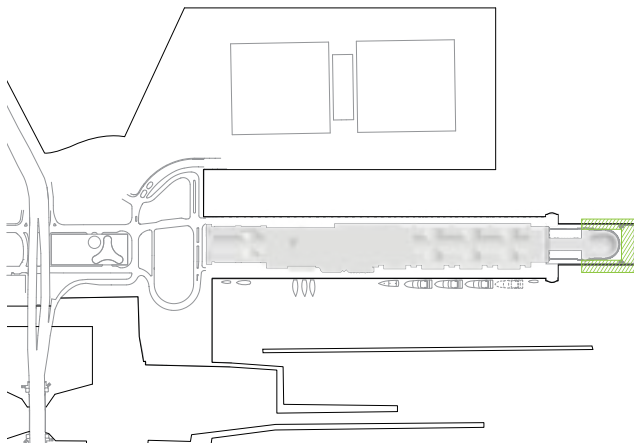
Design proposals should accommodate the proposed expansion of Chicago Shakespeare Theater and its surroundings. The Ferris wheel will remain in its present location, but the swing ride may be moved elsewhere within Pier Park. All amusements should be reimagined to reflect a more contemporary character. Other amusements, performance areas, or activities may be considered if appropriate.

Because Pier Park sits on the Pier's second level above a parking garage, vertical circulation is an important part of the pedestrian experience. The existing main staircase and ramp system should be replaced by circulation elements on both the east and west ends of the park. This design must include a plan for phased implementation and will need to be coordinated with the surrounding uses. Additional criteria will be provided later in the selection process.

Within Pier Park, there should be more landscape than hardscape. Interactive water features are encouraged. Space must be made for both permanent and temporary art installations as well as kiosks and new urban design elements.



East End Park



Goals

Surrounded by the historic Grand Ballroom and Lake Michigan, East End Park provides an opportunity to create a truly breathtaking public space that highlights its unique context and fundamentally integrates landscape with art and water. The proposed design should provide for the fundamental transition of this space from plaza to park. More than any other place on the Pier, East End Park should allow visitors to experience the “great unobstructed view, stretching away to the horizon, where water and clouds seem to meet.”

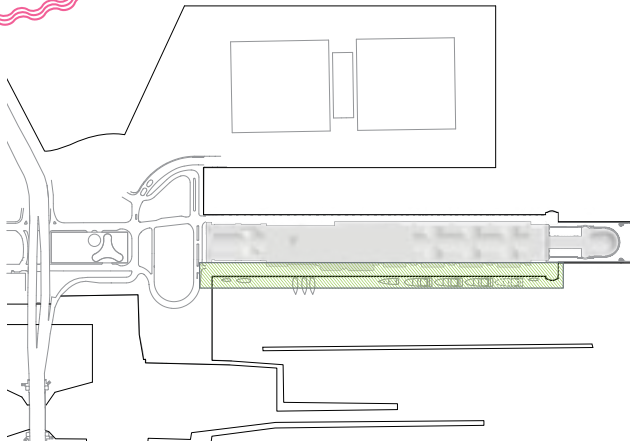


Scope

East End Park consists of the easternmost part of Navy Pier and extends west to surround the historical Recreation Building. Proposals for East End Park must keep the historical elements in place. Similar to the other park spaces on the Pier, the amount of hard and soft landscape will be proposed by the Design Team and water elements that have the ability to engage visitors are encouraged but not required. There must also be areas that can accommodate both permanent and temporary art installations. East End Park's design should be flexible and able to accommodate small events as well as a quieter, more leisurely experience that better connects the visitor to the lake.



South Dock



Goals

The South Dock is the main outdoor pedestrian promenade on the Pier that connects all of the Pier's diverse programs. It is also the location of its own varied activities, from boarding tour boats and dinner cruise ships, to dining, people watching, and entertainment. Currently, one of the more problematic aspects of the South Dock is the presence of too much visual noise: there are too many disparate elements that contribute to the South Dock's confusing and overwhelming nature. As outlined in *The Centennial Vision*, the clutter should be removed and the design proposals should begin with a new approach.



