

1996

Business awards

COMPANIES OF THE YEAR, BUSINESS LEADER OF THE YEAR, ENTERPRISING TEACHER OF THE YEAR

By Bruce Goldberg

The 11th business awards winners range from river runners to chemists, all acknowledged for their financial performances, community service and an operational aspect of the business.

Competition sponsors are Coopers and Lybrand, The Colorado Association of Commerce and Industry and *Colorado Business*.

This year's judges were Ed Adams Jr., Professional Travel Corp.; Bruce Alexander, Bank One Colorado; Annemari Chenoweth,

Neoplan USA Corp.; Kay Clark, Front Range Plating; Gene Lee, The Graebel Cos.; Edward Meier, Duree and Co.; Clem Mulder, Ralston Purina Co.; John Proffitt, KMGH-TV Channel 7; Kristy Schloss, Schloss Engineered Equipment; Priscilla Woodward, Computer Access; Dr. Albert Yates, president, Colorado State University and Greg Goodwin, Kuni Lexus (Goodwin did not vote on the category in which he won).

Winners are honored at CACI's annual Colorado Day luncheon Aug. 5 in Denver.

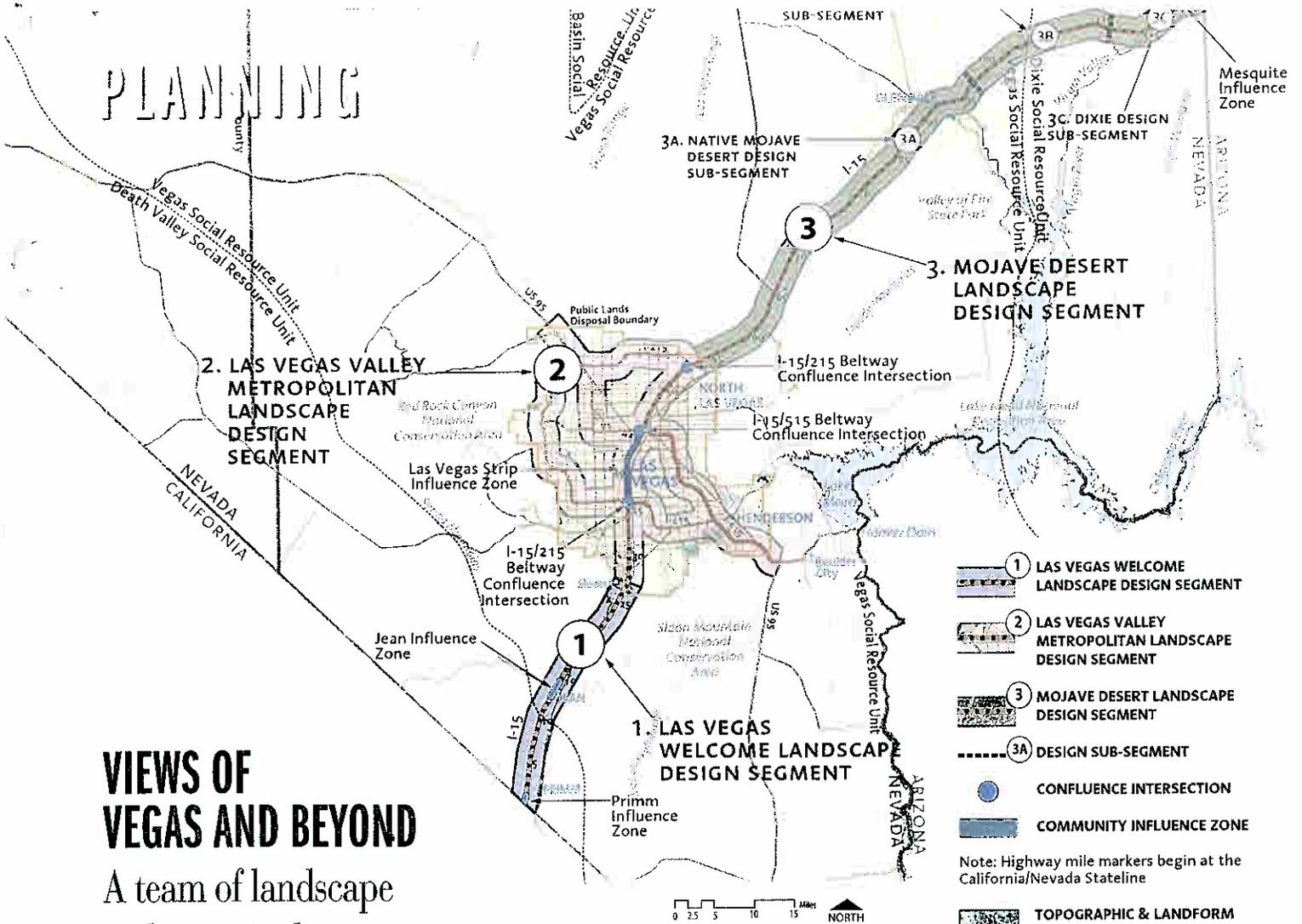
Company of the Year

Services

DESIGN WORKSHOP (DENVER, ASPEN, VAIL, SANTA FE, ALBUQUERQUE, PHOENIX AND SÃO PAULO)

Community Service: To celebrate the company's 25th anniversary in 1995, each staff member pledged 25 volunteer hours to environmental conservation, wildlife protection and building better communities.

PLANNING



VIEWS OF VEGAS AND BEYOND

A team of landscape architects is changing how an entire state addresses landscape aesthetics in its planning decisions.

By James L. Sipes, ASLA

DRIVING ALONG HIGHWAY 215 in northwest Las Vegas is like being sucker punched in the stomach.

Imagine a 500-foot-wide corridor filled with nothing but gray rocks, gray pavement, and tall gray walls. To make things worse, this concrete canyon runs right through the middle of one of Las Vegas's bustling residential areas. Houses are built right against the corridor edge, separated only by massive walls that were intended to reduce noise but that actually eliminate views and separate neighborhoods. "People frequently describe the I-215 corridor as a moonscape," sighs Ron Blakemore, ASLA, supervising landscape architect for the Nevada Department of Transportation (NDOT). "It is an amazingly sterile and inhospitable place."

In this country, rivers were once the physical barriers that helped

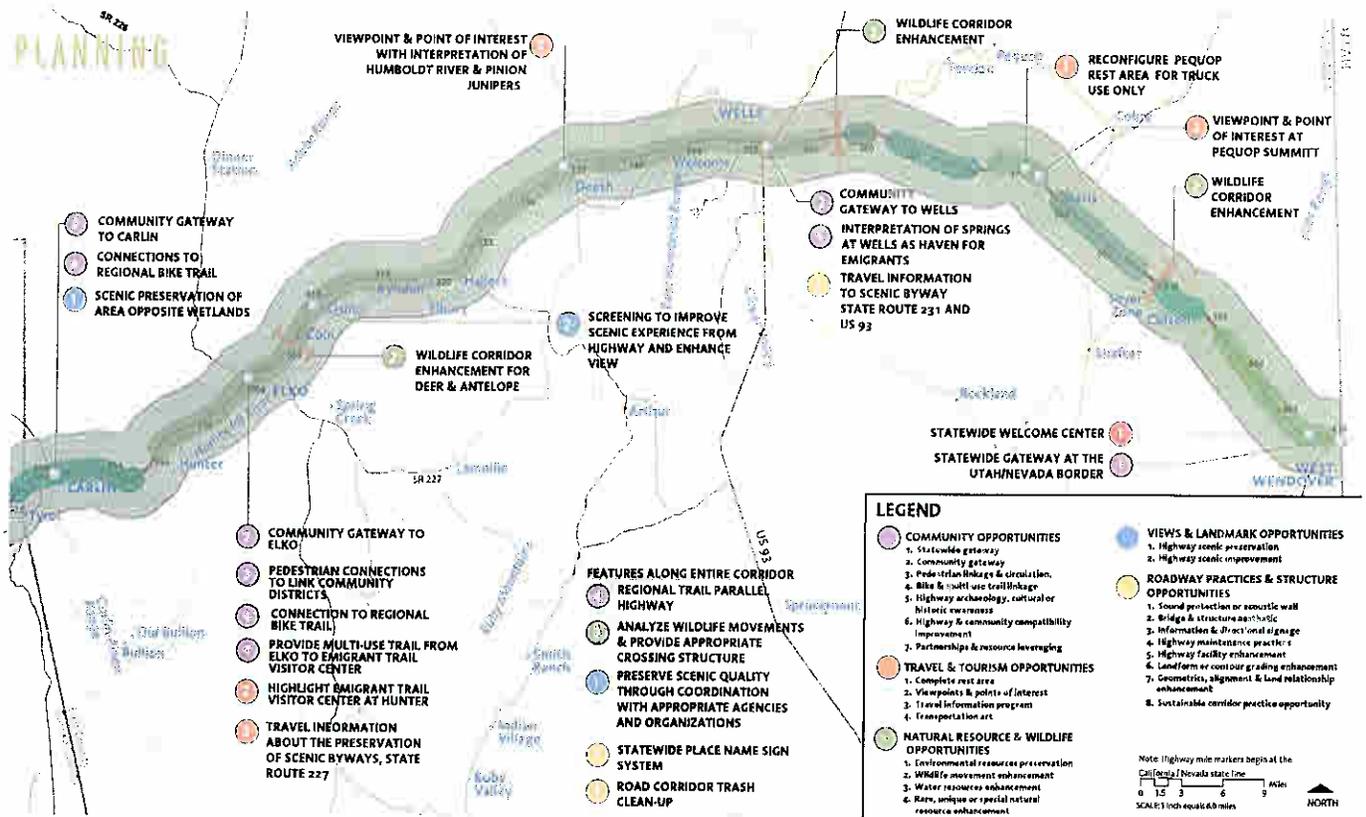
Landscape design segments define areas of similar characteristics in which the same major design theme is applied.

Each design theme provides a unifying concept throughout the design segment and is the overarching idea that will guide future design projects and interpretations.

define the shape of communities and separated settlements. Today, roads like I-215 play that role.

Transportation projects such as the Las Vegas beltway are built because Nevada is the fastest growing state in the United States. In an effort to keep up with the changes, NDOT adopted the philosophy of building as much road as possible, safely and cost-effectively. The results of this approach too often were freestanding 24-foot-tall walls that blocked views of surrounding mountains, highways that split communities in two, and bridges that lacked any visual appeal. But the one project that made state leaders realize things needed to be done differently is the Carson City Bypass.

With the Carson City Bypass project, NDOT developed a design for the bypass but did not allow for any meaningful involvement from the



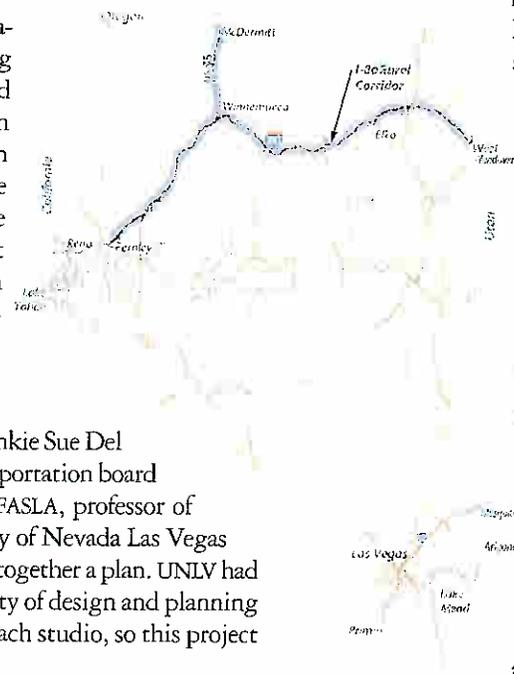
public. When NDOT was 60 percent finished with the construction drawings, several organizations in Carson City banded together to oppose the project. Their complaint was that the selected alignment was not community friendly. NDOT had to abandon plans and go back to square one. As a result, the Carson City project cost the state of Nevada millions of dollars and alienated many of the local stakeholders.

Kenny C. Guinn, the governor of Nevada at the time, made his career by being fiscally conservative, and he believed good planning was a way to save money. Guinn did not want a situation like the Carson City Bypass to ever happen again. "We can't afford that type of mistake in state government," said Guinn, who thought that the state needed to develop a program to avoid making similar mistakes in future transportation projects.

A Vision

After the Carson City Bypass fiasco, Frankie Sue Del Papa, former attorney general and transportation board member, contacted Mark Hoversten, FASLA, professor of landscape architecture at the University of Nevada Las Vegas (UNLV), and asked if he would help put together a plan. UNLV had been working across the state on a variety of design and planning projects as part of its community outreach studio, so this project was a logical outreach of those efforts.

For each segment of a corridor, such as the one along rural I-80, above, the design team explored opportunities for enhancement. The rural section of the I-80 corridor, below, includes the eastern part of the state from Fernley to West Wendover at the Utah border as well as US-95 from Winnemucca to McDermitt at the Oregon border.