Scope

The new design for the South Dock should include the addition of landscape elements, may include changes in surface treatment, and should enhance the clarity of the circulation along the Pier. The South Dock is where all the urban design components, like benches, signage, planters, and other elements must work with kiosks, outdoor dining areas, and the commercial activities on the South Dock. The overall organization of these pieces should complement the programming of the interior of the Pier, as well as highlight view opportunities and connections to the water. The eastern portions of the South Dock provide opportunities for the creation of pocket parks adjacent to Festival Hall. Design Teams should also consider opportunities to create water features along the length of the dock. Finally, the overall organization should allow opportunities for both the permanent and temporary exhibition of art.



Overview

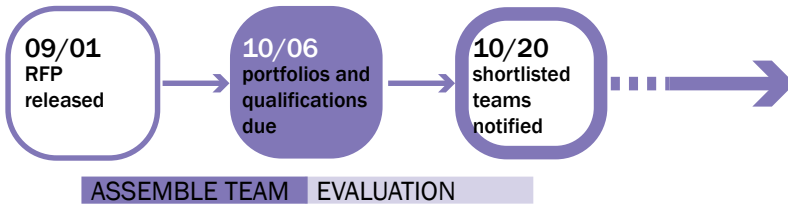
This RFP is a three-stage process. Phase I begins with an open invitation to all interested Design Teams to submit an overview of their team, its qualifications, and a portfolio that demonstrates the quality of its work. From these submittals, Navy Pier will invite approximately ten (10) teams to move on to Phase II. During this phase, the selected Design Teams will submit more detailed information about the organization of the team, the individuals that comprise it, and its design approach and philosophy for designing the Pierscape at Navy Pier. From these submittals, Navy Pier will select and invite approximately five (5) Design Teams to submit designs for the Pierscape and submit fee estimates for the scope of services contemplated herein. The Design Teams that participate in Phase III will be paid a stipend of \$50,000 USD.

The submittals will be evaluated by a team of advisors who will provide input to the Board of Directors of Navy Pier, Inc. and assist and advise them at each of the stages of the evaluation and selection process. The advisors are identified later in this RFP. The decisions about which Design Teams will be selected at each step in the process will be made by the Board of Directors of Navy Pier, Inc.

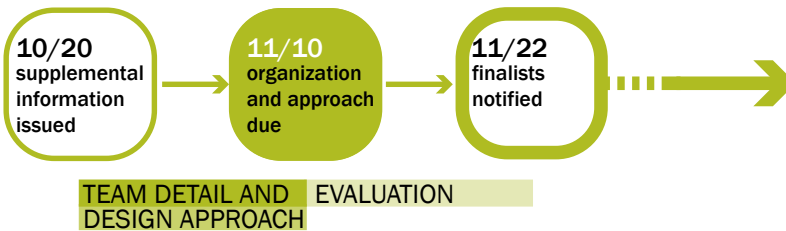
Schedule

The dates outlined below are subject to change and any changes will be noted online and sent to firms registered to receive updated information for Phase I. In the event that Phase II or Phase III dates change, online notification will be made as well as direct electronic communication with the shortlisted Design Teams.

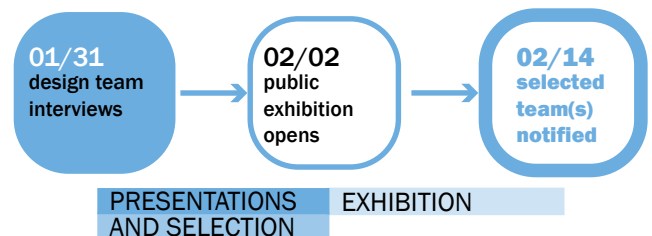
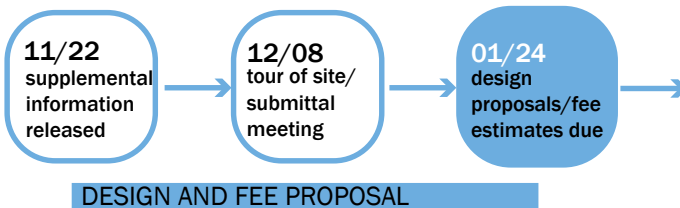
Open Registration



Shortlisted Teams



Finalists



Key Dates and Submittal Requirements

Phase I: Design Team Qualifications and Portfolio

Phase I	01 September 2011	Pierscape RFP Issued
	15 September 2011	Online Pre-submittal Meeting
	20 September 2011	Notification of Intent to Participate Due
	22 September 2011	Last Day for Written Questions
	29 September 2011	Last Response Date for Answers
	06 October 2011	Design Team Portfolio and Qualifications Due
	20 October 2011	Shortlisted Design Teams Notified

Phase II: Design Team Organization and Approach

Phase II	20 October 2011	Supplemental Information Issued
	27 October 2011	Last Day for Written Questions
	03 November 2011	Last Response Date for Answers
	10 November 2011	Design Team Organization and Approach Due
	22 November 2011	Final Design Teams Notified

Phase III: Design Proposal and Fee Estimate

Phase III	22 November 2011	Supplemental Information Issued
	08 December 2011	Site Tour and Pre-Design Submittal Meeting
	05 January 2012	Last Day for Written Questions
	12 January 2012	Last Response Date for Answers
	24 January 2012	Design Proposals and Fee Estimates Due
	31 January 2012	Design Team Interviews
	02 February 2012	Public Exhibition of All Design Proposals Opens
	14 February 2012	Selected Design Team(s) Notified

Search Process



Eiffel Tower light show, Paris, France.

Submittal Requirements

Unless noted otherwise, all material submitted in response to this RFP should be done as 8½" X 11" PDF's uploaded digitally to the Pierscape RFP website, navypiervision.com/rfp. Design Teams should provide a thorough submittal using the guidelines presented herein. Submittals should be straightforward and concise.

Design Teams are strongly encouraged, but not required, to send an e-mail notification to Navy Pier indicating their intention to participate in the Design Team Search. Only one e-mail from the team member who intends to serve as the team lead should be submitted. This notification should indicate the other team members with whom it intends to submit its qualifications and portfolio. This notification should be sent no later than 20 September 2011.



*Solomon R. Guggenheim Museum, New York City and Obscura Digital.
YouTube/Play Awards, October 2010.*

Phase I: Design Team Qualifications and Portfolio

1: Cover Letter. Design Teams must write a cover letter no longer than two pages that identifies the firms that comprise the team and outlines each firm's responsibility and focus. The cover letter should also identify which team member will serve as the lead team and identify the individual who will serve as the primary point of contact with Navy Pier. The cover letter should clearly state that the Design Team has read the RFP, acknowledges receipt of any addenda that were issued, and affirms that it agrees to be bound by the terms contained in this RFP.

2: Design Team Member Overview. Design Teams must submit an overview of each team member that highlights that firm's experience, the nature of its work, and how both relate to the design challenges to be faced in designing the Pierscape at Navy Pier. The overview should highlight any recognition or awards that the firm has received for the quality of its work. A clear and concise description of the specific role that each firm will serve on the Design Team should also be provided. Navy Pier may seek additional information from a particular firm's website so the web address should be provided. The overview should be no longer than two pages for each team member.

2: Design Team Portfolio. Design Teams should submit a portfolio of each firm's work that is most relevant and applicable for the role that it will serve in designing the Pierscape at Navy Pier. The portfolio must be limited to a total of five projects for each firm with no more than one page dedicated to each project. Include a brief written description of each project and a clear and concise summary of the firm's role on the project, the project budget, and contact information for an individual who can speak about the role that the firm played on that project. The Design Team's portfolio should be arranged to clearly communicate the overall experience of the team.



New York City Waterfalls at Brooklyn Bridge, by Olafur Eliasson. Summer 2008, New York City.