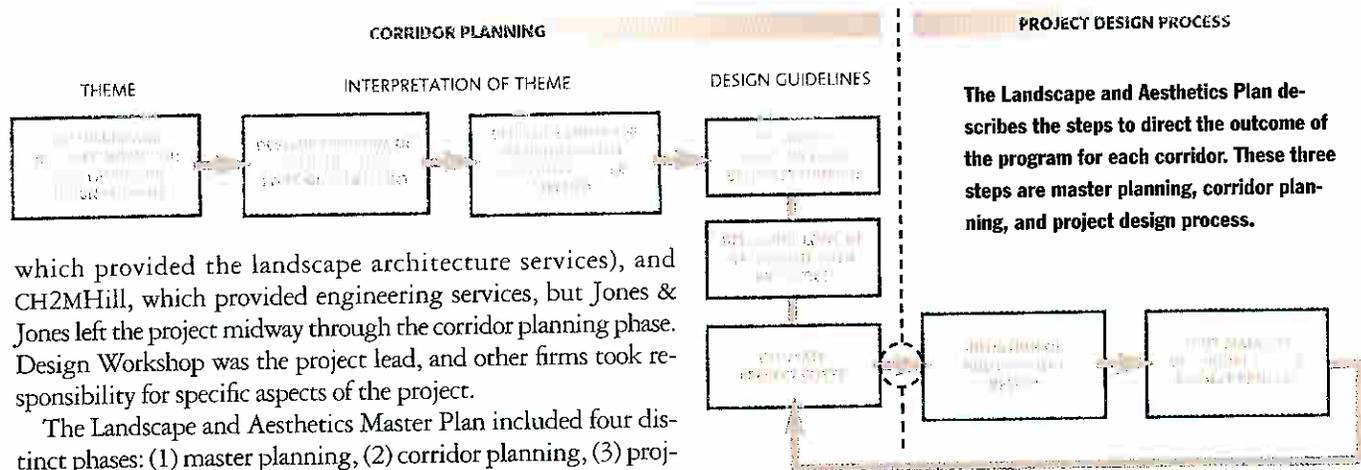


Del Papa's original concept was to design every highway in the state, but it did not take long for her to realize that a master plan would be a more official approach that would establish policies, procedures, standards, and guidelines for Nevada's roads and highways. One of her first tasks was to create a technical review committee that included NDOT divisions in roadway design and planning, the Federal Highway Administration, and state representatives from other state departments.

The resulting Landscape and Aesthetics Master Plan developed by UNLV outlines a policy of integrating aesthetics into the design of all major highway projects within the state. The master plan was adopted by NDOT in 2002, and this past year it was adopted as policy by the Nevada transportation department.

The Nevada Landscape and Aesthetics Master Plan

Once the master plan was adopted, NDOT brought in a team of professional landscape architects and engineers to develop a working document for making day-to-day decisions involving transportation planning. The original design team included Design Workshop, Jones & Jones, J.W. Zunino and Associates, Mackay and Soms (all of



which provided the landscape architecture services), and CH2MHill, which provided engineering services, but Jones & Jones left the project midway through the corridor planning phase. Design Workshop was the project lead, and other firms took responsibility for specific aspects of the project.

The Landscape and Aesthetics Master Plan included four distinct phases: (1) master planning, (2) corridor planning, (3) project design, and (4) construction, operations, and maintenance. Since UNLV had already completed the master plan, the first task the design team focused on was corridor planning.

Corridor Planning. The corridor plan identified the major

design themes and materials to be used in the landscape and aesthetic treatments. The first phase of the project focused on two high-priority corridors: the Interstate 15 corridor and the Interstate 80 corridor, which included both the urban and rural sections. The initial phases of planning each of the three corridors focused on building a greater level of understanding about the place. An inventory of existing data surveyed elements such as history, settlement patterns and anticipated urban changes, travel and tourism, natural resources and wildlife habitat, viewsheds (which show all areas visible from a specific point) and landscape character, and existing NDOT standards and practices. A comprehensive set of data was not available for the state, so the design team spent a lot of time collecting data, determining what was meaningful, and creating new data sets for critical information. GIS was used to manage the massive amounts of data needed for the corridors.

The landscape architects on the team spent time learning about transportation engineering, highway design, and public works. They knew recommendations regarding landscape and aesthetics needed to be based on valid engineering practices. "You can't change something without understanding it first, and you can't ignore 150 years of highway knowledge," says Richard Shaw, EASLA, principal with Design Workshop.

This sequence of travel over approximately 1,000 feet illustrates the sound wall design for the corridor. Characteristics include staggered wall planes, landscape planting in front of the wall face, and patterning on the wall face.

Final recommendations illustrated a detailed vision for the landscape of a particular corridor. Landscape types were defined by a hierarchy of treatment levels, varying from a standard approach to those with landmark quality. Each treatment level consists of various combinations of softscape—compositions of trees, shrubs, perennials, grasses, and ground treatments—and hardscape—bridges, retaining walls, acoustic walls, pedestrian crossings, railings, barrier railings, lighting, and art.

"One thing that has unfolded during the synthesis phase is how many aspects the concept of aesthetics touches on," says Shaw. "For example, outdoor advertising was not a part of this project at the beginning, but this is a dramatic impact on the Nevada and Las Vegas landscape." Control of billboards is



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essentially in local hands, but concepts were developed to manage the visible space and to propose solutions for discussion with regulatory bodies. Littering and noise receptors, which normally would not have been included in highway planning, were also added to the broad concept of aesthetics.

Project Design. Individual projects were selected for site-specific design. These projects help promote tourism by protecting natural resources and by connecting with local people, places, events, and stories associated with communities across the state. Landscape and aesthetic treatments for the Spaghetti Bowl in Las Vegas, being designed by J.W. Zunino and Associates, is the first site-specific project.

Construction, Operations, and Maintenance. The team knew that to be successful, the design recommendations would need to be constructed and maintained. Understanding the life-cycle costs of each project is necessary. Detailed cost estimates were compiled into a database for each type of softscape and hardscape treatment using data collected from NDOT, local engineering and landscape architecture firms, contractors, and product manufacturers. A separate report prepared by UNLV examined long-term main-



Typical bridge components lack visual appeal, above, but landscape and aesthetic treatments can improve the appearance of the bridge when guidelines are applied, opposite.

tenance costs such as graffiti removal, plant maintenance, irrigation, and hard surfaces. UNLV is also preparing a technical support document that will make recommendations on staffing and operating procedures and will provide new employees with the information needed to integrate landscaping and aesthetics into the NDOT system.

Transportation projects are notorious for underfunding landscapes, and aesthetic issues are often limited to those directly attached to a highway structure such as an overpass or sound wall. Nevada has made a financial commitment that is unprecedented. This plan will be funded by up to 3 percent of the capital project cost (\$12 to \$20 million per year). The 3 percent is not

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An advertisement for EcoMatrix erosion control product. The background is a dense field of green grass. In the center, a woman's face is shown, completely covered in a thick layer of brown mud. She is wearing a white hood and has cucumber slices over her eyes. To the left, there is a white bag of EcoMatrix product with a blue and white striped logo. The text "EcoMatrix" is written in a stylized font, with "Stabilized Fiber Matrix" underneath. To the right of the woman's face, the text "Don't let erosion leave you with mud on your face..." is written in a white, sans-serif font. Below this, the text "The Smart Solution" is written in a large, white, serif font. In the bottom right corner, the Canfor logo is displayed in a red box. At the bottom of the advertisement, there is a red banner with white text: "EcoMatrix™ the newest addition to Canfor's line of 100% wood fiber spray-on erosion control products. A cost effective alternative to blankets, EcoMatrix™ has been designed to help you stay within the provisions of the Clean Water Act, Phase II. For our complete product line and specifications see our web site www.canforpfd.com or call 1-800-426-6002." Below the banner, the website "www.canforpfd.com" is written in a large, white, sans-serif font.

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mandatory but is the amount that can be set aside for landscaping and aesthetic issues. This policy had already been adopted by NDOT and is currently in effect, so the results will be immediate.

Other States

Nevada is certainly not the only state trying to create highways that are more attractive and community friendly. The introduction of context-sensitive design and context-sensitive solutions by the Federal Highway Administration has helped promote such highways in recent years.

Some states take an extremely broad-brushed approach, some have developed detailed design standards, and some focus on design solutions at a local level. The Florida legislature directed the state's DOT to include aesthetics in the development of all highway proj-

ects and suggested that local governments require aesthetics in their comprehensive plans.

• The Ohio Department of Transportation has developed a Design Standards and Guidelines policy to integrate aesthetics into major transportation projects on the highway.

• Maryland's Office of Environmental Design, Landscape Architecture Division, is responsible for the development of highway aesthetics.

• The Texas Department of Transportation's Landscape and Aesthetics Design Manual discusses the types of aesthetic approaches for highway design and provides general guidance as to how and when they should be applied.

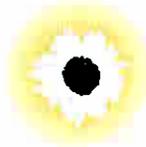
• The California Transportation Department (Caltrans) has implemented several programs that seek to create more context-sensitive highway designs and incorporate transportation art and aesthetics into highway structures. Caltrans's Landscape Architecture Program provides direction and coordination for context-sensitive solutions, erosion control and highway planting policies, landscaped freeway designations, and roadside management.

• The Michigan DOT's Aesthetic Project Opportunities Inventory lists more than 2,000 opportunities for improving the visual quality of the environment along highways within the state. One limitation of the program, however, is that the department does not guarantee financial support for implementing aesthetic project opportunities.

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A number of DOTs include consideration of aesthetics in roadway design locally. The Kentucky Transportation Cabinet (KYTC) spent \$70 million to design and construct the 12-mile-long Paris Pike so it fits the surrounding horse country. The project was initially proposed in 1966, but many felt that it would destroy the road's rural beauty and historical significance. Construction finally began in the mid-1990s after a more sensitive design approach was taken.

The next chapter of the Kentucky story is less happy. When it came to developing alternatives for I-66, which would create a new interstate connecting Somerset and London, KYTC publicly stated that it was going to use a "Paris Pike process." Yet, once into the design and planning process, it quickly forgot Paris Pike and used a more traditional engineering approach instead.

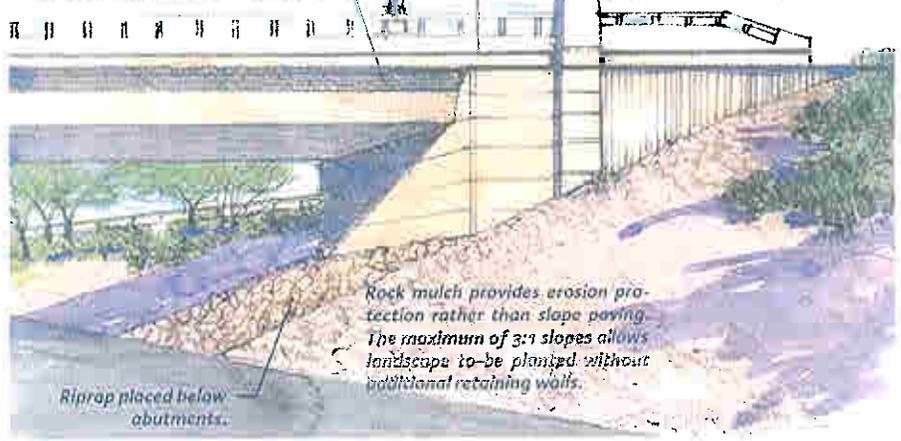
Seattle is currently developing plans to replace its existing Viaduct, which runs along the west side of the city and parallels the Puget Sound shoreline. The idea is to put the new highway underground and to include public spaces above the proposed highway that would help connect Seattle to its waterfront. The Viaduct project is very controversial, in part because of its \$5 billion price tag. At the same time, however, other highways in the region are being expanded with little regard for landscape and aesthetics.

Lighting is integrated into the structure of the bridge.

Shadow patterns in structures occur due to relief of planes and specific shadow lines and may be located at joints or as part of the ornament of the bridge.

Structural connections are not visually prominent below bridge deck.

Vertical abutment structures are more visually appealing than bridge designs with slope paving and minimal clearance below the bridge spans. A minimum of 6 feet of abutment below the superstructure is required with a preferred distance of 8' to 10'.



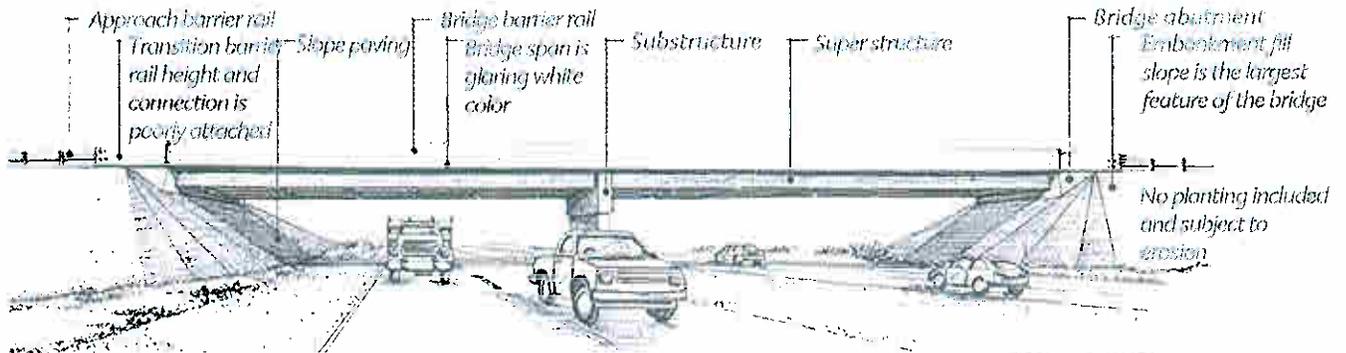
Rock mulch provides erosion protection rather than slope paving. The maximum of 3:1 slopes allows landscape to be planted without additional retaining walls.

Riprap placed below abutments.

Bridge abutments and barrier rails, above and below, can be designed as a composition with jointing and materials that are consistently applied to each structure.

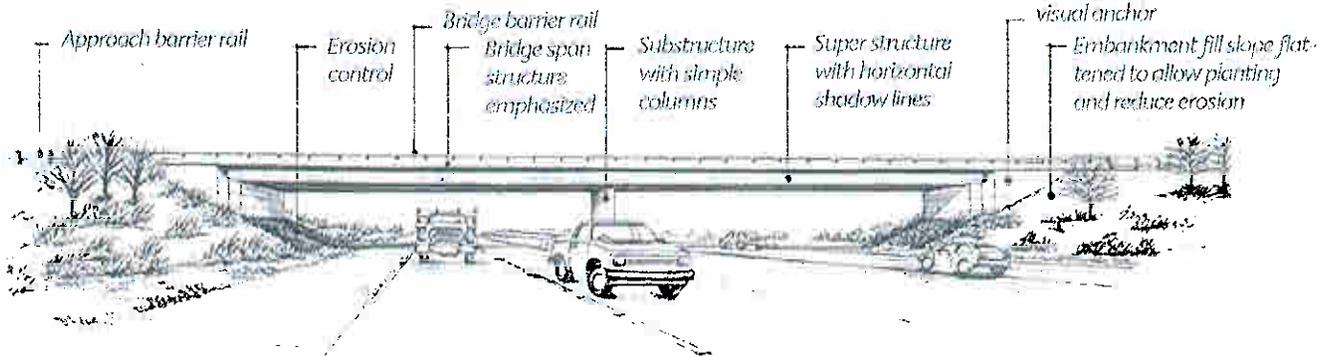
New Role for Landscape Architects?

While working on the Nevada project, several design team members commented on how important this type of project was and how little interest the profession of landscape architecture has shown toward transportation projects. "Projects that involve large infrastructure generally have not received much attention in our profession," says Steve Noll, ASLA. It has not always been



Typical component and proportions can be visually improved.

Bridge abutment designed as strong visual anchor



PLANNING

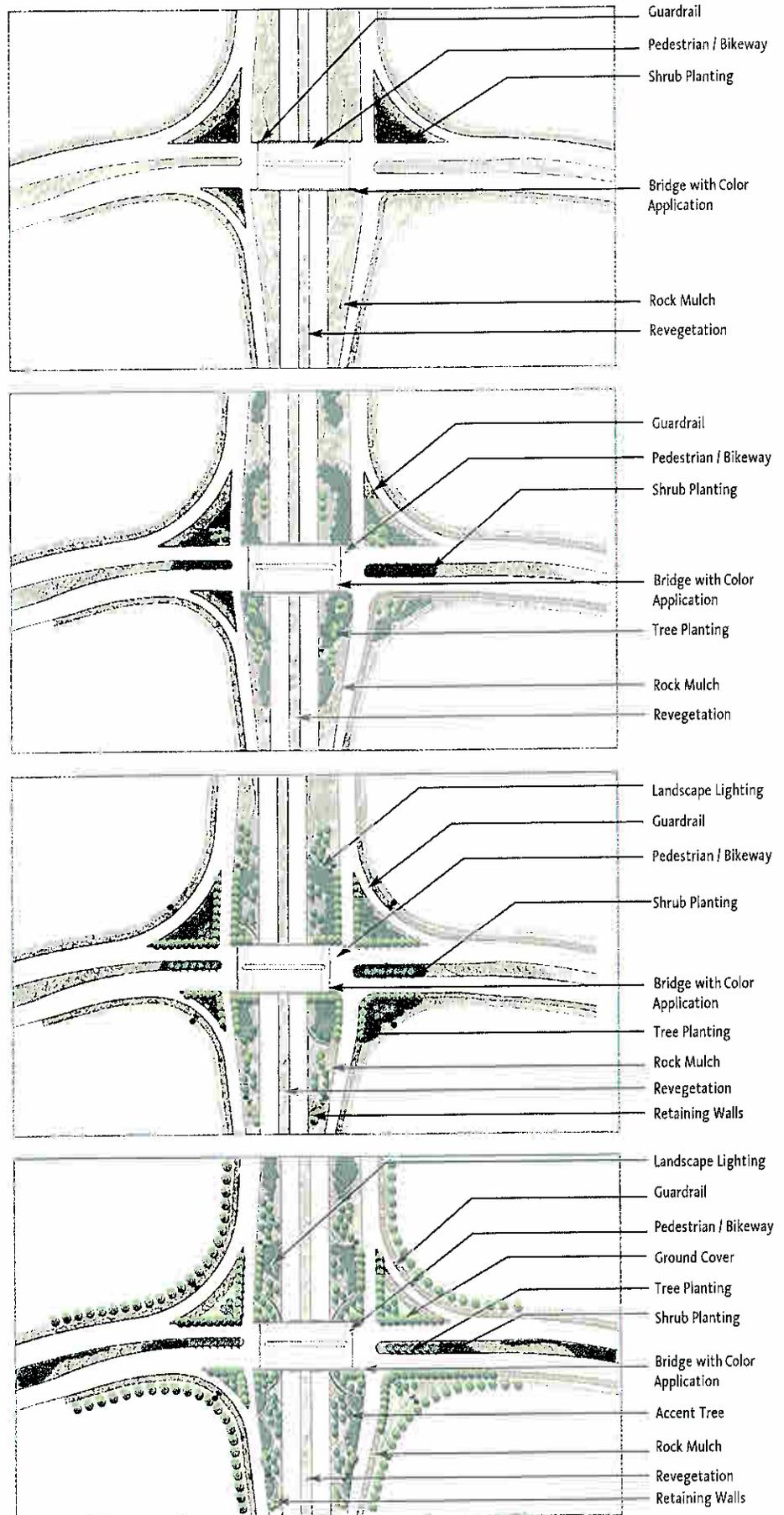
that way. Historically, landscape architects have played a significant role in landmark highway projects such as the Blue Ridge Parkway in Virginia.

The role of landscape architects in transportation projects changed during World War II when the country decided to take a more utilitarian approach to building roads. Engineers accepted that responsibility and developed a culture around how highways were designed and built, with emphasis on safety and operations. Another reason for the change was that landscape architects seemed to have lost interest in transportation projects. Shaw believes the hesitancy of landscape architects to get involved with larger transportation issues is symptomatic of the profession. "This is the same discussion we have about community planning, development planning, and other subject areas the profession has not necessarily shown much interest in pursuing," observes Shaw. "Many landscape architects seem hesitant to tackle projects that require extensive research or that may be very controversial."

In recent decades, landscape architects have begun to reenter the highway design field, playing a role in several significant projects: Paris Pike; U.S. Highway 93 on the Flathead Indian Reservation, the Natchez Trace Parkway; and I-170 Vail Pass and I-70 through Glenwood Canyon, both in Colorado. In each of these projects, the highway was integrated into the landscape in such a way as to protect cultural, natural, and visual resources.

"Landscape architects need to get out there and lead in terms of master planning, corridor planning, and design work, and we need to be able to justify our role in the transportation system," says Blakemore. "If you can't do that, you are going to be doing planting plans the rest of your life, and that is not what we need." Hoversten agrees wholeheartedly: "Our task over the next few years is to educate landscape architects about their role in these types of projects."

Typical designs for each of the five landscape types and four hardscape treatments were developed for prototypical interchanges. These designs were used to develop cost estimates for each level of treatment.



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As a result of the Landscape and Aesthetics Master Plan, Nevada has raised the bar for context-sensitive design. If the plan is successful, it will be because of the dynamic partnership built between NDOT, other state agencies, UNLV, and policy makers who are committed to building better highways. Participants in the design and planning process are confident the project will have a dramatic effect on aesthetics within the state. "We are getting endorsements from communities so that there are no surprises when we are ready to design," notes Hoversten. Blakemore has seen how excited people are about the program. "Every place we go, we have received accolades and just a tremendous amount of support," Blakemore says. "People just absolutely love this program. It is well supported by the public and the various local public agencies, and they have told us that." Governor Guinn was certainly supportive of the plan. He wrote, "This plan will be the primary management tool that guides funding allocations and appropriate aesthetic design and that incorporates highway elements that uniquely express Nevada's landscape, communities, and cities. The state considers this plan to be a major accomplishment for the future of Nevada highways."

Through this process, Nevada has gained not only a new, comprehensive approach to highway design, but also a greater aware-

ness and understanding of how highways should be designed. "There is a commitment by NDOT to understanding, at the broadest scale, what these landscape design segments are, where they exist, and how the characteristics of those places are translated into the highway facilities of the future," notes Shaw. For NDOT, this evolutionary process represents a complete change of culture and is going to take some time.

James L. Sipes, ASLA, is founding principal of Sand County Studios in Seattle. He served as design consultant to Jones & Jones.

SOURCES

For more information about the NDOT Landscape and Aesthetics Master Plan, visit the web site www.ndothighways.org.

■ California Transportation Department, www.dot.ca.gov.

■ Florida DOT, www.dot.state.fl.us.

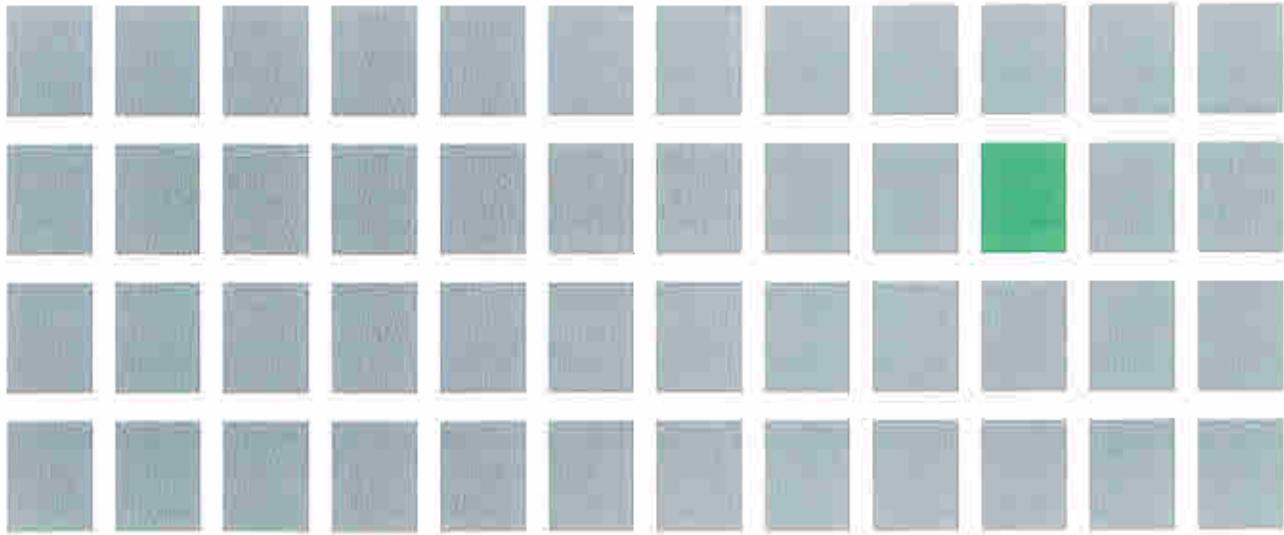
■ Kentucky Transportation Cabinet, www.kytc.state.ky.us.

■ Maryland Office of Environmental Design, www.sha.state.md.us/aboutus/orgchart/oed/oed.asp.

■ Michigan DOT's Aesthetic Project Opportunities Inventory, www.michigan.gov/mdot.

■ Ohio Department of Transportation Design Standards and Guidelines, www.dot.state.oh.us/drrc.

■ Texas Department of Transportation, www.dot.state.tx.us, and the TxDOT Landscape and Aesthetics Design Manual, manuals.dot.state.tx.us/dynaweb.



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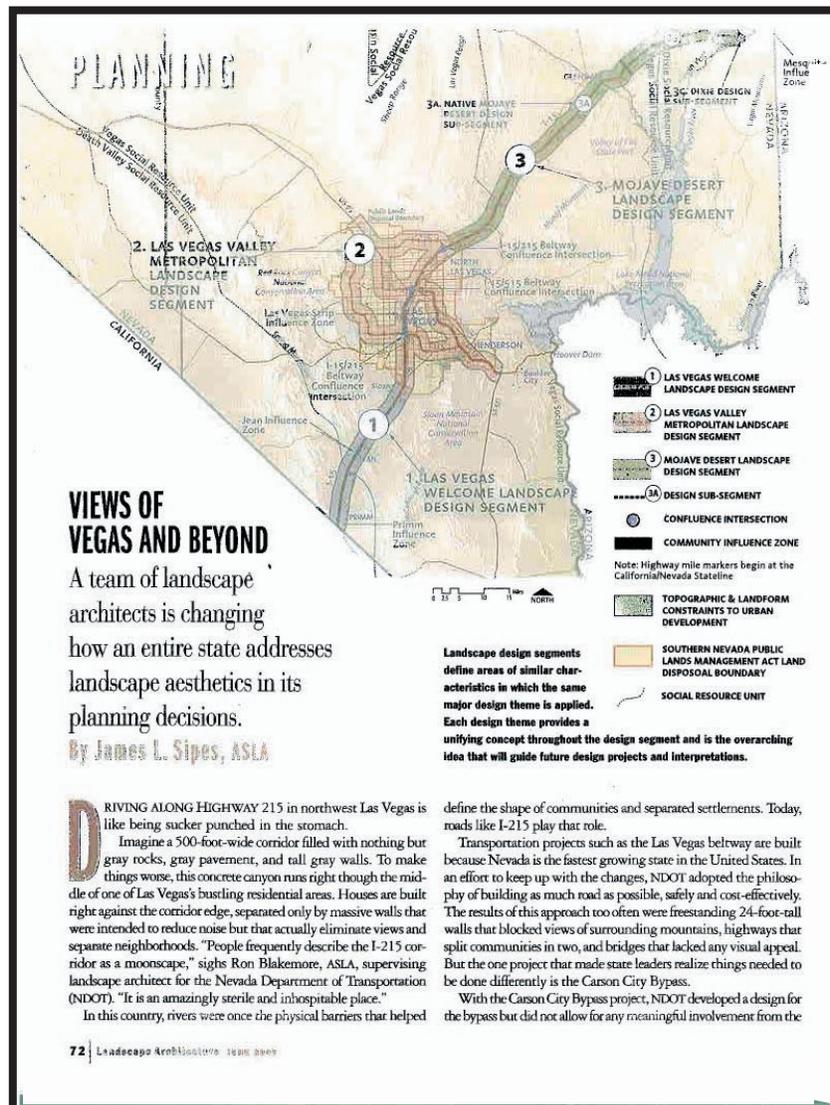
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Design Workshop is changing how an entire state addresses landscape aesthetics in its planning decisions.