Phase II (Shortlist): Design Team Organization and Approach

1: Design Team Organization. Design Teams should provide a concise overview of the Design Team's organization, the specific area of responsibility for each team member, and the key individuals in each firm who will be working on the Pierscape design with a summary of their role. This overview should be limited to five pages and should include an organization chart that demonstrates how the team will function.

2: Team Member Resumes. The Design Team should provide the resumes of the key individuals that comprise the Design Team, highlighting their role on the team and the amount of time that they would devote to the project. Resumes should outline the professional experience, education, professional recognition, the role that the individual played in the projects shown in their firm's portfolio, and their role in other relevant endeavors. Individual resumes should be no longer than one page in length.

3: Design Approach and Philosophy. Design Teams should provide an overview of their design approach and philosophy as it relates to Navy Pier's Pierscape. This overview should be no longer than four pages in length and should demonstrate the Design Team's understanding of the goals and aspirations for the Pier and the team's ability to balance the sometimes conflicting goals of sophisticated design and the necessary components of a commercially successful enterprise. The team should elaborate upon its design process and how it would work with Navy Pier to translate its design concept into a feasible design that achieves the goals set forth in *The Centennial Vision*, meets the needs of the businesses that comprise Navy Pier, and improves the experience for the Pier's visitors.



Jenny Holzer projection on the Bahnhof SBB in Basel, Switzerland, November 2009.

Phase III (Finalists): Design Proposal and Fee Estimate

1: Design Proposal. Design Teams should submit design proposals comprised of the components outlined below. More detailed information will be provided at the start of Phase III.

1a: A maximum of ten boards submitted electronically and printed by Navy Pier.

1b: An 11" X 17" booklet with pages that contain both written and graphic content. The booklet will be printed and bound.

1c: A conceptual construction cost estimate of the proposed design.

1d: An animation of no more than three minutes in length that provides an overview of the team's design proposal is encouraged but is not required.

1e: A site model is encouraged but is not required.

2: Oral Interview and Presentation. Design Teams will be required to make a presentation and participate in an interview with Navy Pier. The presentation should provide an overview of the team's design and describe how the Design Team would work with Navy Pier to implement its design. The Design Teams may also be asked to make a public presentation of its design as well.

3: Fee Estimate. Design Teams will submit a fee estimate for completing the design of the various components of the Pierscape. A form of agreement and additional information will be furnished at the start of Phase III. Design Teams should submit a list of exceptions and proposed modifications to the form of agreement. The agreement would contemplate the completion of concept design, schematic design, design development, and may include the completion of construction documents, and contract administration for each of the components of the Pierscape. Navy Pier reserves the right to award different contracts for different portions of the Pierscape design and to work with another firm or firms for the completion of construction documents and contract administration. In the event that construction documents are completed by others, the selected Design Team may be retained to provide design oversight. After fee estimates have been submitted but prior to selection of a Design Team, Navy Pier reserves the right to engage in discussions with all or some of the Design Teams in order to clarify and negotiate specific components of an agreement.



Beijing National Stadium, opening ceremony for the 2008 Olympic Games.

Phase III (Finalists): Design Proposal and Fee Estimate

4: Design Team's MBE/WBE Program. The Design Team should submit a plan outlining either team members or firms that will subcontract with the Design Team to assist it in providing the services outlined in the form of agreement. The plan overview should be clearly written and indicate how the Design Team intends to meet Navy Pier's goals for the participation of minority and women owned business. For this RFP, Navy Pier's goals for MBE and WBE participation in the performance of the services contemplated herein are 25% and 5% respectively. The overview should be no longer than two pages. Design Teams should include a two page overview of each firm that has been added to the team in order to meet the MBE/WBE contracting goals. A clear and concise description of the specific role that a particular firm will serve on the Design Team should be provided. MBE/WBE firms must be certified by either the City of Chicago, the State of Illinois or other agencies recognized by the Metropolitan Pier and Exposition Authority.



Crown Fountain by Jaume Plensa and Krueck and Sexton Architects at Millennium Park, Chicago.

Evaluation Criteria

Evaluations will be based on the criteria outlined herein and all proposals will be evaluated using the same criteria. Navy Pier will accept the Proposal that it believes best meets the goals of the project outlined in this document.

Phase I: Design Team Qualifications and Portfolio

In evaluating proposals, Navy Pier will consider the Design Team's demonstrated experience on projects of similar scope, complexity, and visibility and their competence with the various components of the Pierscape outlined in *The Centennial Vision*. The Design Team's experience should reflect an understanding of the unique character and major issues that will be faced at Navy Pier. Navy Pier is seeking teams that can demonstrate design leadership and a commitment to design excellence with experience that reflects innovation and complexity in both a passive landscape, urban civic space, and an active commercial environment. The Design Team should have a significant record of accomplishment and standing within the design community.



The Highline by James Corner Field Operations and Diller, Scofidio and Renfro. New York City.

Phase II: Design Team Organization and Approach

In evaluating proposals, Navy Pier will consider the strength of each firm and the individuals who would be assigned to work on the project. The Design Team should be an integrated and unified team able to respond to the Pier's needs in a consistent manner and capable of developing a wholistic, integrated, and creative design solution.

The Design Teams should demonstrate an understanding of the design challenges and specific complexities at Navy Pier, have the capacity to deliver a world-class and imaginative design that lives up to the goals of *The Centennial Vision*, and respond to very specific and detailed programmatic needs of the Pier. The Design Teams should understand the necessary balance between design vision and conviction and the changes and responses necessary to meet programmatic challenges and respond to funding needs.



Toronto Central Waterfront WaveDeck, by West8, 2008-2009.

Phase III: Design Proposal and Fee Estimate

Navy Pier will consider the designs for the Pierscape and evaluate their creativity, inspirational character, responsiveness to the program and design criteria, and responsiveness to the goals set forth in *The Centennial Vision*. These designs should also be sensible and feasible with the ability to be implemented in phases as funding becomes available for various components of the design. The design concept should seamlessly integrate the pieces of the required program and the existing buildings on the Pier with a creative and innovative design approach that is responsive to available capital and can serve as inspiration for additional funding from corporate and philanthropic sources. In evaluating the design proposals, Navy Pier will consider both the submitted materials and the oral interview and design presentation.

Navy Pier will evaluate the reasonableness of the fee estimate submitted by each Design Team and will also consider the reasonableness of any proposed exceptions and modifications to the form of agreement. The agreement should reflect the Design Team's design approach and allow for flexibility in implementing the design in response to changes in program and the source and availability of funding.

Navy Pier will also evaluate the quality and reasonableness of the Design Team's MBE/WBE Program.

Navy Pier Inc. Board of Directors

The Board of Directors of Navy Pier, Inc. will make a final decision at the end of each phase in the selection process, determining in its sole discretion who and how many Design Teams to select at each step in the process. The Board reserves the right to designate a Design Team as nonresponsive or in violation of the conditions set forth in this RFP. It is the Board that shall determine which Design Team or Teams will be awarded a contract for work at Navy Pier.

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Mr. Kurt Summers
The Cook County Board of Commissioners

Mr. Kelly R. Welsh
The Northern Trust Company

Ms. Marilyn K. Gardner
CEO and General Manager



Advisors

The Board of Directors of Navy Pier, Inc. will receive assistance throughout the process from a team of advisors who will review the information submitted by each Design Team within the context of the Evaluation Criteria. The Advisors and the firms for which they work are prohibited from participating on a Design Team responding to this RFP.

Gensler: Gensler is an international architecture, planning, design and consulting practice with over 2,500 professionals in 38 locations around the globe. Gensler provided assistance with the development of *The Centennial Vision* and will continue to support Navy Pier as an Advisor for the Pierscape RFP. Gensler's work on Navy Pier is being directed by Elva Rubio, AIA, Design Director in the Chicago office.

Jones Lang LaSalle: Jones Lang LaSalle is a global financial and professional services firm specializing in real estate services and investment management. JLL assisted with creating *The Centennial Vision* and continues to provide ongoing support at Navy Pier. JLL's work at Navy Pier is managed by Joseph Caprile, AIA, Senior Vice President in the Project and Development Services Group.