VIEWS OF VEGAS AND BEYOND

A team of landscape architects is changing how an entire state addresses landscape aesthetics in its planning decisions.

By James L. Sipes, ASLA

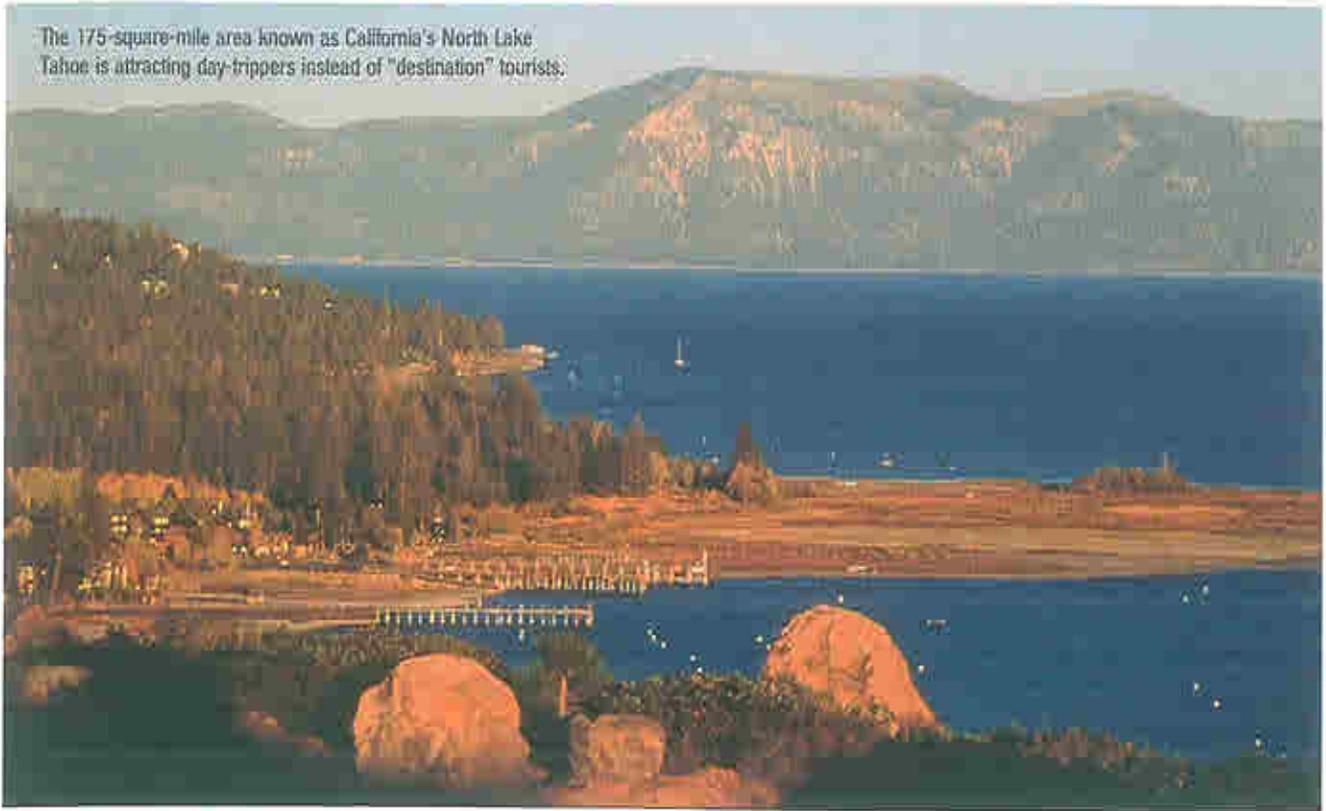
DRIVING ALONG HIGHWAY 215 in northwest Las Vegas is like being sucker punched in the stomach. Imagine a 500-foot-wide corridor filled with nothing but gray rocks, gray pavement, and tall gray walls. To make things worse, this concrete canyon runs right through the middle of one of Las Vegas's bustling residential areas. Houses are built right against the corridor edge, separated only by massive walls that were intended to reduce noise but that actually eliminate views and separate neighborhoods. "People frequently describe the I-215 corridor as a moonscape," sighs Ron Blakemore, ASLA, supervising landscape architect for the Nevada Department of Transportation (NDOT). "It is an amazingly sterile and inhospitable place."

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The 175-square-mile area known as California's North Lake Tahoe is attracting day-trippers instead of "destination" tourists.



CIRRO DESIGN WORKSHOP, INC.

Improving Tourism In North Lake Tahoe

RICHARD W. SHAW AND REBECCA R. ZIMMERMANN

The goal of the new master plan is to rescue the premier year-round destination resort of the intermountain West from 1950s sprawl.

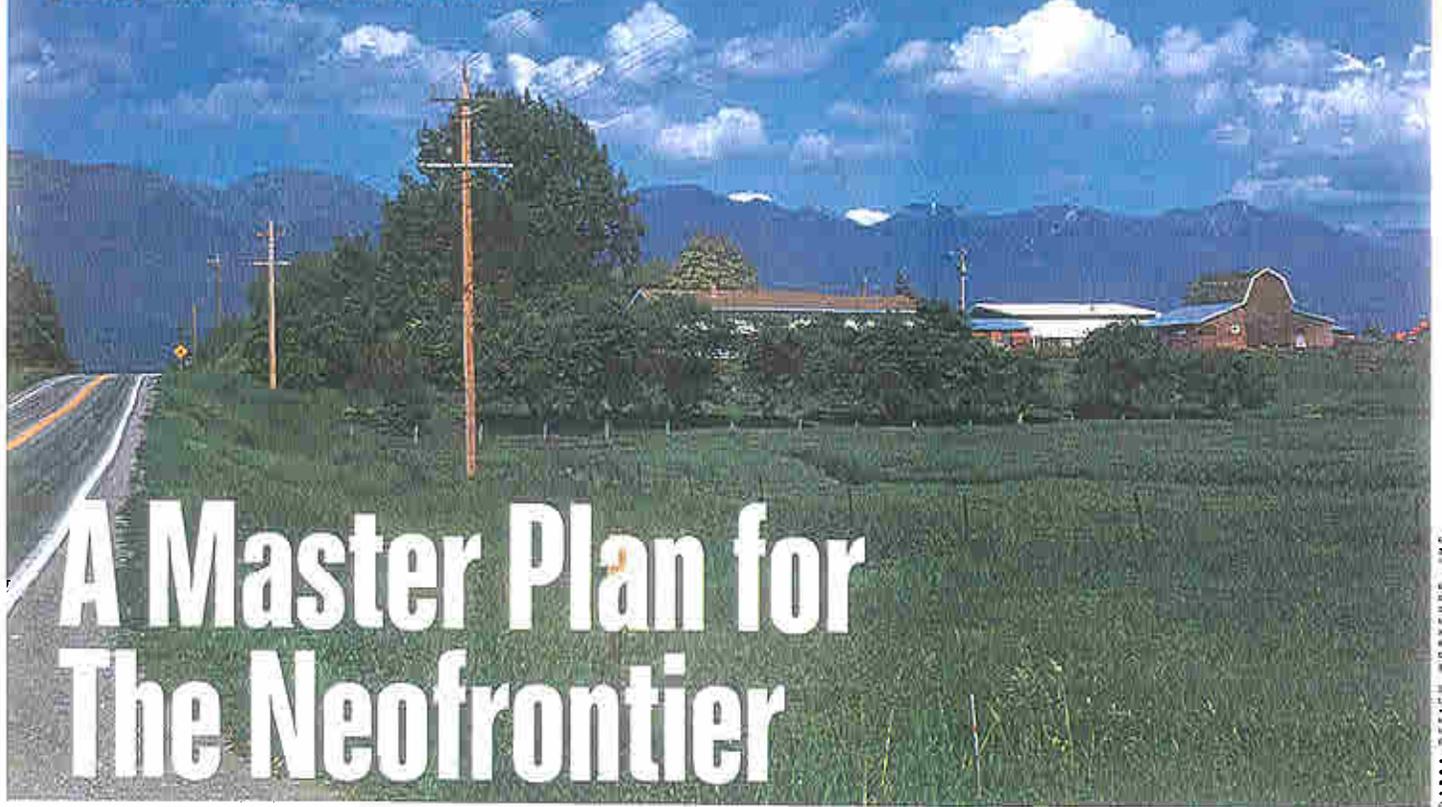
Located on the northwestern shores of an inconceivably blue, 200-square-mile lake ringed by mountain peaks, California's North Lake Tahoe region possesses unparalleled scenery. With 30 feet of snow annually, it also boasts of some of the continent's best skiing. Not surprisingly, tourism provides 80 percent of the jobs in this 175-square-mile area that hosted the Winter Olympics in 1960.

But tourism has gradually been declining. Vacancy rates at motels, hotels, and bed and breakfasts

reportedly have sunk below 50 percent and are still falling. The rental rates for condominium and vacation homes have dropped by almost half in recent years. Despite the high quality of several resorts, even ski tourism has stagnated. Competition from the Nevada side of Tahoe, where casino gambling provides another tourist diversion plus substantial revenues, compounds the problem.

Business leaders in North Lake Tahoe blame this deterioration on the region's tacky, 1950s image, which is manifested in dozens of aging motels along two-lane State Highway 89. "In the midst of burgeoning recreation, within the jewel of the Sierras, and next to one of the most famous lakes in the world, we are absolutely static," says Ron MacIntyre, president of the North Lake Tahoe Chamber of

The goal was to create a sustainable development plan for the future that could be implemented as a model for gateway communities of the American West.



A Master Plan for The Neofrontier

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Flathead County, Montana

KURT CULBERTSON AND
DEANNA M. SNYDER

The American West is undergoing tremendous change as word of the region's clean air, wide open spaces, and plentiful jobs spreads. Long considered the nation's playground, the intermountain West rapidly is becoming a haven for tourists and second-home owners wishing to escape the congestion, traffic, crime, unemployment, and high taxes of states like California, New York, and Massachusetts. Throughout the Rocky Mountain states, post-World War II land use patterns, such as sprawl, are transforming classic "Marlboro landscapes" and the character of rural towns and moderate-sized cities. (See "The Rocky Mountain West at Risk," March 1995, *Urban Land*.)

Flathead County, Montana, epitomizes the neofrontier. With 3.8 million acres of pristine beauty, Flathead—once a drowsy outpost for loggers—has become a magnet for tourists, retirees, and California refugees who have swelled the population 14 percent in the last decade. Second-home development cleaved farms that once produced mint, barley, and alfalfa into 30-acre ranchettes. At risk is not just a quiet way of life, but some of the nation's purest water and air quality.

Named after the Flathead Indians, Flathead County is just south of the Canadian border. The county contains half of Glacier National Park (which draws 2.1 million visitors a year) and Flathead Lake, the largest fresh water lake west of the Mississippi. The region's pristine mountains, valleys, and streams are home to approximately 64,000 local residents,

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and an increasing second-home population. The dramatic landscape, award-winning fly fishing streams, and acres of prime agricultural land have made the area attractive to movie producers for films such as *A River Runs Through It* and *The River Wild*. And resort towns like Whitefish and Bigfork are becoming increasingly popular with tourists for their small town character, charming shops, restaurants, bed and breakfasts, and natural beauty.

Some of these communities, particularly old mining and logging towns, are enjoying prosperity for the first time in a century. Many residents feel that the rapid growth of the last three years will continue unabated, irrevocably changing the character of the Flathead Valley they love. Others are not convinced. Will growth continue or will the boom-and-bust cycle that has been the historic legacy of the West reassert itself? Recent layoffs at Columbia Falls Aluminum and Stoltze Lumber, two of the major employers in the valley, support such fears. Tom Powers, economics professor at the University of Montana, notes that perhaps a new economic paradigm is at work, in which the traditional economic base is being replaced by one that is amenity driven.

Significant Change

Regardless of where one stands on the benefits or problems associated with growth and increasing tourism, two facts are clear: Flathead is undergoing significant change, and with change comes stress. Land that once was open space or used for agriculture is being converted to housing. In just one year, subdivision lots increased 15 percent. New construction requests almost doubled in the last two years. School enrollment is up 12.4 percent since 1988. Property taxes are skyrocketing. Rural two-lane roads are becoming major four-lane thoroughfares. And access to traditional hunting and fishing grounds is being lost as private property owners exert their rights. The traditional industries of forestry, mining, and agriculture are under assault.