Greg Cameron: Greg Cameron is the Chief Operating Officer of WTTW in Chicago. He has served as the Deputy Director and Chief Development Officer at the Museum of Contemporary Art in Chicago and has held positions at the Art Institute of Chicago, and the City of Chicago Department of Cultural Affairs. Greg is a board member of Arts Alliance Illinois, Young Women's Leadership Charter School, Renaissance Society, and the University of Chicago Children's Hospital Friends against AIDS. He also serves on various strategy and fundraising committees at other cultural organizations such as the Center on Halsted; the School of the Art Institute; the College of Art and Architecture, University of Illinois at Chicago; Common Threads; the Donors Forum of Chicago; and Links Hall.

John Syvertsen, FAIA: John Syvertsen is a Senior Principal at Cannon Design, a leading international firm in planning and design for healthcare, science & technology, education, sports & recreation, commercial, and government clients. He is also a member of Cannon Design's executive leadership team and Board of Directors. Over his more than thirty-year career, John has devoted himself tirelessly to design excellence—focusing much of his time on working with colleges and universities across the United States on projects of all sizes. He is a former Chair of the National Committee on Design of the American Institute of Architects. John serves on the Executive Committee of the Board of Regents of the American Architectural Foundation and is also the Chairman of the Urban Design Task Force for the Chicago Central Area Action Plan. He is past President of the Board of Trustees of the Graham Foundation, past President of the Chicago Chapter of the American Institute of Architects and past Chairman of the Chicago Architecture Foundation. John also serves on the University of Washington Architectural Commission, on the University of Illinois at Chicago Chancellor's Design Review Committee, on the Board of Overseers of the College of Architecture at Illinois Institute of Technology, on the Board of Directors of Archeworks and on the Board of Family Focus, Illinois.

General Conditions

General Conditions

1: Participation in this RFP is open to all. Where qualifications are submitted by a joint venture, consortium, or team of design professionals, the Design Team must designate one firm or individual to serve as the team lead and primary point of contact for the project. The Design Team will need to include members who are licensed to do business as Architects and Engineers in the State of Illinois.

2: No Design Team is entitled to rely upon any oral interpretation by Navy Pier or its representatives concerning the meaning of this RFP. All requests for interpretation must be made in writing and submitted electronically using the form provided at navypiervision.com/rfp. Navy Pier will attempt to respond to questions on a timely basis in groups based upon the number of questions received. The deadline for questions and answers in each of the phases is set forth elsewhere in this RFP. Navy Pier will post answers to questions on the Design Team Search website and will send answers to all entities that have provided contact information to Navy Pier. Navy Pier will not attribute questions to any individual or firm and reserves the right to paraphrase questions for the sake of clarity, answer similar questions only once, and to exclude questions that are ambiguous. Navy Pier may also respond to a question individually where it involves an administrative matter and to the extent the information warrants, it will be communicated to all prospective Design Teams.

3: If it becomes necessary to revise or amend any part of this RFP, Navy Pier will publish a revision by written addendum on its website and notify by e-mail all prospective Design Teams who have provided Navy Pier with valid contact information. It will be the responsibility of the Design Team to obtain all such addenda and to acknowledge receipt of any addenda that have been issued in its submittals.

4: Design Teams are to contact only the Pierscape RFP Manager at (312) 595-5185 or Pierscape@navypiervision.com concerning this RFP and should not rely on the representations, statements, or explanations other than those made in this RFP or in any written addendum to this RFP. Design Teams should not contact members of the Board of Directors of Navy Pier, Inc., its employees, or its Advisors for the purpose of discussing the Design Team's submittal responding to this RFP except as set forth herein. Navy Pier intends to advertise the Design Team Search and this RFP through a variety of media, including direct solicitation of firms that may have an interest in pursuing this opportunity. Any such solicitation or discussion to make a firm aware of this RFP by Navy Pier Inc., its employees, or Advisors shall not be considered a violation of the limitations on contact set forth above.

General Conditions, continued.

5: The responsibility for submitting a response to this RFP on or before the stated time and date will be solely and strictly that of the Design Team. Navy Pier will in no way be responsible for delays in receipt of an electronic submission. Navy Pier will send an acknowledgement to each Design Team when it receives its electronic submission.

6: By submitting its Qualifications, a Design Team agrees to accept and abide by the terms of this RFP.

7: The Design Teams that are invited to submit design proposals in Phase III of this RFP will receive a stipend in the amount of \$50,000 USD. The fee will be paid after submission of and participation in all Phase III submittal requirements and presentations. If a Design Team is disqualified for failure to comply with the conditions set forth in this RFP, then the stipend will be forfeited.

8: Navy Pier maintains a promotional relationship with American Airlines and anticipates that it will make available a limited number of travel vouchers to each team participating in Phase III for travel to Chicago. The travel vouchers may not be available for use on all flights.

9: This RFP does not represent a commitment or offer by Navy Pier to enter into an agreement with a Design Team or to pay any costs incurred in the preparation of a response to this RFP and it is understood and agreed that Navy Pier assumes no liability for the Design Team's costs incurred in responding to the RFP.

10: Final award of any contract is contingent upon the execution of an agreement between Navy Pier, Inc. and the selected Design Team or Teams.

11: Navy Pier reserves the right to request additional information or clarification of information provided by a Design Team when it believes such information is necessary to properly evaluate a submittal.

12: Navy Pier maintains a minority and female owned business enterprise procurement program for work it undertakes. With respect to this RFP, Navy Pier's goals for MBE and WBE participation in the performance of the services contemplated herein are 25% and 5% respectively. Design Teams should include a specific statement acknowledging these goals in its cover letter provided in Phase I. Specific details of the Design Team's plan to incorporate MBE/WBE firms need only be provided in Phase III.

13: Navy Pier will retain ownership of all concepts, designs, ideas, and materials developed that are submitted as part of this RFP.

General Conditions, continued.

14: The Design Team shall not offer any gratuities, favors, or anything of monetary value to any official or employee of Navy Pier, Inc. or any of its Advisors in this RFP for the purposes of influencing the outcome of the RFP response selection process.

15: A Design Team shall not collude in any manner or engage in any practices with any other Design Team, which may restrict or eliminate competition or otherwise restrain trade. Violation of this instruction will cause the Design Team's submittal to be rejected by Navy Pier. This prohibition is not intended to preclude joint ventures or subcontracts.

16: Should any question arise as to the proper interpretation of the terms and conditions contained in this RFP, Navy Pier's decision shall be final.

17: Navy Pier reserves the right to award an agreement to one or more Design Teams as it deems to be in its best interest. Additionally, Navy Pier reserves the right to reject all proposals and to undertake the work contemplated herein in a different manner.

18: Except with Navy Pier's approval, the Design Team shall not directly or indirectly disclose, divulge or communicate to any person, firm or corporation, other than Navy Pier or its designated representatives, or as required by law, any non-public information which it may have obtained during the RFP process concerning any matter relating to the work or regular business of Navy Pier.

19: Proposals that do not comply with the submittal requirements of the RFP, or that contain omissions, erasures, alterations or additions not called for, or that are irregular in any way, may be rejected as nonresponsive and insufficient. Navy Pier, however, reserves the right to waive any informalities when it considers a waiver to be in its and the public's best interest. In addition to all other basis for rejection, any Design Team found to have falsified any information to Navy Pier in relation to this or any other RFP, or which has been barred from doing business with Navy Pier, the City of Chicago or State of Illinois, or which has been convicted of a felony related to procurement contracting with any unit of government, may be rejected.



Websites and Downloads

www.navypier.com

www.navypievision.com

The Centennial Vision: A Framework for Reimagining Navy Pier
navypievision.com/pdfs/The_Centennial_Vision.pdf

ULI Report

www.navypier.com/ULIreport/pdf/ULIReportSummary.pdf

Aerial images are available through Google Earth and Bing maps.

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