These changes are placing extreme pressure on the Flathead Valley and other communities of the intermountain West, and, because of financial crises, government institutions are unable to move quickly. Directives from Washington, D.C., the state of Montana, and even the county seat are out of touch with the needs of the residents. In community after community, top-down planning has failed. What Flathead County needed was a new kind of decision-making process.

Public Planning

Rapid growth made Flathead County's 15-year-old master plan ineffective. In addition, 70 percent of the county is protected by federal or international environmental law. Flathead did not have enough money or staff to enact the kind of visionary planning needed to guide future land use decisions. As a

result, the largest, privately sponsored, public planning process was born.

In fall of 1992, a diverse group of citizens (from timber company representatives to environmentalists and businesspeople) formed a grass-roots organization, the Cooperative Planning Coalition. Its goal was to develop a master plan to guide growth in a sustainable manner. Community support was overwhelming, resulting in more than \$350,000 in private donations to fund the project.

The new plan was drawn up with exhaustive participation from the community, including volunteers from realtors to natural scientists from the U.S. Fish and Wildlife Service and Glacier National Park. The plan was to accommodate both preservation and development. Notes Marilyn Wood, field representative for The Nature Conservancy: "Some of the most critical sites for biodiversity are also prime places where people want to live. Everyone wants a home on the waterfront or along a river."

The Cooperative Planning Coalition grew, motivated by the desire to simplify and streamline local land use approval processes, protect natural resources and the valley's rural character, and plan public facilities and services in a cost-efficient and proactive manner. But how does one create a bottom-up planning strategy to meet local needs? A process of community decision making was needed to create a plan of, by, and for the people.

Building Consensus

In 1993, the Cooperative Planning Coalition retained Design Workshop, a landscape architecture and planning firm from Aspen, Colorado, to complete a master plan for the entire county in 12 months. The planning process consisted of data gathering, analysis, development of plan alternatives, public comment, plan revisions, plan adoption, and code development. Although this program is not unique, the grass-roots impetus for the project has resulted in an unprecedented, citizen-driven planning process based on information generated during 80 public meetings in ten county neighborhoods.

The approach produced a countywide master plan while also providing a flexible framework in which neighborhoods could address specific needs. In a county with a wide diversity of opinion on private property rights and environmental protection, this approach began to build community consensus.

The GIS Database

The consultants played the roles of strategist, facilitator, coordinator, and editor. Team members spent 60-hour weeks in the valley, interviewing local groups, meeting with residents of each neighborhood, and presenting current work products for public comment. Back at the office, the computer team developed an extensive computer geographic information system

(GIS) database that comprised over 100 base maps documenting both natural and manmade existing conditions for all of the county's private and public land.

Information was gathered on vegetation, wetlands, and wildlife, and on transportation, utilities, and cultural and historic sites. The National Park Service, the United States Forest Service, and several local agencies that helped develop the natural and cultural resources database will be its future users. For the first time, the county will have a sustainable documented source and database on which to base decisions about development.

In addition, the database was used to assist in analyzing the plan's comprehensive range of issues:

- **Economic**—the future of the timber industry, agricultural preservation, and diversification offered by the tourism industry.
- **Environmental**—the protection of air and water quality, sensitive wildlife habitats, and scenic areas; and ecosystem management.
- **Developmental**—the impacts of strip development, tourism, and second homes, and the need to protect private property rights.
- **Political**—coordination with the Flathead Indian Reservation and establishment of new forms and procedures of local government.

The goal was to create a socially, economically, and environmentally sustainable plan for the future that could be implemented as a model for gateway communities in the West.

Setting Goals

The first phase involved over 100 participants in goal-setting sessions in eight different neighborhoods. More than 435 goals were expressed. Major concerns were the following:

- preserving Flathead Valley's rural character;
- protecting natural resources, including air and water quality;
- planning for growth with creative alternatives;
- establishing a diverse economy;
- protecting private property rights;
- addressing the current tax policy; and
- providing for affordable housing.

To ensure that information in the database was complete, accurate, and grounded in local knowledge, 25 focus groups (made up of local experts in ecosystem management, tourism, land use law, demographics, affordable housing, transportation, and commercial and industrial development) were assembled to create 1) a forum to discuss topics of countywide concern, in many cases for the first time; 2) a framework for ongoing planning so that the initial focus groups, or their successors, can continue the planning effort; and 3) alternative master plans.

The focus groups' roles will continue after the plan's adoption to ensure that goals are implemented.

Other methods of public involvement included newsletters, radio and TV interviews, and a land use survey that was sent to all 33,000 households in the county and that received more than 4,000 responses.

Individual Needs

To meet the needs of each neighborhood, the needs of individuals had to be met first. To comprehend a landscape of 3.8 million acres, individual property owners had to be able to see the relationship their homes would have to their neighbors' homes and vice versa. The master plan had to have enough personal significance for each citizen to identify with it and see it as a call to action.

In the end, the county's neighborhoods were delineated by cognitive, jurisdictional, and physical boundaries. Cognitive boundaries were defined by asking attendees to draw what they perceived to be their neighborhoods.

Existing jurisdictional and service boundaries were mapped to define areas of common interest (tax appraisal, school, fire, water and sewer, zoning, postal delivery, telephone prefixes, municipal planning, census tracts, multiple listing, waste management, and utility service areas). Physical features such as roadways, river channels, and mountain slopes also were mapped.

Alternative Futures

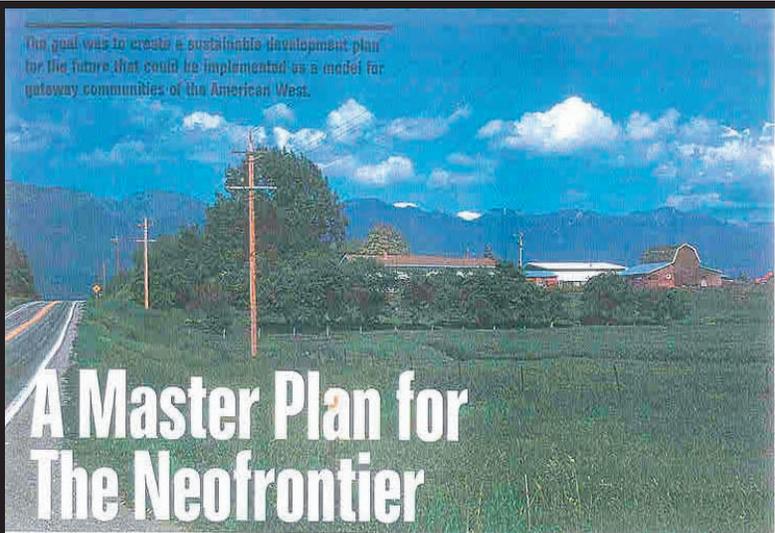
Next on the agenda was defining alternative futures for each neighborhood. What kinds of land uses are appropriate for each area of the county? How can tourism best benefit residents? Should industrial development occur wherever the market dictates or should it be directed toward existing urban areas? What public facilities and services do residents require or desire? Given that residential, commercial, and industrial development will be built around these facilities, should they be randomly dispensed throughout the neighborhood or clustered in one or more centers?

Once the general framework was established, housing issues were addressed. Should housing be developed in all areas that the market dictates or should it be built at a density in keeping with residents' wants? What is the land capable of carrying? What level of population can the neighborhood support before the quality of life is irrevocably damaged?

Demonstration projects on volunteered land enabled citizens to visualize the implications of their decisions. All implementation techniques were considered, including Euclidean zoning, performance standards, purchase and transfer of development rights, urban growth boundaries, development impact fees, growth management plans, and real estate transfer taxes. The method chosen was a performance standards review system that would cater to each of the ten planning neighborhoods.

Urban Land. December 2005

A Master Plan for the Neofrontier - Flathead, Montana.



The goal was to create a sustainable development plan for the future that could be implemented as a model for gateway communities of the American West.

A Master Plan for The Neofrontier

Flathead County, Montana

KURT CULBERTSON AND
DEANNA M. SNYDER

The American West is undergoing tremendous change as word of the region's clean air, wide open spaces, and plentiful jobs spreads. Long considered the nation's playground, the intermountain West rapidly is becoming a haven for tourists and second-home owners wishing to escape the congestion, traffic, crime, unemployment, and high taxes of states like California, New York, and Massachusetts. Throughout the Rocky Mountain states, post-World War II land use patterns, such as sprawl, are transforming classic "Marlboro landscapes" and the character of rural towns and moderate-sized cities. (See "The Rocky Mountain West at Risk," March 1995, *Urban Land*.)

Flathead County, Montana, epitomizes the neofrontier. With 3.8 million acres of pristine beauty, Flathead—once a drowsy outpost for loggers—has become a magnet for tourists, retirees, and California refugees who have swelled the population 14 percent in the last decade. Second-home development cleaved farms that once produced mint, barley, and alfalfa into 30-acre ranchettes. At risk is not just a quiet way of life, but some of the nation's purest water and air quality.

Named after the Flathead Indians, Flathead County is just south of the Canadian border. The county contains half of Glacier National Park (which draws 2.1 million visitors a year) and Flathead Lake, the largest fresh water lake west of the Mississippi. The region's pristine mountains, valleys, and streams are home to approximately 64,000 local residents,

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Design Week

Building upon a program invited by LSU, Design Workshop has carried this model to multiple universities.



Design Week North Carolina A and T 2003

ARCHITECTURE



DN PHOTO/ROBERT LEISTRA

SECOND YEAR GRADUATE STUDENT LINDSEY ADKINS and third year undergraduate student Dominick Angotti discuss their plans for the redevelopment of a "brownfield" site in Indianapolis with Ball State alumnus Steven Spears from Design Workshop from Aspen, Colorado.

Students design section of Indy

Professionals from Colorado partner to help landscape city

Alex Martinson ■ Staff Reporter

Instead of attending class, landscape architecture students spent the week in meetings and working with professionals from Colorado on an immersive project.

Professionals from Design Workshop, a multi-national landscape architecture and urban design firm, have partnered up with Landscape Design students to design a section of Indianapolis.

The program's success lies at the core of the firm's ideals, Steven Spears, a firm associate and 1999 graduate of Landscape Architecture Department, said.

"[Design Workshop] is very interested in the education process," he said. "This program is a way of giving back to the educational community, of which we are all a part. Sure it is a way to

Landscape: Group spends week developing project site

Continued from PAGE 1

to get our firm's name out to future graduates, but its primary concern is providing students with real-world experience."

Design Week is a collaborative experience Design Workshop has done for six years.

Ball State University's is connected to the firm through Landscape Architecture chairman Malcolm Cairns and professor Les Smith, both of whom have been instrumental in organizing third-year-level field trips to the firm's Aspen, Colorado, office. Ball State alumni work for the firm and make the connection even stronger.

"Our goal is for the students to have an immersive learning experience with a real firm, dealing with real issues, and connecting with real people," Joseph Blalock, Landscape Architecture assistant professor, said.

The project deals with a site in Indianapolis just north of the IUPUI campus, he said. Working in teams of 8-10 members from five different years of study, students are focusing on a brownfield. A brownfield is property that the expansion, redevelopment or reuse of which may be complicated by the presence of a hazardous pollutant or contaminant. It was chosen, in part, because of Design Workshop's world-renowned success with brownfield redevelopment and the challenges the site also provides students.

"With IUPUI and BioCrossroads to the south, Methodist Hospital to the east and Fall Creek's protected public land to the north, this site is a key in connecting communities," Blalock said. "We hope to see what services are lacking in the surrounding neighborhoods and create a mixed-use development. The challenge is to work with the existing water treatment facility on the site, which provides 65 percent of Indianapolis' water."

Gentrification is also a concern, he said. It is the process of renewing deteriorating neighborhoods while middle-class or affluent people move in, displacing the prior, often poorer residents.

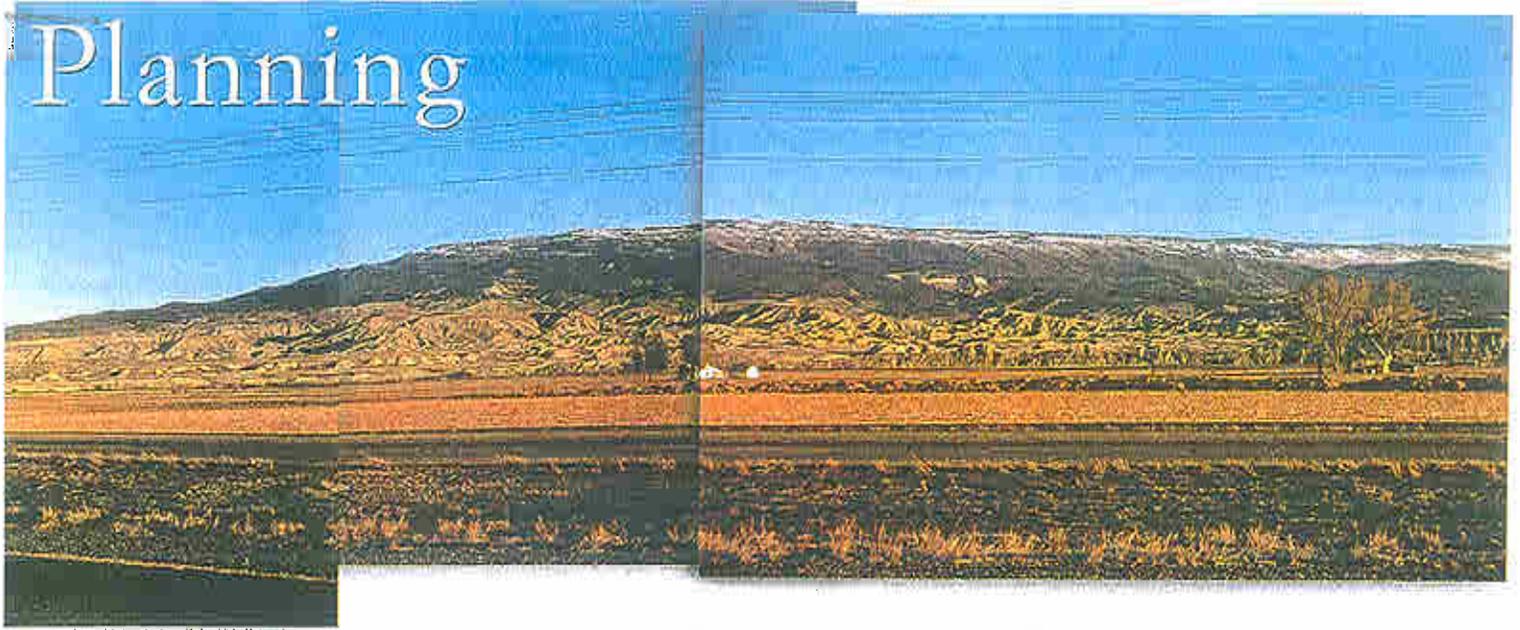
While the site for this project is mostly unoccupied, the abutting neighborhood of Riverside is home to many lower-income families.

But with challenge comes opportunity. BioCrossroads has created upward of 7,000 jobs and further development of this site could lead to a loop on the city's developing monorail, Spears said. This, in turn, could benefit Riverside residents.

Each group of students and professionals outline site possibilities with hopes to get both the private sector and the city of Indianapolis on board.

Please see LANDSCAPE, page 2

Planning



A Guide for Growth

Design Workshop proposes a plan to help preserve one Colorado county's agricultural lifestyle. **By ANITA R. SWANSON**

For most of its history Delta County in western Colorado has been a sparsely populated place dependent on livestock and farming for its economic survival. Even today agriculture accounts for approximately forty-three percent of Delta County's total workforce when indirect employment is included. County residents, many of whom have roots in the area going back several generations, raise sheep and cattle, grow such row crops as beans and corn, and manage orchards that produce peaches, apples, cherries, and other fruits. Although agriculture is becoming less and less economically

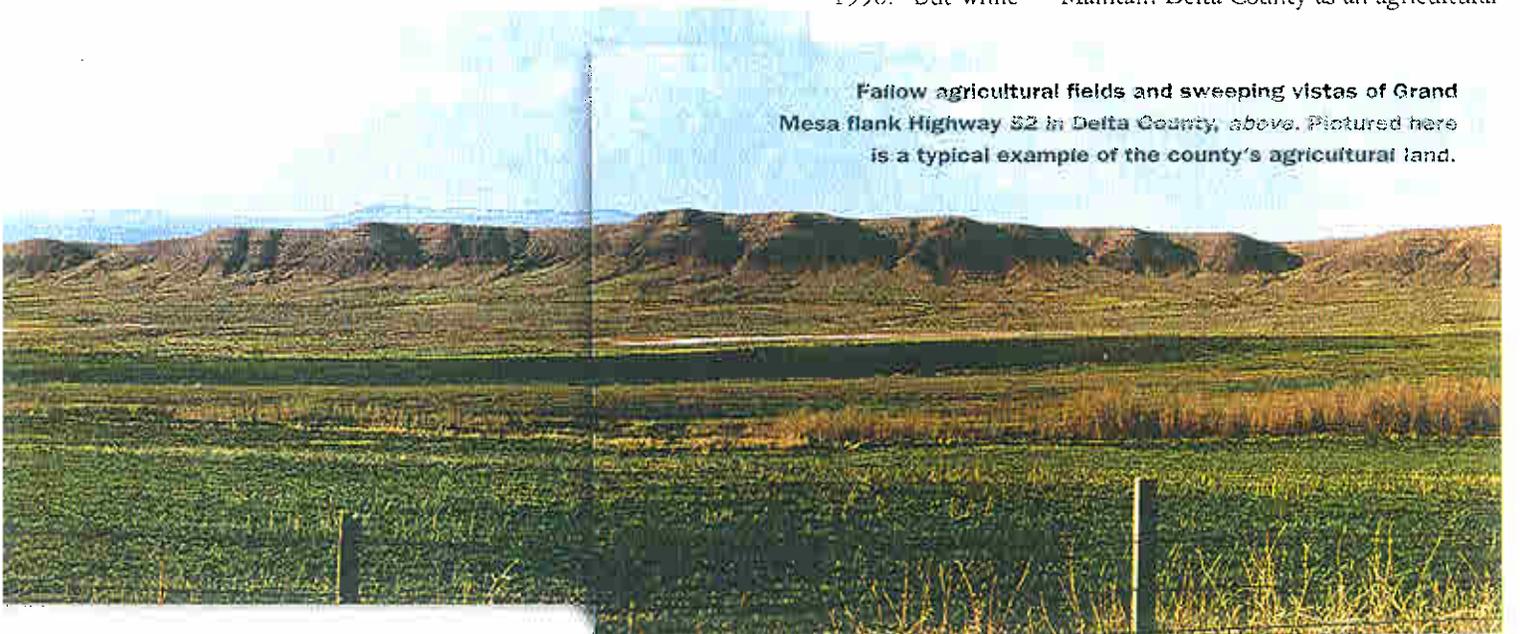
viable as a way of life in much of the West, Delta County has so far managed to retain its traditional lifestyle. In 1995 the total economic impact of agriculture and related businesses was estimated at more than \$134 million—an impressive figure for a county with a current population of 25,500.

That doesn't sound like a lot of people, especially when one considers that the county stretches over 1,157 square miles, but, as Delta County Administrator Susan Hansen points out, "our population has grown at an average annual rate of four percent since 1990." But while

these new residents have brought money with them to the area, the growth has not come without a price. According to Hansen, twenty-one percent of the county's agricultural land has been lost during the past decade. Whether or not Delta County has a future as a viable agricultural community is very much an open question.

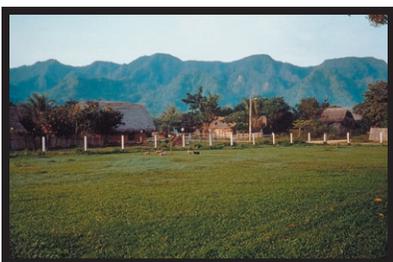
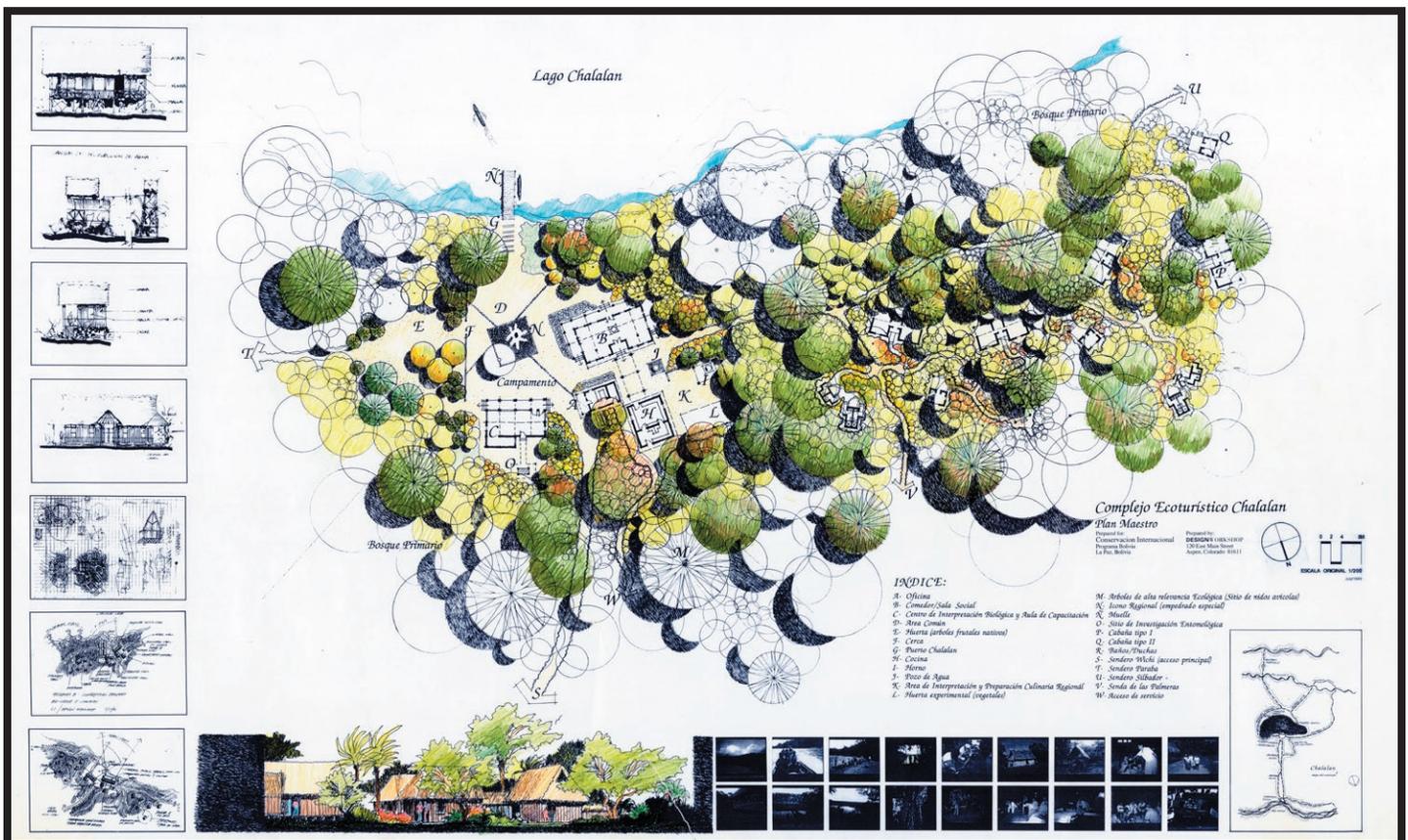
Realizing that the county needed a plan for coping with growth, county planners created a new master plan that was adopted by the county commissioners in January of 1996. The master plan's goal statement reads, "Maintain Delta County as an agricultural

Fallow agricultural fields and sweeping vistas of Grand Mesa flank Highway 52 in Delta County, above. Pictured here is a typical example of the county's agricultural land.



International Wildlife, Jan-Feb, 1997

Bolivia's outpost of hope - rain forest protection.



1996

Business awards

COMPANIES OF THE YEAR, BUSINESS LEADER OF THE YEAR, ENTERPRISING TEACHER OF THE YEAR

By Bruce Goldberg

The 11th business awards winners range from river runners to chemists, all acknowledged for their financial performances, community service and an operational aspect of the business.

Competition sponsors are Coopers and Lybrand, The Colorado Association of Commerce and Industry and *Colorado Business*.

This year's judges were Ed Adams Jr., Professional Travel Corp.; Bruce Alexander, Bank One Colorado; Annemari Chenoweth,

Neoplan USA Corp.; Kay Clark, Front Range Plating; Gene Lee, The Graebel Cos.; Edward Meier, Duree and Co.; Clem Mulder, Ralston Purina Co.; John Proffitt, KMGH-TV Channel 7; Kristy Schloss, Schloss Engineered Equipment; Priscilla Woodward, Computer Access; Dr. Albert Yates, president, Colorado State University and Greg Goodwin, Kuni Lexus (Goodwin did not vote on the category in which he won).

Winners are honored at CACI's annual Colorado Day luncheon Aug. 5 in Denver.

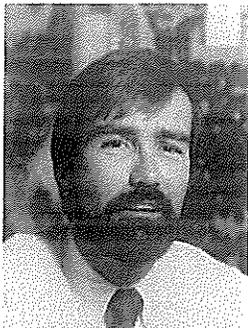
Company of the Year

Services

DESIGN WORKSHOP (DENVER, ASPEN, VAIL, SANTA FE, ALBUQUERQUE, PHOENIX AND SÃO PAULO)

Community Service: To celebrate the company's 25th anniversary in 1995, each staff member pledged 25 volunteer hours to environmental conservation, wildlife protection and building better communities.

How some of those commitments were met: Staffers helped establish a new, non-profit organization called Colorado Open Lands to help preserve open lands; one staffer planned and designed Bobolink Trail in Boulder, and partners are serving on the Aspen Valley Land Trust board, on the Colorado Air Quality Control Commission, on the governor's Smart Growth committees and on the Urban Land Institute's Rocky Mountain Task Force.



Kurt Culbertson,
CEO

What's the smartest thing your business has ever done?

K.C.: "Realizing we're in a knowledge-based business and that we can have great marketing, financial and computer systems, but if we don't have great people, we're lost. We have a full-time human resource manager. And virtually every piece of management information is available to everyone in the firm."

What one thing do you wish you could take back?

"When you've been careful about hiring people, when you've developed personal relationships with people in the firm, and find you have to let some people go in order to survive, it's a very, very painful process. ... If we could have developed a strategy to save these people's jobs, that's what I would like to do over again."

What do you want people to know about your company?

"In almost every way, landscape architecture touches people's lives. It goes far beyond their perception that we only create gardens. Our definition of landscape architecture is any modification of the surface of the planet. We deal with mine land reclamation, planned communities and resorts, campus planning, national parks and protected areas, land trust and conservation areas."

Final word

"We have been fortunate to be located in Aspen when there was growing sensitivity to environmental issues, when community decision-making became far more complex and confrontational, and some new lifestyles emerged, allowing people to live in small communities throughout the West.

"I would see our growth occurring where people find a stimulating intellec-

tual environment, a spectacular natural environment and a vibrant business community all come together in one place."

(Design Workshop plans to open offices in Jackson Hole and Lake Tahoe, and possibly Chamonix, France.)

Design Workshop's DERRI TURNER MEMORIAL

AMES HIGH: Lisa Ames helps build a memorial path near the Roaring Fork River outside Aspen.

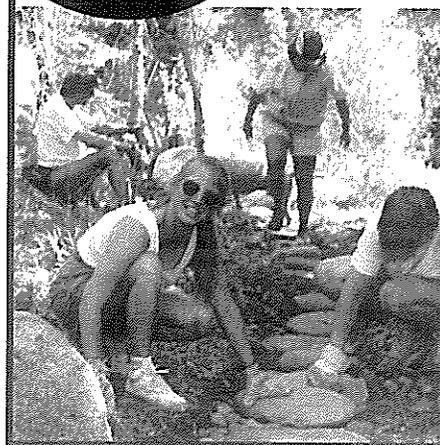


PHOTO COURTESY OF DESIGN WORKSHOP



PHOTO COURTESY OF DESIGN WORKSHOP

GROUP BREAK: Design Workshop (Aspen) employees take a break while building the Derri Turner Memorial near the Roaring Fork River in summer 1995. Turner was a company employee who died in a balloon accident. The memorial, marked by a bench and stone path, is part of a public hiking trail and was a community service project.

Bolivia's outpost of hope - rain forest protection

[International Wildlife](#), [Jan-Feb, 1997](#) by [Steven Hendrix](#)

Can tiny San Jos turn rain-forest visitors into habitat saviors and provide an ecological model for other communities?

When we finally come ashore, the bow of our dugout canoe slides into the sand with a sigh of relief, one that all of us aboard emphatically echo. It has been a rigorous five hours on the Tuichi River, a fractious Amazon tributary that runs through Bolivia's northwest lowlands.

The late-summer water is low but deceptively swift. Each time we had climbed out to shove the boat off rocky shallows, the current tore at us. We had come within seconds of disaster when Ruth Alipaz, a Quechua-Tecana Indian from the nearby village of San Jos de Uchupiamonas, was nearly swept under and back toward the roaring outboard.

Now, as we sit quietly in the stilling canoe, relaxing for a moment in the warm tropical evening, unspoken questions arise: Will ecotourists soon pay to make this journey? And if so, will they leave behind enough of their money to save this remote, fragile region from potential ruin as unplanned development works its way up the river?

Over the next three days, this soggy team of biologists, tourism experts and architects will lay the conceptual foundations for what they hope will be a small but bustling rain-forest tourist facility. With me and a photographer in tow, they have disembarked at Chalalan, the embryonic Amazon tourist camp founded by the Indians of San Jos and lying within 1.8-million-hectare (4.5-million-acre) Madidi National Park. Faced with shrinking economic opportunities, the 500 citizens of the isolated village want to throw open some of their vast wilderness to tourism in order to create local jobs as managers, owners, guides, cooks and artisans. And, in conjunction with conservationists, they are banking on ecotourism to protect their land by creating an economic incentive to preserve the forest intact.

There is an increasingly common approach to land conservation but nevertheless a controversial one, because increased tourist traffic carries obvious risks into remote cultures and habitats. As San Jos enters the tourism business, it illustrates the delicate balance demanded of indigenous communities around the world in the face of encroachment by the outside world.

"San Jos is a tiny little dot, but there are so many forces at work here," says La Paz anthropologist Guillermo Rioja as we unload waterproof bags from the long canoe. "Haphazard tourism and growth, catch-as-catch-can resource exploitation--this little place represents a flash point for what is happening all over the tropics."

An overflight of blue and gold macaws greets us as we unpack our peculiar gear: insect traps, field glasses, tape recorders, tubes of drafting paper, even a satellite navigation locator. Rioja, head of the Bolivian branch of Conservation International (CI), an environmental group active in ecotourism projects in more than a dozen countries, is here with his team at San Jos's request to help launch the community's ambitious plan.

After years of false starts, last year the community won a \$1.25 million grant from the Inter-American Development Bank to fund the project. Currently, Chalalan is nothing but a few skeletal buildings beside a small jungle lake, an undisturbed place of spooky beauty, immense ecological value and uncertain

prospects. But now the work begins as the team catalogs wildlife species, measures insect populations, scouts potential trail routes and sketches the first rough blueprints for simple cabins, lodges and landfills.

The first paying visitors may not check into Chalalan until spring 1997. Meanwhile, this team and others to follow will start to form not only the basic plan for the camp, but some of its fundamental premises: How many and what sort of tourists can Chalalan accommodate? What affect will they have on the habitat? How will San Jos most benefit from the new revenue?

"If we wanted to put a helicopter pad at Chalalan and build a luxury resort for rich Bolivians, we could do it easily," says Karen Ziffer of CI's Washington, D.C., headquarters. "But to do true ecotourism, to bring together a conservation and a development ethic, is much more difficult."

As we march into the jungle on our hike to Chalalan, it seems impossible to imagine any looming threats to this still, eternal forest. Within yards, the canopy closes overhead, and we hike into the permanent dusk of the deep woods. The calls of croaker toucans pierce the muffled jungle hush as we pick our way over the massive knees of tree roots thrust into the loamy trail. Lines of leaf-cutter ants cross our path bearing triangular burdens of foliage, a long fleet of tiny green sails.

But the busy serenity is illusory. Oil exploration is under way less than 30 kilometers (19 mi.) away. Teams of chainsaw-bearing woodcutters, some of them from San Jos, regularly ply the Tuichi, culling mahogany and other big hardwood trees from riverside forests. And haphazard tourism, in the form of rough-and-ready backpackers, is growing yearly. Clearly, ecotourism's central tenet--that additional human traffic will yield protection for remote areas--is an uncomfortable equation for some conservationists. Tourists of any stripe can trample fragile habitats, litter unspoiled forests, pollute clear streams. And, if too many of them come too fast, they can roil the quiet routine and traditional culture of indigenous communities.

But according to Ziffer, when properly planned and tightly controlled, ecotourism can help tame the inevitable onslaught in areas coveted by tourists and developers alike. "Even with the national park in place," Ziffer says, "the people of San Jos will be critical to ensuring that the area isn't overused or abused by ecotourism."

Twenty minutes from the river, we come to the small clearing that will house Chalalan. Lying on the bank of a humid jungle lake, it is a spectacular scene, one any ecotourist would covet. As evening falls, the massive trees ringing the small compound swarm with roosting birds. A screaming piha sings its high-pitched scales, answered by a bold echo from the green ridge rising behind the lake. Brett Whitney, a tropical-bird specialist here as part of a biological monitoring team, takes a stand in the center of the clearing, field glasses already unpacked and in hand. "This is really a spectacular view," he says. "A nice canopy. It's a very good place for seeing birds." That's good news because, among ecotourists, birders are prime customers: big spenders willing to rough it, obviating the need for costly and ecologically destructive facilities. Whitney hurries off when another ornithologist spots a pair of hoatzins nesting by the lake.

An advance group of CI biologists has already finished several days of dazzling fieldwork. Their early consensus: Chalalan will certainly attract wildlife viewers. It is a unique habitat, a rare ecosystem created where the Amazon flats meet the first of the Andean highlands. CI first became interested in the Tuichi region when a 1990 survey indicated it was one of the most biologically diverse areas in Bolivia, possibly in the world.

Because of the unusual climb of this tropical forest through several climate zones, a startling variety of wildlife is abundant, albeit elusive in the thick growth. This is the range of ocelots, tapirs, jaguars, capybaras. On vines draped over high branches, troops of howler and whiteface monkeys swing through the forest. Already, the field scientists have filled specimen jars with several hundred species of insects. Enrique Ortiz, a Peruvian biologist, has logged two tapir sightings and spotted signs of a jaguar.

We pitch our tents under the high roofs of two open bunkhouses built by the townspeople back in 1991, an earlier attempt at a tourism camp which (underfunded, underplanned and underpromoted) quickly fizzled. In spite of that failed first run, San Jos has reason to be optimistic that a market exists. Nature travel is at an all-time high. In 1994, it accounted for up to 60 percent of all international tourism and generated as much as \$250 billion in revenues, according to figures cited by the Vermont-based Ecotourism Society. Even in long-isolated Bolivia, tourism is booming, and ecotourism is growing by 15 percent yearly, according to the government. Now, San Jos need only draw the tourists farther up the river, where few outsiders have yet ventured.

Every morning, wood smoke laces Chalalan's moist jungle air and signals that breakfast is near. The lake is glazed with a thin morning mist, and a crowlike oropendula sounds its glottal call from a teardrop nest hanging over the water. Typically, the field biologists are already in the field. Rioja and Ziffer spend much of their time huddled with the San Jos community leaders who have come down from the village.

Meantime, Kurt Culbertson, a Colorado-based landscape architect, fills his notebooks with drawings. Here as a pro bono advisor, Culbertson spends his days casting an expert eye over Chalalan's potential as a tourist draw, grilling the local residents on nearby attractions, scouting sites for trail routes, lodges, cabanas and waste systems. Over the next few months at his Aspen office, he will transform his notes into a full-scale prospectus for the project that CI will present to the town: designs for a 24-bed lodge, marketing plans, cost estimates, a construction schedule, even a mock-up agenda for the different types of potential customers, from \$25-a-day backpacking college students to \$50-a-night bird enthusiasts.

"There's a big enough base of visitors here already to make it work," Culbertson says. "The backpack crowd will be able to handle this just fine no matter what. But by the time they're ready for a more up-scale crowd, they're going to have comfortable cabanas, better boats for the river, a real kitchen."

The next morning, we pack up the canoe and shove off for San Jos, where Rioja and Ziffer will brief a town meeting on their progress. Except for a 12-hour scramble over mountain trails, the river is San Jos's only link to the nearest markets and medical help, six hours downstream. Some of the houses are empty, abandoned by families that could no longer pick a meager existence from the small, exhausted farm plots or by dragging mahogany out of the jungle for \$5 a day.

"Our goal is to create jobs for San Jos," says Guido Mamami, a woodcutter and one of the group of former hunting guides who first pushed the idea of a tourist camp. "We're hoping 20 people will work at Chalalan."

Enthusiasm for the project is high. Beneath the stylized rising sun emblazoned on San Jos's aging church, a crowd gathers to pour over Culbertson's drawings. The meeting attracts more than 50 people, a good portion of San Jos's adult population. After the failed first effort and the long delays in finding funds for the second, residents are eager to see concrete benefits from the tourism scheme. "We can cook them native food," says San Jos mayor Leopoldo Macuapa. "People in San Jos still play the zampata and the traditional music. We can make chi cha (an alcoholic corn drink) for the tourists and serve it in coconuts."

Ziffer is pleased with the level of enthusiasm, but nervous about the growing talk of bringing great numbers of tourists to San Jos itself. She would prefer to keep visitors at Chalalan. "We have to have serious workshops here on how tourism has affected other communities," Ziffer says.

Alipaz agrees. The three of us stand together at the edge of the high, grassy village square and look down on the town as it settles for the evening under the clear southern sky. We smell cooksmoke snaking through thatched roofs, listen to dinner noises from the surrounding houses and wonder how ecotourism will take shape in this quiet section of rain forest.

Alipaz, along with Joe Vieira, a CI forestry specialist, will stay in San Jos to help manage the construction and startup of Chalalan over the next two years. She wants the village, now untethered to the outside world by road, phone or power line, to open its doors slowly. "We have talked about the possibility in San Jos that a lot of growth, a lot of visitors, could change its identity," she says. "We have to think carefully about how to manage it. We want to improve the quality of life, but we don't want to lose its sentiment."

Roving journalist Steve Hendrix has put off his travels for a while as he and his wife embark upon raising their first child.

Ecotourism can provide a sustainable economic base for people in areas that offer appealing wildlife or outdoor experiences. Here are some tips for tourists to ensure that eco-travel helps the resident economy:

1. Do not disturb wildlife and wildlife habitat: Stay on trails.
2. Avoid trade in wildlife products unless you know it is not harmful to plants and animals.
3. Choose travel companies that hire local people, contribute to conservation efforts, organize small tour groups and provide information about local nature and culture.
4. Travel globally but spend locally: Stay in locally owned lodging, hire local guides, eat locally grown foods, use local transport and buy local handicrafts.

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ARCHITECTURE



DN PHOTO/ROBERT LEISTRA

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Landscape: Group spends week developing project site

Continued from PAGE 1

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Design Week is a collaborative experience Design Workshop has done for six years.

Ball State University's is connected to the firm through Landscape Architecture chairman Malcolm Cairns and professor Les Smith, both of whom have been instrumental in organizing third-year-level field trips to the firm's Aspen, Colorado, office. Ball State alumni work for the firm and make the connection even stronger.

"Our goal is for the students to have an immersive learning experience with a real firm, dealing with real issues, and connecting with real people," Joseph Blalock, Landscape Architecture assistant professor, said.

The project deals with a site in Indianapolis just north of the IUPUI campus, he said. Working in teams of 8-10 members from five different years of study, students are focusing on a brownfield. A brownfield is property that the expansion, redevelopment or reuse of which may be complicated by the presence of a hazardous pollutant or contaminant. It was chosen, in part, because of Design Workshop's world-renowned success with

brownfield redevelopment and the challenges the site also provides students.

"With IUPUI and BioCrossroads to the south, Methodist Hospital to the east and Fall Creek's protected public land to the north, this site is a key in connecting communities," Blalock said. "We hope to see what services are lacking in the surrounding neighborhoods and create a mixed-use development. The challenge is to work with the existing water treatment facility on the site, which provides 65 percent of Indianapolis' water."

Gentrification is also a concern, he said. It is the process of renewing deteriorating neighborhoods while middle-class or affluent people move in, displacing the prior, often poorer residents.

While the site for this project is mostly unoccupied, the abutting neighborhood of Riverside is home to many lower-income families.

But with challenge comes opportunity. BioCrossroads has created upward of 7,000 jobs and further development of this site could lead to a loop on the city's developing monorail, Spears said. This, in turn, could benefit Riverside residents.

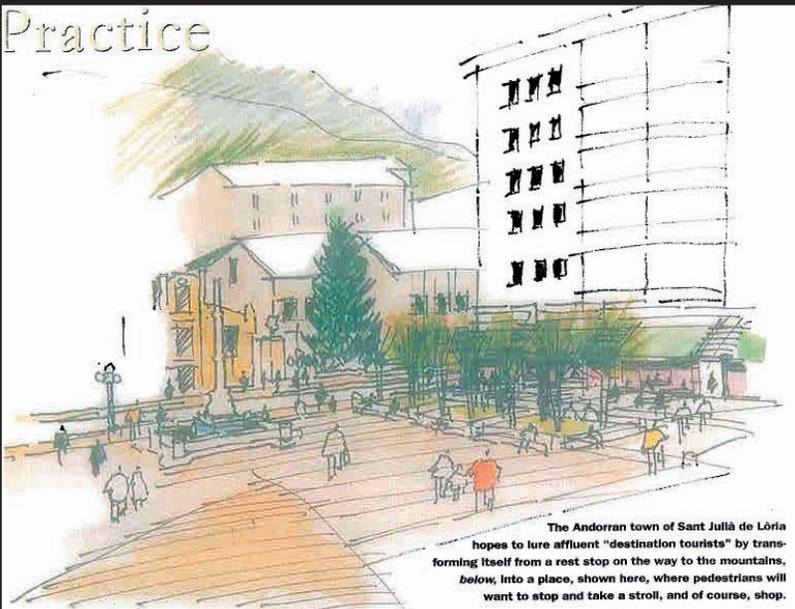
Each group of students and professionals outline site possibilities with hopes to get both the private sector and the city of Indianapolis on board.

Landscape Architecture Magazine.

February 1998

Design Workshop practice “community psychology” to show towns how to lure tourists.

Practice



The Andorran town of Sant Julià de Lòria hopes to lure affluent “destination tourists” by transforming itself from a rest stop on the way to the mountains, below, into a place, shown here, where pedestrians will want to stop and take a stroll, and of course, shop.

Tourist-Friendly

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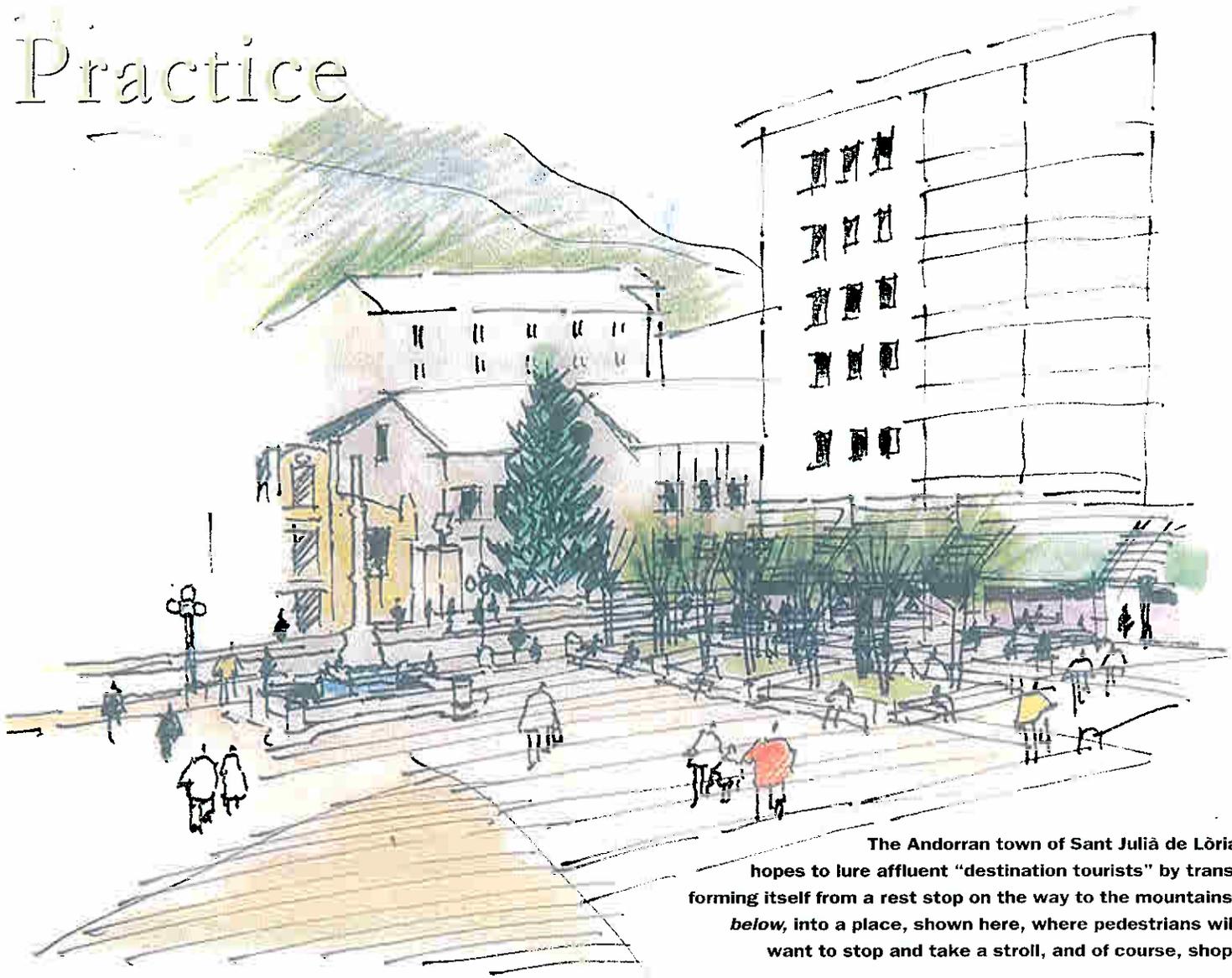
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Landscape Architecture | 44 | FEBRUARY 1998



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Most vacationers would prefer to leave this modern plague at home. Zimmermann notes, however, that most resort towns experience severe traffic problems. In North Lake Tahoe the summer months that bring jumping bass also bring thousands of cars and trucks into town as weekend visitors from Sacramento and San Francisco—the nearest cities—drive up. The problem is a result of poor planning. According to Design Workshop landscape architect Richard Shaw, ASLA, piecemeal development over the years without any overall planning has left its mark in extremely wide, paved thoroughfares and a profound lack of sidewalks. For tourists, there's no way to get anywhere except by car. However, as Design Workshop eloquently reasons, the pedestrian mode is not an "alternative mode." It is the primary mode of travel and the foundation upon which all other modes (including driving) rest. A major focus of their plan for this area was to retrofit the transportation infrastructure—an infrequent county bus system—with something that would take people out of their cars. Ron McIntyre, the former director of the local chamber of commerce, says that last summer the community experimented with a trolley system that was overwhelmingly successful. "Next summer, for sure, we're going to splatter the place with trolleys," he says.

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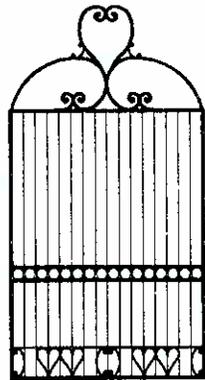
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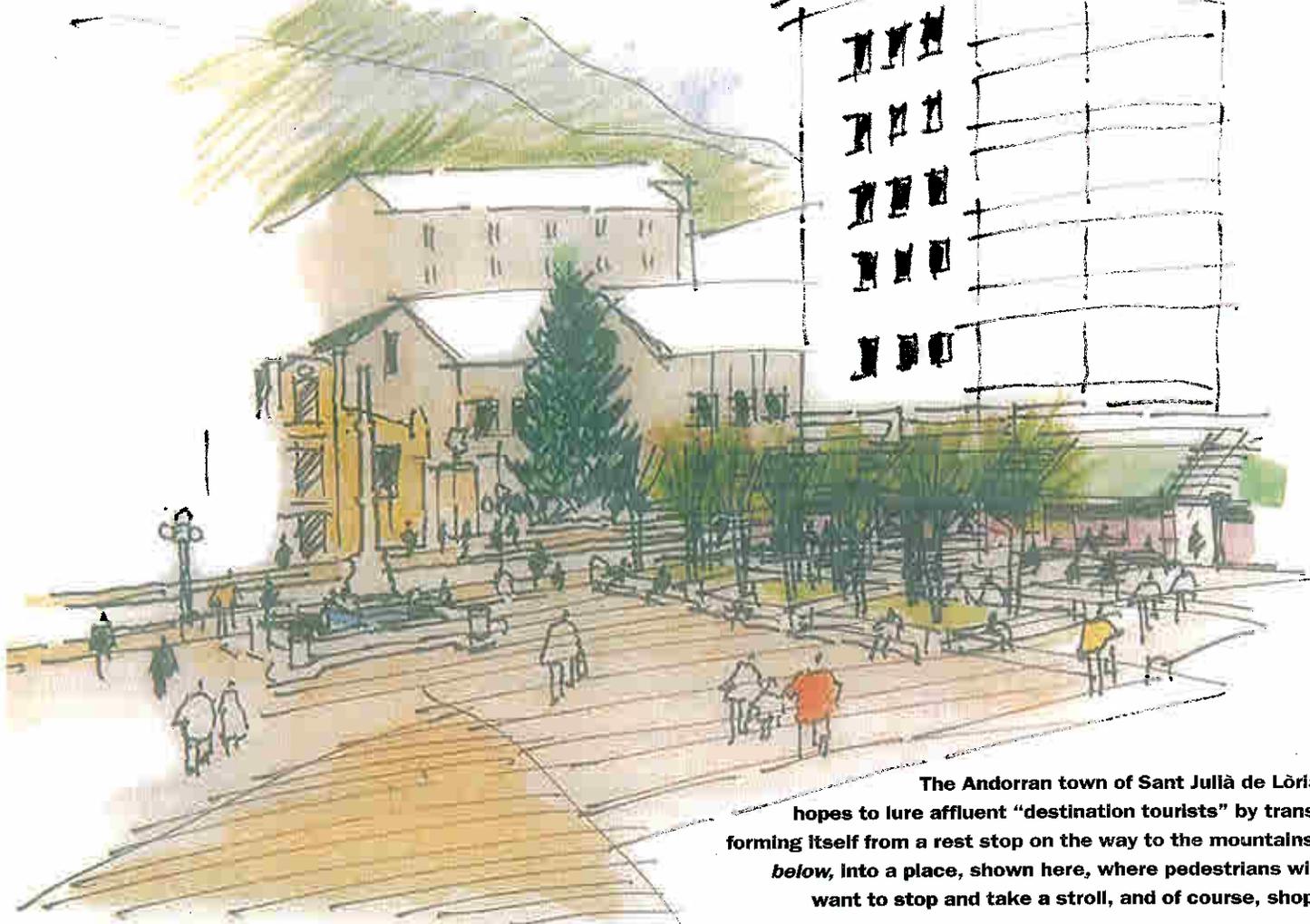
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CIRCLE 356 ON READER SERVICE CARD



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Resort Renewal

Redevelop Tourism

America's modern resorts are getting old. The ski areas, marinas, and villages developed in the 1960s and 1970s now resemble poster children for suburban sprawl. Visitors to resorts developed during this era may find shoddy A-frame architecture, strip malls, and traffic jams.

As a result, many of these resort areas are depressed economically. Occupancy rates are declining. The value of condominiums and commercial real estate is falling. Visitors still come in large numbers, but they stay for shorter periods and spend less money—perhaps 75 percent less a day—than the so-called destination tourist.

Resort areas now are faced with congestion, disinvestment, and environmental blight at levels found in major cities. Nevertheless, the prognosis for recovery is good, for several reasons. First, their natural features and attractions remain mostly undiminished; moreover, nearby development opportunities are limited. America's best natural attractions already have been designated as national parks or developed for tourism. In other cases, the combination of local opposition, environmental regulations, or simple shortage of land has made it impossible to develop new resorts.

The goal is to create resorts that match the grandeur of their settings.

In South Lake Tahoe, California, plans call for a pedestrian-oriented resort village at the base of the mountain. A new gondola will link the slopes directly to the center of South Lake Tahoe and will anchor the Park Avenue redevelopment project. The project involves replacing a patchwork of small, decaying buildings with more than 100,000 square feet of retail shops, a luxury inn, 265 timeshare units, and a hotel/cinema complex.